

# AGENDA

## Health & Social Care Overview and Scrutiny Committee

Date: **Thursday 12 September 2013**

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Time: **2.00 pm**

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Place: **Council Chamber - Brockington**

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

For any further information please contact:

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If you would like help to understand this document, or would like it in another format or language, please call David Penrose, Governance Services on 01432 383690 or e-mail [dpenrose@herefordshire.gov.uk](mailto:dpenrose@herefordshire.gov.uk) in advance of the meeting.

# **Agenda for the Meeting of the Health & Social Care Overview and Scrutiny Committee**

## **Membership**

**Chairman**

**Councillor JG Jarvis**

**Vice-Chairman**

**Councillor SJ Robertson**

**Councillor PA Andrews**

**Councillor PL Bettington**

**Councillor WLS Bowen**

**Councillor MJK Cooper**

**Councillor KS Guthrie**

**Councillor JLV Kenyon**

**Councillor JG Lester**

**Councillor MD Lloyd-Hayes**

**Councillor J Stone**

**Councillor GA Vaughan-Powell**

**Councillor PJ Watts**

## AGENDA

		Pages
1.	<b>APOLOGIES FOR ABSENCE</b> To receive apologies for absence.	
2.	<b>NAMED SUBSTITUTES (IF ANY)</b> To receive details of any Members nominated to attend the meeting in place of a Member of the Committee.	
3.	<b>DECLARATIONS OF INTEREST</b> To receive any declarations of interest by Members in respect of items on the Agenda.	
4.	<b>MINUTES</b> To approve and sign the Minutes of the meeting held on 11 July 2013.	9 - 12
5.	<b>SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</b> To consider suggestions from members of the public on issues the Committee could scrutinise in the future. <i>(There will be no discussion of the issue at the time when the matter is raised. Consideration will be given to whether it should form part of the Committee's work programme when compared with other competing priorities.)</i>	
6.	<b>QUESTIONS FROM THE PUBLIC</b> To note questions received from the public and the items to which they relate. <i>(Questions are welcomed for consideration at a Scrutiny Committee meeting so long as the question is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it <b>no later than two working days before the meeting</b> to the Committee Officer. This will help to ensure that an answer can be provided at the meeting).</i>	
7.	<b>HEREFORDSHIRE COUNCIL, SAFEGUARDING ARRANGEMENTS FOR CHILDREN SIX MONTH REVIEW REPORT FOR THE DEPARTMENT OF EDUCATION</b> To report on the progress of improvement planning in Children's Safeguarding resulting from the self-evaluation undertaken and reported to the Department of Education in July, 2013 in relation to the Herefordshire Safeguarding and Protecting Children Improvement Plan.	13 - 48
8.	<b>HEALTHWATCH</b> To receive a progress report on Healthwatch.	
9.	<b>TASK &amp; FINISH REVIEW GROUP REPORT ON THE ADULT SOCIAL CARE NEXT STAGE INTEGRATION PROJECT (TO FOLLOW)</b> To consider the findings arising from the Task & Finish Review Group – Adult Social Care Next Stage Integration Project.	
10.	<b>TASK &amp; FINISH REVIEW GROUP REPORT ON RESIDENTIAL AND NURSING HOME FEES INCLUDING THE OPEN BOOK REVIEW (TO FOLLOW)</b> To consider the findings arising from the Task & Finish Review Group Report on Residential and Nursing Home Fees including the Open Book Review.	

<b>11. FRAMEWORKI DEVELOPMENT PLAN FOR CHILDREN'S WELLBEING DIRECTORATE</b>	49 - 52
To receive a report on the development plan for Frameworki, the electronic record keeping system for Children's Wellbeing Services.	
<b>12. WORK PROGRAMME</b>	53 - 62
To receive the Committees Work Programme.	

## **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 Committee 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.

#### **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 Committee is not able to discuss questions relating to personal or confidential issues.)

# **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.

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- 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.

## **HEREFORDSHIRE 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.

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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.





HEREFORDSHIRE COUNCIL

**MINUTES of the meeting of Health & Social Care Overview and Scrutiny Committee held at Council Chamber - Brockington on Thursday 11 July 2013 at 5.00 pm**

**Present:** Councillor JG Jarvis (Chairman)  
Councillor SJ Robertson (Vice Chairman)

Councillors: PA Andrews, PL Bettington, WLS Bowen, MJK Cooper, KS Guthrie, JLV Kenyon, JG Lester, MD Lloyd-Hayes, PJ McCaull and J Stone

**In attendance:** Councillor GJ Powell (Cabinet Member, Health and Wellbeing)

**Officers:** J Davidson (Director For People's Services), A Bailey (Interim Strategic HR Business Partner), G Dean (Scrutiny Officer), H Coombes (Assistant Director, People's Services), D Mason (Interim Transformation Manager), J Rzezniczek (Interim Head of Improvement) and DJ Penrose (Governance Services)

**53. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors GA Vaughan-Powell and PJ Watts.

**54. NAMED SUBSTITUTES (IF ANY)**

Councillor P McCaull substituted for Councillor GA Vaughan-Powell.

**55. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**56. MINUTES**

The Minutes of the meeting held on the 7 June 2013 were approved as a correct record.

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

There were no suggestions.

**58. QUESTIONS FROM THE PUBLIC**

None.

**59. CHILDREN'S SERVICES WORKFORCE REPORT**

The Committee received a report on the Children's Services Workforce. The Interim Strategic HR Business Partner highlighted the following areas:

- that the Council struggled with acquiring a skilled workforce. The Ofsted inspection undertaken in September 2012 had made a number of recommendations one of which required the Authority to ensure that first line managers had sufficient skills, knowledge and experience to effectively undertake their role. As a result, Institute of Leadership and Management (ILM) training would be provided for all first line

managers, and a recruitment strategy would be in place in order to help to ensure the recruitment of high calibre managers.

- That there would be a review of social workers responsibilities and workloads to ensure staff have a manageable range of work and a caseload consistent with their level of experience and competence.
- From July 2013, the Multi Agency Safeguarding Hub would operate and would combine elements of the current FAST Service with Police, Health, Education and Women's Aid in improving information sharing and decision making arrangements with respect to new contacts to Children's Social Care.

In the ensuing discussion, the following points were made:

- That it was important that the Service should concentrate on growing its own Social Workers locally as it was challenging to recruit staff, as people were not prepared to commute for more than an hour.
- That eight social workers had been newly recruited, and there would be an assessment day on the 22<sup>nd</sup> July. The Council was working with a national recruitment company on order to recruit senior staff.

**RESOLVED: That the committee should receive an updated report within 6 months.**

#### **60. ADULT SOCIAL CARE BUSINESS CHANGE PROGRAMME 2013/14**

The Committee received a report on the current arrangements for the Adult Social Care business change programme.

The Interim Transformation Manager highlighted the following areas:

- That meeting the needs of an aging population whilst improving outcomes and staying within reduced public sector budgets was a national issue. The programme before the Committee had two stages. The first of these was to regain control of finance and governance of the Adult Social Care system, the second was to redesign the adult social care system in Herefordshire.
- That the Council commissioned Wye Valley NHS Trust (WVT) and 2gether NHS Foundation Trust (2gether) to manage and provide a range of adult social care services on its behalf. Staff within adult social care were currently seconded from the Council to both organisations. Commissioning arrangements had to be reviewed as existing arrangements would cease when the current Section 75 agreements come to an end in September 2013 (WVT) and March 2014 (2gether). The Council also had to take account of the Care and Support Bill, the financial outlook and future transformation requirements.
- Herefordshire had been slower than other councils in transforming services to date, and this, combined with the growth in older people meant there was a savings plan (within ASC alone) of £7.078m to ensure a balanced budget of £48.797m in 2013/14, of which £3.9m was not yet assured.
- £1m of savings would be delivered by the Next Stage Integration project in 2013/14.
- The Next Stage Integration project would be supported by the Open Book Review into Residential & Nursing Care which was designed to ensure that there was a fair and transparent approach to the charging for residential & nursing care

provision in Herefordshire. This would mean balancing considerations of the providers' actual costs with the desire of the Council to obtain best value through a pricing structure which is fair to providers and customers as well as the Council. This structure would be one which was likely to ensure a reasonably stable and competitive market for services and deliver an appropriate quality of care.

In the ensuing discussion the following points were made:

That there was a risk register as part of the project. The largest risk was that a significant part of the necessary savings of £7.078m would not be achieved. There were also risks around embracing change, and the discharge of patients from hospital. Both of these were being worked on with the Herefordshire Clinical Commissioning Group.

In reply to a question, the Director for People's Services said that should the Service fail to achieve its budget, then vulnerable patients would be put at risk. Work was underway with the hospital as a health and care system to review the Urgent Care pathway. The principal concern was around the broad County services, not those provided by the hospital. Attention was being given to the discharge of patients, and an assessment would be undertaken of the Occupational Therapist Service. The Care Bill made it clear that people would be encouraged to take increased responsibility for their own wellbeing.

In reply to a question, she went on to say that the existing systems and processes were convoluted and difficult to use. Which is why change was being undertaken. There was a generational issue to overcome, with both service users and providers. The best solutions to issues were those undertaken by people by themselves.

The Director concurred with a Member's comment that there were many people who had yet to be assessed, but replied that 6 more social workers had been employed in order to help with the assessment process. The Cabinet Member (Health and Wellbeing) added that one of the problems that the Council had was in understanding where it actually stood at the moment. There were problems associated with the Wye Valley Trust, and these would be addressed as part of this process. Assessments were behind where they should be, but this was partly as a result of the Council not having the control that it ought to have over the processes.

In reply to a Member's question as to how savings would be made in the remaining nine months of the year, the Cabinet Member said that at the last Council meeting, a recommendation to allow the Chief Executive to provide a balanced budget for 2013/14 had been agreed. There would be a budget monitoring report to the meeting of Cabinet on the 25 July which would refer back to the budget in February, and indicate the existing position. Further savings had been identified, and the governance structure and leadership was in place to make these savings. The Council would engage with its partners to ensure savings were achievable, and was going out of its way to engage with users, carers and staff in order to achieve the end goal. There was a finite amount of money available, and the Council was working to ensure that it was spent appropriately.

In reply to a further question, the Interim Transformation Manager said that some people could increase payments made to residential homes by way of third party top ups. He added that carer's assessments would be integrated as part of the process that assessed the needs of the service user, in order to ensure that the needs of both were met.

