

AGENDA

Cabinet

Date: **Thursday 31 July 2014**

Time: **2.00 pm**

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

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

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Agenda for the Meeting of the Cabinet

Membership

Chairman

Councillor AW Johnson

Councillor H Bramer
Councillor JW Millar
Councillor PM Morgan
Councillor GJ Powell
Councillor PD Price
Councillor P Rone

AGENDA

Pages

HEREFORDSHIRE COUNCIL

Notice has been served in accordance with Part 3, Section 9 (Publicity in connection with key decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	28 Day Notice Given
9	Hoople	Economy, Communities and Corporate	General Overview and Scrutiny Committee	Yes

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive any declarations of interest by Members in respect of items on the Agenda.

3. MINUTES

To approve and sign the minutes of the meeting held on 3 July 2014.

7 - 8

4. BUDGET MONITORING REPORT

To provide Cabinet with an updated position on the projected outturn for 2014/15 and to approve the centralisation of certain budgets via a budget virement to improve budgetary control.

9 - 20

5. QUARTERLY PERFORMANCE REPORT

To invite Cabinet Members to consider performance for the first quarter of 2014/15 following the Quarterly Performance Review held on 15 July 2014.

21 - 48

6. HEREFORDSHIRE SAFEGUARDING CHILDREN BOARD BUSINESS PLAN

To inform Cabinet of the progress of the Herefordshire Safeguarding Children Board (HSCB) Business Plan 2013-2014 at year end and to provide Cabinet with the opportunity to comment on the 2014-2015 Business Plan.

49 - 72

7. WEST MERCIA YOUTH JUSTICE PLAN

To recommend the Youth Justice Plan for approval by Council.

73 - 120

8. MARCHES LOCAL ENTERPRISE PARTNERSHIP

To approve governance arrangements for the joint exercise of executive functions in relation to the Marches Local Enterprise Partnership (the LEP).

121 - 128

9. HOOPLE

To consider the future approach to the commissioning of services provided by Hoople.

129 - 138

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HEREFORDSHIRE COUNCIL

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Cabinet held at Council Chamber - Brockington on Thursday 3 July 2014 at 2.00 pm

Present: Councillor PM Morgan (chairman)

Councillors: H Bramer, JW Millar, PM Morgan, GJ Powell and PD Price

In attendance: Councillors JA Hyde, WLS Bowen, AJW Powers, TM James, and CNH Attwood

Officers: Geoff Hughes, Alistair Neill, Bill Norman and Peter Robinson

10. APOLOGIES FOR ABSENCE

Councillor AJ Johnson.

11. DECLARATIONS OF INTEREST

There were no declarations of interest.

12. MINUTES

RESOLVED: That the minutes of the meeting held on 12 June 2014 be approved as a correct record and signed by the chairman.

13. COMMUNITY SAFETY STRATEGIC PLAN 2014-17

The chairman introduced the Community Safety Strategic Plan ('the plan') for the period 2014 – 17.

The plan sets out the work of the Community Safety Partnership, a statutory partnership reporting to the Herefordshire Partnership Executive Group and the Safeguarding Board to ensure that partnerships are in place to sustain low crime rates in the county.

The Sustainable Communities Manager presented the plan, which features four priorities areas:

- reducing re-offending and bringing offenders to account;
- addressing harm caused by domestic violence and abuse;
- reducing the harm caused by alcohol and drugs; and
- promoting community cohesion and reducing the volume of anti-social behaviour.

The plan was developed having regard to an annual assessment of the strategy and by new legislation such as the Anti-Social Behaviour, Crime and Policing Act 2014. In addition, the plan sought to address emerging issues, such as a higher than predicted level of youth offending and the number of teenagers presenting at accident and emergency with alcohol and drug-related problems.

In response to a comment regarding the public's perception that more police were needed despite the fall in crime generally, the chairman explained that it is intended to produce a monthly article in conjunction with the Superintendent in order to raise awareness of the plan and crime reduction activity.

Responding to a question about officer resources to support the plan, it was confirmed by officers that this matter was to be raised formally. Funding is in place to support the plan to the end of the current financial year.

In response to a comment regarding social and housing factors, a loss of youth services and a rise in drug and hate crime as a result of reduced police presence, the chairman explained that the Community Safety Partnership has a preventive role and the police are one part of that.

Comments were made in support of the work of the police and that feedback from some wards was positive. The view was that there was a need to focus on specific problem areas, whilst noting that crime in Herefordshire is low and the focus should be on sustaining those low levels.

RESOLVED THAT: the Herefordshire Community Safety Strategic Plan 2014 – 17 be recommended to council for adoption.

The meeting ended at 2.15 pm

CHAIRMAN



MEETING:	CABINET
MEETING DATE:	31 JULY 2014
TITLE OF REPORT:	BUDGET MONITORING REPORT – MAY 2014
REPORT BY:	CHIEF FINANCIAL OFFICER

Classification

Open

Key Decision

This is not a key decision

Wards Affected

County-wide

Purpose

To provide Cabinet with an updated position on the projected outturn for 2014/15 and to approve the centralisation of certain budgets via a budget virement to improve budgetary control.

Recommendation(s)

THAT:

- (a) Cabinet notes the council is projected to spend within its budget for this financial year;
- (b) Cabinet notes the capital and treasury projected outturns; and
- (c) Cabinet agrees the virement of 14/15 budgets, including £7m of budgets from services to centralised area to improve budgetary control and improve value for money

Alternative Options

- 1 There are no alternative options

Reasons for Recommendations

- 2 The forecast outturn for the year, based on spend to the end of May 2014, is a break-even position.

Further information on the subject of this report is available from
Peter Robinson - Chief Financial Officer on Tel (01432) 383319

Key Considerations

Revenue Outturn

- 3 This report sets out the forecast outturn position based on information as at the end of May 2014. Although early in the year current information indicates minor variances in directorate budgets it is anticipated that in the main these will be mitigated during the year and that the council is on target to spend within its approved budget.

Directorate	Budget Exp.	Budget (income)	Net budget	May Forecast Outturn	Projected Over/ (under) spend
	£000	£000	£000	£000	£000
Adults and Wellbeing	77,730	(22,807)	54,923	55,173	250
Children's Wellbeing	43,420	(22,178)	21,242	21,362	120
Economy, Communities & Corporate	124,464	(71,399)	53,065	53,155	90
Directorate total	245,614	(116,384)	129,230	129,690	460
Treasury management	16,060	(180)	15,880	15,360	(520)
Other budgets and reserves	7,459	(6,434)	1,025	1,025	0
Total	269,133	(122,998)	146,135	146,075	(60)

Whilst the current projected position for the year is break even, additional information on each Directorate position is attached as Appendix A

Capital

- 4 It is forecast that capital spending will be £1m less than budgeted, £84.4m for 2014/15; further detail is provided in Appendix B. Some expenditure, eg the Fastershire Broadband project relates to spend previously forecast in 2013/14. The variance £2m in Children's Wellbeing relates to additional grant awarded following the agreed budget.

Treasury Management

- 5 The treasury management budget is forecast to underspend by £520k this year as a result of deferring the take up of prudential borrowing and obtaining short term loans at a lower interest rate, further detail is provided in Appendix C.

Budget virement in relation to centralising corporate budgets

- 6 It has been agreed to centralise the budget for various categories of expenditure,

Further information on the subject of this report is available from
Peter Robinson - Chief Financial Officer on Tel (01432) 383319

totalling £7m. The main reasons for this are:

- To facilitate accountability and ensure that Budget Managers are responsible for controllable spend.
- To enable the owner of the centralised budget to manage spend centrally and deliver savings through economies of scale.
- To enable the organisation to understand the true cost of central services and to derive accurate unit costs for various central services.
- Establish corporate budgets before any further efficiency initiatives or spending cuts are agreed.

7 These transfers include centralisation of property, legal, energy, insurance and facilities' budgets. In line with the council's financial procedures, these virements, set out in the table below, require Cabinet approval.

Service	Budget	Virements	Net budget
	£000	£000	£000
Adults Wellbeing	54,933	(10)	54,923
Children's Wellbeing	26,613	(5,371)	21,242
Economy, Communities & Corporate	40,629	11,446	52,075
Chief Executive	6,117	(5,127)	990
Public Health	139	(139)	0
Directorate total	128,431	799	129,230
Treasury management	16,679	(799)	15,880
Other budgets and reserves	1,025	0	1,025
Total	146,135	0	146,135

Community Impact

8 None

Equality and Human Rights

9 The recommendations do not have any equality implications

Financial Implications

10 These are contained within the report.

Legal Implications

11 The Local Government Finance Act 1988 makes it a legal requirement that the council's expenditure (and proposed expenditure) in each financial year must not exceed the resources (including sums borrowed) available to the authority. If this

Further information on the subject of this report is available from
Peter Robinson - Chief Financial Officer on Tel (01432) 383319

principle is likely to be breached, the Chief Financial Officer is under a statutory duty to make a formal report to Members.

Risk Management

- 12 Monthly reporting gives the Chief Finance Officer assurance on the robustness of budget control and monitoring, highlighting key risks and identifying any mitigation to reduce the impact of pressures on the council's overall position

Consultees

- 13 None

Appendices

A Revenue forecast

B Capital Forecast

C Treasury Forecast

Background Papers

- None identified

Directorate Revenue Monitoring Issues – At May 2014

1. Adults and Wellbeing including Public Health

The Directorate has a target of £5.5m savings to deliver in 2014/15 and the majority of transformation and project plans are underway to address these efficiencies.

Demand pressures of £250k are forecast, mitigating action is being sought. The national approach to managing increased pressure within the health and social care system during the winter months has changed. The approach is now through a national allocation which requires an integrated plan for £1.1m of system resilience funding to be agreed and submitted by the end of July 2014. This plan has to demonstrate how the additional non recurrent investment not only supports winter pressures but also delivers transformational change in demand management. It is anticipated that the available sum for the local authority from this pot will be circa £400k

Savings around the cost of residential and nursing home fees for older people has emerged as a high risk to delivery and was originally planned to achieve £300k saving. Following the open book review exercise the plans are not expected to deliver any savings in 2014/15. To mitigate this shortfall it is proposed to utilise the use of the one off care bill grant £125k and unused grant reserves of £175k for 2014/15 only and to seek further permanent efficiencies for 2015/16 onwards.

Slippage on the implementation date to the reduction to homecare hourly rates (expected saving £765k) is anticipated to create a pressure in 2014/15 of £165k and again unused grant reserves will mitigate this in 2014/15. The £165k will when fully achieved in 2015/16 mitigate other pressures within 2015/16, such as the open book review previously referred to.

The majority of the contracts in Public Health need to be procured in 2014/15. A commissioning and procurement plan has been developed, with drug and alcohol and sexual health re-commissioning activity starting during September and October 2014. Planned reductions and re investment from high cost into lower cost preventative approaches are integrated into the commissioning plans.

2. Children's Wellbeing

The Directorate savings plans for 2014/15 total £2.5m. The majority of these savings are around remodelling service delivery in the Safeguarding and Early Help service. Reductions have been secured in these areas, and further strategies are currently being shaped and the impact on this financial year assessed.

The current forecast is to overspend by £120k as a result of the unbudgeted costs expected to be incurred in relocating the Colwall Primary School as essential flood investigation works are carried out over the coming months.

Strategies are in place to reduce the numbers of children in high cost placements, although this budget remains under pressure due to the numbers of children in care. The financial impact will be measured during the year. The recruitment and retention of social workers was provided for in 2013/14, mitigating the pressures in year.

Savings in Education and Commissioning are on track for delivery, although the cost of short breaks provision could be a concern due to price increases from Wye Valley NHS Trust. This is currently being reviewed.

3. Economy, Communities and Corporate

The Directorate savings plan for 2014/15 of £7.3m, including HR and ICT services transferred from Organisational Development, are on track for delivery. Some risk remains in relation to the Public Realm savings of £1.1m. Whilst the annual savings have been identified through detailed negotiation and contract management, with Balfour Beatty Living Places, the resultant reductions in street cleansing and grass cutting remain high profile issues. To provide additional grass cutting a current overspend of £90k is forecast.

As seen at the end of the previous financial year, fee income from Planning to the end of May continues to improve, being £150k higher than the same period in 2013. Income levels will continue to be closely monitored throughout the year.

Other risks within the Directorate budgets, such as the national dispute in relation to land charges, are covered by reserves.

2014/15 Capital Forecast Outturn

1. The capital outturn forecast for 2014/15 totals £84.4m, summaries by directorate and schemes above £500k are provided below:

Table A –Summary forecast and sources of funding 2014/15

	Budget £'000	May Forecast £'000
Directorate Forecast		
Adults Wellbeing	483	279
Children's Wellbeing	9,048	11,196
Economy, Communities & Corporate	75,501	72,239
Contingency	319	695
Total	85,351	84,409
Funding		
Capital Grants	24,905	30,049
Prudential Borrowing	57,237	49,457
Capital Receipts	3,209	4,903
Total	85,351	84,409

Table B - Schemes with a forecast exceeding £500k in 2014/15

Scheme	Capital Budget £'000	May Forecast £'000	Comments
Children's Wellbeing			
Leominster Primary School	5,729	4,674	New school to open in October 2014
Condition property works	-	1,513	Annual programme of works at various school sites committed on a highest need first basis, grant funding confirmed post the approved budget
Affordable Housing Grants	317	935	Housing improvement grant programme increased by spend previously forecast in 2013/14
Westfield's SEN school	184	831	Grant funded extension work
Disabled Facilities Grants	462	1,217	Individual grants awarded through an application process, enabling independent living, grant funding confirmed post the approved budget
Economy, Communities & Corporate			
Corporate accommodation	5,510	5,674	Works nearing completion at Plough Lane and continuing on the new heritage, archive and record centre and Civic hub
Leisure Centre Improvements	2,000	2,000	Works commencing at Leominster, Ross and Hereford leisure sites
Local Transport Plan	10,645	10,645	Annual programme of capital works to highways, footways and bridges
Fastershire Broadband	7,600	9,700	Investment in broadband infrastructure includes spend previously forecast in 2013/14
Yazor Flood Alleviation	450	960	Continued improvement works includes spend previously forecast in 2013/14
Hereford Enterprise Zone	1,967	2,203	Utilities, access and Skylon Court works underway to enable plot sales and unit rentals
Link Road	10,708	6,500	Acquisition costs and start of construction works, grant funding secured for 2015/16
Destination Hereford	1,044	1,044	Grant funded cycle improvement schemes
LED Street Lighting	5,655	3,260	Phased installation of LED street lighting
Solar Panel Installations	1,841	1,286	Photovoltaic instalment at various locations
Masters House, Ledbury	606	606	Continuing refurbishment works
Road investment	15,000	15,000	Investment into the highway infrastructure
EnviRecover	11,000	10,700	Energy from Waste plant construction
Chief Executive			
Electronic Record & Document Management System	700	700	Supporting the better ways of working programme
Sub Total	81,418	79,448	
Schemes with a forecast <£500k in 2014/15	3,933	4,961	
Total	85,351	84,409	

This report ensures the council demonstrates best practice in accordance with CIPFA's recommendations in their Code of Practice for Treasury Management, by keeping Members informed of treasury management activity.

1. The Economy

1.1. Recent economic events and statistics show the following:

- The UK economic recovery has continued and now appears more sustainable. GDP for the first quarter of 2014 showed the UK economy growing by 0.8% over the quarter and 3.0% year-on-year
- The year-on-year Consumer Price Index (CPI) fell to 1.5% in May.
- The unemployment rate fell to 6.6% in the three months to April. However, earnings growth has weakened with total pay slowing to just 0.7% yearly growth in the same period.
- There has been no change in the Bank Base Rate. However, there has recently been a marked shift in tone from the Bank of England's Governor and other Monetary Policy Committee (MPC) members warning that interest rates might rise sooner than financial markets are expecting. Continuing positive economic momentum in the second half of 2014 may mean that some MPC members will start to vote for a rise sooner rather than later.
- With slack in the labour markets, low inflation and weak earnings growth, the council's treasury advisers, Arlingclose, forecast the first increase to be late 2015 at the earliest.

2. The Council's Investments

2.1 At 30th June 2014 the council held the following investments:

Investment	Term	Maturity Date	Interest Rate	Amount invested	
				£m	£m
<u>Instant Access Bank Accounts:</u>					
National Westminster	N/A	N/A	0.25%	0.05	
Handelsbanken	N/A	N/A	0.60%	5.00	5.05
<u>Instant Access Money Market Funds:</u>					
Ignis	N/A	N/A	0.44%	5.00	
Prime Rate	N/A	N/A	0.41%	2.82	7.82
<u>1 Month Notice Account</u>					
Close Bros	N/A	N/A	1.00%	5.00	5.00
<u>Fixed Term Deposits:</u>					
Lloyds	182 days	25/07/14	0.75%	1.50	
Lloyds	181 days	19/08/14	0.70%	2.00	
Nationwide	298 days	23/01/15	0.72%	2.00	
Barclays	365 days	19/02/15	0.85%	1.00	
Nationwide	279 days	25/03/15	0.79%	2.00	
Barclays	279 days	25/03/15	0.79%	1.00	
Lloyds	364 days	27/03/15	0.95%	1.00	
Barclays	364 days	27/03/15	0.86%	1.00	
Bank of Scotland	364 days	30/03/15	0.95%	2.00	
Barclays	364 days	30/03/15	0.86%	1.00	14.50
Total			0.71%		32.37

Shaded investments represents term deposits made in the three months to 30th June 2014.

- 2.2 The council's current eligible UK counterparties, together with the maximum maturity periods (as recommended by the council's treasury advisers, Arlingclose), are as follows:

Counterparty	Maximum maturity period from:	
	01/04/14	01/07/14
Close Brothers Ltd	100 days	100 days
Santander UK	6 months	13 months
Nat West and RBS	Overnight	Overnight
Bank of Scotland and Lloyds TSB	12 months	13 months
Nationwide	12 months	13 months
Barclays	12 months	13 months
HSBC and Standard Chartered Bank	12 months	13 months

- 2.3 New European banking regulations came into force from 1st January 2014. The measures are to strengthen the banking sector's resilience to financial and economic shocks. Whilst the banks have to hold larger capital and liquidity buffers, they need to set aside less liquidity cover for deposits over 12 months and, in response, are tailoring products to reflect this. The result is a small pick-up in return for deposits between 12 and 13 months hence Arlingclose flexing the above limits to accommodate this.

- 2.4 The council has earned interest on its investments as follows:

Month	Amount invested		Average rate of interest earned		Amount of interest earned / Forecast £	Budget £	Actual Surplus / Forecast £
	Actual / Forecast £m	Budget £m	Actual / Forecast %	Budget %			
Apr-14	35.09	20	0.68	0.60%	19,439	10,000	9,439
May-14	40.21	40	0.63	0.60%	21,580	20,000	1,580
Jun-14	33.96	40	0.67	0.60%	18,815	20,000	-1,185
					59,834	50,000	9,834
Jul-14		40		0.60%	20,000	20,000	-
Aug-14		40		0.60%	20,000	20,000	-
Sep-14		40		0.60%	20,000	20,000	-
Oct-14		30		0.60%	15,000	15,000	-
Nov-14		30		0.60%	15,000	15,000	-
Dec-14		30		0.60%	15,000	15,000	-
Jan-15		20		0.60%	10,000	10,000	-
Feb-15		20		0.60%	10,000	10,000	-
Mar-15		10		0.60%	5,070	5,070	-
Budget and projected outturn					189,904	180,070	9,834

- 2.5 Investment balances in April were higher than budgeted resulting in a surplus for the month of £9,439. In the remainder of the year investment balances and/or rates of interest earned may be below the amounts budgeted and so at this stage in the year the forecast outturn is taken to be the same as the budget.

3. The Council's Borrowing

Short-term borrowing

- 3.1 The council is continuing its policy of utilising short-term borrowing from other local authorities to fund its capital programme and for short-term liquidity needs. These short-term interest rates are significantly below levels available from other sources.
- 3.2 Historically the council has always borrowed for longer periods at fixed interest rates. Whilst achieving stability in the amount of its interest payments, the council currently has a large cost of carry when comparing its fixed interest debt to current (variable) investment rates.
- 3.3 It is considered good practice to have an element of variable rate borrowing that removes or reduces this cost of carry and, to the extent that the level of short-term debt does not exceed the level of the council's investments, when interest rates rise increased investment income provides a hedge against increased borrowing costs.
- 3.4 The council can only borrow up to its Capital Financing Requirement, which represents the need to borrow for capital spend, and cannot borrow beyond this to finance the revenue budget.
- 3.5 At the end of June 2014 short-term borrowing from other local authorities consisted of seven loans totalling £24 million. Five loans totalling £14 million were taken out for 364 days at an average interest rate of 0.46% (including brokers commission) with the other two loans of £5 million each taken out for 87 days (at 0.36%) and 179 days (at 0.43%).

Long-term borrowing

- 3.6 No long-term loans have been taken out in the period to date.
- 3.7 The budget includes provision to take out up to £10 million of longer term loans from the Public Works Loan Board. This is still a possibility although analysis suggests that PWLB rates will have to fall significantly from their current levels for any savings in future years to outweigh the associated cost of carry in the short-term.
- 3.8 The current position is summarised below.

Summary of Borrowing Budget	Budget	Forecast	Savings
	£m	£m	£m
Minimum Revenue Provision	10.19	9.93	0.26
Interest on existing longer-term PWLB and bank loans	5.52	5.52	-
<u>Variable rate borrowing</u>			
<u>Budget</u> Borrowing required £68 million Rate 1.00%	0.55		

<u>Forecast</u> Borrowing required £60 million Average rate used 0.80%		0.29	0.26
<u>Fixed rate borrowing</u>			
<u>Budget</u> Provision for longer term-borrowing	0.10	0.10	-
Less capitalised interest (see 3.11 below)	(0.30)	(0.30)	-
Forecast savings compared to budget	16.06	15.54	0.52

- 3.9 The reduction in the Minimum Revenue Provision required for 2014/15 is due to slippage in the capital spend for 2013/14, as reported in June.
- 3.10 The external borrowing requirement is calculated after maximising internal borrowing by offsetting usable reserves. The usable reserves as at 31 March 2014 (of £41 million) were higher than forecast leading to an upward revision of the usable reserves available for 2014/15. The borrowing requirement shown above has been prudently calculated assuming usable reserves throughout the year of at least £30 million, whereas a figure of £20 million had previously been used.
- 3.11 The council is able to capitalise interest costs relating to interest paid on borrowing used to fund large capital schemes that take substantial periods of time to get to the point at which the assets may be utilised. Such interest, incurred at the construction or installation phase, may be added to the cost of the associated asset. As can be seen from the table above, capitalised interest of £300,000 has been included in the 2014/15 budget for capital financing costs.