**RESOLVED: That the Open Book Review should come before the Committee before it was finalised.**

## **61. HEREFORDSHIRE CLINICAL COMMISSIONING GROUP URGENT CARE REVIEW**

The Committee received a report on the Herefordshire Clinical Commissioning Groups Adult Urgent Care engagement and communication plans. The Executive Lead Nurse, Herefordshire Clinical Commissioning Group (HCCG) highlighted the following themes:

HCCG wanted to introduce a model of adult urgent care service that was simple to understand, to access and to navigate, and to provide local care with options for self-care of long term conditions.

A key element was to ensure we embed people's views of what matters into the strategy. It was important that the local community of Herefordshire and wider stakeholders were well informed about the opportunities for involvement in the process. Working with HealthWatch during September 2013 six engagement events would be held in the City and Market Towns, led by one of the HCCG GP members.

In the ensuing discussion, the following points were made:

- that NHS Direct had taken over the 111 telephone service, and that the HCCG were working closely with them to deliver a localised service.
- That the public meetings would be open to all, and the HCCG would encourage as many stakeholders to attend as was possible.
- That the HCCG were still considering a triage system at the hospital, but there was a differing amount of research as to the effectiveness of such a system. The CCG was also limited as to what it could do to the fabric of the hospital. If it were possible to integrate GP's in A&E, then it could well be the best available option.

**RESOLVED: That a further update report should be provided to the Committee in four months.**

## **62. WORK PROGRAMME**

The Committee noted its Work Programme.

The meeting ended at 8.10 pm

**CHAIRMAN**



<b>MEETING:</b>	<b>HEALTH &amp; SOCIAL CARE OVERVIEW &amp; SCRUTINY COMMITTEE</b>
<b>MEETING DATE:</b>	12 SEPTEMBER 2013

<b>TITLE OF REPORT:</b>	<b>HEREFORDSHIRE COUNCIL, SAFEGUARDING ARRANGEMENTS FOR CHILDREN - SIX MONTH REVIEW REPORT FOR THE DEPARTMENT OF EDUCATION</b>
<b>REPORT BY:</b>	<b>Interim Head of Improvement</b>

## 1. Classification

Open

## 2. Key Decision

This is not an executive decision

## 3. Wards Affected

County-wide

## 4. Purpose

- 4.1 The purpose of this report is to inform members on the progress of improvement planning in children's safeguarding resulting from the self-evaluation undertaken and reported to the Department of Education in July, 2013 in relation to the Herefordshire Safeguarding and Protecting Children Improvement Plan.

## 5. Recommendation(s)

**THAT:**

- (a) **The report is noted.**
- (b) **A further update report is provided in three months time.**

## 6. Alternative Options

There are no relevant alternative options.

## 7. Reasons for Recommendations

- 7.1 To ensure that Committee are fully informed and able to challenge the progress of improvement planning in line with the Department of Education expectations and requirements, in relation to arrangements for safeguarding children.

## **8. Key Considerations**

8.1 Immediately following the September, 2012 Ofsted inspection of arrangements to Safeguard Children in Herefordshire, the Council established a multi-agency Improvement Board. An Improvement Plan was developed in October, 2012 and updated and published, following receipt of the Improvement Notice in March, 2013.

8.2 The Herefordshire Safeguarding and Protection Children Improvement Board (HSPCIB) has been chaired by an independent Chair, Paul Curran, since November 2012. The Board has been attended consistently by a purposeful multi-agency group of partners, leading the implementation of the Improvement Plan.

8.3 An evaluation of progress to date is contained within the attached document. In summary however, the following areas highlight specific progress and areas for development:

### **Leadership and Governance**

8.4 Ofsted drew attention to the quality and effectiveness of leadership and management arrangements. The Council has strengthened the political and corporate leadership and governance arrangements. The new Leader was elected in May 2013, and he has created a dedicated Lead Member for Children, Youth and Education Services. New Scrutiny arrangements are in place with a dedicated Health and Social Care Overview Committee; the vice-chair of that Committee leads the Scrutiny task and finish sub-group dedicated to developing member knowledge, understanding and challenge of children's safeguarding. Safeguarding Seminars have been undertaken with good engagement by elected members. Whilst these developments mark significant action, it is too early to fully evaluate the impact as yet.

8.5 The new Chief Executive started in March 2013. He has reviewed the Directorate structures with a particular aim to place renewed organisational focus on Children's Safeguarding. There is now a dedicated Director for Children's Wellbeing, commencing 1 August 2013. Assistant Director capacity was enhanced in January 2013 which has ensured two full time permanent and experienced Assistant Directors are in place for Children's Services.

8.6 The Council's Cabinet has published a clear statement of Expectations for Safeguarding for further development with children and young people. Our Children in Care Council have supported this, making some specific changes. This will be used to guide the improvement and development of services. Advocacy services for children and young people have been enhanced through additional commissioned capacity although there is likely to be a need to enhance this capacity further.

8.7 There has been a strong multi-agency response by the Herefordshire Safeguarding Children Board. It has been restructured with enhanced quality assurance, training and case review arrangements in place. Case auditing in children's social care is now part of a systematic process linked in to the Herefordshire Safeguarding Children Board.

### **Practice**

8.8 The immediate action required of the Council, to undertake an audit of all cases was undertaken by external auditors. By January, 2013 all 1440 cases had been audited. No children were deemed to be at immediate risk. The quality of case work ranged

from outstanding to inadequate, reflecting the same issues found by OFSTED. Robust follow up action was taken on all cases found to be inadequate.

- 8.9 The Advanced Practitioner service has been redesigned and is now fully staffed. Their focus is on supporting and improving frontline practice and management practice including assessment improvements, recording, care planning and ensuring the voice of the child is used and embedded into social work practice. Very well received multi-agency Risk and Resilience training is currently being rolled out.
- 8.10 The new Multi-Agency Safeguarding Hub (MASH) has been operational from 22<sup>nd</sup> July 2013, and as it develops will address a number of improvement requirements in the Improvement Plan.
- 8.11 Performance management arrangements are being enhanced through the implementation of a new Frameworki reporting and alerts tool, CORIUS.
- 8.12 The first phase analysis of a 'child's journey' approach to early help and safeguarding has taken place to secure a more effective, targeted and efficient service. All staff will be engaged in finalising the model.

### **Challenges**

- 8.13 The focus of the past nine months has been on establishing the basic building blocks for effective safeguarding practice. Whilst there is evidence of significant commitment and hard work from very many, there remain some fundamental challenges for us to address:

### **Recruitment and Retention**

- 8.14 During the past six months, there has been significant turnover in front line and middle agency managers. The Council has recruited one new permanent Head of Service and one new permanent Service Manager, as well as four new agency service managers.
- 8.15 The MASH has 75% permanent staff, that is, three out of four; the current FAST has only one permanent member of staff and the Safeguarding and Review service has a 50% ratio of permanent staff to agency staff.
- 8.16 This is impacting on our ability to secure stable relationships with children, families and other organisations, and to see a sustained and embedded improvement in practice. This remains an issue both for timeliness and for quality. However, we are also clear that we will only recruit staff of the appropriate calibre.
- 8.17 Following initial recruitment and retention activity, the Council has provided additional strategic Human Resources capacity. This has led to an in-depth analysis of workforce issues, informed by staff, which was reported to Committee in July 2013. A stronger recruitment strategy is well in development, to be delivered in partnership with national recruitment specialists. We are also currently recruiting practice educators and some more newly qualified staff to ensure we build capacity in the longer term.
- 8.18 A retention plan is also nearing completion which will address issues such as pay, progression and the total reward offer.
- 8.19 Good agency staff have been taken on for longer contractual periods and there have been a small number of conversions of high quality agency staff to permanent

posts. Recruitment of experienced staff and managers in social care remains our most fundamental challenge.

### **Practice**

- 8.20 Evidence from Council and Safeguarding Board quality assurance shows there is still some way to go in securing consistently effective and high quality practice.
- 8.21 Following Ofsted, there was a significant growth in workload in all child protection teams, including the Looked After Children Teams. This was caused by new referrals and re-referrals, addressing some long-standing drift in cases and the work on audited cases. Teams have taken on additional staff to keep workloads manageable. However, the combination of volume of work, practice changes and training, 'clunky' technology and lag with permanent staff commencing has meant that improvements in practice overall are not being seen at the rate we would wish and in some teams such as FAST, performance is highly variable.
- 8.22 In the light of this, the service is in the process of refocusing and slimming down the Improvement Plan so that every member of staff understands it and is clear about milestones and expectations; refocusing the work of the Advanced Practitioners and, using learning from other good authorities, taking a more disciplined approach to the structure, pace and prioritisation of the work undertaken by the social care teams.
- 8.23 Now that Core Logic, the Frameworki software supplier, has delivered on the Corius upgrade to the performance information available for staff and managers, the shortcomings in the functionality of the casework system in relation to its usability for chronologies, and other fundamental practice issues, can be addressed.

### **Workload and morale**

- 8.24 Despite additional resources, the social care teams are reporting significant challenges with workload. This is also reflected in some partner agencies. Since the Ofsted inspection there have been morale issues within the front line child protection teams. There has been a robust approach to performance management in teams which has increased pressure.
- 8.25 Some of the solutions to these issues relate to more efficient and effective working practices and tools, which are not yet fully rolled out. There is also a review of business support underway to ensure social care teams have the right support.
- 8.26 The Children and Young People's Partnership Forum (Children's Trust) has also acknowledged the need to be more ambitious for the collective approach to early help, to manage down the demand for specialised child protection services. This will be the focus of work for the Partnership in Quarter Two.
- 8.27 It is evident that there is a significant commitment being made by all staff and partners to achieve excellence in safeguarding in Herefordshire. There remains, however much to do.
- 8.28 Feedback from the Department of Education would indicate that we are appropriately on track with our Improvement Plan and taking this forward at a pace which is in line with their expectations. Our current expectation is that we could achieve an adequate inspection rating during 2014/15.
- 8.29 Ofsted have announced that they will be publishing their new inspection framework in September, 2013 and will not be carrying out any inspections until November,



2013. Meanwhile a peer review of children's safeguarding arrangements has been commissioned which will take place during the first week of October, 2013. This will act as a supportive but challenging 'critical friend' approach to assist us and our partners in celebrating strengths and identifying areas for improvement.

## **9. Community Impact**

- 9.1 The improvements planned will lead to a positive impact on the most vulnerable children and families in Herefordshire.

## **10. Equality and Human Rights**

- 10.1 By the nature of its work Children's social care services, in the exercise of their functions, have due regard to the need to -
- 10.1.1 eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under this Act;
  - 10.1.2 advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - 10.1.3 foster good relations between persons who share a relevant protected characteristic and persons who do not share it."

## **11. Financial Implications**

- 11.1 There are no specific financial implications to this report. However, the turnover in staff and increased reliance on agency staff have created financial pressures in year. The planned recruitment campaign will cost from £65k to £127k depending on the numbers of experienced qualified social workers successfully recruited.

## **12. Legal Implications**

There are no specific financial implications to this report.

## **13. Risk Management**

- 13.1 Risks related to the Improvement Plan are recorded on a risk register and the recruitment and retention of a stable workforce is a critical area related to the necessary improvements required in the Improvement plan and notice.

## **14. Consultees**

- 14.1 Staff, health and school partners were consulted as a part of the formulation of this report.

## **15. Appendices**

- 15.1 Appendix 1 – Six month review, self-evaluation report.  
Appendix 2 – DFE feedback letter.

## **16. Background Papers**

- 16.1 None identified.



**Herefordshire Council Improvement Notice: Six month review of progress**

Purpose

This document provides a summary of progress made against the requirements of the Improvement Notice issued to Herefordshire Council in February 2013.

Assessment of progress against the measures set out in the Improvement Notice:

**Improvements required by 31 March 2013:**

2. Ensure the Council sets out a statement of their vision and ambition and plan, including targets and timescales for children’s safeguarding services regarding the improvements planned as a result of this Notice by 31 March 2013. Ensure this statement is communicated to and implemented by staff and partners such that they have a clear understanding of their roles and responsibilities and are held to account in delivering this vision, ambition and improvements expected by the Council.

Status	Green
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Achievements to date:

- Cabinet has approved Statement of Expectations and Improvement Plan.
- Improvement plan has been published, has clear timescales and accountabilities. This has been published on HSCB website and shared with staff through staff briefings.
- Statement of Expectations has been developed with Children in Care Council.
- People are being held to account through the monitoring and challenge by HSCB and HSPICB.

**Evidence**

Statement of Expectations

Website

Minutes of meetings

Key areas for development:

- Ensuring the statement of expectations is shared widely and used to guide development.
- Sharpening the focus of the improvement plan following self-evaluation.

**Timescale**

Quarter 2

Quarter 2

3. Review the membership, structure and operation of HSCB by 31 March 2013 to ensure the Board provides rigorous scrutiny, monitoring and challenge of services and outcomes for vulnerable children, and meets all statutory requirements and statutory guidance requirements as set out in 'Working Together'.

Status	Green
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**Achievements to date:**

- The HSCB and its sub-groups have been restructured, with new chairs in place where required. The membership of the HSCB and groups has been reviewed and necessary changes made. SET Case Review Group established and new Procedures Sub-group being considered.
- Enhanced Quality Assurance regime introduced with improved performance information reporting and regularised case and thematic auditing. Some developmental issues have been identified and referred for action.
- New case review system introduced and has been completed or planned on 4 cases. This could be used as a SCR model for West Mercia.
- Major SET Conference organised to launch SET Strategy involving 70 organisations and 250 attendees.
- Three Year Plan developed.

**Evidence**

Structure chart/Business Plan

Commenced April 2013  
– 2 thematic audits and 1 case audits (AC)

1 completed, 3 underway

June 2013

Business Plan

**Key areas for development:**

- Resolve method of engagement with schools, lay members and children and young people.
- Further develop engagement with frontline staff.
- Review and refinement of new systems and arrangements.

**Timescale**

Quarter 2

On going

Quarter 3/ 4

20. Conduct within one month of this Notice an audit of all cases closed in the last three months and risk assess all current cases within children’s social care services, to assess whether children and young people are at risk and whether any further action is required. If action is required take the appropriate action to safeguard the child.

Status	Green
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Achievements to date:

- The audit has taken place and all inadequate cases referred back to operational teams for corrective action. Outstanding cases are being used as exemplars of good practice.
- Overall analysis has been shared with operational staff, HSCB members, the Board and members, including Overview and Scrutiny Committee..
- Action points from the audit are similar to those from the Ofsted Inspection and have been cross-referenced and amalgamated with the Improvement Plan.
- The audit has informed the development of our QA framework, which is now in place.

**Evidence**

1440 cases audited of which: 18 outstanding, 315 good, 658 adequate, 449 inadequate

Minutes of meetings

New plan

Key areas for development:

- Continue to ensure learning is embedded within operational practice.

**Timescale**

On going

**Leadership and Governance**

1. In line with ‘Working Together’, ensure that across the partnership and within the Council assurance arrangements are in place to assess that the Lead Member and the DCS and senior leaders have the capacity to give Children’s Services sufficient priority and focus

Status	Amber
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Achievements to date:

- New Lead Member dedicated to Children’s, Youth and Education Services in place since end May, in line with

**Evidence**

Council governance structure

Statutory Guidance.

- New Chief Executive in place since March.
- Additional capacity was brought in by the council in January 2013 to ensure two full time Assistant Directors focused on Children’s Services.
- Peer mentoring has been in place this year, for the DCS, AD, children’s services, the lead member, and the task and finish group

<p><b>Evidence</b></p> <p>Senior Management structure</p> <p>Capacity increased from 1.5 to 2.0 ADs</p>
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Key areas for development:

- A members task and finish group is underway to develop the scrutiny function in relation to safeguarding children.
- Further work to be undertaken to build on assurances across the partnership that senior leaders in the organisations have the capacity to prioritise children’s services

<p><b>Timescale</b></p> <p>Quarter 2</p>
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4. Ensure that individual children, families and staff are engaged and provide regular feedback to improve the quality of service and shape practice

Status	Amber
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Achievements to date:

- Work has been undertaken to identify the range of consultation and participation work undertaken with children and families, both individually and collectively.
- Participation and engagement resource reviewed and plan in place to strengthen and focus our approach, including the possibility of an internship for a young person.
- The New QA System includes arrangements to receive feedback from families via structured interviews or focus groups.
- Meetings with Children in Care Council (CiCC) about what needs improving.

<p><b>Evidence</b></p> <p>Proposal for participation and engagement</p> <p>Minutes of corporate parenting panel</p>
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- Consultation on Centre 18 and re-provisioning of Number 4 Blackfriars. The young people are currently designing Nos 4 Blackfriars which will be used as a multi-agency hub for CICC and 16+.
- A consultation event was held in June this year, between children, young people and elected members, on the subject of safeguarding and children’s experiences of services related to their safeguarding needs.

Areas for development:

- Departmental staff surveys are being planned which will supplement the arrangements which operate across the Council.
- The next stage is to put in place a systematic process to engage children and young people to provide structured feedback on safeguarding systems utilising existing participation services and staff.

<b>Timescale</b>
Quarter 2
Quarter 2

5. Ensure that the views of staff are considered in relation to their work and workplace using appropriate feedback mechanisms. To support this, consideration should be given to the Children’s Safeguarding Performance Information Framework

Status	Amber
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Achievements to date:

- We have established new arrangements for staff briefings and act on their feedback.

<b>Evidence</b>
Briefings held 10/12, 12/12, 03/13, 04/13, 05/13
Monthly newsletters from AD

Areas for development:

- Information from staff feedback is used to inform recruitment and retention strategy.
- More systematic feedback arrangements in place at a team level and across the partnership.
- Staff surveys are also being planned.

<b>Timescale</b>
Quarter 2

<b>Timescale</b>
In place
October 2013

**Decision making, escalation, management oversight and supervision**

6. Ensure that all management oversight and decision-making by the Council is conducted in line with standards set out in 'Working Together' and the Framework for Assessment and in local standards, and that evidence of such management oversight and decision making is set out in detail on each case file. Action must be taken to address areas of practice where performance does not meet standards.

Status	Amber
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## Achievements to date:

- Completely new web based procedures have been established clearly outlining operational requirements.
- The new department QA Framework includes systematic case auditing by managers across the department which is centrally managed and assured. This checks on compliance and management oversight in line with Ofsted requirements.
- Practice Lunch Time Seminars have assisted in embedding the learning.
- A new procedure for undertaking case reviews has been undertaken using the Significant Incident Learning Process (SILP) which has high staff engagement and is assisting in creating a learning culture.

**Evidence**

Intranet

QA framework  
No. of cases audited as at 1.7.13 =41 of which 0 outstanding, 16 good, 13 adequate, 12 inadequate

## Areas for development:

- The development of a Single Assessment procedure in line with the requirements WT2013.
- A Learning Framework to undertake serious case reviews is being developed with partner agencies in the West Mercia area.
- Robustness of evidence of IRO/CP Conference Chair scrutiny and reported – revised QA Alert processes for LAC and CP, IRO Case Notes on Child's File
- Embed learning from audit consistently
- Further develop QA Framework to include peer observations etc.

**Timescale**

Quarter 2

Quarter 3

On going

On going

Quarter 3



7. Ensure professionals from all agencies understand their responsibilities with regard to child protection and make use of escalation procedures if they believe that children are not receiving appropriate services from any agency or organisation

Status	Amber
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**Achievements to date:**

- One of the key strands of the HSCB training strategy and plan is based on Herefordshire’s Levels of Need and ensuring professionals understand their responsibilities with regards to it.
- Organisations have worked to publicise the Levels of Need document.
- HSCB’s escalation procedures were refreshed and reissued in February 2013 with quarterly monitoring of significant escalations by the HSCB Quality Assurance and Evaluation sub group.
- New QA Alerts linked to Ofsted Grade Descriptors being undertaken by IROs.
- HSCB has undertaken thematic and case specific Audit activity

**Evidence**

Training Strategy

On-going publicity of the Levels of Need

Escalation procedures

3 reports of escalations above level 4

Themes covered to date = Referrals into CSC via the multi-agency referral form, decision making and process in strategy meetings

**Areas for development:**

- Reflect on analysis of use of escalation procedure and take further steps to embed in practice. Further work will be done across agencies to highlight the case escalation procedures.
- The MASH will also provide additional ability to drive consistent adherence through better multi-agency coordination, and this will be monitored through the MASH performance framework

**Timescales**

Quarter 3

Quarter 2 and on going

8. Ensure those with responsibility for supervising social workers and other social care staff have relevant experience and the opportunity to access training and support to fulfil this responsibility.

Status Amber

Achievements to date:

- A programme of training and continuous development for all staff in place, supported by the fully staffed Advanced Practitioner service and the Principal Social Worker role.
- Recruitment of some high calibre permanent and temporary managers.