4. Summary of Outturn Position

- 4.1 The current net treasury position, compared to budget, is estimated to be a surplus of at least £520,000.

Summary of Budget underspend	£m
Investment income receivable	-
Interest payable on borrowing	0.52
Total savings	0.52

- 4.2 The savings will be £100,000 greater if no longer-term fixed rate borrowing is taken out.
- 4.3 The savings will also be higher/lower if capitalised interest is more/less than £300,000.



MEETING:	CABINET
MEETING DATE:	31 JULY 2014
TITLE OF REPORT:	CORPORATE PERFORMANCE REPORT 2014/15: QUARTER 1
REPORT BY:	ASSISTANT DIRECTOR, PLACE BASED COMMISSIONING

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

County-wide

Purpose

To invite Cabinet Members to consider performance for the first quarter of 2014/15 following the Quarterly Performance Review held on 15th July 2014.

Recommendation(s)

THAT:

- (a) **Performance for the first quarter be considered.**

Alternative Options

- 1 Cabinet may: choose to review performance more or less frequently than quarterly; or request alternative actions to address any identified areas of under-performance, including referral to the relevant scrutiny committee.

Reasons for Recommendations

- 2 To provide assurance that progress is being made towards achievement of the agreed outcomes and service delivery targets, and that the reasons for important areas of actual or potential under-performance are understood and are being addressed to the Cabinet's satisfaction.

Further information on the subject of this report is available from
Richard Ball, Assistant Director Place Based Community on Tel (01432) 260965

Key Considerations

- 3 Council approved the Corporate Plan 2013-15 in November 2012, framed around the two key priorities of: enabling residents to be independent and lead fulfilling lives with resources focussed on supporting the most vulnerable; and creating and maintaining a successful economy. The supporting delivery plan for 2014/15 was approved by Cabinet in April 2014.
- 4 It is proposed that Cabinet receive three in-year reviews of performance (in July, November and February), and an annual report in June, to coincide with the Understanding Herefordshire report, that reports progress towards achieving the outcomes set out in the corporate delivery plan.
- 5 The chief executive has launched a renewed focus on performance this year, entitled 'raising our game'. This seeks to embed performance management throughout the organisation and ensure delivery of corporate plans and priorities.
- 6 Underneath the overall corporate delivery plan are more detailed directorate delivery plans, and below those yet more detailed service delivery plans. Performance monitoring and review of the measures within those plans is carried out on a monthly basis within directorates. Directors also meet regularly with their respective cabinet portfolio leads to review performance.
- 7 Directors, assistant directors and heads of service will also meet quarterly with the chief executive, cabinet, cabinet support, group leaders, and scrutiny chairs and vice chairs to assess performance.
- 8 Formal Quarterly Performance Reviews have been established where directorates present and are challenged on their performance. The first challenge session took place on 15 July 2014 and considered reports and data which have formed the basis of this report. It is proposed that Quarterly Performance Reviews will take place immediately preceding the formal report to Cabinet for each quarter.
- 9 Progress is measured through a number of performance measures. These have been selected because they demonstrate progress towards achievement of the council's priorities and also provide an overview of the council's performance from a resident's perspective. Where monitoring information is available only on an annual basis, these measures will be reported at the point that it becomes available. Appendices A, B and C contain the latest performance outturn available.
- 10 To support the renewed focus upon performance management and to generate new ideas and initiatives to improve service delivery and ensure value for money, a Continuous Performance Improvement Programme (C-PIP) has been launched by the chief executive. Key individuals within directorates have been identified to work together over the next year in order to deliver real change. It is anticipated that these groups will make a valued contribution to the success of the organisation.
- 11 The Council's forecast outturn for the year, based on spends to the end of May 2014, is a break-even position.

Adults and Wellbeing

Impact that has been made during the last quarter

- 12 **Reduced demand on Adult Wellbeing Services.** Existing and potential service

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users are now being assessed in a new way following the introduction of a new assessment framework, contained within which is a new Resource Allocation System, clearly identifying the appropriate level of resource for clients based on assessed needs. Information captured within this assessment will also enable us to better analyse urgent care pathways in order to offer more timely responses to need.

- 13 We have reduced the waiting list of clients registered on the waiting list for Social Housing; this has reduced by 86% since the end of the last quarter. This has helped by providing better alternatives through signposting to other services. We have 69 households in temporary accommodation at the end of June, but bed and breakfasts have not had to be used to house homeless people since November 2012.
- 14 Supporting Carers is a priority in reducing demand and increasing the number that are supported to continue in their caring role. This year we have assessed 225 carers in their own right and a Carers Strategy is due to be produced, jointly with Health.
- 15 **Targeted Care & Support.** The Home and Community Support framework has now gone live, offering savings due to a set ceiling hourly rate on the cost of Domiciliary Care. Herefordshire Housing are now providing a Reablement service which is expected to have a throughput of 48 cases per month, with the goal of maximising the independence of these clients following discharge from hospital – this service will be monitored closely over the coming months. Only 46% of safeguarding referrals are being completed within the 28 day target. The next quarter will aim to put systems in place to address this performance.
- 16 Following on from the improved assessment process above and the identification of the appropriate resource for each client, personal budgets are now being offered in a greater proportion of cases and 81% of clients with ongoing long term care have a personal budget. Promotion of Direct Payments and exploration of more creative use of these, will aim to increase the current level of these clients receiving Direct Payments from 31% to in excess of 40% by year end.
- 17 **Manage the Provider Market.** A Market Position Statement which has in conjunction with providers been developed sets out local market conditions and has recently been approved and published. This enables both commissioners and local providers to adapt their business models to respond to local need. Twenty-one new affordable houses have been completed during the quarter, which is on target for meeting year end targets with much greater levels of completion expected during summer and autumn. Disabled Facilities Grants have been completed within targets in 87.5% of instances, an improvement on last year with a reduced workforce; this helps to keep people in their own homes and independent as long as possible. The residential and nursing home older people rates have been agreed, a new contractual framework been developed and third party contribution policy agreed. In addition, all elements of the Next Stage Integration project including Day Opportunities now have new providers identified and are in the process of mobilisation.
- 18 **Increased Integration.** Significant work has been done as part of the Better Care Fund development, with several projects being identified which will help; to meet the requirement for increased integration. A new integrated approach to managing the urgent care pathway and reducing the pressure for all organisations, with a health and social care system resilience plan has been developed and will be approved by the end of July 2014.

What is going well?

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19 As part of the recent Peer Review of Adults and Wellbeing, the team acknowledged the political and senior management buy in to the required change agenda within Adult Social Care. There was recognition of an open and honest workforce who were keen to realise the changes required by the department. The move to bring Social Care back into the council was identified as a positive move by the Peer Review team.

20 There is evidence of good performance, particularly against our comparators in the West Midlands within some of our Outcome Framework measures, particularly in areas such as admissions to residential and nursing and the number of clients receiving of self-directed support.

What needs improving further?

21 The Peer Review also highlighted areas which hadn't gone so well. They identified the requirement to strengthen our commissioning processes and our ability to shape the market. They also said that we needed to promote co-production throughout much of our commissioning to ensure that communities, service users and their carers were included in the development of their services.

22 There will also be re-engineering of our safeguarding process which needs to be strengthened significantly following the Peer Review feedback, to ensure its fit for purpose for practitioners, but also that it ensures the safest possible outcomes for service users.

23 The Peer Review also highlighted the need to improve the performance framework within the directorate; this should provide managers with the information necessary to make decisions and also fill in the blanks where data is currently missing from the Service Delivery Plan.

Priorities for the next quarter?

24 The Care Act is a significant piece of work which will continue to be worked on over the coming quarters in order to meet the statutory timescales. This will have significant implications for the Local Authority and partner agencies, both in terms of process change and financial costs.

Many of the priorities for improvement will be linked to this Act; including:

- Improving our information advice and guidance through the development of a single point of access; and
- Completion of a Market Position Statement

Further work will need to continue to ensure that we meet the required deadlines for the Better Care Fund submissions.

Public Health

Impact that has been made during the last quarter

25 **Improve substance misuse services.** The overarching drug and alcohol pathway across all agencies is now ready for consultation and a commissioning and procurement plan, meeting public health commissioning responsibilities, is now underway. The Police and Crime Commissioner has agreed to continue to fund some

specific drugs and alcohol services in Herefordshire and proposed new early intervention model. Useful service delivery models and specifications from elsewhere have been identified, to re-procure alcohol & drugs services and a service specification for residential detoxification services has been developed and potential providers identified. The Community Safety Partnership and the overarching commissioning of drug and alcohol services will now take place across a single governance structure.

- 26 **Improve sexual health services.** A 28 day audit of Wye Valley Trust's laboratory activity and costs of STI tests has been initiated to inform our current contractual arrangements and the tender process. A draft service specification has now been developed for sexual health services based on national framework. The development of a draft set of outcome measures, activity data and quality indicators have been included which will help inform the tender. A chlamydia service specification and tender documents have been produced and a Syphilis and HIV outreach pilot service specification developed.
- 27 **Improve public health services for children & young people (CYP).** Progress has been made in establishing and agreement on the role of school nurses (and other health professionals) in supporting the child protection process. A service specification is now out for consultation for School Nurse services.
- 28 **Review the lifestyle behaviours of young people in Herefordshire to inform better, targeted service provision.** Surveys have been completed with young people aged 16-24 across Herefordshire, including those not in employment, education or training. The results will inform additional detailed work with young people to establish what drives their health behaviours with a final report due in the autumn.
- 29 **Review local action against the latest evidence-based practice to stop people smoking.** Smoking is the leading cause of premature death and avoidable ill health. During 2013/14, 1,054 smokers accessed the stop smoking services we commission and 441 smokers were supported to quit (measured as 4-week quitters) as a result of this support.
- 30 **Review & commission services that achieve behaviour change for health improvement.** Last year the Healthy Lifestyle Trainer Service supported 369 clients (93% were from the most deprived quartile of Herefordshire) and 685 community activities. As part of this support they offered to support lifestyle changes a strong focus on addressing health inequalities.

What is going well?

- 31 Herefordshire's uptake of the NHS Health Check programme in 2013/14 was fifth out of fourteen local authorities at 49%, in line with the national rate and more than the 45% uptake for the West Midlands. This programme aims to identify 40-70 year olds who are at risk of cardiovascular disease and help them to make lifestyle changes. Quarter 1 has seen an additional 15% more people invited to do a health check (3,550) than the target; however the uptake rate was only 30%.
- 32 Understanding Herefordshire 2014: an integrated needs assessment has been completed and published to schedule in June. The content and style of this report was well received by users, including the health and well-being board and councillors.

What needs improving further?

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- 33 There needs to be an increased and coordinated focus across agencies on tackling Herefordshire's biggest causes of premature death and avoidable ill health – in particular: smoking, obesity (diet, physical activity) and alcohol.
- 34 The take up of the National Child Measurement Programme needs to increase and the implementation of interventions to improve and protect health (e.g. reduce obesity, reduce dental decay rates, immunisation)
- 35 Improve drug and alcohol misuse services and sexual health services, in order to reduce the incidences of alcohol attributable admissions to hospital and rates of both Syphilis and HIV.
- 36 The governance and steering of needs assessments needs to ensure that they are clearly scoped from the outset and are integrated to meet the commissioning needs of all parties involved.

Priorities for the next quarter?

- 37 Re-commissioning of public health contracts is a key priority for 2014/15 and the immediate priorities for the next quarter will include:
- The completion of the Children's Integrated Needs Assessment; and
 - Preparations to re-commission Stop Smoking, Healthy Living, Health Checks, Drug & Alcohol and Sexual Health services

As part of this work we will need to develop the market and also engage with service users and other key stakeholders.

In order to support children the Healthy Start vitamin programme will be implemented along with an improvement plan for child immunisations.

Children's Wellbeing

Impact that has been made during the last quarter

- 38 There has been a significant increase in the percentage of children attending good or outstanding schools (86% primary, 88% secondary) over the last period.
- 39 There are currently 362 (6.5%) young people that are Not in Education Employment or Training (NEET). There has been a significant reduction in young people whose status is not known, currently reporting at 131 (2.3%), most of whom are in the 18 plus age group and have gone into work without training.
- 40 The Families First programme has currently turned around 27 families and is attracting reward grant into the authority of £17,600 out of a target of attracting £240,000 in 2014/15.
- 41 Improvements in social care and safeguarding services were recognised by the recent Ofsted inspection in the last quarter, with all services being graded as requiring improvement, other than Adoption services, which are judged as Good.

What is going well?

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- 42 The percentage of primary schools judged as requiring improvement is reducing and currently 85.7% are good or outstanding. However, the percentage of senior schools that are good or outstanding has decreased from last year due to one large academy being judged inadequate and two academies having been judged as requiring improvement. All other inspections have judged senior schools to be good or outstanding; the local authority is monitoring progress directly with the academies and with the Department of Education.
- 43 There has been a significant reduction in the number of 16-19 year olds whose destination is not known, this has reduced from 13% that was reported last year to 2.3% in this quarter. This has been achieved through much stronger procedures and good relationships with colleges and training providers.
- 44 The implementation of the Children and Families Act 2014 has been progressing and a significant part of this has been the approach to the implementation and development of Education, Health and Care Plans which will commence in September 2014.
- 45 The School Improvement Partnership approach continues with engagement from academies and community schools; this approach appropriately builds on peer to peer support between schools and enables the Council to fulfil its school improvement responsibilities.
- 46 As evidenced by the recent Ofsted inspection from the beginning of 2014, the quality of social work and operational management has improved. Staff morale has also improved with good engagement with senior managers. Children in need of protection are identified and assessed well. Looked after Children (LAC) are in stable and supportive foster placements or high standard residential care; this is being reviewed over the next 6-12 months and will need to be balanced to reduce the number of LAC; in addition adoption is promptly considered and progressed through Court rapidly.
- 47 Caseloads are now more manageable (currently reported as 18 on average) across the social work teams, with social workers having more capacity to work effectively with children and families by ensuring staff have a manageable range of work and a caseload consistent with their level of experience and competence.

What needs improving further?

- 48 The outcomes for children and young people requires further improvement in a number of areas; for example there needed to be improvement in the management information for those Not in Education Employment or Training. Some 14 of this cohort are care leavers, where support and services need to be significantly better planned and targeted.
- 49 In order to reach the most vulnerable groups, the Families First programme needs to be more strongly understood and embedded across directorates and partner agencies; this will lead to multi-disciplinary approaches and will in turn, improve outcomes for more families, reduce the cost burden on tax payers and maximise the reward grant received into Herefordshire to secure further change.
- 50 Improvement of the electronic case and performance systems to provide enhanced quality assurance and performance management and drive improvement; this work will continue over the next 9-12 months. A new system for staff supervision is now in place and all managers have been trained and are providing regular supervision to

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their staff; during the next month a supervision survey is being completed to assess progress of this change.

- 51 The understanding of all agencies regarding access to child protection services. The threshold document to access services has been reviewed and reduced and is being made more accessible to staff across the council and in other agencies.
- 52 The Children with Disabilities Service is being reviewed and more significant transformation work continues to be done to ensure that it is both fit for purpose and modernised.
- 53 Partnership working is being enhanced for children who go missing; systems and processes have been developed and the police have appointed a dedicated officer to the multi-agency safeguarding hub to assist in improving the quality of the work to reduce the number of children who go missing.
- 54 We need to improve further the identification and support to private fostering arrangements.

Priorities for the next quarter?

- 55 Our priorities for the next quarter are to:
- Ensure positive destinations for all school leavers;
 - Analyse summer examination results to target improvement activity in schools and settings;
 - Implement the Children's Act 2014, including:
 - o Enhancing and developing how parents and carers access information advice and guidance;
 - o Implementing and delivering Education Health Care plans, which includes the local offer for children with disabilities and their families, and personalised budgets.
 - Refresh the Improvement Plan and incorporate new Ofsted recommendations and progress actions;
 - Refresh the 3 Year Financial Plan, having regard to Ofsted requirements;
 - Launch the Children of Herefordshire Improvement & Partnership Plan (CHIPP) which will enable us to transform the services that we deliver for the young people of Herefordshire, encompassing the issues set out above; and
 - Further develop the Children & Young Peoples Partnership (CYPP) and ensuring clarity of relationship to the Health and Wellbeing Board.

Economy, Communities and Corporate

Impact that has been made during the last quarter

- 56 The private sector-led Marches Local Enterprise Partnership, made up of business and local authority leaders, has been successful in securing £43m Government funding for two key infrastructure projects in Herefordshire over the next three years.

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The Hereford City Centre Transport Package (Inner Link Road) will open up further development land and deliver much needed jobs and new homes. The South Wye Transport Package will provide funding certainty to deliver the package of transport improvements to the south of the city, including a new A49/A465 link road. The package, the details of which are currently out to public consultation, will reduce congestion and support jobs at the Enterprise Zone and development of 1,000 new homes.

- 57 The Old Market development opened for trade in May 2014. As well as offering shoppers a greater choice of retail outlets, the development included the opening of a department store, as well as seven new restaurants. Newmarket Street was also upgraded and traffic was carefully managed so as to minimise impact on the public and maintain access to the city.
- 58 A variation was successfully negotiated to the Waste Management Service Contract that Herefordshire Council and Worcestershire County Council have with Mercia Waste Management. Amongst other things, this variation allows for the provision of an Energy from Waste Plant at Hartlebury in Worcestershire. The Plant is scheduled to be operational in 2017 and will divert some 200,000 tonnes of waste from landfill sites each year.

What is going well?

- 59 Preparatory work continues in advance of changes to residents' general rubbish collection service from November 2014. The move to alternate weekly collections will mean that recycling will be collected one week and general rubbish will be collected on the other week. From August 2014, householders will be delivered a black bin which can be used to safely and hygienically store general rubbish between collections.
- 60 There has been significant progress made on the delivery of broadband with the total of live structures now standing at 108 across the Fastershire and some 4,000 premises in Herefordshire having access to fibre services. A new website has been launched which provides more information on where and when fibre comes to an area. Business advisors have been appointed to work with companies on maximising use of the internet. An offer of £5.5m has been received from the government for the second phase of the project.
- 61 Good progress continues to be made with the accommodation strategy. Works at Plough Lane and Shire Hall are continuing and are on target. As works are completed, Plough Lane occupancy levels are increasing.
- 62 Almost two-thirds of Herefordshire's parish councils are now in the process of producing a neighbourhood plan. This equates to 10% of the total number of neighbourhood plans being produced within England. Positive promotion has resulted in additional planning policy now being produced for around three quarters of those places highlighted within the Core Strategy for growth. Our work in this area can be highlighted by the fact that we qualified for a £100,000 grant from DCLG to support neighbourhood plans at examination and referendum. However, we must ensure that these plans are undertaken in a timely fashion, as parish councils are required to spend all grant monies by December 2014.
- 63 Financial outturn for 2013/14 resulted in a positive break even position with good progress made in reaching required savings targets. In addition to this, the directorate remains on track to deliver its savings plan this year. As part of this, Herefordshire

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Council's Management Board has recently approved the centralisation of certain budgets which it is intended will result in both time and resource savings.

- 64 The Herefordshire Archives and Records Centre (HARC) project remains both on time and on budget. The new building will have better access for visitors and be more energy efficient, with running costs significantly less because of the leading edge 'passivhaus' design. This £8.1m facility, funded from the council's capital programme, is due to open to the public during Spring 2015.

What needs improving further?

- 65 Work continues on devolved services and community asset transfers with Phase 1 transfers progressing in Kington, Leominster, Bromyard and Ross-on-Wye. However, this is a resource intensive process and the cost of implementation, including legal considerations and staff requirements to see the transfers through are considerable.
- 66 The speed in which we process minor planning applications needs to be improved as the percentage currently dealt with within 8 weeks is 53.1%, compared to our internal target of 65%. It is hoped that the addition of two planning officers will help improve performance.
- 67 Whilst much work has been undertaken to improve website functionality, more work is required over the coming period to further increase the level of e-reporting taking place to help reduce the overall number of calls received and streamlining of email queries.
- 68 Herefordshire has benefited from a significant increase in central government funding to help fix our roads. Along with Severe Weather Funding which was awarded earlier this year, the county will receive additional government funding for road maintenance exceeding £6m for this year. This is in addition to the council's £20m investment. A detailed programme has been developed based on known highway conditions, in consultation with local members and parish councils. Resurfacing schemes are already underway all across the county and it is expected that these works will make a visible difference to all who travel around the county.
- 69 Grounds maintenance and grass cutting services have attracted significant adverse feedback during the quarter. This related to planned savings. However, given the concerns expressed the council has responded by increasing frequencies on high priority amenity areas, revising schedules and including an additional rural verge cut over the summer. In addition, a Herefordshire Public Green Spaces Community Grant scheme has been established to support community activity. Full details of the council's approach to grass cutting are set out on our website.

Priorities for the next quarter?

- 70 Our priorities for the next quarter are to:
- Continue to progress the new road infrastructure;
 - Further develop the Economic Masterplan;
 - Conclude final consultation stage of Core Strategy;
 - Continue the roads maintenance programme;
 - Progress the council's accommodation programme; and
 - Continue to ensure that the requisite in-year savings are achieved.

Equality and Human Rights

- 71 There are no specific implications in the report. As regards demonstrating due regard to the council's Public Sector Equality Duty (PSED), as part of our decision making processes we ensure that individual directorates and service areas assess the potential impact of any proposed project, leading to fairer, transparent and informed decisions being made.

Financial Implications

- 72 Projects and activity within the delivery plan must be delivered within the budget agreed by Council in February 2014; they include projects and activity to deliver the cost reductions required for a balanced budget.
- 73 Slippage in projects and activity to deliver cost reductions will impact on the overall council budget and will require remedial or mitigating actions to maintain financial stability. A detailed budget monitoring report appears elsewhere on the Cabinet agenda.

Legal Implications

- 74 None.

Risk Management

- 75 The corporate plan and its delivery plan are integral elements of the council's risk management framework. Risks associated with each objective and project are entered onto the relevant service or directorate risk register and escalated as appropriate. Any significant risks will be reported to Cabinet as part of the quarterly performance report.
- 76 Risks are also considered in the 'What needs improving further' and 'Priorities for the next quarter' sections of this report above.

Consultees

- 77 None in relation to this report. The development of the delivery plan was informed by the evidence base already gathered during the year and which includes user, resident and partner feedback where available.

Appendices

Appendix A – Adults and Wellbeing databook

Appendix B – Children's Wellbeing databook

Appendix C – Economy, Communities and Corporate databook

Background Papers

- None identified.