**Evidence**

1 x Head of Service commences July 2013  
 1 x Service Manager commenced June 2013  
 4 x Agency Service Managers in post

Areas for development:

- Key training programmes are being rolled out. These include Risk and Resilience model training and the Barnado's model for working with Domestic Violence in September 2013.
- Recruitment of permanent staff in supervising and leadership roles.
- Induction training.
- All staff with identified practice development needs will be offered mentoring through the Advanced Practitioner service.
- An updated Supervision Policy is being developed and will be included in the Children's Services Procedures Manual.

**Timescales**

Quarter 2

**Timescales**

Quarter 4  
 Quarter 2 and 3  
 Quarter 3  
 Quarter 4

9. Ensure that supervision is regular, reflective, comprehensive and up to date, and robustly identifies any needs, risks or protective factors so that supervision is effective and leads to managers taking appropriate and timely action. Ensure that the Improvement Board receive management information to confirm that this is achieved and sustained.

Status Amber

Achievements to date:

- Audit activity has evidenced case supervision is taking place more regularly.
- Frequency of supervision sessions is recorded and monitored on an electronic template.
- Management information provided for members of the Improvement Board on a monthly basis.
- Key messages regarding quality and regularity of supervision set out with staff.

**Evidence:**

Audit reports

Minutes

Areas for development:

- Head of Service will lead on further work around reflective supervision and its recording on case files, to embed in practice
- Management information systems being developed with a new reporting suite that is due to go live in July 2013.
- A specific themed audit to assess the extent, regularity and quality of reflective/developmental supervision is being planned.

**Timescales**

Quarter 2

Quarter 1

Quarter 2

**Effectiveness of practice and risk assessment**

10. Develop and implement a whole systems framework to manage family pathways from early help to statutory intervention. This should include the thresholds and referral mechanisms to step up to and down from specialist safeguarding services; and the criteria to assess whether a child is in need under S17 (10) of the Children Act 1989. The framework should be communicated, understood and applied consistently across all partners working together to safeguard children. This will ensure that children, young people and their families receive support at the earliest opportunity and get the right help at the right time.

Status	Amber
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Achievements to date:

- The Child's Journey project has been undertaken and has mapped pathways. Lean Systems thinking methodology applied to develop a new service model.

**Evidence**

Model proposal

This model is aligned to the multi-agency safeguarding hub (MASH) currently in development.

Areas for development:

- The MASH will be launched in July 2013.
- Revised service model to be further developed, including staff engagement, and put in place.
- During this, current performance concerns will be addressed.

<p><b>Timescales</b></p> <p>w/c 22 July 2013</p> <p>Quarter 3</p> <p>Quarter 2</p>
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11. Develop and implement a system of risk assessment that informs the development of all child protection and children in need plans to ensure consistent judgments are made about the levels of risk, following the “Conceptual Framework”. Ensure that all relevant staff apply this Framework in their practice and that management information and the audit of the case files provide evidence that this is being done and the quality of social work practice is improving.

Status	Amber
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Achievements to date:

- The Advanced Practitioner service has been developing ‘specialist’ assessment models around sex offender risk assessment and domestic violence.
- The risk and resilience assessment tool has been developed and put in place following engagement with multi-agency staff. Developed by ETC (Effective Training and Consultancy Limited), it is based on their experience of working with other local authorities to develop and support effective risk assessment processes. It is an evidenced based model designed to aid understanding and analysis of risk, particularly applicable in child protection cases, but with wider application across the multi-agency workforce.
- The risk and resilience assessment tool has been adopted by the Herefordshire Safeguarding Children Board (HSCB) for inclusion in child protection processes and procedures.

<p><b>Evidence</b></p> <p>Model</p> <p>Risk and resilience tool, training and rollout plan</p> <p>Minutes</p>
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Areas for development:

- Risk and Resilience training to be further rolled out to practitioners from all agencies.
- Further training for social workers will take place in September to embed use of R&R tool and assess learning thus far, supported by an external evaluation process which is in the process of being set up.

<b>Timescales</b>
Quarter 3
Quarter 2

12. Ensure improvement in the timeliness of decision making on all referrals, that they are appropriately risk assessed and prioritised within the appropriate referral and assessment team.

Status	Red
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Achievements to date:

- Interim FAST arrangements approved for additional staff, and have been implemented, resulting in smaller teams with a 1:4 manager to worker ratio and increased capacity at the contact desk.
- A specific contact manager role has been created to provide consistent frontline decision-making.
- Prior to the full implementation of the MASH, the social workers who will be going to the new unit have already started to operate as a permanent duty team. These workers now handle all initial contacts and section 47 enquiries. This has led to a more rapid response to initial contacts and allows the other FAST workers to focus on completing assessments within timescales.

<b>Evidence</b>
Additional staff in place

<b>Evidence</b>
Temporary arrangements only

Areas for development:

- Improvements in timeliness of Initial and Core Assessments. After promising progress, the service experienced a significant turnover of staff (5 out of 12 and 3 out of 4 team leaders leaving the service). Posts now all recruited to, however, there is only 1 permanent member of staff and all of the rest are

<b>Timescales</b>
Quarter 3
Timeliness of IA.s performance = 23.7% as at May, 2013.
Timeliness of CAs as at May, 2013 = 48.6%

agency. Recruitment campaign is being developed to address this.

- The MASH development will be implemented w/c 22 July 2013. This will lead to more effective multi-agency risk assessment and prioritisation.

**Assessment quality and timeliness**

13. Ensure all assessments are analytical, timely, comprehensive, regularly updated and are in line with the statutory guidance 'Working Together' and the 'Framework for the Assessment of Children in Need and Their Families'. Assessments must identify needs, risks and protective factors and lead to appropriate and timely action and take account of and record the views, experience and needs of children and families. New information or concerns must lead to a review of the current plan for the child and when required, additional action taken.

Status	Red
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Achievements to date:

- Risk and resilience assessment model introduced and supported by training.
- Assessments evaluated by case audits
- New QA Alerts linked to Ofsted Grade Descriptors being undertaken by IROs.
- The risk and resilience model has already been successfully used as a way of reviewing and analysing our most complex cases.

**Evidence**

Roll out plan  
Audit report

Areas for development:

- Quality and consistency of practice embedded in the service.
- Induction programme for new staff, whether agency or permanent to ensure approach in line with expectations.
- Using the audit programme to test whether assessments are analytical and comprehensive.
- Ensuring that our social work assessments meet the new PLO requirements i.e. they are of sufficient quality to act as the sole "expert" report on family functioning.

**Timescales**

Quarter 4  
Quarter 2  
  
Quarters 2 and 3

**Care planning**

14. Improve the quality, delivery and management of child protection and children in need plans by ensuring that all plans comply with 'Working Together' and the Assessment Framework including setting out the actions that must be taken and by whom and the outcomes to be achieved with timescales.

Status	Amber
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Achievements to date:

- The training programme referred to above started February 2013 and is a focus area for new Advanced Practitioner group. Good practice from other local authorities will be used to complete a new child protection plan format, which is more focussed and will make more sense for families. This links into the Strengthening Families approach and will be operational from August 2013.
- There has been a review and revision of end to end practice and processes within Safeguarding and Review Service, to include 'benchmarking' for increased consistency of practice across the Team and improved 'process' to better evidence quality.
- Workshops on how to hold effective core group meetings have been delivered and will happen again.
- A standard script and written guidance on how to chair core groups is also being rolled out.
- Timeliness of Child Protection conferences as at June, 2013 = 96.7%
- Timeliness of Looked After Children Reviews as at June, 2013 = 93.1%

**Evidence**

AP work plans

Script

Areas for development:

- We need to monitor progress in this area via the audit programme and address any shortcomings which arise.

**Timescales**

On-going

15. Ensure that children in need and those subject to child protection plans are visited regularly by social workers in line with 'Working Together' and local policy

Status Amber

Achievements to date:

- Frontline managers now have information alerting them to when visits are due. Visits are a key area of focus for frontline managers and performance is reviewed weekly at performance meeting chaired by DCS.
- Improvements in Child Protection visits evidenced through performance information.

**Evidence**

Minutes of weekly meeting

Number of visits completed within the past 6 weeks  
 LAC 74.89% January 2013  
 LAC 71.00% May 2013

Number of visits completed with the past 12 weeks  
 LAC 94.98% January 2013  
 LAC 91.9% May 2013

Number of CP Visits in last 6 weeks  
 72.9% January 2013

Areas for development:

- Achieving 100% compliance with expectations.
- Clarification of policy within the West Mercia procedures.
- A Frameworki mechanism for monitoring how often children are seen between the initiation of a child protection concern and a child protection conference taking place, is in development, with manual systems being used currently.
- Frameworki performance reporting suite is scheduled to be in place from July 2013.

**Timescales**

Quarter 3

Quarter 2

Quarter 2

Quarter 2



16. Ensure that legal advice is consistently sought in a timely way, and that this leads to timely legal planning meetings and legal intervention where necessary.

Status	Green
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Achievements to date:

- Robust approach now in place - senior lawyer is leading on work with senior managers.
- Regular meetings with legal chaired by Head of Service, ensuring that the Public Law Outline (PLO) is operating effectively. As necessary, legal proceedings are carried out in a timely and effective manner.
- When necessary emergency Legal Planning Meetings are convened to ensure that legal advice and authorisation is delivered in a timely way.
- Our current performance in meeting the legal proceedings 26 week deadline is in the top quartile.

**Evidence**

Minutes of meetings

Adoption scorecard

Areas for development:

- The regional Family Justice Board and regional partners to devise and implement a PLO strategy to enable social workers to meet the 26 week deadline re court timeframes.
- Staff to receive regular training on key legal issues such as the new PLO framework.
- New procedures for the revised PLO have been established and are out for consultation and training has been provided
- Ensure all relevant agencies receive training in Care Proceedings

**Timescales**

Quarter 1/2

Quarter 3

Quarter 2

Quarter 1/2

17. Ensure that assessments and child protection case conferences effectively involve parents and children and ensure that parents are able to understand the purpose of children in need and child protection plans.

Status Amber

Achievements to date:

- Attendance of parents and young people at conferences regularly collected and reviewed.
- Chairs routinely meet with children and parents.
- Investment made to enhance advocacy service.

**Evidence**

ICPC/RCPC data request form

£25,000 additional investment since April 2013

Areas for development:

- Ensure that parents and, where appropriate, children are shown conference reports well in advance of the conference so that they have time to consider and challenge the contents of the report.
- Revised Parents Report to CPCs in development.
- Revised Parents Feedback Form from CPCs in development.
- Revised Children’s Information to Conference in development

**Timescales**

Quarter 2

Quarter 2

Quarter 2

Quarter 2

18. Ensure sustained improvement of the quality of core group meetings by holding them on a regular basis and effectively developing and implementing the child protection plan, which must be monitored by child protection conferences.

Status Amber

Achievements to date:

- Workshops to develop approach to core groups held.
- New model of Core Group co-ordinators established
- Management information on core group meetings developed and being reported on.

**Evidence**

December 2012

Proposal paper

Corius tool

Areas for development:

- Build on review work by service manager to continue improvement of practice.
- Guidance notes and an agreed script for the meetings to be rolled out.
- Revised Child Protection QA Alerts system being introduced on 1st July which will enhance monitoring of this.

**Timescales**

Quarter 2 onwards

Quarter 2

Quarter 2

19. When making plans for offenders who have significant contact with children and other young people who are known to them, ensure effective communication takes place between all partners, but in particular relevant probation services and children's social care services

Status	Green
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Achievements to date:

- Arrangements have been strengthened through:
  - Multi Agency Risk Assessment Committee (MARAC) and Multi Agency Public Protection Arrangements (MAPPA) arrangements have been clarified in November, 2012.
  - Learning from Probation Audit
  - Use of Frameworki checks and other alerting mechanisms between the Probation Trust and Children's Services
  - regular safeguarding improvements sessions between the Chief Probation officer and the DCS, along with the three other West Mercia DCSs commenced June 2013

**Evidence**

Minutes

Audit

Audit

Areas for development:

- Continue to build on the improvements made in the notifications and response between probation and children’s services.
- Ensure similar robust arrangements are in place with other Probation Trusts, including audit of PPRC arrangements
- Implementation of the new Multi-Agency Safeguarding Hub (MASH).
- Future proofing against changes in organisational arrangements in the Probation Trusts

Timescales
Quarter 2
Quarter 2
Quarter 2
Quarter 2

**Quality Assurance, LSCB and Audit**

21. Ensure the Council’s quality assurance systems are prepared in line with the Children’s Safeguarding Performance Information Framework[1] and the quality assurance processes that are referred to in ‘Working Together’. Alongside any quantitative information, an understanding of qualitative evidence should be demonstrated including the experience of the child and family.

Status	Amber
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Achievements to date:

- Quality assurance framework developed and put in place, with regular audit programme within the Council and also through the HSCB.
- Review of performance and analysis of thematic issues.

Evidence
QA Framework
Minutes

Areas for development:

- Establish a formalised process for identifying learning from case audits to feed into training and AP service

Timescale
Quarter 2

22. Ensure regular qualitative auditing arrangements of case files, with periodic independent oversight and challenge to ensure the quality and timeliness of recording and compliance with the guidance on recording in individual case records (as set out in 'Working Together') and that an assessment of risk to the child is recorded in the case file.

Status	Amber
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Achievements to date:

- Audit programme taking place in line with the requirements of Working Together. HSCB QA sub-group manages quarterly comprehensive case audits and monthly themed audits of multi-agency safeguarding processes to check and test effectiveness.
- Independent audit of all cases carried out in December 2012 and January 2013.

Areas for development:

- This will be further supported by the regional agreement around the process for managing serious case reviews which will be in place by August 2013.
- Independent oversight and challenge session to be scheduled for October 2013.
- Peer review scheduled to take place September 2013.

**Evidence:**

Audit programme  
 No.s of cases audited this year = 3 audit programmes, 12 cases  
 Audit report to HSPCIB

**Timescales**

Quarter 2  
  
 Quarter 3  
 Quarter 2

23. Ensure the performance information and evidence from the audits are analysed and reported to the Improvement Board in accordance with the report published by Ofsted 'Good practice by LSCB children boards'[1]. Analysis of the audits must be used to inform action taken by the Council and partners to bring about improvements in safeguarding social work practice and casework

Status	Amber
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Achievements to date:

- Report on independent audit programme provided to Improvement Board and actions included in our development plan.

**Evidence**

Report

Areas for development:

- HSCB thematic audit findings will be fed back to July's Improvement Board.

**Timescale**

Quarter 2

24. Ensure effective assurance arrangements are in place within the Council and across the partnership in line with 'Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services.

Status	Amber
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Achievements to date:

- A dedicated Lead Member role for Children's, Youth and Education Services has been created since May 2013
- Chair of HSCB now accountable to Chief Executive in line with Working Together

**Evidence**

See point 1

Areas for development:

- Put in place assurance arrangements regarding the statutory roles.

**Timescale**

Quarter 2

25. Ensure that multi-agency audits are undertaken by the Hereford Safeguarding Children's Board and reported to the Improvement Board outlining the key lessons to be learnt and improvements to be made.

Status	Amber
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Achievements to date:

- A comprehensive audit programme has been agreed and commenced in February 2013.

**Evidence**

Audit programme

3 audit programmes involving 12 cases

- Quarterly case audits by the QA group of HSCB begun and monthly themed audits examining the working of multi-agency safeguarding process from a qualitative point of view.

Areas for development:

- The examples of good practice being reported to HSCB Steering group to oversee and lead necessary development.
- HSCB Audit findings will be fed back to July's Improvement Board.

<b>Timescales</b>
On-going
Quarter 2

**Workforce, training and workloads**

26. Implement a programme of induction, training, mentoring and continuous professional development for all social care staff including managers to improve the quality of front line social work. In particular, ensure that this programme includes training for staff and first line managers on risk analysis. The Council should report the impact of the training on improving outcomes for children to the Improvement Board.

Status	Amber
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Achievements to date:

- Advanced Practitioner roles recruited to and training programme in place to develop management and practice.
- Risk and resilience tool developed. Staff trained and in place.
- Programme for continuous professional development in place, but is yet to be implemented
- Staff and management mentoring programmes available and used.
- Risk and resilience tool training

<b>Evidence</b>
Training programme
Roll out plan

Areas for development:

- Embed use of risk and resilience tool and review outcomes. Report to be provided to the Improvement Board.
- Implement Induction programmes

<b>Timescales</b>
Quarter 2
Quarter 2
Quarter 4

- Impact analysis of training programmes to be reported to Improvement Board - at the end of the financial year.

27. Following an analysis of the needs of the service, develop and implement an overall workforce strategy. The strategy should provide clear evidence of impact in creating a capable, stable and sustainable workforce which requires fewer agency staff and which includes clear recruitment and retention plans. The aim should be to improve the quality and continuity of social care staff experienced by children and families.

Status	Amber
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**Achievements to date:**

- Extensive diagnosis and analysis of service needs has been completed.
- Regular MI report implemented to provide necessary recruitment and retention data
- Reward structure and the linkage to the SW career path has been assessed to tackle career blockages and the competitiveness of our recruitment and retention activity
- First recruitment campaign has taken place. Some vacancies filled with permanent appointments, including at head of service and service manager level.
- NQSW recruitment underway to fill 8 posts – assessments planned for July
- External recruitment / advertising partners engaged
- Phase 2 recruitment activity planned

**Evidence**

Analysis presentation  
 Workforce report to HSPCIB March 2013

**Areas for development:**

- Creation of a 'Virtual Academy' training programme for NQSWs and years 2/3 SWs and the recruitment of 2 Practice Educators
- NQSW recruitment activity for Q2 and Q3 intakes
- Phase 2 recruitment campaign for experienced / managerial SWs – partnering with an external specialist agency; underpinned by a more flexible career and competitive reward workforce strategy

**Timescale**

Quarters 2 and 3

Quarters 2 and 3



- Reviewing recruitment and selection methodology and induction process
- Develop workforce plans to tackle the ‘people landscape’ and create an environment where development is valued and tackles issues regarding how SWs are recruited, inducted, managed, developed, supported, recognised and rewarded

28. Review and monitor social workers’ responsibilities and workloads to ensure staff have a manageable range of work and a caseload consistent with their level of experience and competence. Ensure that the Improvement Board receives workforce management information to confirm that this is achieved and sustained.

Status	Amber
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**Achievements to date:**

- Improvement Board receives regular workforce information.
- Social work responsibilities and workloads regularly reviewed by management and director.

**Evidence**

Performance reports

**Areas for development:**

- Revise service model, including the MASH, to streamline workflow.
- Develop more sophisticated approach to case mix and caseload management.
- Workloads to be reviewed in the context of the new structure

**Timescale**

Quarter 2

Quarter 2 and 3





Department  
for Education

Department for Education  
Local Authority Improvement  
& Interventions Unit  
Ground Floor  
Sanctuary Buildings  
Westminster  
SW1P 3BT

[www.education.gov.uk/help/contactus](http://www.education.gov.uk/help/contactus)

Jo Davidson  
Director of People's Services  
Herefordshire Council  
Brockington  
35 Hafod Road  
Hereford  
HR1 1SH

14<sup>th</sup> August 2013

Dear Jo

Angela Windle and I would like to thank you, Councillor Johnson, Councillor Millar, Councillor Morgan, Councillor Robertson, Alastair Neill and others for attending the six month review meeting on 17<sup>th</sup> July to discuss the Council's progress since the Improvement Notice was issued in February 2013.

Please pass on our thanks to those who organised the day and all the staff and partner agencies who took the time to meet us during our visit. These conversations were extremely valuable in reinforcing our understanding of progress and it was good to see first-hand what a committed workforce you have. We promised to share with the people we met a written summary of the review findings and this is attached as an annex to this letter. I would be grateful if you would arrange for this to be shared with the staff and partners who gave us their views.

Angela and I felt that it was a very productive meeting and appreciated your open and honest assessment of progress. It is clear that a great deal of work had been done over the past nine months since the inspection to address issues raised by Ofsted and to put in place firm foundations. It was clear that partners and the HSCB are on board with the improvement plans. However, as we discussed there is still much to be done before the service is operating at the appropriate level.

The independent Chair of the Improvement Board, Paul Curran, was unable to attend the review but confirmed in his report that the improvement board had been well attended with the right seniority and that partners were committed to the improvement process. The leadership team has put in place systems and processes to address the weaknesses found by Ofsted, some very recent, and these will rightly take time to embed. He cautioned that the

biggest risk to progress was staff recruitment and retention and that the improvement plan remains very ambitious and recognised that it would be a challenge to deliver it.