Performance Measure	Outturn		Target 2014-15	Narrative (what is the data telling us)
	Q1	2013-14		
The percentage of people who use services and carers who find it easy to find information about support	Annual Survey	73%	70%	
The percentage reduction of those registered on Homepoint	652 86%	4735	2841 (40%)	
(a) The percentage of people using social care who receive self-directed support, and	82%		85%	Changes to guidance do not allow comparison with previous years. The figure indicates that the large majority of people receiving long term support have been offered a personal budget; a smaller proportion choose to take some or all of this as a direct payment to commission their own services.
(b) those receiving direct payments	31%		40%	As Above
Overall satisfaction of people who use services with their care and support	Annual Survey	65%	70%	
The number of people on the waiting list for assessment and service	DD		<10%	
Average time between care package authorisation to delivery to the service user	DD		28 days	
The number of households in temporary accommodation	69		55	
The number of households in B&B (excluding use as a result of an emergency)	0		0	
The number of rough sleepers (as reported to the DCLG)	Annual Calculation		15	
(a) Delayed transfers of care from hospital, and	3.95	5.8		Data is for first 2 months only - June data not yet available from NHS. In April-May there were 12 people delayed overall.
(b) those attributable to adult social care - rate per 100,000 adult population	2.63	2.7	2.7	Data is for first 2 months only - June data not yet available from NHS. In April-May there were 8 people delayed for reasons attributable to social care.
Carer reported quality of life	Annual Survey	n/a	tbc	
The percentage of carers who report that they have been included or consulted in discussions about the person they care for	Annual Survey	n/a	75%	
The number of referrals to services arising from the breakdown of carer support	DD		<10%	
The number of Carers' Assessments	225		80% of those eligible	This is only specific carer assessments; carer's needs are also considered in all client assessments.
The proportion of direct payment services users that have a pre-paid card	DD		50%	
The percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	DD		85%	
The percentage of support plans containing elements of assistive technology	DD		70%	
The percentage of people who use services who say that those services have made them feel safe and secure	Annual Survey	86%	90%	
The percentage of completed safeguarding referrals where people report that they feel safe	DD		80%	
Percentage of safeguarding investigations which were concluded within 28 days of the decision to investigate	46%		80%	This has been recognised as an area for improvement, with system changes required to ensure a better workflow is in place.
The number of homes built for older and vulnerable persons	Annual Calculation		tbc	

The number of new affordable homes built and acquired	21			140	The level of delivery is as would be expected for this time of year, as completions tend to occur during Summer/Autumn months with the final delivery after the new year.
The percentage of DFGs provided within agreed timescales	87.5%			85%	Performance maintained, despite a reduction in headcount delivering the service.
The percentage of people aged 18 and over suffering from a long term condition feeling supported to manage their condition					
The percentage of avoidable hospital admissions for both adults and children					

DD = Data Development

Performance Measure	Outturn		Target 2014-15	Narrative (what is the data telling us)
	Q1	2013-14		
Number of young people offered a personal budget	N/A	N/A	2	This figure may appear low but it is based on previous take up of Direct Payment and has regard to the fact that the major legislative changes do not come into effect until the following financial year
Number of schools reporting deficit spend	6		0	Plans in place to address deficits in all but one school. Ongoing development of plans to address significant deficit in one school.
Reduce the spend in institutionalised care				HIPPS will not become fully operational until December 2014
Reduction in the cost of Looked After Children support service			£80,000	
Reduction in the cost of Children's Centres			£570,000	
The amount of income received through delivery of services to other local authorities				There is no anticipated income during this financial year
Amount of Reward Grant Received	£17,600	£35,800	£240k	At risk of not achieving target. Promotion amongst teams to ensure logging of work undertaken which will improve data. Work planned to reconfigure council support, enhance approach with partners and adults services to improve performance. Reward Grant received 2012/13 £53,200
Number of families 'turned around' via the re-shaping of integrated services for families	27	35	184	Please see comment covering reward grant above 91 families turned around in 2012/13
% of young people not in employment, education or training	6.50%	6%	5.50%	Currently 362 y/p NEET (6.5%); analysis of the make up of the cohort currently under way to determine characteristics / needs of y/p NEET to aid future commissioning of services. 14 are care leavers. Work being undertaken with 16+ team to offer additional support
The number of young people aged 16-25 with Learning Difficulties and Disabilities supported into employment				A new indicator with tracking being developed.
The number of 16+ care leavers in appropriate housing, in employment, education or training			[a] 90% [b] 90%	This indicator needs further work to clarify the definition of [a] appropriate housing and [b] care leavers in employment, education or training up to the age of 19 years. At present there are no systems in place to accurately report on this data: this is anticipated in November 2014.
Educational attainment on an annual basis and report against all key stages.	N/A			N/A
% of children attending a primary school/setting that is good/outstanding	85.7%	85.3%	>85%	% increasing with the number of schools judged as Requiring Improvement reducing
% of children attending a secondary school/setting that is good/outstanding	87.6%	88.5%	>90%	% decreased from last year due to one large academy being judged inadequate and two academies judged as requiring improvement. All other inspections have judged schools to be good or better. The LA is monitoring progress directly with the academies and with the DfE.
The % of audits that demonstrate a consistent application of thresholds across agencies			70%	Evidence that thresholds for timely and safe intervention are consistently applied
Satisfaction of customers with Early Help services			80%	

% of young people whose destination is not known (16-19 year olds)	2.30%	3%	2%	Currently 131 y/p Not Known, most of whom are in the 18 plus age group and have gone into work without training. Work with employers to locate the remaining y/p is taking place.
The number of young people with disabilities supported in to local services			>2013/14	
Reduce the use of institutionalised care for children with disabilities			<2013/14	
Reduce the use of institutionalised care for children with disabilities			<2013/14	
Average number of cases per social worker	14	16	16 - 18	Social workers have the capacity to work effectively with children and families by ensuring staff have a manageable range of work and a caseload consistent with their level of experience and competence
% of families being referred to higher levels of need services			20% reduction	
The proportion of universal services and communities dealing with low level issues themselves			>2013/14	May need to reflect on this indicator due to the difficulties in gathering and producing reliable performance information
The % of contacts screened within 24 hours by a qualified practitioner	99.10%	49.38%	100%	Level of performance on the timeliness of decision making at the point of contact by a qualified practitioner
The % of Child Protection visits completed within timescale	73.78%	77.12%	95%	Children receive the support and protection they need in a timely manner
The % of Looked After Children visits completed within timescale	92.77%	89.84%	95%	Children receive the support and protection they need in a timely manner
The % of 16+ care leavers that have access to dental services			80%	A degree of this information is currently collated by our Health colleagues: will be able to report as from November 2014
The % of 16+ care leavers that have access to GP services			80%	a degree of this information is currently collated by our Health colleagues: will be able to report as from November 2014
The number of 16+ care leavers accessing work experience and interview support provided by the businesses of Herefordshire				We need to consider whether this continues to be a target due to the significant difficulties in gathering and reporting on the data
The % of children placed in family based settings with Herefordshire in house foster carers			95% (over next 3 years)	Children will be placed in family based settings in county to enable them to experience the best possible care and achieve their full potential
The % of cases stepped up to Multi Agency Group discussion			25% reduction	
The average tenure of staff within social care	6.1 Years Permanent 0.6 Years Interim		>2013/14	We continue to struggle to recruit experienced SW's and as such have a very high % of interim workers in this role. We have had great success recruiting NQSWs and managerial roles. Our long term strategy is to recruit Newly Qualified SW's and to develop them in order to replace interim SW's. The 8 NQSWs we recruited in Sept / Oct of 2013 will over the next 6 months enable us to release interim workers. In addition we've recruited a further 8 NQSWs who are in the process of joining HC.
The % of established roles within social care filled by interim staff	36		<30%	Attrition ytd is 24 (predominantly interim workers). This would equate to annualised turnover rate of 46% per annum. Attrition continues to be a priority. As such we've introduced a retention bonus for permanent staff. Since then we've had no permanent leavers (March - June). Attrition continues to be a concern amongst interim workers reflecting the high level of completion for interim staff, and our location. The rate is influenced (up) by a policy of deliberately managing out poor performing interims. We now offer long term assignments in order to retain high performing interims.
Social worker attrition rate	24		<5	

Phase	Provision	Count
Pre school ¹	Childminders registered for Nursery Education Funding (NEF) ¹	19
2- 5 years	Pre school nurseries ²	100
	Primary schools with Nursery classes	15
1 Early Years Census 2014		
2 Private, Voluntary and Independent providers claiming NEF		
Primary		
5- 11 years	Community	33
	Voluntary Controlled	8
	Voluntary Aided	19
	Foundation	1
	Academy	16
	Academy (Free school)	1
	UTC	0
	Studio	0
Secondary		
11-16 years	Community	3
	Voluntary Controlled	0
	Voluntary Aided	2
	Foundation	0
	Academy	10
	Academy (Free school)	1
	UTC	0
	Studio	0
All through	Academy	1
Special schools	Community	3
	Voluntary Controlled	0
	Voluntary Aided	0
	Foundation	0
	Academy	1
	Free school	0
	UTC	0
	Studio	0
Pupil referral units	Community	3
Number of pupils in years group ³		
	R (Reception)	1,861
	1	1,880
	2	1,865
	3	1,774
	4	1,778
	5	1,814
	6	1,751
	7	1,680
	8	1,745
	9	1,794
	10	1,917
	11	1,874
³ Summer14 School Census		

Overall preschool	% of children funded through nursery education funding attending a good or outstanding provision	
Child-minders ¹	% of children attending good or outstanding provision	100.0%
	Number of outstanding providers	7
	% outstanding providers	36.8%
	Number of inadequate providers	0
	% inadequate providers	0.0%
Pre school nurseries ³	% of children attending good or outstanding provision	89.9%
	Number of outstanding providers	25
	% outstanding providers	26.3%
	Number of inadequate providers	2
	% inadequate providers	2.1%
3 private and voluntary settings		
Primary schools with Nursery classes	% of children attending good or outstanding provision	89.6%
	Number of outstanding providers	1
	% outstanding providers	6.7%
	Number of inadequate providers	0
	% inadequate providers	0.0%
Primary schools	% of children attending good or outstanding schools	85.7%
	Number of outstanding schools	12
	% outstanding schools	15.6%
	Number of inadequate schools	0
	% inadequate schools	0.0%
	LA authority rank	
Secondary schools	% of children attending good or outstanding schools	87.6%
	Number of outstanding schools	2
	% outstanding schools	13.3%
	Number of inadequate schools	1
	% inadequate schools	6.7%
	LA rank	
Overall post 16	% of good or outstanding provision for Herefordshire students	87.5%
Colleges	Number of out standing	1
	% outstanding	33.3%
	Number inadequate	1
	% inadequate	33.3%

Training providers	Number of out standing	2
	% outstanding	25.0%
	Number inadequate	0
	% inadequate	0.0%
Schools (6th forms)	Number of out standing	1
	% outstanding	14.3%
	Number inadequate	1
	% inadequate	14.3%

WATCHSTED ANALYSIS	Percentage of pupils:				Percentage of pupils:				Percentage of pupils:				Percentage of pupils:				Ofsted Annual Report 2013
	02/07/14	02/07/14	02/07/14	02/07/14	06/05/14	06/05/14	06/05/14	06/05/14	01/04/14	01/04/14	01/04/14	01/04/14	18/03/14	18/03/14	18/03/14	18/03/14	
	PRIMARY				PRIMARY				PRIMARY				PRIMARY				
	National	49	W.Mids	2	National	50	W.Mids	14.7%	National	50	W.Mids	14.8%	National	65	W.Mids	65	
(Good or Outstanding)		18.1%		14.5%		18.2%		14.7%		18.2%		14.8%		12.3%		12.3%	
Outstanding		61.9%		63.1%		61.4%		62.0%		61.3%		62.0%		71.7%		71.7%	
Good		17.6%		18.2%		18.0%		19.4%		18.1%		19.6%		16.0%		16.0%	
Requires Improvement		2.4%		4.2%		2.4%		3.9%		2.4%		3.6%		0%		0%	
Inadequate		79.9%		77.6%		79.6%		76.7%		79.5%		76.7%		84.0%		84.0%	
Good or Outstanding				85.7%				85.3%				85.3%				72.0%	

WATCHSTED ANALYSIS	Percentage of pupils:				Percentage of pupils:				Percentage of pupils:				Percentage of pupils:				Ofsted Annual Report 2013
	02/07/14	02/07/14	02/07/14	02/07/14	06/05/14	06/05/14	06/05/14	06/05/14	01/04/14	01/04/14	01/04/14	01/04/14	18/03/14	18/03/14	18/03/14	18/03/14	
	PRIMARY				PRIMARY				PRIMARY				PRIMARY				
	National	33	W.Mids	1	National	26	W.Mids	22.6%	National	25	W.Mids	22.4%	National	25	W.Mids	25	
(Good or Outstanding)		25.4%		23.1%		24.9%		22.6%		25.0%		22.4%		9.0%		9.0%	
Outstanding		48.9%		47.9%		48.4%		47.2%		48.2%		47.8%		79.5%		79.5%	
Good		20.3%		21.6%		21.2%		23.3%		21.2%		23.2%		3.9%		3.9%	
Requires Improvement		5.5%		7.4%		5.5%		6.9%		5.6%		6.6%		7.6%		7.6%	
Inadequate		74.3%		71.0%		73.2%		69.8%		73.2%		70.2%		88.5%		88.5%	
Good or Outstanding				87.6%				88.5%				88.5%				89.0%	

WATCHSTED ANALYSIS	Percentage of schools:				Percentage of schools:				Percentage of schools:				Percentage of schools:				Ofsted Annual Report 2013
	02/07/14	02/07/14	02/07/14	02/07/14	06/05/14	06/05/14	06/05/14	06/05/14	01/04/14	01/04/14	01/04/14	01/04/14	18/03/14	18/03/14	18/03/14	18/03/14	
	PRIMARY				PRIMARY				PRIMARY				PRIMARY				
	National	72	W.Mids	2	National	59	W.Mids	14.4%	National	61	W.Mids	14.4%	National	78	W.Mids	78	
(Good or Outstanding)		17.3%		14.3%		17.4%		14.4%		17.4%		14.4%		14.3%		14.3%	
Outstanding		63.3%		64.0%		63.1%		63.1%		62.9%		63.0%		67.5%		67.5%	
Good		17.1%		18.2%		17.3%		19.1%		17.5%		19.4%		18.2%		18.2%	
Requires Improvement		2.3%		3.5%		2.2%		3.3%		2.2%		3.1%		0.0%		0.0%	
Inadequate		80.7%		78.4%		80.5%		77.6%		80.3%		77.4%		81.8%		81.8%	
Good or Outstanding				83.1%				84.4%				84.4%				89.0%	

WATCHSTED ANALYSIS	Percentage of schools:				Percentage of schools:				Percentage of schools:				Percentage of schools:				Ofsted Annual Report 2013
	02/07/14	02/07/14	02/07/14	02/07/14	06/05/14	06/05/14	06/05/14	06/05/14	01/04/14	01/04/14	01/04/14	01/04/14	18/03/14	18/03/14	18/03/14	18/03/14	
	PRIMARY				PRIMARY				PRIMARY				PRIMARY				
	National	20	W.Mids	1	National	20	W.Mids	20.1%	National	22	W.Mids	19.80%	National	22	W.Mids	22	
(Good or Outstanding)		21.7%		20.2%		21.7%		20.1%		21.90%		19.80%		13.3%		13.3%	
Outstanding		48.9%		49.5%		48.6%		49.1%		48.60%		49.70%		73.3%		73.3%	
Good		23.0%		23.6%		23.5%		24.5%		23.30%		24.30%		6.7%		6.7%	
Requires Improvement		6.4%		6.8%		6.2%		6.3%		6.20%		6.10%		6.7%		6.7%	
Inadequate		70.6%		69.6%		70.3%		69.1%		70.50%		69.60%		86.7%		86.7%	
Good or Outstanding				69.6%				86.7%				86.7%				86.7%	

Monthly statistics: May 2014

DfE National Curriculum (NC) year groups 12-14

	May-14	Apr-14	Mar-14	Feb-14	Jan-14	Dec-13	Nov-13	Oct-13	Sep-13	Aug-13	Jul-13	Jun-13	May-13
Adjusted NEET%	6.5%	6.1%	6.8%	6.9%	6.7%	6.4%	6.1%	5.5%	12.2%	8.5%	8.2%	8.0%	7.8%
NEET Total	362	339	375	378	371	349	323	260	244	440	416	402	394
EET Total	5176	5190	5140	5088	5141	5108	5004	4520	1725	4675	4674	4642	4675
In Learning Total	4529	4534	4538	4559	4589	4577	4554	4340	1572	4310	4309	4279	4287
Not Known Total	131	148	173	249	200	258	390	977	3785	733	752	813	779
Other (Not In EET or NEET)	0	0	0	0	0	0	0	0	0	3	2	2	3
Not Known %	2.3%	2.6%	3.0%	4.4%	3.5%	4.5%	6.8%	17.0%	65.8%	12.5%	12.9%	13.9%	13.3%
In Learning %	79.9%	79.9%	79.8%	79.8%	80.3%	80.1%	79.7%	75.4%	27.3%	73.7%	73.7%	73.0%	73.3%

Broken down by NC year group

	Year 12	Year 13	Year 14	Year 12-14
Adjusted NEET%	3.3%	6.2%	10.0%	6.5%
NEET Total	60	120	182	362
EET Total	1727	1819	1630	5176
In Learning Total	1693	1709	1127	4529
Not Known Total	12	36	83	131
Other (Not In EET or NEET)	0	0	0	0
Not Known %	0.7%	1.8%	4.4%	2.3%
In Learning %	94.1%	86.5%	59.5%	79.9%

Latest Statistical Neighbour comparator data - MARCH 2014

ANNUAL OUTURN*: 16 - 18 year olds NEET and not known summary (End 2013)

Local Authority	Academic Age 16-18 (Y12-Y14) NEET %	Academic Age 16 - 18 (Y12-Y14) Not Known %	Academic Age 16 - 18 (Y12-14) In Learning %	16-18 year olds known to the local authority	16-18yr olds NEET		% whose activity is Not Known
					Estimated no.	%	
Somerset	5.3%	5.0%	80.5%	17,405	870	5.0%	4.8%
Devon	5.4%	2.5%	81.7%	24,744	1,360	5.5%	2.1%
Shropshire	5.0%	6.8%	80.8%	9,375	490	5.2%	15.1%
Cornwall	4.5%	1.8%	86.9%	17,904	820	4.6%	1.5%
Suffolk	6.7%	7.9%	79.1%	23,892	1,480	6.2%	8.2%
Norfolk	5.7%	8.2%	77.4%	26,711	1,550	5.8%	8.1%
Wiltshire	4.8%	6.8%	82.4%	14,474	680	4.7%	18.2%
Dorset	3.9%	1.9%	83.6%	12,822	500	3.9%	3.0%
Gloucestershire	5.2%	9.8%	77.2%	19,508	940	4.8%	11.6%
East Sussex	7.9%	5.8%		15,970	1,260	7.9%	9.8%
Herefordshire	6.8%	3.0%	79.8%	5,715	370	6.4%	4.9%

*2013 data are an average at the end of November 2013, December 2013 and January 2014.

QPR - Families First Outcomes

	2012/13	2013/14	2014/15	TOTAL	RAG Rating	Trajectory
Families "turned around"						
Original target profile	103	155	52	310		
Max Payment by Results (PBR) that could be claimed	£68,800	£206,400	£103,200	£378,400		
Realistic forecasts for PBR based on characteristics of cohort	£60,200	£180,600	£90,300	£331,100		
Adjusted targets - number of families	91	35	184	310		
Achieved to May 2014	91	35	27	153		131*
Adjusted PBR targets	£53,200	£35,800	£242,100	£331,100		
Payment By Results achieved to May 2014	£53,200	£35,800	£17,600	£106,600		£139k**

items in bold are targets and actuals from the corporate delivery plan

Characteristics of 153 families "turned around"

- 48% hit the Crime & Anti Social Behaviour (ASB) criteria (national criteria)
- 49% hit the attendance criteria (national criteria)
- 28 % hit the out of work criteria (national criteria)
- 47% have domestic abuse in the household
- 39% have mental health issues within the household
- 36% of Families identified as part of the programme have had a child assessed as a Child In Need under Section 17 of the Children Act 1989.
- 35% have drug/alcohol misuse issues
- 26% have housing/homelessness issues
- 20% of children are subject to child protection (CP) plans

NB Local and national data show these families have up to 8 issues they are dealing with ie many more than the three national Troubled Families criteria

Of the improvements made in 153 families:

Number of children with school attendance rate >85%	76
Reduced rate of crime and ASB	70
Number of families with adults now making progress towards work	14
Number of families with adults now in continuous employment	6

*based on performance over last 2 claim periods we will be short by approx 53 families

**based on performance of last 2 claims and characteristics of our cohort we will be unable to claim approx £103k

NB these figures include the final claim of the programme due in May 2015

Performance Measure	Outturn		Target 2014-15	Narrative (what is the data telling us)
	Q1	2013-14		
Improved road conditions: Number of potholes (Defects) repaired Total mileage of roads resurfaced as part of the investment programme	7604 37.59			
Minimise the number of people killed and seriously injured (KSI's) in road traffic collisions in Herefordshire	17 (Jan to Mar)	61	<85	Jan-Mar validated data.
Reduction in residual waste per household	98.49 (to May)	554 kg (tbc*)	<600kg	2013/14 outturn will be finally confirmed by the EA in September.
The % of household waste sent for reuse, recycling and composting	41.6 (Apr)	40.2% (tbc*)	>41%	Performance expected to improve once Alternate Week Collections are introduced in November.
The % of municipal waste going to landfill	55.30 (Apr)	56.5% (tbc*)	<60%	2013/14 outturn will be finally confirmed by the EA in September.
The % of the working age population in employment		75.3% (GB rate 71.7%)	3.5% above the GB rate	Latest ONS Statistics on NOMIS, to March 2014, report that there has been a notable improvement in the % of working age population in employment and is the highest % level in the county since March 2010. Herefordshire is 75.3%, compared to 69.3% for West Midlands and 71.7% for GB.
Acres of land sold on the Enterprise Zone	5.4		60 (by December 2015)	Three plots sold within the Zone. One development is complete, these others are in development. Negotiations are progressing on a number of other plots with a view to further sales in the next quarter.
Job opportunities identified in investment commitments made on Enterprise Zone	49		1,500 (by December 2015)	In addition to 6 jobs already created, a further 43 are committed with the investment that is currently being made in the ongoing construction activity on site.
The % of premises within the eligible area of Fastershire with the potential to access NGA Broadband services	8.6 (No 3996)		78% (by December 2016)	Equates to the proportional % of coverage which is 3996. The next month should see a significant improvement.
The % of known applications securing external funding	92.3% (£746,000)		80%	
The % of parish and town councils part of the lengthsman scheme	74% (99/134)	74% (99/134)		Work is being undertaken to support the enhanced pilot scheme as in 15/16 there will be a new Lengthsman scheme which will incorporate pothole filling.
Spends within the council's overall budget (Variance from budget)	0% (May)	0%	0%	0% variance as at end of May.
Collection rates for Council Tax; and Business rates	31.57% 30.39%		98.50%	
The % of new Housing Benefit Claims that are dealt with in less than 20 working days: Time taken to deal with new claims and changes of circumstances Time taken to deal with new claims Time taken to deal changes of circumstances	15.79 days 14.48 days 16.01 days (June only)			Although this top measure appears in the delivery plan, it does not form part of the SLA with Hoople. The 3 additional measures are included in the SLA, but are reported for the month, and not YTD. The figures represented are for June only.
Increase in pay point transactions	30614		10% monthly increase on December 2013 baseline	Usage of this payment channel for June is consistent with last month and matches previous profiles as users are locked into this method of making payment.
Increase in self serve web transactions	2142		10% monthly increase on December 2013 baseline	Significant increase in June, driven by the launch of the Alternate Weekly Waste Collection campaign which uses the website as its primary customer contact channel.
The number of council full time equivalent employees	1,065.03	1,090.02	<1,090.02	
Total cost of the workforce	£3,168,615			Significant increase in June, driven by the launch of the Alternate Weekly Waste Collection campaign which uses the website as its primary customer contact channel.
Council's agency spend	£602,384			Spend on Agency Staff now represents 19% of the total workforce spend.
Sickness absence - ECC	3.80%		<4.94%	Directorate average is at lowest level since January, although there was a slight increase in sickness during March.
Sickness absence - Organisation	3.93%		<3.75%	Spike in sickness in the last month has seen the rolling average reach its highest level since reporting started in April 2012. Sickness absence is a rolling 12 month average and includes the period October 2013 - March 2014 when sickness was particularly high (above 4% each month). If current monthly absence rates continue to improve, the rolling average should improve to be more in line with target in the next quarter.