Having held focus groups with a number of staff and partners, I gave a factual report of our main findings (please see annex). I covered a number of areas where we had heard very positive messages including: the new MASH; multi-agency training; staff feeling committed to doing a good job and welcoming being part of the improvement process. We also learned that staff have welcomed the improved visibility of the Lead Member, other Councillors and senior staff and would like this to continue.

As is to be expected a number of key issues were raised during the focus groups which we discussed in detail. The most pressing issue was the need to address the significant over reliance on agency staff and interim workers. We also discussed the issue of management consistency throughout the teams. It was clear from the focus groups that further work needs to be done to achieve a consistent management approach and oversight amongst the various teams. Whilst it was recognised that supervision was effectively working in some teams this was not the case across the whole service. The consistency (both within the Council and with partner agencies) of the application of thresholds was also highlighted as an area of concern. During the discussion you outlined that this was an issue the Council were aware of and were taking steps to address it. It is vital to the improvement process that thresholds are understood and consistently applied across the whole partnership. Finally we discussed that it was important to understand the effect that apparently small changes to working areas can have on the moral of staff.

Partners were also mainly positive of the improvements made to date, valuing the improvement measures that had been put in place and the engagement with you and the rest of the leadership team. In particular they welcomed the opportunity to be part of the Improvement Board and the opportunity to shape the improvement process and challenge where necessary. They were also pleased with the new ways in which the HSCB was working, with clearer performance indicators, new case audit processes and a robust training programme.

You gave a presentation about the improvement journey and shared your aspirations. Whilst recognising that there is still much to be done, to improve current practice, the timeliness of assessments and a reliance on agency and interim staff in key posts you outlined the key improvements which have happened during the last six months including:

- Improved corporate support from the council and strong member commitment;
- Strengthened case audit processes;
- Redesign of the Advanced Practitioner Service;
- The launch of the MASH. It was also pleasing to note that the MASH would include a new post funded by schools to address and coordination issues identified in the focus group with partners.

- New performance management arrangements.

You then outlined your key priorities for the next six months:

- Phase 2 recruitment campaign including plans for a Social Work academy (grow your own);
- Focussing the priorities of the Advanced Practitioner Service on improving the quality of case work;
- Ensuring that the voice of the child is heard; and
- The establishment of the MASH which you hope will address the issues of inconsistently applied thresholds and the timeliness we discussed.

It was pleasing to note during the discussion that the political leadership were committed to taking all the necessary steps to secure improvement. Alistair Neill outlined that as a result of this desire to address the short comings that a decision had recently been made to split the Director of People's Services role into two posts, so that you would be responsible solely for children's services.

Overall, we concluded that progress has been satisfactory over the first six months of the Improvement Notice. However, the scale of your plans to improve the basic quality of practice whilst relying on a high level of agency and interim staff remains a great challenge.

Over the next phase it should be a priority for the Council and partner agencies to continually test the impact of the changes through audits of frontline practice – something of which you are starting to do. We have noted the progress of the HSCB and expect it to pick up pace in order to deliver the necessary training and to have an unrelenting focus on the quality of frontline inter-agency practice.

The Council will need to maintain the pace and provide evidence of the impact on outcomes for children and young people. The evidence base which you are building should form a strong foundation upon which to do this. The next formal DfE review will take place in six months' time. In particular we will be looking at examining improvements in the quality of practice, consistency across the service and the impact of the MASH. The Department will continue to observe progress through attendance at the Improvement Board and looks forward to seeing evidence of the continuing improvements being delivered in Herefordshire.

I am copying this letter to Councillor Tony Johnson, Councillor Jeremy Millar, Councillor Patricia Morgan, Councillor Sally Robertson, Alistair Neill, Kathy O'Mahony, Julie Rzezniczek and Paul Curran.

Yours sincerely



**DUNCAN WALLS**

## Herefordshire 6 month review – emerging themes

### Positives

- Both staff and partners said that they are focussed on better outcomes for children. They could see signs of early progress and held a belief that real change is possible.
- Staff and managers acknowledge there is a very skilled and committed workforce in Herefordshire including interim staff and managers. The general feeling is that they work very hard and need to know they are valued.
- Recent multi agency training on CSE and Risk and Resilience was welcomed. The multi agency aspect was felt to be particularly helpful for networking purposes and understanding others roles and pressures.
- Staff said they welcomed improved visibility of the Chief Executive, Lead Member and Councillors, Jo and Heads of Service and would appreciate this continuing but on an informal basis (pop in for a cuppa) rather than “formal” meetings which take up too much time.
- Staff generally felt listened to and able to approach management and the leadership team.
- Staff said they were aware of the role of the Improvement Board and the Improvement Plan. They felt the right areas were being addressed and could feel a general “push” for change taking place, which was welcomed.
- There was a lot of positive energy around the new MASH.
- Managers are now getting decent performance data and the IT system has improved slightly.
- Communications were deemed to be generally good.
- A culture of celebrating “good” is developing.

### Remaining issues

- High levels of agency staff churn were evidently having an impact on fellow permanent staff, partners and ultimately children and families.
- Lack of permanent managers was causing morale issues in some of the teams.
- Caseloads were reported as unmanageable across all teams (with the exception of NQSW case loads).
- Many staff work more than their contracted hours, including weekends.

- IRO caseloads are too high.
- Supervision was said to be inconsistent across teams and focussed on cases rather than being reflective and tailored around personal needs.
- Staff asked for more focus on training and development and a proper induction process.
- It was important to staff to feel valued and sometimes the "small things" make a difference, ie. ability to park at/near to work, having a desk of your own and access to water in the office.
- Although case audit procedures are now underway as part of the HSCB role, staff are not engaged in the process or getting feedback.
- Thresholds are still not understood within the council and across all agencies.
- There is no longer a co-ordination point for Education making communications difficult and the agency vulnerable.







<b>MEETING:</b>	<b>HEALTH &amp; SOCIAL CARE OVERVIEW &amp; SCRUTINY COMMITTEE</b>
<b>MEETING DATE:</b>	12 September 2013

<b>TITLE OF REPORT:</b>	<b>Frameworkki development plan for Children's Wellbeing Directorate</b>
<b>REPORT BY:</b>	<b>Interim Head of Improvement</b>

## 1. Classification

Open.

## 2. Key Decision

This is not an executive decision.

## 3. Wards Affected

County-wide.

## 4. Purpose

The purpose of this report is to inform members of the development plan for Frameworkki, the electronic record keeping system for Children's Wellbeing Services.

## 5. Recommendation

**THAT: The report be noted.**

## 6. Alternative Options

This report is for information.

## 7. Reasons for Recommendations

To ensure that members are familiar with the developments related to Frameworkki.

## 8. Key Considerations

- 8.1 Frameworkki was first implemented as an electronic record system in 2008. At this point a governance structure was put in place to manage its development and staffing arrangements were made to support this. In January 2013, these arrangements were reviewed and more robust arrangements have since been put in place within the financial resources available. The system however, requires continual development.

### Governance

- 8.2 The Frameworkki Strategic Board is chaired by the Assistant Director for Commissioning, Children's Wellbeing Directorate. This Board oversees the arrangements for delivery and development of Frameworkki. This Board feeds into the Council's Information Management and Technology Board. The Frameworkki Strategic Board is supported by two operational

groups, one for Adults Services and one for Children's Services. The children's Wellbeing operational group is chaired by the Head of Improvement in Children's Wellbeing Directorate who oversees the progress of developmental plans and enables the agreement of priorities within these plans.

8.3 Frameworki has been in a process of continuous development and the processes it supports are wide ranging. These are broadly described as all children's social care records, including (but not exclusively) contacts and referrals; assessments; care plans; child protection plans; looked after children plans; formal review documentation; child protection documentation; care leavers documentation; adoption and fostering records and documentation; and all performance reports related to these activities.

8.4 Since January, 2013, and taking on board the recommendations from Ofsted of the inspection of local authority arrangements for the protection of children, the following developments have taken place:

- . Amended Child Protection Conference reporting to allow more detailed and increased accuracy of reporting;
- Implementation of changes required for performance reporting, for example:
  - inclusion in Children's Assessment episodes of a new section to record Child and Parent Factors of Need/Concern;
  - inclusion within the Child Protection Plan of the required timescale of Child Protection Visits;
  - applying an upgrade into the system to allow the status of Care Leavers to be recorded from their sixteenth birthday (previously this had only been recorded on the 19<sup>th</sup> birthday);
- Design, testing, training and implementation of a combined Contact and Referral process for the new Multi-Agency Safeguarding Hub (MASH);
- Design, testing, training and implementation of a new element of the system to support work in the Early Help Service;
- System development of the new 'Corius' reporting tool which will provide service managers and senior managers with a range of reports to effectively manage the service.

8.5 The new 'Corius' reporting tool was purchased from Frameworki in order to meet the need of Children's Wellbeing Directorate to manage their services more closely and effectively. Management oversight and decision making on cases was an issue raised during the Ofsted inspection of children's services. In response to this issue, managers have requested more detailed management information which will enable them to determine when timescales are about to become overdue, and to prompt social workers to act and intervene with families in a timely way. The Corius reporting system has been made available in August 2013, following development work with the service managers and Corelogic, the provider of Frameworki to make sure that what was put in place was meeting the service needs. Managers are now learning how to use the system to support more robust oversight of their services.

8.6 Areas still awaiting development are as follows:

- Missing Children including return interviews;
- Chronologies;
- CAFs (Common Assessment Framework forms – due to the complexity of the workflow required this was kept separate to the Early Help Service workflow);
- Single Assessment – in line with the new Working Together Guidance, the single assessment will replace the former Initial Assessments and Core Assessments;
- Fostering – a new workflow and record keeping system for this service;
- Review of Looked After Children workflow particularly in relation to placement

changes, respite, permanency planning and Short Breaks Care.

- 8.7 Each of these areas of work have a project plan and are due for completion over various stages during September, October and November 2013.

#### **Service experience**

- 8.8 Social workers and their managers are involved in the design and testing of developments related to Frameworki and are trained in the use of the system. However, due to recent turnover of staff, particularly agency staff, it has been a challenge to ensure that all staff are both inducted and supported to understand and work most effectively and efficiently with new developments in the system.
- 8.9 It has also been determined that current provision and resources for training and supporting staff in usage of Frameworki is inadequate. Therefore proposals are currently being developed for resources to be made available for these needs.
- 8.10 Additionally a key challenge for the service has been to ensure that accurate information is entered into the system and that the system is then able to generate good quality reports on key areas of performance. This has been a developing area over the last year and whilst performance reporting has greatly improved, further work is now underway to develop a resource to specifically support the service in ensuring accurate data is input into the system.

#### **Support**

- 8.11 Frameworki is supported in a number of ways. Firstly by ICT (Hoople) staff who implement new designs related to various aspects of electronic records and amend current designs. Secondly, by business design staff based in the Improvement Service. There are currently two staff, one for adults services and one for children's services, responsible for working with services to design workflows in accordance with business needs. These are then translated into electronic records, using the Frameworki facilities, by ICT colleagues.
- 8.12 The third main element of support relates to implementation and training. The current resource of 0.6 member of staff, does not meet the need for ongoing training and support. Reconfiguration of current resources in the Improvement service and across the Childrens Wellbeing Directorate is being considered as a method to address this.

#### **Associated work**

- 8.13 There is a range of other associated work on-going related to Frameworki. This includes a review of user access to the system and of access controls. This will ensure more robust controls over which staff have and continue to have access to the system.
- 8.14 In addition to this there has been work to make the process of setting up 'new starters', that is new staff users of the system, to be more robust together with tightening up the process involved in restricting case files within the system where appropriate.

#### **Next stages**

- 8.15 An upgraded version of Frameworki has recently become available on the market. Work is ongoing to determine whether investment should be made in this product. The longer term needs of the Children's Wellbeing Directorate related to electronic record keep are currently under consideration by the Strategic Board.
- 8.16 Core Logic, the Frameworki providers, have additionally provided some complimentary additions to the Corius product, which include a programme to support the running of the Troubled Families programme and for two programmes in adult services. These programmes are currently being introduced.
- 8.17 This report has focussed on Frameworki and its usage in the Children's Wellbeing Directorate only. Adult's services are currently going through a process of change and transformation, following which an assessment of the future needs of electronic record keeping systems will be undertaken. In the meantime however, the current configuration and support for Frameworki is not aligned with the Adult Social Care transformation

programme. Delivery of Adult Services improvements in quality, financial management and safeguarding are dependent upon a fit for purpose infrastructure. Whilst progress is being made, this poses a current risk to the maintenance of robust systems.

### **Summary**

- 8.18 In summary, for Children's Wellbeing Directorate, Frameworki is an electronic record keeping system which is one of the market leaders of its type in the UK. As with any system, this has required development since its inception. However, the system has been significantly improved over the last year and whilst there are still some issues to overcome due to the ever changing environment of social care services, the system – as with any electronic system - will need ongoing support and development for the foreseeable future in line with statutory and policy developments and change.

## **9. Community Impact**

- 9.1 The improvements planned will lead to a positive impact on the most vulnerable children and families in Herefordshire and the quality of the working environment for staff.

## **10. Equality and Human Rights**

- 10.1 By the nature of its work Children's social care services, in the exercise of their functions, have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under this Act;
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

## **11. Financial Implications**

- 11.1 Resources are currently being reconfigured in Children's Wellbeing Directorate to ensure that there is sufficient support at team level for quality assurance data input and for training and support. The ongoing cost of the Corius reporting package is £15,800 per annum from 2014/15.

## **12. Legal Implications**

- 12.1 There are no specific legal implications to this report.

## **13. Risk Management**

- 13.1 Risks related to Frameworki are recorded on a risk register reported to the Information Management and Technology Board.

## **14. Consultees**

- 14.1 Not applicable.

## **15. Appendices**

- 15.1 None.

## **16. Background Papers**

- 16.1 None Identified.



<b>MEETING:</b>	<b>HEALTH AND SOCIAL CARE OVERVIEW &amp; SCRUTINY COMMITTEE</b>
<b>MEETING DATE:</b>	<b>12 SEPTEMBER 2013</b>

<b>TITLE OF REPORT:</b>	<b>COMMITTEE WORK PROGRAMME</b>
<b>REPORT BY:</b>	<b>HEAD OF GOVERNANCE</b>

### 1. Classification

Open

### 2. Key Decision

This is not an executive decision

### 3. Wards Affected

County-wide

### 4. Purpose

4.1 To consider the Committee's work programme.

### 5. Recommendation

**THAT: The work programme as appended be noted, subject to any comments the Committee wished to make.**

### 6. Alternative Options

It is for the Committee to determine its work programme as it sees fit to reflect the priorities facing Herefordshire. Any number of subjects could be included in the work programme. However, the Committee does need to be selective and ensure that the work programme is focused on the key issues, realistic and deliverable within the existing resources available.

### 7. Reasons for Recommendations

7.1 The Committee needs to develop a manageable work programme to ensure that scrutiny is focused, effective and produces clear outcomes.

## **8. Key Considerations**

The Committee is asked to note its work programme and to note progress on current work.

## **9. Community Impact**

9.1 The topics selected for scrutiny should have regard to what matters to the County's residents.

## **10. Equality and Human Rights**

10.1 The topics selected need to have regard for equality and Human rights issues.

## **11. Financial Implications**

11.1 The cost of the work of the Scrutiny Committee will have to be met within existing resources. It should be noted the costs of running scrutiny will be subject to an assessment to support appropriate processes.

## **12. Legal Implications**

The Council is required to deliver an Overview and Scrutiny function.

## **13. Risk Management**

13.1 There is a reputational risk to the Council if the Overview & Scrutiny function does not operate effectively. The arrangements for the development of the work programme should help mitigate this risk.

## **14. Consultees**

14.1 Following initial consultations on topics for scrutiny with Directors and Members of the Cabinet, all members of the Council were invited to suggest items for scrutiny.

## **15. Appendices**

15.1 An outline work programme for the Committee.

Executive Rolling Programme (as at the time of going to print).

## **16. Background Papers**

16.1 None identified.

**HEALTH AND SOCIAL CARE OVERVIEW & SCRUTINY COMMITTEE  
ITEMS IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME**

**DRAFT WORK PROGRAMME**

<b>11 OCTOBER 2013</b>	
Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.
Strategic Plan for Delivering Adult Services	To consider a quarterly report containing a schedule of performance reports outlining the savings that are being achieved through the Strategic Plan. (July12)
Work Programme	To consider the Committees Work Programme
<b>7 NOVEMBER 2013</b>	
Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.
Work Programme	To consider the Committees Work Programme
<b>6 DECEMBER 2013</b>	
Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.
Work Programme	To consider the Committees Work Programme
<b>17 JANUARY 2013</b>	
Work Programme	To consider the Committees Work Programme
<b>14 FEBRUARY 2013</b>	
Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.
Health Watch	To receive a progress report on Health Watch
Work Programme	To consider the Committees Work Programme

Children's health and wellbeing (a focus on Childhood obesity)
National Health Policies

**The following issues are suggestions from the public for inclusion**

the impact of housing developments in Herefordshire on Hereford hospital and other social services
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Executive Rolling Programme: August 2013

Final Decision Maker	Meeting / Decision Date	Issue Type:	Report Title	Purpose	Directorate and Lead Officer
Officer Decision – Interim Director Adults Wellbeing	28/8/13	<ul style="list-style-type: none"> <li>• <b>KEY</b></li> <li>• Budget &amp; Policy Framework Item (B&amp;PF)</li> <li>• Non-Key</li> </ul> Non-Key	Grant Offer for transforming usage of direct payments in Herefordshire	To approve a one off, time limited grant offer Services for Independent Living (SIL) to enable the development of a strong and robust Direct Payments provision within Herefordshire.	Adults Wellbeing / Donna Eiherton
Cabinet Members CS&F & MP	29/8/13	Non-Key	Halo Prudential Borrowing for Development of Outdoor Café Area of Hereford Leisure Pool	To approve the allocation of Capital Expenditure funded by prudential borrowing for the development of the outdoor café area of Hereford Leisure Pool	Economies, Communities & Corporate / Mick Ligema

Executive Rolling Programme: September 2013

Final Decision Maker	Meeting / Decision Date	Issue Type:	Report Title	Purpose	Directorate and Lead Officer
Audit & Governance Committee	6/9/13	N/A	Counter-fraud and Corruption Policies – Biennial Review		Economies, Communities & Corporate / David Powell
Audit & Governance Committee	6/9/13	N/A	Whistle Blowing Policy – Biennial Review		Economies, Communities & Corporate / David Powell
Cabinet Member – Portfolio MC	11/9/13	Non Key	Countryside Services Review	To consider opportunities to generate income and deliver efficiency savings to ensure the future sustainability of countryside services.	Economies, Communities & Corporate / Steve Burgess
Officer Decision - Economies, Communities & Corporate	11/9/13	Non Key	Replacement of annual bedding plants with sustainable perennial planting within Council controlled beds	To agree to changes to the regime for formal planning to achieve year on year savings whilst maintaining amenity for local communities	Economies, Communities & Corporate / Steve Burgess
Cabinet Member – Portfolio H&T	12/9/13	Non Key	Resident Parking Scheme Review	To seek approval for the introduction of a revised resident parking scheme policy and approval for the new charges for permits	Economies, Communities & Corporate / Richard Gabb / David Hepworth
Cabinet Member – Portfolio HWB	16/9/13	<b>KEY</b>	Home and Community Support	To seek approval for the extension of the current contracts until 31 <sup>st</sup> March 2014 and terminate all contracts from 1 <sup>st</sup> April 2014  In addition, to set out the procurement methodology, timescales, including the proposed methodology of engagement with the Providers, service users & carers	Adults Wellbeing / Helen Coombes
Cabinet Member – EH&P	16/9/13	<b>KEY</b>	Public Conveniences – Next Stage	To approve the countywide roll out of the Community Toilet Scheme as an element of the council's overall approach to the future provision of public conveniences, ensuring high quality accessible toilets in Herefordshire that meets local and visitor needs.  To approve the continuation of work with local City, Town, Parish Councils and community groups to examine alternative approaches to the delivery of public conveniences locally and further reduce the number operated by Herefordshire Council.  To approve the exploration of income generation opportunities for facilities.  To approve the provision of additional support to businesses to encourage greater use of their premises as a part of the Community Toilet Scheme  To deliver further savings by reducing public subsidy into public conveniences.	Economies, Communities & Corporate / Richard Ball / Paul Nicholas
Cabinet Member – EH&P & Cabinet Member – CS&F	To be confirmed	Non key	Revised Option Appraisal For The Madley Traveller Transit Site	To amend a non-key decision dated 11th April 2013 in respect of an option appraisal for the Madley Traveller Transit Site	Economy, Communities & Corporate Directorate / Mike Pigrem
CABINET Portfolio – H&WB	19/09/13	<b>KEY</b>	Open Book Review of Residential and Nursing Home Fees for Older People	To advise Cabinet on the outcome of the consultation with homes providers and the consideration of the Open Book Review and options for setting the usual price for residential and nursing home places	Adults Wellbeing / Helen Coombes