There are a further set of measures within ECC for which data is available less frequently of annually, and will be included in the databook at the relevant period in the year



MEETING:	CABINET
MEETING DATE:	31 July 2014
TITLE OF REPORT:	Herefordshire Safeguarding Children Board Business Plan
REPORT BY:	Director for Children's Wellbeing Services

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

County-wide

Purpose

To inform Cabinet of the progress of the Herefordshire Safeguarding Children Board (HSCB) Business Plan 2013-2014 at year end and to provide Cabinet with the opportunity to comment on the 2014-2015 Business Plan.

Recommendation(s)

THAT Cabinet:

- (a) **notes the progress achieved in the 2013-2014 Business Plan at Appendix 1;**
- (b) **considers the 2014-2015 Business Plan at Appendix 2**

Alternative Options

1. Cabinet can request that the HSCB consider suggestions which are made for the HSCB to amend their priorities or actions.

Reasons for Recommendations

2. To ensure that Cabinet is informed of the progress of the 2013-2014 HSCB Business Plan.
3. To ensure that Cabinet has the opportunity to challenge the Board's priorities and assure itself that the Business Plan is in line with the Council's Delivery Plan, is sufficient to

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meet the recommendations from the recent Ofsted review of the effectiveness of the HSCB and will enable the Council to meet its obligations to have well functioning multi-agency safeguarding arrangements for children and young people.

Key Considerations

4. Councils are legally obliged to establish an effective Safeguarding Children Board. Further detail is in paragraphs 9-11 below
5. Cabinet receives annual update on progress made with regard to the implementation of the Business Plan. This also enables Cabinet to assure itself of the functioning of the Board. This report highlights areas of the Business Plan that have been successfully achieved and those that remain outstanding. Appendix 1 gives more detail for each item.
6. HSCB Strategic Board reviewed the progress of the 2013-2014 Business Plan at their April meeting. The plan was an ambitious one, and whilst progress has been made in a number of areas, some have not progressed as fully as the Board would wish.
7. In respect of the recommendation from last year's Cabinet Report that stated consideration be given to continual service improvement through commissioning with regard to safeguarding. The following assurance can be given that 'safeguarding' is a key consideration in all commissioning activity within Children's Wellbeing Directorate.
8. In respect of Corporate Parenting, Cabinet is due to receive a report in the autumn.
9. The following Action Areas have been fully implemented during the year as planned and are therefore fully "RAG" (red, amber, green) rated green. A number of these are planned for the next stage of development within the Board's 2014-2015 Business Plan in line with the three year strategic priorities:
 - *DA1: Implement changes in safeguarding practices and HSCB functioning to meet the statutory changes within Working Together 2013.* Ofsted stated that HSCB complies with its statutory responsibilities. It also stated that the Board has detailed action plans aimed at increasing the effectiveness of safeguarding activity.
 - *DA3: Domestic Abuse (DA).* Information received confirms previous knowledge that Herefordshire has a higher rate of DA than its regional neighbours and that the increase in reported incidents recorded this year is also higher. HSCB has been proactive in ensuring its strategic partners within the DA multi-agency task and finish group progress the prevention agenda in Herefordshire.
 - *DA3: Sexual Exploitation and Trafficking (SET):* Following key activities to increase awareness across the children's workforce and to build a greater level of intelligence around sexual exploitation in Herefordshire, cases highlighted and reviewed by the SET Case Evaluation Panel have shown that an increased knowledge of SET among the workforce has resulted in some better intervention with young people affected by SET. Ofsted identified the response made to date to this agenda and how we will be taking that forward.
10. The following action areas have made significant progress during the year, but have not yet been fully implemented during the year as planned and have at least one action "RAG" rated red in the Business Plan. More detail of the plans for each activity is included within Appendix 1. In brief however:

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- DA1: Every agency to ensure the voice of children, young people and their families is captured and used to improve services. This is a two year priority for HSCB in line with the Board's strategic priorities. During the past year all statutory agencies of the Board have developed their processes for capturing the voice of children and young people and have begun to report their mechanisms and their findings to the Board. During 2014-2015 agencies have committed to further development of these which will support the Board in planning its own processes for directly capturing the voice of children and young people and will be able to identify themes across all this work which will inform future strategic priorities.
 - DA2: Improving multi-agency case decision making. This action will be completed once quality assurance work confirms the consistently improving work that is being evidenced through performance data.
 - DA2: Improving multi-agency assessments within Children's Social Care. This is a significant piece of work being driven within the Children's Wellbeing improvement agenda – currently being delivered through HSCIB (Improvement Board) and as part of the Directorate's Transformation Programme (CHIPP). Additionally training for practitioners involved in Initial Child Protection Conferences (ICPCs) is being developed and is scheduled to be available during the summer to improve multi-agency engagement and accountability for child protection decision making.
 - DA3: Children Missing from Care (to include all missing children). HSCB is currently engaged in a regional piece of work to re-draft the Missing Person's Protocol in line with the requirements of the statutory guidance on children who run away or go missing from home or care published in January 2014 which requires each LSCB to publish a Local Runaway and Missing from Home Protocol. This will clearly define the roles and responsibilities of all agencies in respect of missing children. DA3: Children Placed in Herefordshire by Other Local Authorities. The decision was taken to delay finalisation of the Best Practice Agreement (previously the Contract of Expectations) with providers in order that it is fully conversant with the West Mercia Regional Protocol and will be incorporated into the launch of the protocol by October 2014.
 - DA4: Develop the culture of constructive challenge within the Board. All Board members have given verbal commitment to prioritise the completion of HSCB's Safeguarding in Leadership e-learning course, procured in response to the identification of development needs of HSCB Strategic Board members.
 - DA4: Develop an evidence base of safeguarding casework across all agencies to demonstrate and learn from best practice. The rationale for this is two fold: to evidence that the HSCB are meeting and at times exceeding the statutory responsibilities; and to promote a 'learning culture' across agencies. Moving forward this will be delivered via the HSCB's Communications Strategy.
11. DA4: Develop the Board's knowledge of the children's workforce and its development needs. While the training needs analysis has only given a partial picture of the training needs across the children's workforce, the intelligence gathered has been used in line with other evidence to inform the provision of training during 2014-2015. The 2014-2015 Business Plan is currently being finalised by members of HSCB's Strategic Board and its development has been based upon the Board's agreed 2013-2016 Strategic Priorities. It is pleasing that the Ofsted findings are generally in line with the development agenda already planned by HSCB. The draft business plan has also been developed to include the following additional areas that Ofsted identified for

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 Andy Churcher, HSCB Business Manager on Tel (01432) 260278

improvement:

- DA3: Private Fostering (3.4); and
- DA4: The effectiveness of HSCB Training (4.5)

Community Impact

12. There are few items within the Business Plan that can yet be successfully measured for impact at this stage. The Board's Annual Report is due to be considered by Cabinet in September 2014. and within this process impact analysis of relevant actions will be undertaken where it is possible to judge at this stage. However, the recent Ofsted inspection confirmed that there are no widespread or serious failures that create or leave children being harmed or at risk of harm in Herefordshire. The inspection report evidences ongoing improvements in the delivery of services to children and their families in line with the Council's statutory responsibilities and the statutory duties to cooperate placed on other partners.
13. The draft Business Plan (Appendix 2) includes expectations of how and when impact will be measured and what the expected impact will be.

Equality and Human Rights

14. As the Business Plan is implemented, equality impact assessments will be carried out to ensure that due regard is paid to the public sector equality duty as set out below:

Under Section 149, the "General Duty" on public authorities is set out thus:

"A public authority must, in the exercise of its 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."

Financial Implications

15. In order to enable the delivery of the HSCB Business Plan, the Council will need to at least maintain its current contribution to the Business Unit of £147,016 per annum, comprising £127,016 from Children's Wellbeing and £20k from Adults and Health Wellbeing.
16. Overall annual contributions for 2013-2014 to the Herefordshire Safeguarding Boards from partner agencies are calculated to an agreed formula and breakdown as follows:

Herefordshire Council	£127,016
NHS Herefordshire	£45,203
West Mercia Police	£30,165
Youth Offending Service	£645

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West Mercia Probation	£4,612
CAFCASS	£550

17. In 2013-2014 Herefordshire Safeguarding Boards expenditure broke down as

Independent Chair	£15,600
Support Staff	£109,623
Training & Workforce development	£21,901
Serious & significant Case Reviews	£30,921
Additional Costs	£14,388

These figures will be finalised for inclusion within the Annual Report.

18. The Business Unit is responsible for writing the Annual Reports; writing and monitoring the Business Plans; delivering and commissioning training to meet the needs of the HSCB Training Strategy; contributing to pieces of work to promote the safeguarding agenda across the partnership and the region; managing and coordinating Conferences and Learning Events (SCR/SILP); monitoring the Board's Learning and Improvement Action Plan and Risk Register; communications and website development; facilitating and servicing the Boards' portfolio of meetings, approximately 2-3 per week.
19. There is currently a review into the resourcing of the Business Unit to ensure it is able to support the increasing demands of both Herefordshire Safeguarding Boards.

Legal Implications

20. Section 13 of the Children Act 2004 requires each local authority to establish a Local Safeguarding Children Board (LSCB) for their area and specifies the organisations and individuals (other than the local authority) that should be represented on LSCBs.
21. Section 14 of the Children Act 2004 sets out the objectives of LSCBs, which are:
- to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
 - to ensure the effectiveness of what is done by each such person or body for those purposes.
22. Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out that the functions of the LSCB, which are covered in the business plan, namely:
- (a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
- i. the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - ii. training of persons who work with children or in services affecting the safety and welfare of children;
 - iii. recruitment and supervision of persons who work with children;
 - iv. investigation of allegations concerning persons who work with children;
 - v. safety and welfare of children who are privately fostered;
 - vi. cooperation with neighbouring children's services authorities and their Board partners;

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- b. communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
 - c. monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
 - d. participating in the planning of services for children in the area of the authority; and
 - e. undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.
23. The LSCB is also able to engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

Risk Management

24. There are no risks contained within the recommendations as this is an opportunity for Cabinet to consider and challenge the HSCB progress and priorities.
25. The main risk is that failing to have a strong and effective Safeguarding Children Board will leave children and young people more at risk of suffering harm.

Consultees

26. HSCB Strategic Board
27. HSCB Steering Group Sub Group Chairs
28. Herefordshire Safeguarding Children Improvement Board
29. Herefordshire Health and Wellbeing Board
30. All comments received from the consultees have been reviewed and built into the Business Plan as appropriate
31. The Council's Health and Social Care Overview Scrutiny Committee will be considering the Business Plan in September.

Appendices

Appendix 1 - HSCB 2013-2014 Business Plan Monitoring Sheet

Appendix 2 - HSCB 2014-15 Draft Business Plan

Background Papers

- None identified.

HSCB Business Plan 2013-2014

Progress Report: April 2014

DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)			RAG		Process		An Agreed Process Is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process					
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Completion		Impact	Completion to Timescale		Risk of Missing Timescale		Incomplete & Outside Timescale					
				Process	Impact		Judgement will be made through an appropriate assessment of impact.	Risk of Missing Timescale	Incomplete & Outside Timescale							
Action area: Every agency to ensure the voice of children, young people and their families is captured and used to improve services.													Linked to HSPCIB Priority 1.2; 1.6; 1.10; 1.11; 4.7	Monitored by: HSCB Quality Assurance and Evaluation Sub Group	Propose additional work needed to ensure all priorities are completed to timescale.	What else can we do to ensure this development work is effective?
HSCB, Interim Chair of QA, Lynne Renton	All member agencies report the mechanisms they are using for capturing the views of children, young people and their families at all stages of their work to the QA sub group within their quarterly reports delivered in Q2.	Sep 13	Through QA Sub Group's reports to Steering Group.	G	N	Progress as at April 2014, Planned Future Actions and Links to evidence (where appropriate).	Complete OR On Target	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process						
HSCB, Interim Chair of QA, Lynne Renton	All members report to HSCB learning from their analysis of the views of children, young people and their families to the QA sub group within their quarterly reports delivered in Q3 onwards.	Nov 13	Through QA Sub Group's reports to Steering Group.	G	R	Statutory agencies with remit for working directly with children, young people and families reported their mechanisms for capturing the views of children and young people within their Quarterly Reports delivered to December's QA sub group.	Complete OR On Target	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process						
55																
HSCB, Interim Chair of QA, Lynne Renton	HSCB monitors the implementation of actions arising from analysis of views of children, young people and their families. This will be reported to the QA sub group within agency quarterly reports delivered in from Q4.	Mar 14	Through QA Sub Group's reports to Steering Group.	G	R	Quarterly Reports delivered to December's QA sub group included learning and analysis of voice of child work, although this is not fully developed across all agencies. Developed reports received from YOS and Children's Wellbeing Services.	Complete OR On Target	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process						
HSCB, Business Manager, Andy Churcher	HSCB analyses and reports on common themes arising from agencies' collection of the views of children, young people and their families, proposing development actions.	Mar 14	Report to be presented to April 2014's Steering Group meeting.	G	R	Agency quarterly reports from Q4 will include three sub-sections on voice of the child: 1. Who, How much, and How are you capturing; 2. What is this telling you about your service; 3. What actions have you taken/are you planning to take resulting from this. Without analysis which was due in March 2014, HSCB Business Unit is unable to produce a report on common themes.	Complete OR On Target	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process						
Action area: Improve the quality of reflective supervision and the involvement of management in case decision making.													Linked to HSPCIB Priority 4.22; 4.24; 4.25	Monitored by: HSCB Training and Workforce Development Sub Group	The reporting mechanisms put in place by agencies have yet to demonstrate an analysis of the views of service users or improvements in practice as a result of the service user's voice	What else can we do to ensure this development work is effective?

DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)				RAG		Process		An Agreed Process Is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Completion	Impact	Completion to Timescale		Complete OR On Target		Risk of Missing Timescale		Incomplete & Outside Timescale	
						Process	Impact	Judgement will be made through an appropriate assessment of impact.					
HSCB, Chair of T&WD Hazel Blankley	An agreed set of minimum standards for case management and professional supervision will have been established. Impact will be measured in the longer term through processes for listening to the experiences of children, young people and families involved with safeguarding systems.	July 2013 March 2014	To be reported to July's Steering Group Meeting.	G	N	Progress as at April 2014, Planned Future Actions and Links to evidence (where appropriate).	What difference has the progress made so far made on the lives of children and young people?	Propose additional work needed to ensure all priorities are completed to timescale.	What else can we do to ensure this development work is effective?				
	HSCB, Interim Chair of QA, Lynne Renton	An agreed set of processes for monitoring compliance with the supervision of minimum standards across agencies will have been developed and implemented. Impact will be measured in the longer term through processes for listening to the experiences of children, young people and families involved with safeguarding systems.	Inclusion within quarterly reports from agencies to the QA Sub Group.	G	N	Supervision guidance including a framework for how managers should be involved in case decision making was ratified by Steering Group in January 2014 and is accessible through HSCB's website. It is also scheduled for distribution across agencies during January. The requirement for agencies to provide evidence that they have evaluated the quality and impact of its safeguarding supervision arrangements in line with the minimum requirements is included in the document. Due to the length of time it took to write and ratify the standards, this work is delayed, expected to start when reports for Q4 are received in June 2014.	Until minimum standards are embedded within practice, there will be no impact from this work.	N/A	Multi-Agency Specialist Case Supervision Training to be developed by HSCB's training officer to support managers using the tool. This will be launched for the start of the new financial year.				
Action area: Implement changes in safeguarding practices and HSCB functioning to meet the statutory changes within Working Together						Linked to HSPCIB Priority 3.2				Monitored by: HSCB Steering Group			
Herefordshire Council, AD Safeguarding and Early Help Paul Meredith	The areas of practice which must change will have been identified and a multi-agency action plan to outline how this will be done will have been agreed.	Jul 13	Bimonthly reporting to Steering Group on progress.	G	N	An assessment of the implications of Working Together 2013 was received by HSCB Steering Group in April 2013 and necessary actions were agreed. The requirement to move to a single child protection assessment (as opposed to Initial and Core Assessments) is the only outstanding change. Children's Wellbeing Services has taken an informed decision to maintain Initial and Core Assessments for the foreseeable future which includes timescales that are more prescriptive than those required within WT13. This decision has been endorsed by both HSCB and the Improvement Board.							
	HSCB, Chair of Steering Group Paul Meredith	The action plan will have been fully implemented.	Bimonthly reporting to Steering Group on progress.	G	N								

DEVELOPMENT AREA 2: Improving multi-agency case work.		RAG		Process		An Agreed Process Is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Completion	Impact	Completion to Timescale		Risk of Missing Timescale		Incomplete & Outside Timescale	
				Process	Impact	Judgement will be made through an appropriate assessment of impact.		assessment of impact.			
Action area: Improving multi-agency case decision making.											
		Sep 13		G	N	Linked to HSPCIB Priority 1.5; 2.5; 2.11; 2.13; 3.1; 3.21; 3.27; 3.36; 4.26		Monitored by: HSCB Steering Group			
HSCB, Chair of Steering Group, Paul Meredith	A process for agencies not in on-going support relationships with children and families to instigate and input into a CAF will have been developed.		Bi-monthly reports from nominated agencies to Steering Group.			The Board is assured that current processes are fit-for-purpose through MAGs following a report from agencies about their involvement. Furthermore, the Peer Review and last Ofsted report both comment on the strength of the Early Help model in Herefordshire.	HSCB QA monitor agency involvement in CAFs through quarterly reports, triangulated with data from the central CAF registry. Police engage well with the MAG process and Probation and Police engage with the MASH resulting in opportunities to ensure a CAF is undertaken where concerns exist.	N/A	N/A	Monitoring of involvement in CAF and MAGs will continue within HSCB's QA Sub Group and concerns will be escalated through the Board's Monthly Performance Report should they arise.	
57 Herefordshire Council, Head of Locality Services Tina McGrath	A baseline of CAF timeliness and effectiveness will have been established; an action plan to increase timeliness and effectiveness reporting within children's social care's quarterly reports to QA Sub Group will have been developed and implemented.	Sep 13	Through QA Sub Group's monthly reports to Steering Group.	N	N	The use of CAF is currently being reviewed by Children's Wellbeing Services as part of their Early Help review. Following significant audit work the Board has agreed that a CAF timeliness is relevant, only where effectiveness is proven to make a difference. This Action is therefore no longer relevant for review	N/A	N/A	N/A	N/A	

DEVELOPMENT AREA 2: Improving multi-agency case work.				RAG		Process		An Agreed Process Is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process	Impact	Completion to Timescale		Complete OR On Target		Risk of Missing Timescale		Incomplete & Outside Timescale	
				Completion	Impact	Completion	Impact	Completion	Impact	Completion	Impact		
Herefordshire Council, AD Safeguarding and Early Help, Paul Meredith	A baseline of multi-agency involvement in strategy decisions will have been established; an action plan to increase involvement reporting within children's social care's quarterly reports to QA Sub Group, triangulated with reports from other agencies will have been developed and implemented.	Sep 13	Through QA Sub Group's monthly reports to Steering Group.	G	N	Progress as at April 2014, Planned Future Actions and Links to evidence (where appropriate).	What difference has the progress made so far made on the lives of children and young people?	Propose additional work needed to ensure all priorities are completed to timescale.	What else can we do to ensure this development work is effective?	Completion	Impact	Completion	Impact
HSCB, Chair of MASH sub group Jon Roberts	Herefordshire's Multi-Agency Safeguarding Hub will be implemented in line with the MASH Implementation Plan.	Sep 13	Through MASH Sub Group's quarterly reports to Steering Group.	G	R	Evidenced through audit activity and the Peer Review, MASH practice within the initial stages was inconsistent (Working Together compliant) with regard to strategy meetings and discussions. This was also evident across other social work teams. This action was therefore met through the HSCB MASH action plan and through the wider work under taken auspices of the work undertaken by the Policy and Procedures sub group. This includes a multi-agency workshop delivered to key stakeholders in March which benchmarked quality practice standards which resulted in an agreed 'aid memoire/script' for chair persons and a revised recording template which evidences WT compliance and involvement of agencies.	Better informed strategy decisions are being made. However, until agreed working practices are fully implemented, the MASH will not deliver all the improvement in multi-agency case work originally intended.	HSCB Strategic Board to receive assurance report at January meeting to inform them to be able to make further strategic recommendations as necessary.	HSCB's Learning and Improvement Programme to re-audit social care front door (inc. Strategy Decisions) during 2014-15 Q1.	Completion	Impact	Completion	Impact
Action area: Improving multi-agency case assessments within Children's Social Care.						Linked to HSPCIB Priority 3.28; 3.33; 3.34				Monitored by: HSCB Steering Group			

DEVELOPMENT AREA 2: Improving multi-agency case work.			RAG		Process		An Agreed Process Is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process	Completion	Impact	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale	Judgement will be made through an appropriate assessment of impact.	
				Process	Completion	Impact	Progress as at April 2014, Planned Future Actions and Links to evidence (where appropriate).	What difference has the progress made so far made on the lives of children and young people?	Propose additional work needed to ensure all priorities are completed to timescale.	What else can we do to ensure this development work is effective?		
Herefordshire Council, AD Safeguarding and Early Help, Paul Meredith	A baseline of multi-agency involvement in ICPCs will have been established; an action plan to increase involvement reporting within children's social care's quarterly reports to QA Sub Group, triangulated with reports from other agencies will have been developed and implemented.	July 2013 Sept 2013	Through QA Sub Group's monthly reports to Steering Group.	G	G	N	A baseline has been identified with regular performance information reported into HSCB's QA sub and triangulated against reporting agencies. Audit work undertaken by the Board has identified improvement are being made in appropriate multi-agency involvement in child protection conferences (the right people being there). However, performance information shows that overall improvements in attendance and reporting to conferences is not improving at the expected rate.	N/A	N/A	Resulting from this work, HSCB has a greater understanding of what is required to drive further improvements in the quality of conferences. This is being progressed and monitored by the Policy and Procedures sub group (ref Child Protection Process Proposals and Discussion Paper, Jan 2014).		
Herefordshire Council, Head of Children & Families Casework Jon Roughton	Herefordshire's Risk and Resilience Assessment Tool will be rolled out across the social work and multi-agency workforce and used with 100% of children entering the social care system.	Sep 13	Quarterly updates to Steering Group.	G	G	N	Processes are in place to ensure Herefordshire's Risk and Resilience Assessment Tool is available to be used for every child as a recommendation from ICPC.	HSCB has agreed to fund a review of the effectiveness of use of the Risk and Resilience tool which will take place during Q4 - q1 2014-2015. This will provide an IMPACT RAG assessment.	Additional Specialist training on the Risk and Resilience model is being developed and scheduled into HSCB's professional seminars for 2014-2015.	Impact audit will be undertaken with HSCB's Learning and Improvement Framework later in 2014-2015 to assess R&R's continued effectiveness.		
HSCB, Chair of T&WD Hazel Blankley	Appropriate levels of training and support will be available for practitioners involved in ICPCs.	Sep 13	Through T&WD Sub Group's quarterly reports to Steering Group.	G	R	N	Training for practitioners involved with Child Protection Conferences will form part of the new suite of professional seminars which is being developed by HSCB's Training and Workforce Development sub group.	N/A	HSCB's Trainign and Workforce Development sub group will be focussing on the development and implementation of its professional seminars and the Supervision Training during the first quarter of 2014-2015.	N/A		

DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.				RAG		Process		Process		Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process	Impact	Completion	Impact	Process	Impact	Completion	Impact
				Completion to Timescale	Impact	Completion OR On Target	Judgement will be made through an appropriate assessment of impact.	An Agreed Process Is In Place	Risk of Missing Timescale	No Progress In Agreeing Process	
<p>Action area: Domestic Abuse</p> <p>Linked to HSPCIB Priority 5.2; 5.3</p> <p>Monitored by: HSCB Steering Group</p>											
CCG, Safeguarding Lead Lynne Renton	HSCB will have intelligence about DA as a factor in cases for concern as a result of the development of additional DA questions for the Board's on-going audit program focussing. Report to July's Strategic Board.	Jul 13	Bi-monthly updates to HSCB Steering Group.	G	N	G	Information received confirms Herefordshire has a higher rate of DA than its regional neighbours and that the increase in reported incidents recorded this year is also higher. HSCB has been proactive in ensuring its strategic partners within the DA multi-agency task and finish group progress the prevention agenda in Herefordshire.	N/A	N/A	N/A	HSCB's QA Sub Group will continue to receive and monitor the multi-agency DA report on a quarterly basis and inform strategic board of its concerns.
CCG, Safeguarding Lead Lynne Renton	Working in conjunction with the DA Forum, recommendations have been identified to increase the service offered for prevention and support services and presented to October's Strategic Board with identified resources from partners and, if appropriate, HSCB.	Oct 13	Bi-monthly updates to HSCB Steering Group.	G	N	G	Extra resources for domestic abuse work have been commissioned and are in place	N/A	N/A	N/A	
CCG, Safeguarding Lead Lynne Renton	Influence the Commissioning of required DA prevention services through partner agencies and/or appropriate commissioning bodies.	Apr 14	Bi-monthly updates to HSCB Steering Group.	G	N	G		N/A	N/A	N/A	
<p>Action area: Sexual Exploitation and Trafficking.</p> <p>Monitored by: HSCB Sexual Exploitation and Trafficking Working Group</p>											
HSCB, Chair SET Working Group Diane Partridge	The HSCB SET Action Plan 2013-14 to raise awareness and develop processes for the management of SET cases will have been implemented.	Mar 14	Through SET Working Group's monthly reports to Steering Group.	G	N	G	Delivery of SET Action Plan largely complete and the latest updates can be downloaded from the HSCB Too Close for Comfort... webpage. Report outlining outstanding actions and further development delivered to Steering Group (2014-03)	Expectations on the responsibilities of LSCBs have developed over the past year and HSCB is developing a new Strategic SET Plan supported by a Strategic Group who will build on the developments made during 2013-14.	As agreed within our Strategic Priorities for 2013-16, SET will remain an Action Area for HSCB in 2014-15. Within this continued development work HSCB are undertaking a self assessment against the requirement of the the National SET Action Plan.	Expectations on the responsibilities of LSCBs have developed over the past year and HSCB is developing a new Strategic SET Plan supported by a Strategic Group who will build on the developments made during 2013-14.	As agreed within our Strategic Priorities for 2013-16, SET will remain an Action Area for HSCB in 2014-15. Within this continued development work HSCB are undertaking a self assessment against the requirement of the the National SET Action Plan.
HSCB, Chair SET Working Group Diane Partridge	HSCB's SET Working Group will evolve into a SET Case Evaluation Panel.	Jul 13	Through SET Working Group's monthly reports to Steering Group.	G	N	G	SET Case Evaluation Panel trialled during 2013. Learning has been developed from the group and will be fed into the development of our new Strategic SET Plan and Disruption Plan for 2014-15.	Cases highlighted and reviewed by the SET Case Evaluation Panel have shown that an increased knowledge of SET among the workforce has resulted in some better intervention with young people affected by SET.	The agreed way forward it to develop a new Operational SET group which will oversee cases where there is significant risk of harm from SET as part of the implementation of the Strategic Plan.	Cases highlighted and reviewed by the SET Case Evaluation Panel have shown that an increased knowledge of SET among the workforce has resulted in some better intervention with young people affected by SET.	The agreed way forward it to develop a new Operational SET group which will oversee cases where there is significant risk of harm from SET as part of the implementation of the Strategic Plan.

DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.			RAG		Process		Process		Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process	Completion	Impact	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process	
				Completion to Timescale	Impact	Judgement will be made through an appropriate assessment of impact.	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale	
Action area: Children Missing from Care.										
Herefordshire Council, Head of Safeguarding and Review Diane Partridge	There are clear and effective multi-agency process to support other local authorities and accommodation providers in notifying agencies of children placed within Herefordshire by other local authorities.	Jun 13	Through quarterly themed reports to Steering Group.	G	R	N	Multi-agency processes in place and supported by new legislation. Work is ongoing to ensure processes are used consistently by accommodation providers.	HSCB's relationship with Accommodation Providers has developed over the year and there is greater engagement from providers when children are placed from other local authorities.	HSCB is involved shaping and developing the West Mercia Missing Children Protocol, a process which includes the sharing of good practice across the region. Within this work, Children's Wellbeing Services are also learning from national leaders in the field.	HSCB Accommodation Provider's Forum will continue to be held three times per year and maintain a focus on missing children. HSCB is also engaged in the redevelopment of regional protocols.
HSCB, Business Manager Andy Churcher	Following the presentation of the Missing Children Annual Report to the QA Sub Group (June 2013) the Business Unit will have developed an action plan for the Board to improve multi-agency responses to incidences of missing children.	Aug 13	Presented to September's meeting of the Steering Group.	G	G	N	HSCB's Missing Children Action Plan has been agreed by the Steering Group and responsibility for the completion of actions is held between the Board, Children's Wellbeing Services and West Mercia Police. The Plan will be monitored within the work of the SET Strategic Group.	Delays in the completion of the plan, reported to HSCB Steering Group, mean that progress to date has not made a measurable difference to children and young people. However bettwe processes are in place to support those who go missing from care.	N/A	Further work is ongoing and outlined within the Missing Children Action Plan.
Action area: Children Placed in Herefordshire by Other Local Authorities.										
Herefordshire Council, Head of Safeguarding and Review Diane Partridge	There are clear and effective multi-agency process to support other local authorities and accommodation providers in notifying agencies of children placed within Herefordshire by other local authorities.	Jun 13	Through quarterly themed reports to Steering Group.	G	G	N	Multi-agency processes in place and supported by new legislation. Work is ongoing to ensure processes are used consistently by accommodation providers. While the specifics of this action have been met, it is acknowledged that further work is necessary to ensure improvement continues.	HSCB's relationship with Accommodation Providers has developed over the year and there is greater engagement from providers when children are placed from other local	N/A	HSCB Accommodation Provider's Forum will continue to be held three times per year and maintain a focus on missing children. HSCB is also engaged in the redevelopment of regional protocols.

DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				RAG		Process		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Completion		Impact		Risk of Missing Timescale		Incomplete & Outside Timescale	
				Process	Impact	Process	Impact	Process	Impact		
Action area: Develop the culture of constructive challenge within the Board.				Monitored by: HSCB Strategic Board							
HSCB, Business Manager Andy Churcher	An effective system for documenting challenge across the Board to capture learning and good practice will be developed and maintained.	Sep 13	Synopsis to be included in Steering Group's quarterly report to Strategic Board.	G	N	Progress as at April 2014, Planned Future Actions and Links to evidence (where appropriate).	Complete OR On Target	Process Planned But Not Agreed	No Progress In Agreeing Process		
HSCB, Business Manager Andy Churcher	A robust system of communicating qualitative and quantitative safeguarding performance information and analysis is established from the sub groups to the Strategic Board so that it can effectively monitor and challenge the effectiveness of child protection practice	Jul 13	Monthly reports to be presented to Strategic Board members.	G	N	Linked to HSPCIB Priority 3.9; 3.10; 3.12; 3.24; 3.30; 3.43 Incidences of challenge identified at all Strategic Board meetings and Steering Group meetings and recorded within the Business Unit.	Complete OR On Target	Process Planned But Not Agreed	No Progress In Agreeing Process		
HSCB, Chair of T&WD Hazel Blankley	A training needs assessment with Board members will have been undertaken to ensure all members have appropriate training and development opportunities to support their role.	Jul 13	Synopsis to be included in Steering Group's quarterly report to Strategic Board.	G	N	Monthly performance bulletins for members of the Strategic Board in place and delivered within timescale.	Complete OR On Target	Process Planned But Not Agreed	No Progress In Agreeing Process		
HSCB, Chair of Steering Group, Paul Meredith	All Board members will have undertaken training identified through the TNA.	Dec 13	Synopsis to be included in Steering Group's quarterly report to Strategic Board.	G	N	Report presented to HSCB Strategic Board in January (following delays in completing the TNA) and recommendations accepted.	Complete OR On Target	Process Planned But Not Agreed	No Progress In Agreeing Process		
HSCB, Chair of Steering Group, Paul Meredith	Attendance at all Board meetings will be monitored; an action plan to increase level and consistency of attendance of member agencies will have been developed and implemented.	Dec 13	Synopsis to be included in Steering Group's quarterly report to Strategic Board.	G	N	3 Strategic Board members have registered for this course. Attendance at all sub group meetings is monitored on a monthly basis. Following the end of Q4 the Independent Chair received a report on all members failing to attend their last three scheduled meetings so that action could be taken.	Complete OR On Target	Process Planned But Not Agreed	No Progress In Agreeing Process		
Action area: Develop an evidence base of safeguarding casework across all agencies to demonstrate and learn from our good practice and show how we are meeting and exceeding our statutory responsibilities.				Monitored by: HSCB Steering Group							

DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				RAG		Process		An Agreed Process Is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process Completion	Impact	Completion to Timescale	Impact	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale	Judgement will be made through an appropriate assessment of impact.		
HSCB, Business Manager Andy Churcher	A system for documenting cases of good practice and excellent outcomes across agencies will be developed and maintained, and where appropriate anonymous case studies will be published on HSCB website.	Sep 13	Business Unit to provide quarterly update to the Steering Group.	G	N	Progress as at April 2014, Planned Future Actions and Links to evidence (where appropriate).	What difference has the progress made so far made on the lives of children and young people?	Propose additional work needed to ensure all priorities are completed to timescale.	What else can we do to ensure this development work is effective?				
HSCB, Independent Chair Dave McCallum	All agencies will have submitted appropriate cases and highlighted learning within their good practice.	Dec 13	Business Unit to provide quarterly update to the Steering Group.	G	N	HSCB's draft Communications Strategy relies on the willingness of partners to provide case studies highlighting successful interagency working. The case studies will then be used to highlight the good work of Board partners and learning for practitioners. The Business unit is ready to receive these. Timescale adjusted (previously July 2013 which was a mistake as it was planned before the above action).	N/A	Engagement of partners in the submission of cases to be led by HSCB's Strategic Board.	N/A				
Action area: Agree a model of SCRs and significant case reviews within Herefordshire.													
HSCB, Chair of JCR Sub Group Paul Meredith	Case reviews using alternative formats will have been evaluated by those involved in the processes and reported to Steering Group.	Sep 13	Report and proposal to be presented to Sept's Steering Group.	G	N	Alternative formats evaluated by JCR sub group and through reporting from regional partners.	N/A	N/A	N/A				
HSCB, Chair of Steering Group, Paul Meredith	The most appropriate format for reviews within Herefordshire will have been decided upon.	Sep 13	Steering Group to report their recommendation to October's Strategic Board.	G	N	The evaluation has resulted in the development of a draft process for learning from case reviews in Herefordshire with multi-agency support.	N/A	The draft process will be developed and progressed through HSCB during Q1 for ratification at July's Strategic Board.	N/A				

Monitored by: HSCB Joint Case Review Sub Group

DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)			RAG		Process		An Agreed Process is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process Completion	Completion to Timescale	Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	Risk of Missing Timescale	What impact has the progress made so far made on the lives of children and young people?	Incomplete & Outside Timescale	What impact is expected once Action Area is completed? How and when will impact be measured?	
Action area 1.1: Every agency to ensure the voice of children, young people & families is captured & used to improve services.												
HSCB, Chair of QA,	All members report to HSCB learning from their analysis of the views of children, young people and their families and the impact of the implementation of this learning into practice, to the QA sub group within all their quarterly reports.	Ongoing from April 2014	Through QA Sub Group's reports to Steering Group.	N		Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.		What impact has the progress made so far made on the lives of children and young people?		What impact is expected once Action Area is completed? How and when will impact be measured?	
HSCB, Chair of QA,	HSCB analyses and reports on common themes arising from agencies' collection of the views of children, young people and their families, proposing development actions.	Sep 14	Report to be presented to November 2014's Steering Group meeting.	N								
HSCB Business Manager, Andy Churcher	HSCB to develop and implement its own regular mechanisms for capturing the voice of the child with findings presented Quarterly to QA sub group.	Oct 14	Mechanisms to be in place by during Q3 with first quarterly report to be received March 2015	N								
Action area 1.2: Improve the quality of reflective supervision and the involvement of management in case decision making.												
HSCB, Chair of T&WD Hazel Blankley	An agreed set of processes for monitoring compliance with the supervision of minimum standards across agencies will have been developed and implemented.	Dec 14	Inclusion within quarterly reports from agencies to the QA Sub Group.	N								
HSCB, Chair of T&WD Hazel Blankley	Develop HSCB's expectations of partner sectors (i.e. education and 3rd Sector) to provide enhanced assurance and support within their organisations, developing HSCB support mechanisms as necessary.	Feb 15	Through T&WD Sub Group's reports to Steering Group.	N								
HSCB, Chair of T&WD Hazel Blankley	Develop HSCB's expectations of partner agencies to provide enhanced assurance and support within their organisations.	Feb 15	Through T&WD Sub Group's reports to Steering Group.	N								
Monitored by: QA Sub Group												
Strategic Oversight: Les Knight												
HSCB will be able to evidence how all partner organisations (including all statutory partners) have captured the voice of the child appropriately and used the findings of this work to improve the experience of children, young people and their families while supported in safeguarding systems. HSCB will also be able to use the findings of its own work to capture the voice of the child to improve the effectiveness of work to safeguard children and promote their welfare across organisations.												
Monitored by: T&WD Sub Group												
Strategic Oversight:												
Evidence submitted to HSCB QA sub group will evidence how HSCB's Supervision Standards are being applied throughout partner agencies to ensure management are involved in case decision making. The impact will be evidenced through improvements in outcomes identified through case audit and through the capturing of the voice of the child.												

DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)			RAG		Process		An Agreed Process is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process Completion	Completion to Timescale	Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	Risk of Missing Timescale	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?		
Action area 1.3: Partners work together to meet safeguarding needs as the workforce changes due to reduced funding.												
HSCB, Chair of Steering Group Paul Meredith	The planned relaunch of the MASH, Levels of Need Guidance, Multi-Agency Referral Form and supporting guidance will be used by agencies and sectors to embed thresholds of intervention across the partnership to support agencies in making more effective referrals.	Sep 14	Bimonthly reporting to Steering Group on progress.	N	Development need identified as partners have become aware of current organisational change.	Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	Risk of Missing Timescale	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?		
HSCB, Chair of Steering Group Paul Meredith	All constituent partners will be required to report to the Board any significant proposed changes across organisations that are likely to impact safeguarding practices to enable the Board to challenge should this be necessary. All agencies will report current situation to September's Steering Group.	Sep 14	Reports to be received and discussed at September Steering Group.	N	Development need identified as partners have become aware of current organisational change.	Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	Risk of Missing Timescale	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?	HSCB will be able to comment upon how proposed changes are likely to impact on children, young people and their families within safeguarding systems in the context of simplified referral pathways. HSCB will therefore be more able to influence the commissioning of multi-agency services.	

DEVELOPMENT AREA 2: Improving multi-agency case work.			RAG		Process		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?		
Action area 2.1: Improving multi-agency case assessments within Children's Social Care.										
HSCB, Business Manager, Andy Churcher	HSCB expectations for how agencies take responsibility for ensuring that CPC attendees have sufficient knowledge and skills to participate effectively will be agreed.	Jul 14	Report to be received for discussion at July Steering Group.	N		Propose additional work to ensure all priorities are completed to timescale/development work is effective.				
HSCB, Chair of T&WD Hazel Blankley	Appropriate support resources and learning opportunities for agencies and sectors with representative at CP conferences will have been scoped, agreed and implemented.	Dec 14	Through T&WD Update to Steering Group in November and December.	N						
HSCB, Business Manager, Andy Churcher	The necessity of quality case recording will have been promoted through both HSCB communications to the children's workforce and through internal agency communications to managers highlighting the need to support and check this through case supervision.	Nov 14	Bi-monthly communications from July 2014.	N						
Herefordshire Council, Head of Safeguarding and Review, Diane Partridge	A short term multi-agency action plan to improve the quality of decision making at Child Protection Conferences (including ensuring the right people are invited, the rate of attendance and the rate of reports received at conference) will have been developed and implemented by Children's Wellbeing Services.	Nov 14	Bi-monthly reports to Steering Group from July 2014 (presentation of action plan) to November 2014.	N						
<p>Monitored by: Steering Group</p> <p>Strategic Oversight:</p> <p>Safeguarding and Review will lead on the implementation of multi-agency feedback forms which will be included in the review of the effectiveness of child protection conferences. Overall reports on the quality of conferences will evidence an increase in the rate of those rated green. These improvements should contribute to a reduction in the length of time children are on places due to more effective decision making and purposeful direction of Core Groups which will in turn increase their effectiveness. The expected impact will therefore be that children will be supported on child protection plans which reach a desired outcome in a shorter length of time.</p>										

DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.			RAG		Process		An Agreed Process Is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Risk of Missing Timescale	Incomplete & Outside Timescale	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?		
Action area 3.1: Domestic Abuse												
Herefordshire Council, Community Safety Manager, Adrian Turton	Services for children & young people effected by Domestic Abuse (e.g. Crush and Great) will be scoped and recommendations to commissioners to support safeguarding will be made.	TBC - Action Area is dependent upon the work of the CSP's Domestic Abuse Steering Group. Items relevant to safeguarding children will be reported to QA through the quarterly Domestic Abuse report delivered in May, August and November 2014 and February 2015.		N	N							
Herefordshire Council, Community Safety Manager, Adrian Turton	Services for perpetrators of Domestic Abuse will be scoped and recommendations to commissioners to support safeguarding will be made.			N	N							There will be a reduction in the number of children exposed to domestic abuse and number of children exposed to domestic abuse on multiple occasions.
Action area 3.2: Sexual Exploitation and Trafficking.												
HSCB, Chair SET Strategic Group Diane Partridge	Undertake a self assessment against the requirement of the National SET Action Plan and develop a new Strategic Plan and Disruption Plan for Herefordshire.	Jul 14	Through SET Strategic Group's Quarterly reports to Steering Group.		N							Incidences of children being sexually exploited and trafficked will be managed by a workforce knowledgeable about the issue and skilled in dealing with it. HSCB's resulting disruption work will have resulted in prevented opportunities for perpetrators to engage with children.
HSCB, Chair SET Strategic Group Diane Partridge	Establish a SET Operational Group to drive forward the SET agenda in Herefordshire through the implementation of the Strategic Plan.	Sep 14	Through SET Strategic Group's Quarterly reports to Steering Group.		N							
Action area 3.3: Missing Children												
HSCB Business Manager, Andy Churcher	Ensure the West Midlands Joint Protocol on Missing is completed on target and provides robust interagency responsibilities to ensure incidences of children going missing are adequately responded to.	Jul 14	Through quarterly themed reports to Steering Group.		N							Incidences of children going missing will be managed by a workforce knowledgeable about the safeguarding issues and skilled in dealing with it.
Herefordshire Council, Head of LAC, Jo King	HSCB's Missing Children Action Plan to be fully implemented to ensure a high quality joined up approach to incidences of children missing from care.	Sep 14	Through quarterly themed reports to Steering Group.		N							Missing episodes will be dealt with effectively, in line with the WM Protocol and children will be effectively supported to

DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.				RAG	Process	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process Completion	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
HSCB Business Manager, Andy Churcher	Develop HSCB mechanism for the ongoing strategic oversight of co-ordinated multi-agency responses for children who go missing.	Sep 14	Through quarterly themed reports to Steering Group.	N	Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured? reduce the likelihood of further episodes.
Action area 3.4: Private Fostering					Development need identified as ongoing risk in HSCB's Risk Register and through Ofsted report.		Monitored by: Steering Group Strategic Oversight:	
HSCB Business Manager, Andy Churcher	Private Fostering will be included as a risk factor in the relaunched HSCB Levels of Need with appropriate supporting information made available through HSCB's communication channels.	Sep 14	Through Steering Group's governance processes for the Levels of Need (see 1.3).	N				Greater awareness of the need to report Private Fostering Arrangements will provide a more complete picture of these arrangements in Herefordshire and ensure Children's Wellbeing are able to provide suitable support, where necessary, to children and families in these arrangements.
HSCB Business Manager, Andy Churcher	Promote Private Fostering to the children's workforce by including reference to it throughout appropriate training and communications to ensure they understand the need to notify children's social care services of private fostering arrangements.	Apr 15	Through Steering Group's monitoring of HSCB Communications.	N				

DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.		RAG		Process		An Agreed Process Is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Completion to Timescale	Progress as at XXX 2014.	Complete OR On Target	Risk of Missing Timescale	What impact has the progress made so far made on the lives of children and young people?	Risk of Missing Timescale	What impact is expected once Action Area is completed? How and when will impact be measured?	Incomplete & Outside Timescale
Action area 4.1: Develop the effectiveness of Board meetings through constructive challenge and clear governance.											
HSCB Independent Chair, Dave McCallum	Develop the governance arrangements between HSCB and the Improvement Board, the CYPF and the Health and Wellbeing Board to ensure increased influence nurtures purposeful decision making.	Oct 14	Update reports to Strategic Board (July and October 2014)	N	N	Complete OR On Target	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	Monitored by: Strategic Board Strategic Oversight: Dave McCallum	Steering Group will receive regular instruction from Strategic Board to undertake specific work through the Board's sub groups. Evidence of this work will show the Board's ability to respond quickly to safeguarding issues in Herefordshire and influence development.	
HSCB Business Manager, Andy Churcher	Provide ongoing opportunities for HSCB Strategic Board members to develop their understanding of safeguarding and the skills necessary to undertake their roles.	Jul 14	Mid year report to be presented to Strategic Board's October meeting.	N	N	Complete OR On Target					
HSCB Business Manager, Andy Churcher	Ensure incidences of challenge are clearly marked within all HSCB minutes/ meeting notes.	Jul 14	Monitored when any set of minutes are agreed.	N	N	Complete OR On Target					
Action area 4.2: Develop an evidence base of safeguarding casework across all agencies to demonstrate and learn from our good practice and show how we are meeting and exceeding our statutory responsibilities.											
HSCB Business Manager, Andy Churcher	In line with HSCB's Communications Protocol, Strategic Board members will oversee the monthly submission of cases of good practice from all agencies. These will be used as appropriate to support HSCB's communications.	Jun 14	Mid year report to be presented to Strategic Board's October meeting.	N	N	Complete OR On Target				HSCB will be able to evidence its good work and use it to promote the importance of high quality planning, case work and recording, in order to improve outcomes for children across Herefordshire.	
HSCB Business Manager, Andy Churcher	HSCB's Business Unit to maintain a register of good practice cases submitted.	Jun 14	Mid year report to be presented to Strategic Board's October meeting.	N	N	Complete OR On Target					
Action area 4.3: Develop the resource available to support HSCB by the Business Unit through a review of its functioning and the needs of both HSAB and HSCB.											
Herefordshire Council, Head of Safeguarding and Review, Diane Partridge	Undertake a review of the Business Unit, the expectations upon it, and the resource available to it to ensure it is able to support an increasingly effective Board.	Sep 14	Update reports to Strategic Board (July and October 2014)	N	N	Complete OR On Target					

DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				Process		An Agreed Process Is In Place		Process Planned But Not Agreed		No Progress In Agreeing Process	
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?			
HSCB Business Manager, Andy Churcher	Agree and implement the response to the report ensuring that a the developed Business Unit is in place.	Oct 14	Update reports to Strategic Board (July and October 2014)	N	N	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	Learning and Improvement Framework through changes in practice which have resulted from its learning and improvement activities/				
HSCB Business Manager, Andy Churcher	Develop mechanisms for ensuring the effectiveness and relevance of HSCB's training offer to ensure value for money for agencies accessing training.	Jan 15	Update reports to Strategic Board (July and October 2014)	N	N						
Action area 4.4: Undertake a peer learning process with another Board and implement highlighted areas for improvement.											
HSCB Business Manager, Andy Churcher	Undertaken a LGA Diagnostic/Peer Challenge in Sept/Oct 2014 to assess the readiness of HSCB to take over safeguarding responsibilities from the Improvement Board and to assess initial developments following Ofsted's review of the Board in 2014.	Sep 14	Update reports to Steering Group (Aug 2014)	N	N			Peer review will result in a timely assessment of progress for HSCB and focus continued developments during 2015-2016.			
Action area 4.5: Ensure that multi-agency safeguarding training is sufficient, taken up by partners and is robustly evaluated.											
HSCB, Chair of T&WD Hazel Blankley	Course evaluation processes, including impact evaluations, will have been developed and implemented to provide improved quality of information to HSCB to inform the development of its multi-agency safeguarding training offer.	Oct 14	Through Quarterly Reports from Steering Group to Strategic Board (from July 2014).	N	N						
HSCB Business Manager, Andy Churcher	A standard process for engaging the workforce in the development of HSCB training will have been implemented and used to inform the development of training for the education workforce and then applied to other courses later in the year.	Oct 14 for Education Mar 15 for wider application	Through Quarterly Reports from Steering Group to Strategic Board (from July 2014).	N	N			HSCB training will more effectively meet the needs of the workforce through an increase in the rate of positive feedback received from courses and multi-agency safeguarding practice will be of improved quality.			



MEETING:	CABINET
MEETING DATE:	31 JULY 2014
TITLE OF REPORT:	YOUTH JUSTICE PLAN
REPORT BY:	DIRECTOR OF CHILDREN'S WELLBEING

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

County-wide

Purpose

To recommend the Youth Justice Plan for approval by Council

Recommendation(s)

THAT:

- (a) **the Youth Justice Plan (at Appendix A) is recommended to Council for approval.**

Alternative Options

- 1 There are no alternative options as a Youth Justice Plan is required to be produced on an annual basis.

Reasons for Recommendations

- 2 The Youth Justice Plan is prepared on an annual basis on behalf of Herefordshire Council, Shropshire Council, Telford and Wrekin Council and Worcestershire County Council. The basic plan preparation is undertaken by the West Mercia Youth Offending Service according to the deadlines and guidance from the Youth Justice Board for England and Wales (YJB).
- 3 The Youth Justice Plan sets out how youth justice services across West Mercia are structured and resourced and identifies key actions to address identified risks to service delivery and improvement.

Further information on the subject of this report is available from
Jo Davidson on Tel (01432) 260039

- 4 Under section 40 of the Crime and Disorder Act 1998 each Local Authority has a duty to produce a Youth Justice Plan setting out how Youth Justice Services in their area are provided and funded and how the Youth Offending Service for the area is funded and composed. The plan is submitted to the Youth Justice Board for England and Wales.
- 5 The Plan was considered by the Herefordshire Community Safety Partnership at its meeting on 20 June 2014 and was supported as an important element in addressing the community safety priorities in the county.
- 6 The Youth Justice Plan for 2014/15 was prepared in April 2014 in line with the guidance issued by the YJB, and agreed at the West Mercia Youth Offending Management Board on 23 May 2014. It is officially due to be submitted to the YJB by the end of September 2014. A provisional copy was forwarded to the YJB in June.

Key Considerations

- 7 The Youth Offending Service is subject to three national indicators. Performance against the indicators is outlined in the plan and actions identified to address risks to performance improvement. The Herefordshire specific information is set out on pages 24-28 of the plan. Since the plan was prepared there has been a further quarterly update on the performance. The updated performance for Herefordshire is outlined below.
- 8 The first time entrant (FTE) indicator which is expressed as the number of first time entrants to the youth justice per 100,000 youth population was 547 for Herefordshire in the year ending December 2013, representing a reduction of 7% from the year ending September 2013 where the FTE rate was 589. The Herefordshire rate for the year ending December 2013 is higher than for West Mercia, 442, but lower than for England, 556. The actual number of first time entrants in Herefordshire in 2013 was 92.
- 9 At 547, Herefordshire has the highest rate of FTEs across West Mercia and some analysis into the reasons for the higher rate was undertaken in 13/14, and found that in part it is due to a higher detection rate and lower proportional use of informal disposals. Further analysis is planned for 14/15, including consideration of a wider range of issues which impact on the likelihood of a young person offending (e.g. non-school attendance). This will enable more targeted and integrated activity to take place to address the higher numbers.
- 10 The second indicator is the use of custody indicator, which is measured as the number of custodial sentences per 1,000 youth population. The use of custody performance for the year ending March 2014 was 0.30, which is the same as for the year ending December 2013, and in line with the West Mercia performance of 0.29. The Herefordshire rate is significantly lower than the national rate of 0.44. The actual number of custodial sentences on Herefordshire young people in the year ending March 2014 was 5.
- 11 The third indicator is re-offending. There are two measures both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency rate, is the average number of re-offences per young person in the cohort. The second is the percentage of the young people in the cohort who have re-offended.

- 12 The frequency measure for Herefordshire for the year ending June 2012 is 1.19 and this shows improved performance from the year ending March 2012 when the rate was 1.35. The Herefordshire rate of 1.19 is slightly higher than the West Mercia rate of 0.96.
- 13 The percentage of young people who have re-offended in Herefordshire for the year ending June 2012 is 40.5% and has slightly reduced from the year ending March 2012 when it was 40.8%. However, the Herefordshire rate of 40.5% is higher than for West Mercia which is at 34.4%.
- 14 There has been a trend of increasing re-offending rates nationally and there is currently little evidence as to why this is happening. It is thought, in part, it is due to decreasing numbers in cohorts due to the successful diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to offend. Local analysis undertaken during 13/14 supports this hypothesis.
- 15 The YJB is working with youth offending services during 14/15 in order to understand more what is driving the trend in performance and has launched, in the first quarter of the year, a re-offending tool kit to assist services in understanding better the characteristics of their cohorts. This analysis will be used to target activity on a system wide basis to tackle the issue.
- 16 In addition to the national indicator information the plan provides information on the education status of young offenders and the proportion of young people on YOS caseloads that are looked after children including those that are looked after children temporarily based in Herefordshire by other local authorities.
- 17 In 13/14 the YOS Management Board has concentrated on increasing the proportion of school age offenders who receive a minimum of 25 hours education a week on the basis that this leads to better outcomes for the young person. In Herefordshire this has seen a rise in the proportion receiving at least 25 hours from 79% in 13/14 to 92% in the calendar year 2013.
- 18 In common with Shropshire, Herefordshire has a large number of children's residential units used by other Local Authorities. This creates pressures for the Youth Offending Service, as no additional funding is made available to meet the increased offending issues caused by some of these placements. The Youth Justice Plan identifies that at the end of December, 17% of the cases open in the Herefordshire YOS Team were other authorities looked after children.
- 19 The recent Ofsted inspection has stipulated that Herefordshire Council should ensure effective joint working with the police and youth offending services to routinely record and analyse information about looked after children engaged in offending behaviour.
- 20 Inspectors also identified an increased number of Children held in custody overnight and insufficient emergency placements to meet the need of this group of vulnerable young people when they are required to attend court or be interviewed the following morning. This will be a priority area for Herefordshire Council in 2014/2015.

Community Impact

- 21 The principal aim of the Youth Justice System is the prevention of offending and re-offending by children and young people. The Youth Justice Plan sets out an action plan to address the significant risks identified to future service delivery and improvement.
- 22 The Youth Justice Plan supports both the Herefordshire Council Corporate Plan and the Children and Young Peoples Plan (“Yes We Can” Plan), by planning actions to improve the outcomes for children and young people who are in the youth justice system and working to minimise that risks associated with any harm they may pose to others and any harm posed to them.
- 23 The Youth Justice Plan directly contributes to the reducing re-offending priority in the Herefordshire Community Safety Strategic Plan 2014/17, in particular in relation to identified joint work with the YOS Management Board to reduce the rate of first time entrants to the youth justice system.

Equality and Human Rights

- 24 The Youth Justice Plan does pay due regard to equality and human rights.

Financial Implications

- 25 The 2014/15 financial contribution to the YOS by the Council is £232,324 which includes a cash contribution and two FTE staff. This contribution represents a 16% reduction from 13/14 and a 25% saving from the 11/12 contribution as part of a planned reduction created by the successful reduction in the number of offenders and efficiencies created by the establishment of the West Mercia YOS.

Legal Implications

- 26 Section 40 of the Crime and Disorder Act 1998 imposes a statutory duty on the Council, after consulting with the Police, Probation and Health, to formulate and implement for each year a Youth Justice Plan. The plan must set out: how youth justice services in Herefordshire are to be provided and funded; how the youth offending service is to be composed, how it is to operate, and what functions it will carry out. The Council must submit its Youth Justice Plan to the Youth Justice Board for England and Wales in a form and by a date set by the Secretary of State.

Risk Management

- 27 The risks are identified in the Plan, together with the actions to mitigate them.
- 28 As a result of the closure of West Mercia Probation Trust on 31 May 2014, due to national changes regarding the delivery of probation services, WMYOS is being hosted, on an interim basis, by Worcestershire County Council. During 2014/15 work will be undertaken by the four Local Authorities and the other statutory partners to evaluate and agree the longer term hosting and delivery arrangements for West Mercia YOS.

Consultees

29 As detailed in the Youth Justice Plan

Appendices

- Youth Justice Plan

Background Papers

- None identified.

WEST MERCIA YOUTH OFFENDING SERVICE



YOUTH JUSTICE PLAN 2014/15



CONTENTS

1	Introduction	3
2	Performance Review	5
3	Resources	9
4	Structure, Governance and Partnerships	10
5	Priorities for 2014/15	14
6	Risks to Future Delivery - Action Plan	19
7	Management Board Approval	23
Appendix 1	Area Profile – Herefordshire	24
Appendix 2	Area Profile – Shropshire	29
Appendix 3	Area Profile – Telford and Wrekin	34
Appendix 3	Area Profile – Worcestershire	39

1. INTRODUCTION

West Mercia Youth Offending Service was established on the 1st October 2012 and replaced the previous Shropshire, Telford and Wrekin Youth Offending Service and the Worcestershire and Herefordshire Youth Offending Service following a review of how youth justice services were provided across the West Mercia area.

Initially a core service was delivered through area based teams aligned to the Local Authority areas supported by a central team providing performance, commissioning and finance support. The core services are court facing services, assessment, planning interventions, monitoring and review functions, along with victim liaison and support of Community Panel Members. All other services, previously delivered by the Youth Offending Services, have been delivered in 13/14 by an interim provider services team whilst being subject to a commissioning process. The commissioning process was completed in October 2013, and a decision taken to integrate key services, including reparation, ISS, bail supervision, programmes and mentoring into the Youth Offending Service. A new service structure was implemented on 1st April 2014 to take account of the delivery of these services.

Initially West Mercia Probation Trust hosted the service on behalf of the Local Authorities and the Youth Justice Partnership. The dissolution of the Probation Trust from 1st June 2014 has led to the hosting arrangements being transferred on an interim basis, until March 2015, to Worcestershire County Council.

During 14/15 the Youth Justice Partnership will be undertaking a review in order to reach a decision regarding the future delivery arrangements from April 2015. Further work will be undertaken during the year to complete the transition from previous delivery arrangements including the restructure to integrate the commissioned services into the Youth Offending Service and the implementation of a single ICT system for the service.

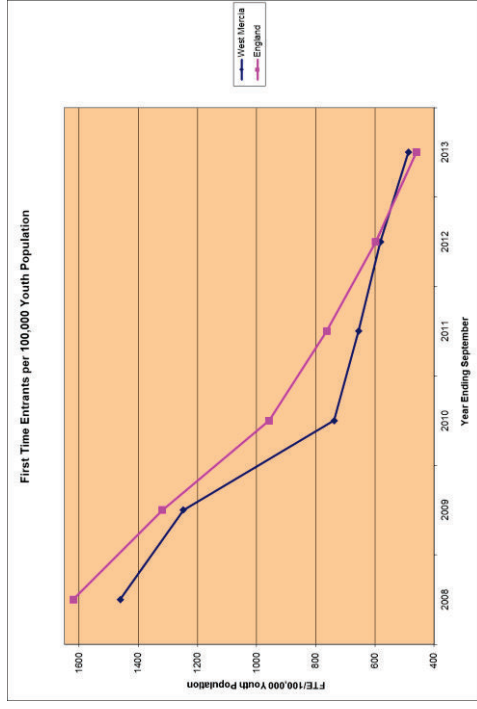
2. PERFORMANCE REVIEW

Youth Justice Partnerships are subject to three national indicators;

- First Time Entrants (FTE) to the Youth Justice System
- Use of Custody
- Re-Offending

1 First Time Entrants to the Youth Justice System (FTEs)

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (Youth Caution, Youth Conditional Caution or Conviction). A lower figure denotes good performance.



The rate of FTEs across West Mercia for the year ending September 2013 was 487, which is an improvement on the performance for year ending September 2012 when the FTE rate was 581. The performance for the year ending September 2013 is slightly higher than national rate of 460 and the average for the family group at 440.

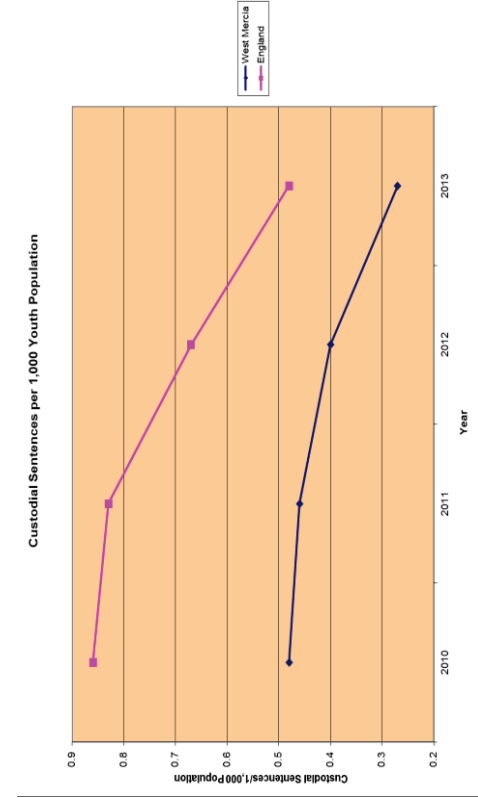
The percentage reduction in FTEs in West Mercia over the three year period between the year ending September 2010 and the year ending September 2013 was -34% compared to -59% for England and -50% for the family group.

Within West Mercia there are differing FTE rates between the four Local Authority areas, with the highest being 589 and the lowest 329. Some initial analysis undertaken in 2013/14 demonstrated that the highest rate was in part, a result of higher detection rates and a lower proportional use of the informal disposal of Community Resolution. Further analysis will be undertaken during 14/15 in order to better understand what is driving the differential rates. The Police policy on the use of Community Resolutions changes on 1st April 2014 and there is a risk that the policy change may lead to a slight increase in the number of young people entering the youth justice system for the first time, and the effect of this policy change will be monitored throughout 14/15.

Targeted prevention work is no longer delivered by the Youth Offending Service and forms part of the Early Help offer in each of the Local Authorities. In 2014/15 the YOS will be convening a task and finish group on behalf of the Office for Police and Crime Commissioner to seek assurance that those young people most at risk of entering the youth justice system are effectively targeted for intervention.

2. Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population. West Mercia has, historically, had a low rate of custodial sentences. A lower figure denotes good performance.



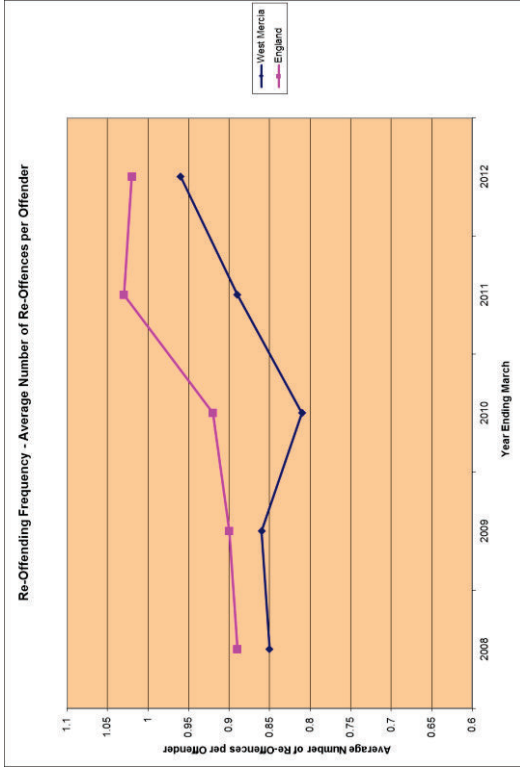
For the year ending December 2013 the use of custody rate for West Mercia was 0.27 against the rate for England of 0.48, West Mercia performance is, therefore, significantly better than the national performance but slightly worse than the family group rate of 0.22. The West Mercia rate for 2013 has improved from 2012 when it was 0.40.

Over the two year period of the year ending December 2013 and the year ending December 2011 the rate has reduced from 0.44 to 0.27, a reduction of -39% compared to a reduction of -42% over the same period nationally.

The actual fall in custodial sentences was from 54 in the year ending December 2011 to 31 in the year ending December 2013, a reduction of -43%.

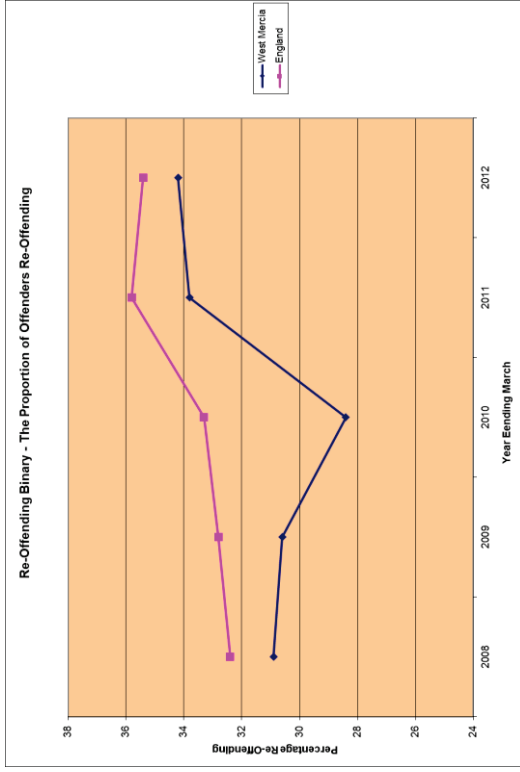
Intensive supervision and surveillance (ISS) is a community based alternative to custodial disposals and currently two ISS schemes operate across the area. In 14/15 the YOS will establish a single and consistent ISS scheme for West Mercia and develop a consistent Bail Supervision offer as part of the strategy to divert, where appropriate, young people from custodial remands and sentences.

3. Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. The most recent data for the re-offending measure is for the cohort identified in year ending March 2012. In both measures a lower figure denotes good performance.

For the year ending March 2012 the frequency measure performance for West Mercia was 0.96, compared to national performance 1.02. The range of performance across YOTs in England for the same period is 0.40 to 1.83. The West Mercia performance is slightly higher than for the family group which is at 0.91.



A comparison over the three year period of the year ending March 2009 and the year ending March 2012, shows an increase in the rate from 0.86 to 0.96 an increase of 12%. The increase in the frequency rate for England over the same period is higher from 0.90 to 1.02, an increase of 13%.

The binary measure performance for the year ending March 2012 for West Mercia is 34.2% compared with national performance of 35.4%. The range of performance for YOTs across England is 20.9% to 49.7%.

A comparison over the three year period of the year ending March 2009 and the year ending March 2012, shows increase in the rate from 30.6% to 34.2% an increase of 3.5 percentage points.

It has been recognised by the Youth Justice Board (YJB) that although significant progress, nationally, has been made in reducing first time entrants and reducing custody, the re-offending measure remains an area of concern. There is, currently, little research into the reasons for the decreases in the performance but it is thought that a large part of this may be down to the differences in the characteristics of more recent cohorts to the previous cohorts due to very significant decreases in first time entrants and the development of informal disposals for minor offences.

Analysis undertaken in West Mercia in 13/14 confirms that the cohort is changing in nature in West Mercia with the proportion of young people subject to out of court disposals, those with the lowest risk of re-offending, reducing by 10 percentage points between 2008 and 2012, the proportion of young people subject to community and custodial sentences, those with the highest risk of re-offending, rising by 7 percentage points.

It should be noted that the cohort size is falling, from 3039 young people in the March 2009 cohort compared to 1352 young people in the March 2012 cohort. The number of re-offences has therefore decreased over the same period from 2614 to 1296 a decrease of -50%.

The YJB is undertaking work with YOTs in order to understand more what is driving the trend in the re-offending performance and look at how YOTs can be supported in addressing reducing re-offending. In early 2014/15 the YJB will be publishing a revised re-offending tool kit to assist local areas in analysing their re-offending cohorts. Locally the West Mercia YOS will be utilising the tool kit to investigate the characteristics of cohort members and inform where resources are best targeted in order to reduce the current levels of re-offending.

3. RESOURCES

The Youth Offending Service has a complex budget structure comprising of partner agency cash, seconded staff and in kind contributions and the Youth Justice Good Practice Grant from the Youth Justice Board for England and Wales. The table below outlines the agreed contributions for 2014/15.

Agency	Staffing costs Secondees (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authorities ¹	0	68,000	1,426,470	1,494,470
Police Service	237,892	0	63,683	301,575
National Probation Service	168,088 ²	0	62,043	230,131
Health Service	139,705	0	39,006	178,711
Police and Crime Commissioner	0	0	173,200	173,200
YJB Good Practice Grant	0	0	1,526,822	1,526,822
Total	545,685	68,000	3,291,224	3,904,909

In previous years there was an in kind contribution from the Probation Service for the provision of unpaid work for 16 and 17 year olds. From 2014/15 the responsibility for the provision of unpaid work for youth offenders transfers to YOTs, and the activity funded via a ring fenced grant from the YJB. At the time of writing the plan the amount of grant had not been announced. In 14/15 West Mercia YOS will receive a grant from the YJB in addition to the Good Practice Grant of £32,608 for the continued development of restorative justice.

The YJB Good Practice Grant is to fund developing good practice and will be used to deliver the priorities outlined in section 5 and the action plan outlined in section 6 of this plan. The allocation of funding to each priority and to activities will be outlined in a costed plan which will be submitted to YJB along with this plan in September 2014.

As part of the YOS review and establishment of the West Mercia service a target was set of achieving an overall saving of 20%, from a 2011/12 baseline, by 2015. The draft budget for 14/15 of £3,904,909 represents a 27% saving from the 11/12 baseline. This figure includes the Youth Justice Board Grant.

¹ Where YOTs cover more than one local authority area YJB Youth Justice Plan guidance requires the totality of local authority contributions to be described as a single figure.
² Note: This represents four Probation Officers, however there are currently only two Probation Officers employed in the YOS and cash difference has been made available to the YOS as part of the delegated funds and used to directly employ two Case Managers. Previous practice has been for the whole Probation contribution to be transferred to the YOS and then the YOS re-charged for the salary, on costs and expenses for the Probation Officers.

4. STRUCTURE, GOVERNANCE AND PARTNERSHIPS

The West Mercia Youth Offending Service comprises five multi-agency service delivery teams, aligned to the Local Authority areas (two teams in Worcestershire) to deliver the majority of services. These services are court facing services including the preparation of pre-sentence reports and remand management, and case management which includes assessment, planning interventions, the management of risk, monitoring and review of intervention plans and where necessary the enforcement of court orders. A central services team supports the area teams providing some services co-ordinated across the whole service including reparation and unpaid work, mentoring, and the co-ordination of Referral Order work, including the recruitment, training and management of Community Panel Members. A support team provides quality assurance, commissioning, data and finance support functions.

There are 85 full time equivalent posts in the service including support and administrative posts. The area based teams include Case Managers, Assistant Case Managers, Probation Officers, Health Workers, Police Officers, ISS Workers, Victim Liaison Officers, Substance Misuse Workers, ETE Workers and Administrators.

The YOS is managed on behalf of the Local Authorities and the YOS partnership by Worcestershire County Council. Day to day management of the Head of Service is provided by the DCS of Worcestershire County Council. The Youth Offending Service is accountable to the YOS Management Board. The Management Board comprises representatives of the right strategic level.

The Board is currently chaired by the Director of Children Services for Worcestershire County Council.

The Membership of the Board at 1st April 2014 is outlined in the table below:

Agency	Representative	Role
Worcestershire County Council	Gail Quinton	Director of Children Services
Shropshire Council	Karen Bradshaw	Director of Children Services
Telford and Wrekin Council	Laura Johnston	Director of Children and Family Services
Herefordshire Council	Jo Davidson	Director of Childrens Wellbeing
West Mercia Probation Trust	David Chantler	Chief Executive
West Mercia Police	Gareth Morgan	Assistant Chief Constable
Local Area Team – NHS England	Becki Hipkins	Project Manager
Office for the West Mercia Police and Crime Commissioner	Andy Champness	Chief Executive

In addition to the members a Youth Justice Board regional representative attends meetings in an advisory capacity

The Board has adopted the following purpose and underlying principles:

Purpose

- To focus collaborative multi-agency effort on work to improve outcomes for Young Offenders by offering an exemplary service, with timely interventions and strong links and partnership across all local services including Children's Services, criminal justice and community safety sectors.
- To set strategic direction for the Youth Offending Service across West Mercia and agree and review local youth justice planning
- To provide support and challenge to the West Mercia YOS on operational performance.

Underpinning Principles

- To demonstrate effective leadership, support and challenge to the West Mercia YOS.
- To ensure that the YOS is compliant with relevant national standards, including Youth Justice Board and local arrangements, and deals with exceptions/risks appropriately
- To ensure available resources are used efficiently to run an effective YOS.
- To ensure that Local Authorities jointly and singly manage the agreement with the host agency (WMPT).
- To provide the necessary governance to effectively steer the delivery of the service

In 2013/14 the Board has established a reference group to analyse issues relating to Looked After Children and Care Leavers who are in the Youth Justice System, the work of this group will continue throughout 14/15

The Management Board will ensure that, where relevant, commissioning across partner agencies take account of the needs of young people in or at risk of entering the youth justice system, and where appropriate explore joint commissioning arrangements.

Priorities for 2014/15

The Management Board have agreed five main service priorities with a number of key areas of focus for each of the priorities for 2014/15.

The priorities and key areas of focus are outlined in the table below and outlined in more detail in section 5 of this plan.

Service Priority	Key Areas of Focus for 2014/15
1. Reduce Offending and Protect Communities from Harm	1a. Reducing re-offending
	1a(i) APIS
	1a(ii) Management of Risk
	1a(iii) Sexually Harmful Behaviour
	1b. LAC and Care Leavers
	1c. Diversion
	1c(i) Out of Court Disposals
	1c(ii) First Time Entrants
	1c(iii) Custody and ISS
	1d. Restorative Process
1d (i) Reparation	
1d(ii) Embedding RJ	
2. Enabling Staff to Deliver Now and into the future	1e. Safeguarding
	2a. Training and Development
	2b. Communication and Engagement
3. Finish the Job	2c. Management Oversight
	3a. Fit for the future
	3a(i) Development of Unpaid Work
	3a(ii) Transition to Adulthood
	3a(iii) Consistency in Practice
	3a(iv) Arrangements for 2015
	3b. ICT
	3b(i) Implement single ICT system
	3b(ii) Upgrade Case Management System
	3c. Accommodation
4. Get Connected, Stay Connected	4a. Pathways and Protocols
	4a(i) Access to Services
5. Know the Right Thing	4a(ii) SM, ETE and Parenting
	4b. How we become more integrated
	5a. QA and Performance
	5a(i) Outcomes
	5a(ii) Re-offending Analysis
5b. Voice of the Child	
5c. Policies and Procedures	

Partnerships

The Youth Offending Service only has one outsourced service, the provision of Appropriate Adults for young people in Police custody. The service is provided by a local voluntary sector organisation YSS. Due to previous contracting arrangements with YSS, the organisation currently second 5 staff into West Mercia YOS who are deployed in the delivery of ISS, reparation and assistant case manager roles.

The YOS is a member of the four Safeguarding Children Boards and the Children's Trusts or equivalent partnerships. The YOS is represented on the Crime and Disorder reduction partnerships at the unitary or top tier authority level. The YOS is an active member of the West Mercia Criminal Justice Board.

The YOS is contributing to the Troubled Families programmes across the 4 areas and is represented at two of the strategic planning groups.

8

In setting the priorities for 14/15 the Management Board has ensured that these support three of the four strategic aims of the West Mercia Police and Crime Plan. The YOS will directly contribute to objective 5 of the Police and Crime Plan, to reduce re-offending and bring offenders to account, under which two of the success measures are the YOS First Time Entrant and Re-offending Indicators.

5. PRIORITIES FOR 2014/15

1 Reduce Youth Offending and Protecting Communities from Harm

The YOS is committed to ensuring that the risks posed by and to young people in the youth justice system are minimised through robust assessment and risk management. Key areas of focus under this priority for 2014/15 are reducing re-offending, looked after children and care leavers, diversion and restorative approaches and safeguarding

1a Reducing Re-offending

The re-offending performance is worsening, however the numbers in the cohort have been falling so there are significantly less re-offences. In 14/14 the YOS will concentrate on three areas, those of;

- 1a(i) Assessment and Planning – improving the quality of assessment and intervention planning and planning for the implementation of AssetPlus, the new national assessment tool for youth offending services.
- 1a(ii) Management of Risk – Reviewing and revising the risk management and DYO processes across the area.
- 1a(iii) Sexually Harmful Behaviour – Further implement and embed the AIM2 assessment and intervention work for young people demonstrating sexually harmful behaviour

1b Looked after Children and Care Leavers

Looked after children (LAC) and care leavers who are in the youth justice system have been identified as a particularly vulnerable subset of both the LAC population and the youth offending population. LAC form a significant proportion of young people on YOS case loads across the West Mercia area teams. There is also a significant proportion of LAC from other Local Authorities who are temporarily placed in Shropshire and in Herefordshire and managed by the YOS. An operational reference group, as a sub-group of the Management Board, was established in 13/14, comprising of representatives of the social care services and the YOS to analyse the joint issues and develop joint working in relation to LAC and care leavers. The group will refresh their work plan, which will include putting in place joint protocols between YOS and Social Care and establishing an area wide protocol to reduce the need to criminalise young people in the looked after system.

1c Diversion

- 1c(i) The new out of court disposal framework has been in operation for a year. A priority will be reviewing the current arrangements for joint decision making and further developing the intervention programmes for young people subject to cautions.
- 1c(ii) Diversion from the youth justice system through targeted interventions contributes to reducing the number of first time entrants to the youth justice system. With targeted prevention work moved from the YOS and included in early help services, the YOS will convene a group to ensure that those young people on the edge of the youth justice system and are effectively targeted for help.
- 1c(iii) Reducing custody is another area of focus and in 2014/15 the YOS will concentrate on developing robust alternatives to secure remands, establishing a consistent ISS offer across the area and developing resettlement support.

1d Restorative Approaches

The YOS has good reparation services and victim liaison arrangements. Despite this the proportion of victims participating in direct restorative processes remains low. In 14/15 the YOS will complete the RJ training programme that commenced in 13/14 and ensure that restorative practices become embedded in the work of the YOS

1e Safeguarding

In 14/15 the YOS will implement a comprehensive safeguarding action plan to ensure that the YOS is fully compliant with responsibilities under section 11 of the Children Act.

2. Enabling staff to deliver now and into the future

This priority is concerned with ensuring that staff have the right training, knowledge and support to deliver quality services for children and young people. Key areas for focus for 14/15 are training, communication and engagement and management oversight.

2a Training Strategy and Plan

In 13/14 two surveys were undertaken in the YOS, one on general training needs and the second on safeguarding training needs. These surveys are informing the training plan for 14/15.

2b Communication and Engagement

Staff have identified that communication within the YOS could be improved. In 14/15 it is intended to establish a staff communications group to develop and oversee a YOS communication strategy and plan.

2c Management Oversight

In the latter part of 13/14 it has been identified that management oversight is inconsistent across the service. In 14/15 the service will further define those activities where management oversight is required, and how that management oversight is achieved, ensuring this is consistent across the service. This includes ensuring that the new service supervision is implemented.

3 Finishing the Job

Although West Mercia YOS was established on 1st October 2012, at 1st April 2014 the YOS is implementing the second phase of the restructuring of youth justice services across West Mercia

3a Fit for Purpose

The YOS four main priorities under this key area of focus are;

- 3a(i) Unpaid Work - The development of an unpaid work scheme for when the responsibility for the delivery of unpaid work for 16 and 17 year olds transfers from provider of probation services to YOTs in June 2014.
- 3a(ii) Transition to adulthood - The YOS will seek to continue the previously planned work with the Probation Trust, with the new providers of probation services.
- 3a(iii) Ensuring consistency across the service - There are currently performance and quality differences between the area teams, and YOS intends to ensure that all teams are operating to the same high standard.
- 3a(iv) Service review - Reviewing the longer term service management and delivery arrangements for 1st April 2015 onwards

3b ICT

There are two main outstanding areas of implementation under this area of focus to be progressed in 14/15;

- 3b(i) Single ICT system – Implementation of a single ICT system for West Mercia YOS.
- 3b(ii) Implementing ChildView - Merging the two case management system data sets and upgrading the case management system.

3c Accommodation

In 2013/14 the new accommodation arrangements were established for the Telford and Wrekin and Shropshire Teams. In 14/15 it is the intention to relocate the Herefordshire Team and co-locate the two Worcestershire Teams.

4. Get Connected, Stay Connected

One of the service priorities is to promote better integrated working between the YOS and other children and family services with the shared aim of improving outcomes for young people in the youth justice system. Key areas of focus for this priority in 14/15 are pathways and protocols and how the YOS becomes more included.

4a Pathways and Protocols

- 4a(i) Protocols - In 14/15 the YOS will continue the work to define pathways for young offenders into targeted services so they to obtain timely and appropriate services with key agencies. These pathways will be underpinned by joint protocols.

- 4a(ii) Commissioning - The commissioning process will be completed for ETE, Parenting and Substance Misuse work

4b How we become more included

Promoting greater integrated and joint working between the YOS and other services is a key area of focus. Initially in 14/15 this will be focused, in particular, on the work to be undertaken on joint issues with LAC and care leavers, in ensuring linkages with the Troubled Families and Early Help developments and information exchange with the social care services.

5. Know the Right Thing

Knowing the right thing is about ensuring that the YOS, the Management Board and other agencies have the information required to develop services and improve the outcomes for children and young people in the youth justice system and those at risk of entering the youth justice system.

5a Performance and Quality Assurance

The service developed and agreed a performance and QA framework in 13/14, but has work to complete in terms of implementing and embedding the frameworks, developing some of the quality assurance tools and developing the quality assurance role of newly recruited Advance Case Manager team. Two particular areas of focus for 14/15 are;

5a(i) Outcomes – Informing a service improvement plan through undertaking a mock inspection, a National Standards audit and self assessment of key areas of work.

5a(ii) Re-Offending – Continuation of the analysis of the re-offending cohort in order to understand where and how resources are best targeted.

5b Voice of the Child

A key area of focus will be the voice of child, ensuring that service users are involved in their assessment and planning processes, in evaluation and in helping to inform service development. Implementation of the Viewpoint feedback process for the Inspectorate will form part of work under this key area of focus.

5c Putting the right policies, procedures and guidance in place

In 13/14 comprehensive case management guidance including a management of risk policy was put in place as well as a safeguarding policy, allegations against staff policy, out of court disposal guidance and supervision policy. In 14/15 further guidance will be developed, in particular comprehensive guidance on recording has been identified as a priority.

6. RISKS TO FUTURE DELIVERY – THE ACTION PLAN

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
Intervention plans not sufficiently addressing assessed risks leading to increased risk of re-offending	Review current use of intervention and risk plans, evaluate change to a single plan	1a(i)	TMT	Q2
	Develop and implement QA tool and process for intervention planning	1a(i)	CPM	Q2
Gap in knowledge in what promotes engagement and compliance leading to increased levels of breach	Implementation of Asset Plus – Prepare service for Asset Plus Implementation	1a(i)	TMT	Q2 –Q4
	Review and revise guidance regarding intervention and risk planning	1a(i)	TMT	Q3
	Recording of outcomes to be included in recording guidance	1a(i)	CPM	Q2
	Use analysis of breach statistics to inform whether to establish a compliance panel	1a(i)	CPM/ TMT	Q3
Inconsistent risk planning processes across the service	Review and revise key risk management processes to ensure consistency – Case Planning Forums and DYO processes and paperwork	1a(ii)	TMT/ TMH	Q2
The training in assessment and intervention for young people engaged in sexual harmful behaviour (SHB) not embedded in practice	Review the role of YOS within IOM	1a(ii)	CPM	Q2
	Development of learning circles and buddy arrangements for staff engaged in SHB work	1a(iii)	TMH	Q1
Disproportionate criminalisation of LAC affecting FTE and re-offending rates	Launch SHB processes via workshop	1a(iii)	TMH/ TMWN	Q2
	Agreement of multi-agency protocol to reduce criminalisation of LAC	1b	TMS	Q3
Lack of coherent remand strategy risks increasing the number of remands to custody	Development of a remand management strategy	1b	CPM	Q2
	Establish joint YOS/Police out of court disposal protocol	1c(i)	TMWS	Q3
Inconsistent decision making across West Mercia in respect to out of court disposals	Review out of court joint decision making framework	1c(i)	TMWS	Q3
	Establish the OPCC Task and Finish group to monitor prevention work	1c(ii)	HOS	Q1
Young people at risk of entering the YJS not effectively targeted for intervention				

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
Insufficient understanding of reasons for differential FTE rates and new Police CR policy leading to increased FTEs	Analysis of differential rates of FTE performance across West Mercia	1c(ii)	CPM	Q2
	Monitor proportionate use of informal disposals and out of court sanctions	1c(ii)	CPM	Q1 – Q4
Inconsistent practice across West Mercia leading to increased use of custodial sentences and remands	Implementation of a centralised custody review process	1c(iii)	TMH	Q2
	Implementation of a West Mercia wide single ISS scheme	1c(iii)	TMH	Q2
	Development of a consistent bail support offer across West Mercia	1c(iii)	CPM	Q3
Inconsistent reparation practice across West Mercia	Implementation of a West Mercia wide reparation scheme	1d(i)	TMCS	Q1
Restorative processes not embedded in practice	Complete service wide RJ training for identified staff	1d(ii)	TMH	Q1
	Revise and agree the YOS RJ Strategy	1d(ii)	TMH	Q1
Insufficient risk management and planning with respect to vulnerability and safeguarding	Establish a service wide RJ service development group	1d(ii)	TMH	Q1
	Roll out safeguarding peer review across the service	1e	THWS	Q1
	Implement S11 action plans	1e	HOS	Q1 – Q4
No defined workforce development plan	Develop and implement service training plan for 14/15	2a	CPM	Q2
Inconsistent communication across the service	Establish YOS Communications Group	2b	HOS	Q1
	Develop YOS communication strategy and plan for 14/15	2b	HOS	Q1
Inconsistent supervision practices across the service	Ensure new supervision policy embedded by monitoring audits at 2 and 5 months	2c	CPM	Q3
Risk management guidance does not reflect revised processes for CPF and DYO	Review and revise risk management and case management guidance	2c	TMT	Q2
No provision for unpaid work requirements	Development of Unpaid Work scheme for 16 and 17 year olds	3a(i)	TMCS	Q2
Unplanned arrangements for young people moving between youth and adult systems	Ensure case transfer arrangements/protocols in place with new providers of Probation	3a(ii)	CPM	Q2









Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
Risks associated with NPS having statutory responsibility for YOTs but the majority of transferred work being to CRC	Establish a YOS reference group to include representatives of NPS and CRC	3a(ii)	HOS	Q2
Inconsistent recording practices	Put in place revised recording guidance for case management system	3a(iii)	CPM	Q1
Inconsistent quality assurance practices between service teams	Implementation of cross service QA processes	3a(iii)	CPM	Q1
Insufficient range of programmes to address assessed risk factors	Development of Activity and Programme work across the service	3a(iii)	CPMWN	Q3
Uncertain delivery arrangements from 1 st April 2015	Scope and decide on management and delivery arrangements for 2015 onwards	3a(iv)	CMB	Q3
Two ICT systems create barriers to performance monitoring and management oversight	Implement YOS/WMP project plan for rolling out WMP hosted ICT across the service	3b(i)	PRMB	Q2
YOIS does not support the new assessment framework	Upgrade Client/Management Information system to ChildView	3b(ii)	CPM	Q4
Leases coming to end on some buildings	Relocation of Worcestershire and Herefordshire Teams	3c	CPM	Q4
Inconsistent and ad hoc arrangements with key partners	Development of agreed pathways/protocols into services where these do not currently exist, in particular; Sign off of the remand protocols with L.A.s, Protocols with Children's Social Care and joint protocol regarding YP in Police Custody	4a(i)	CPM	Q2
Robust arrangements not in place for some key areas of discretionary practice	Complete commissioning work and agree delivery arrangements for ETE liaison, Substance Misuse and Parenting	4a(ii)	CPM	Q3
Assessments not taking account of full range of information sources	Explore the possibility of access to Children Social Care information systems in areas where this does not exist	4b	CPM	Q3