Final Decision Maker	Meeting / Decision Date	Issue Type: • KEY • Budget & Policy Framework Item (B&PF) • Non Key	Report Title	Purpose	Directorate and Lead Officer
CABINET Portfolio – CS&F	19/09/13	Non Key	Budget Monitoring Report	To report the financial position for both Revenue and Capital.	Economies, Communities & Corporate / David Powell
CABINET Portfolio - CS	19/09/13	KEY	Post 16 Learners with Learning Difficulties & Disabilities (LLDD) Review	To decide the future approach to supporting children and young people with Learning Difficulties and Disabilities following review.	People's Services
CABINET Portfolios – C&A	19/09/13	KEY	Buttermarket Refurbishment	To establish if and how the Council wishes to fund the refurbishment of the Buttermarket and to clearly set out the options available in managing the delivery of the project should it progress.	Economies, Communities & Corporate / Chris Jenner
CABINET – Portfolio E&C	19/09/13	KEY	Cultural, Libraries and Customer Services Savings	To determine the package of measures required to achieve proposed in –year savings.	Economies, Communities & Corporate / Natalia Silver
CABINET - Portfolio	19/09/13	KEY	Devolved Services	To outline options for devolved services to local councils for approval by Cabinet	Economies, Communities & Corporate / Natalia Silver
CABINET – Portfolio	19/09/13	Non Key	Six Month Review Report for Department for Education	To inform Cabinet on the progress of improvement planning in children's safeguarding resulting from the self-evaluation undertaken and reported to the DIE in July 2013 in relation to the Herefordshire Safeguarding and Protecting Children Improvement Plan	Children's Wellbeing / Julie Rzezniczek
CABINET - Portfolio	19/09/13	Non Key	HSCB and HSAB Business Plans and Annual Report	To inform Cabinet of the 2013-14 development priorities of Herefordshire Safeguarding Children Board and Herefordshire Safeguarding Adults Board and present the Boards' assessment of their work in 2012-13 and the current context of multi-agency safeguarding in Herefordshire.	Children's Wellbeing/ Interim Adults' Wellbeing / Andy Churcher
CABINET – Portfolio CS	19/09/13	KEY	West Mercia Adoption Business Case	To endorse the proposals to explore further and consult on the feasibility of a single West Mercia Adoption Service	People's Services / Kathy O'Mahony
Officer Decision -Economies, Communities & Corporate	22/09/13	Non Key	Car Park, Station Approach, Hereford (225)	To seek the approval of the Director, Economies, Communities & Corporate to commission the necessary groundworks and initiate the necessary processes (statutory advertising) to provide a charged for car park at Station Approach, Hereford (the site of the old Rockfield DIY store)	Economies, Communities & Corporate
Officer Decision – Adults Wellbeing	23/09/13	Non Key	Herefordshire Empty Property Strategy 2013 – 2016	To agree publication of the strategy which sets out how the Council will reduce the number of empty properties in Herefordshire to assist in meeting identified housing needs.	Adults Wellbeing / Richard Gabb
COUNCIL	27/09/13		Leader's Report	To receive the Leader's report, which provides an overview of the Executive's activity since the last COUNCIL meeting.	Economies, Communities & Corporate / John Jones
COUNCIL	27/09/13		Monitoring Officer's Annual Report		Economies, Communities & Corporate / John Jones
COUNCIL	27/09/13		Hereford and Worcester Fire and Rescue Authority Report		
COUNCIL	27/09/13	B&PF *decision of Council – September requires 28 day notice	Youth Justice Plan	To approve the Youth Justice Plan as attached as an Appendix be endorsed for approval by Council.	People's/Jo Davidson
COUNCIL	27/09/13	Non Key	Appointment of s151 Officer		Economies, Communities & Corporate
Cabinet Member – EH&P	30/09/13	Non key	Planning Services Cost Reductions (Conservation & Archaeology)	To agree a package of measures to reduce costs in the regulatory services/conservation/archaeology function.	Economies, Communities & Corporate – Andrew Ashcroft

**GENERAL OVERVIEW AND SCRUTINY COMMITTEE ITEMS – SEPTEMBER 2013**

MEETING/ BRIEFNG DATE	ITEM	PURPOSE	O&S PRE-DECISION PRIOR TO:	
			A&G Committee Cabinet Council	Meeting Date
3 September 2013	Waste Contract update	To receive an update on the Waste Contract prior to consideration by Cabinet		

**HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE ITEMS – SEPTEMBER 2013**

MEETING/ BRIEFING DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council	Meeting Date
12 September 2013	Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.		
12 September 2013	Work Programme	To consider the Committees Work Programme		

**Executive Rolling Programme: October 2013**

Final Decision Maker	Meeting / Decision Date	Issue Type: • KEY • Budget & Policy Framework Item (B&PF) • Non Key	Report Title	Purpose	Directorate and Lead Officer
Cabinet Member – CS&F & MC	1/10/13	<b>KEY</b>	Halo Leisure Prudential Borrowing Programme	To support Halo Prudential Borrowing for investment programme at Hereford Leisure Centre, Hereford Leisure Pool, Leominster Leisure Centre, Ledbury Swimming Pool, Ross-on-Wye Swimming Pool and Photo-voltaic investment. To approve in principle the allocation of capital expenditure funded by prudential borrowing for a capital investment and improvement programme at leisure facilities managed by Halo Leisure.	Economies, Communities & Corporate / Mick Ligema
CABINET Portfolio – MC	4/10/13	<b>KEY</b>	Waste Contract		Economies, Communities & Corporate / Andy Tector
Audit & Governance Committee	15/10/13	N/A			
CABINET Portfolio – CS&F	17/10/13	Non Key	Budget Monitoring Report	To report the financial position for both Revenue and Capital.	Economies, Communities & Corporate / David Powell
CABINET Portfolio – H&WB	17/10/13	Non Key	Local Account	To approve the Local Account relating to Adult Social Care Performance.	People's Services / Peter Sowerby
Cabinet Member – Portfolio H & T	30/10/13	<b>KEY</b> – Impact on several wards	Increasing Income from Parking – On Street Charging In Hereford	To agree to the introduction of on street parking charges in Hereford central area	Economies, Communities & Corporate / Steve Burgess

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**GENERAL OVERVIEW AND SCRUTINY COMMITTEE ITEMS – OCTOBER 2013**

MEETING/ BRIEFING DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council	Meeting Date
7 October 2013	Root and Branch Reviews - Update	To receive an update and consider progress as it relates to this Committee.		
7 October 2013	Task and Finish Group – Income and Charging - Projected additional income	Overview and Scrutiny Committee 19 March 2012 added to the Task and Finish Report that a report be made in October 2013 setting out how much of the projected additional income had been achieved and reviewing the intended and unintended consequences of new/additional charges.		

**HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE ITEMS – OCTOBER 2013**

MEETING/ BRIEFING DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council	Meeting Date
11 October 2013	Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.		
11 October 2013	Strategic Plan for Delivering Adult Services	To consider a quarterly report containing a schedule of performance reports outlining the savings that are being achieved through the Strategic Plan. (July12)		
11 October 2013	Work Programme	To consider the Committees Work Programme		

**Executive Rolling Programme: November 2013**

Final Decision Maker	Meeting / Decision Date	Issue Type: • KEY • Budget & Policy Framework Item (B&PF) • Non Key	Report Title	Purpose	Directorate and Lead Officer
Audit & Governance Committee	26/11/13				
CABINET	21/11/13	KEY – Budget – seeking to secure savings target of c£.1M.	Transport and Travel Review – Preferred Network Option	To agree a preferred arrangement for public transport and education transport service integration.	Economies, Communities & Corporate. Steve Burgess
CABINET Portfolio – CM FM	21/11/13	Non Key	Budget Monitoring Report	To report the financial position for both Revenue and Capital.	Economies, Communities & Corporate / David Powell
CABINET Portfolio – CM CS	21/11/13	Non Key	Integrated Corporate Performance Report Q2		Economies, Communities & Corporate / David Powell

**GENERAL OVERVIEW AND SCRUTINY COMMITTEE ITEMS – NOVEMBER 2013**

MEETING/ BRIEFING DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council	Meeting Date
11 November 2013				

**HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE ITEMS – NOVEMBER 2013**

MEETING/ BRIEFING DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council	Meeting Date
7 November 2013	Recovery Plan for Children Safeguarding Work Programme	To receive a progress report on the Action Plan. To consider the Committees Work Programme		

**Executive Rolling Programme: December 2013**

Final Decision Maker	Meeting / Decision Date	Issue Type: • KEY • Budget & Policy Framework Item (B&PF) • Non Key	Report Title	Purpose	Directorate and Lead Officer
COUNCIL	13/12/13	N/A	Annual Report – Corporate Plan		Economies, Communities & Corporate
COUNCIL	13/12/13	N/A	Leader's Report		Economies, Communities & Corporate
COUNCIL	13/12/13	B&PF	Review of Gambling Act Policy	Consider implementing new Policy	Economy, Communities and Corporate Directorate – Claire Corfield
COUNCIL	13/12/13	N/A	Review of Licensing Act Policy	Consider implementing new Policy	Economy, Communities and Corporate Directorate – Claire Corfield
COUNCIL	13/12/13	N/A	Introduction of a Sex Establishment Policy	Consider implementing new Policy	Economy, Communities and Corporate Directorate – Claire Corfield
COUNCIL	13/12/13	N/A	Review of Gypsy and Traveller Policy	Consider implementing new Policy	Economy, Communities and Corporate Directorate – Claire Corfield
COUNCIL	13/12/13	N/A	Waste Contract		Economies, Communities & Corporate / Andy Tector
CABINET Portfolio – CM FM	19/12/13	Non Key	Budget Monitoring Report	To report the financial position for both Revenue and Capital.	Economies, Communities & Corporate / David Powell

GENERAL OVERVIEW AND SCRUTINY COMMITTEE ITEMS – DECEMBER 2013			
MEETING/ BRIEFNG DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council
9 December 2013			Meeting Date

HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE ITEMS – DECEMBER 2013			
MEETING/ BRIEFNG DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council
6 December 2013	Recovery Plan for Children Safeguarding Work Programme	To receive a progress report on the Action Plan. To consider the Committees Work Programme	Meeting Date