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
YOS does not have compliant structure if commissioned out	Investigate with DCSs secondment of social workers	4b	HOS	Q3
YOS not inspection ready	Commissioning independent mock inspection to inform improvement plan	5a(i)	CPM	Q1
YOS not NS compliant	Undertake National Standard audit	5a(i)	CPM	Q2
Future plans not evidence based	Undertake self audit on key areas of work to inform future planning	5a(i)	HOS	Q4
Merger of Youth Panels, and trials being held across Court centres leading to inconsistent sentencing	Monitor sentencing outcomes of trials held across different Worcestershire court centres	5a(i)	CPM	Q4
Not understanding matters affecting re-offending performance	Undertake further re-offending analysis	5a(i)	TMT	Q2
Service development not informed by user feedback	Implement Viewpoint feedback process for HMIP	5b	TMT	Q1
Inconsistent practice	Review and revise service user feedback process across the service	5b	CPM	Q2
	Identify key areas where policy development is required and put policies in place	5c	HOS	Q3

Key to Action Owners:

HOS Head of Service
 TMS Team Manager – Shropshire
 TMWS Team Manager – South Worcs
 PRMB Management Board Police Representative
 CPM CP and QA Manager
 TMT Team Manager – Telford
 TMCS Team Manager – Central Services
 TMH Team Manager – Herefordshire
 TMWN Team Manager – North Worcs
 CMB Chair of the Management Board

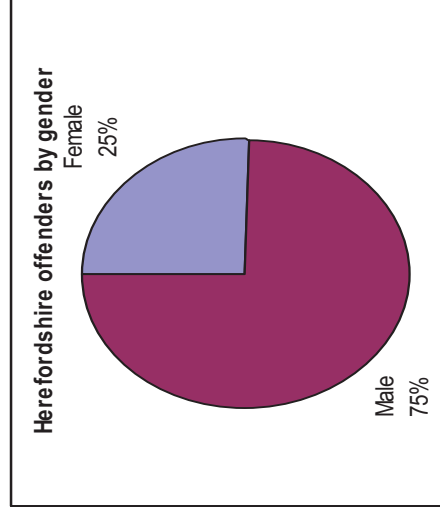
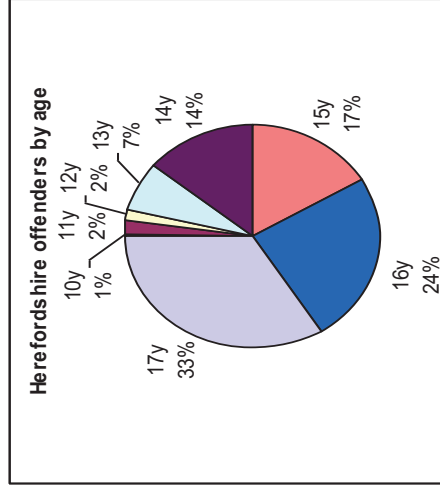
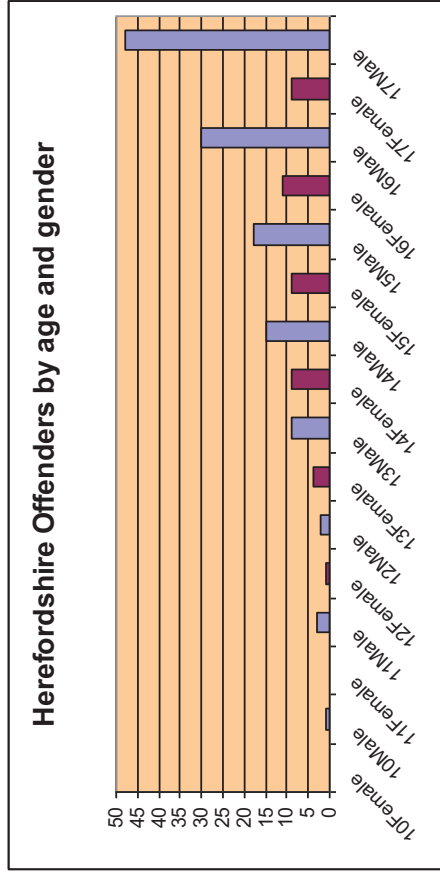
7 MANAGEMENT BOARD APPROVAL

Agency	Agency	Signature	Date
Gail Quinton	Worcestershire County Council		23.05.14
Karen Bradshaw	Shropshire Council		23.05.14
Laura Johnston	Telford and Wrekin Council		24.05.14
Jo Davidson	Herefordshire Council		23.05.14
David Chantler	West Mercia Probation Trust		23.05.14
Gareth Morgan	West Mercia Police		23.05.14
Becki Hipkins	NHS England		23.05.14
Andy Champness	Office of the West Mercia Police and Crime Commissioner		23.05.14

APPENDIX 1 - AREA PROFILE – HEREFORDSHIRE

Youth Offending Population – all Young People

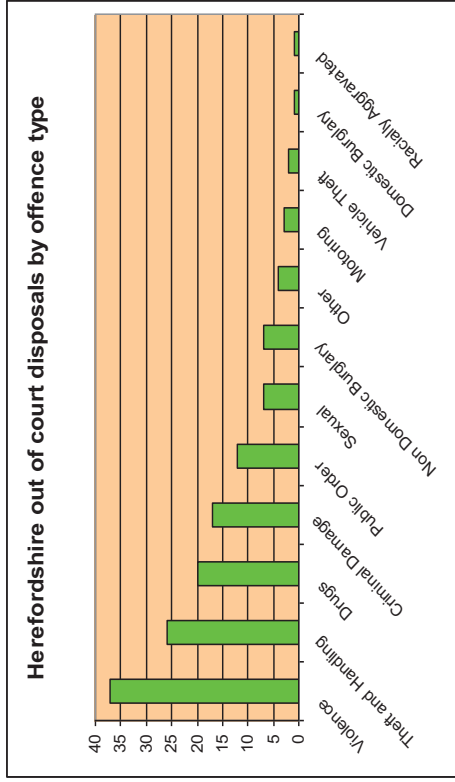
There are 16,810 young people aged 10 to 17 in Herefordshire. In 2013 there were 244 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Herefordshire young people. A total of 169 individual young people accounted for these 244 outcomes, 1% of the youth population.



Of the 169 young people entering or in the youth justice system in 2013, 75% were male. The majority, 74%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and for young females 16 years.

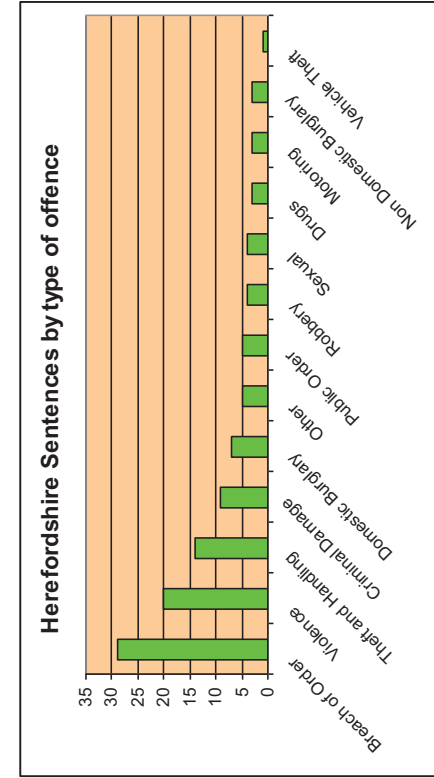
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 137 pre-court disposals made on Herefordshire young people, 30 of these were Reprimands, 14 Final Warnings, 86 Youth Cautions and 7 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 25 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 27%, followed by theft and handling, 19%, drug offences, 15%, criminal damage 12% and public order 9%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2013 a total of 57 Herefordshire young people accounted for 107 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 51 of the 107 court outcomes.

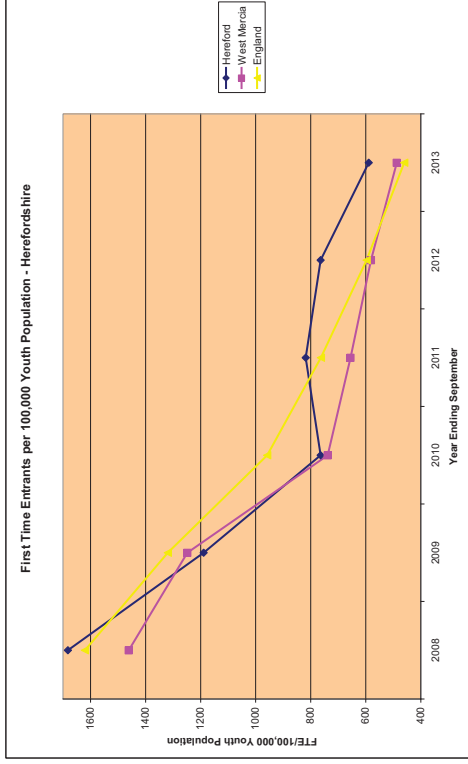
The majority, 88% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for just under half (49%) of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was breach of an order, accounting for 27% of all outcomes. Violence against the person was the next frequently occurring offence, 19%, followed by theft and handling, 13% and criminal damage 8%. These four categories of offences accounted for 67% of all sentencing outcomes.

Performance Against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year ending September 2013 there were 589 first time entrants per 100,000 youth population in Herefordshire, representing a reduction of -65% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 99, compared to 309 in 2008.

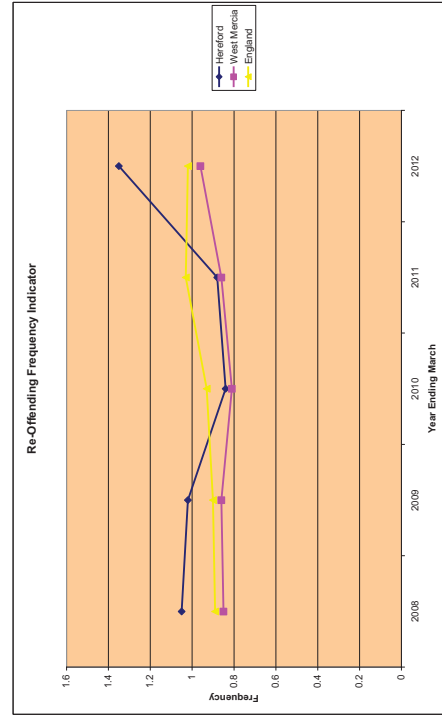
At 589 Herefordshire has the highest rate of FTEs across West Mercia, the next highest rate being 535. Some analysis into reasons for the higher has been undertaken during 13/14, and it has been found that in part it is due to a higher detection rate and a lower proportional use of informal disposals. Further analysis is planned for 14/15.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Herefordshire has, historically, had a low rate of custodial sentences.

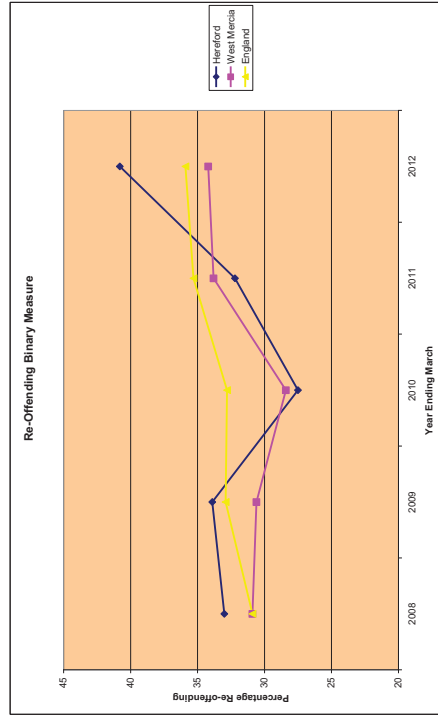
There were 5 custodial sentences during 2013, equating to a rate of 0.3 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2012 where there were 6 custodial sentences equating to a rate of 0.36. The 2013 rate of 0.3% compares to a West Mercia rate of 0.27 and a national rate of 0.67. Custodial sentences accounted for 4.2% of all court outcomes in Herefordshire, compared to 6.5% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Herefordshire for the year ending March 2012 is 1.35, compared to the West Mercia performance of 0.96 and national performance of 1.02. Herefordshire is, therefore, performing less well than for West Mercia and England, which is a changed picture from the year ending March 2011 when the frequency rate was 0.88 which was slightly better than for West Mercia (0.89) and significantly better than for England (1.03). The frequency rate nationally has been increasing since 2008.



For the year ending March 2012 the binary measure for Herefordshire is 40.8% compared with a West Mercia performance of 34.2% and a national performance of 35.4%. It should be noted, however, that although the frequency and binary rates have increased, the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 617 offenders in the cohort and 575 re-offences compared to a cohort size of 347 with 344 re-offences in 2012. The number of actual re-offences has therefore decreased by -40.2% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work

with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Herefordshire % in ETE	West Mercia % in ETE
Young People of School Age	79% (37)	73%
Young People above School Age	59%(37)	59%
Overall Performance	67%(74)	64%

The performance for Herefordshire for school age young people is better than for West Mercia, and the same for young people above school age.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

Looked After Children

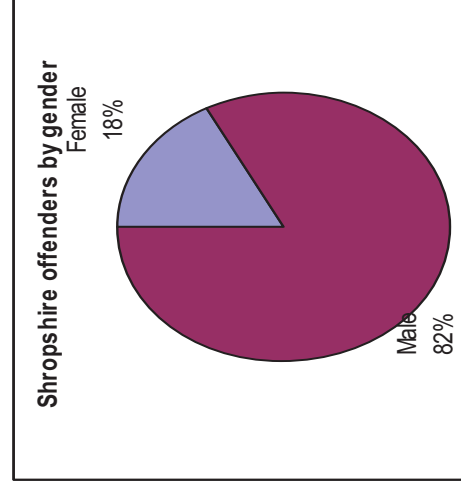
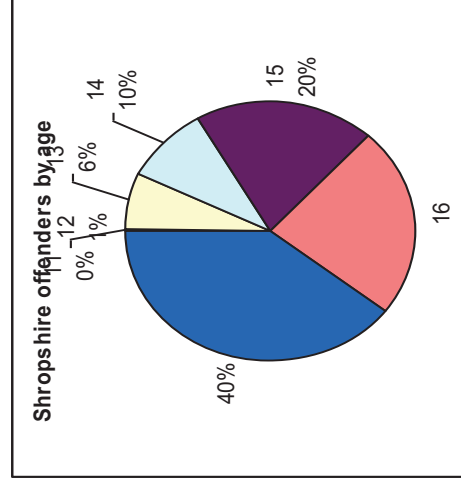
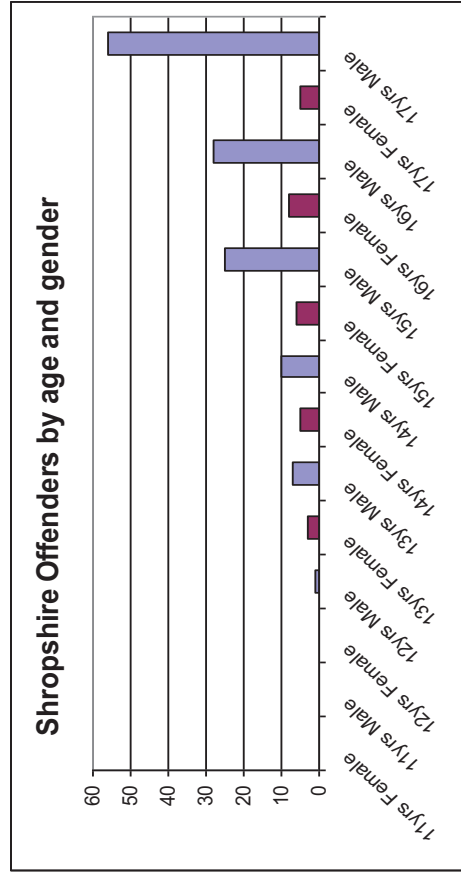
At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Herefordshire YOS Team, 45% were looked after children. At this point in time 17% of the case load were LAC from other areas temporarily placed in Herefordshire.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

APPENDIX 2 - AREA PROFILE – SHROPSHIRE

Youth Offending Population – all Young People

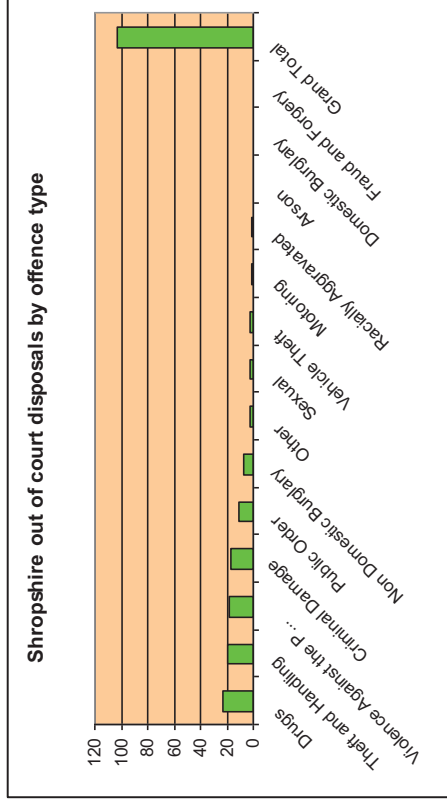
There are 28,909 young people aged 10 to 17 in Shropshire. In 2013 there were 177 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Shropshire young people. A total of 154 individual young people accounted for these 177 outcomes, 0.5% of the youth population.



Of the 154 young people entering or in the youth justice system in 2013, 82% were male. The majority, 83%, were aged 15 to 17 years. The peak age of offending for both young males was 17 years and for young females 16 years.

Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 103 pre-court disposals made on Shropshire young people, 19 of these were Reprimands, 16 Final Warnings, 61 Youth Cautions and 7 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 19 pre-court disposals.



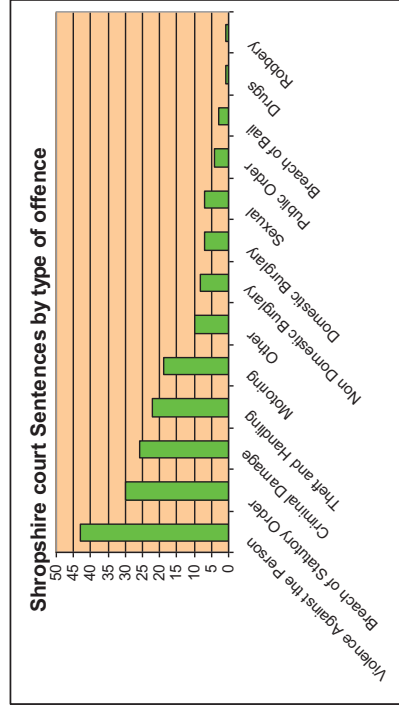
The most frequently occurring primary offence for out of court disposals were drug offences, 22%, followed by theft and handling, 18%, violence against the person, 17%, criminal damage 17% and public order 11%.

Youth Offending Population – Young People Subject to Court Outcomes

In 2013 a total of 46 Shropshire young people accounted for 72 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 59 of the 72 court outcomes.

The majority, 94% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for just over half (51%) of young people receiving a court sentence.

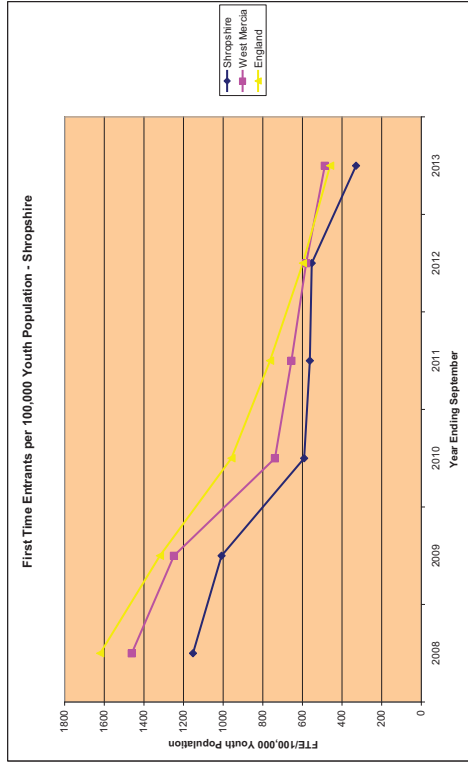
The most frequently occurring offence for court sentences was violence against the person, accounting for 24% of all outcomes. Breach of a statutory order was the next frequently occurring offence, 17%, followed by criminal damage, 14% and theft and handling 12%. These four categories of offences accounted for 67% of all sentencing outcomes.



Performance Against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate



In the year ending September 2013 there were 329 first time entrants per 100,000 youth population in Shropshire, representing a reduction of -71.4% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 95, compared to 359 in 2008.

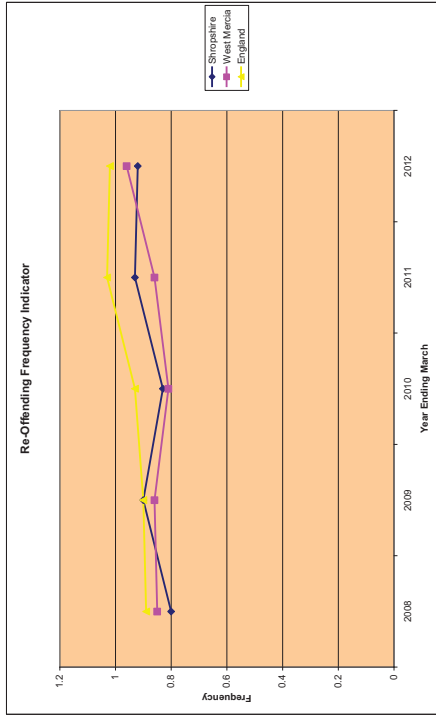
At 329 Shropshire has the lowest rate of FTEs across West Mercia. This rate is significantly lower than the other areas in West Mercia with the next lowest rate being 504, and significantly lower than the previous year when the rate was 553. Analysis is planned for 14/15 in order to understand the factors that have contributed to the significant reduction in FTEs in Shropshire in the year ending September 2013.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Shropshire has, historically, had a low rate of custodial sentences.

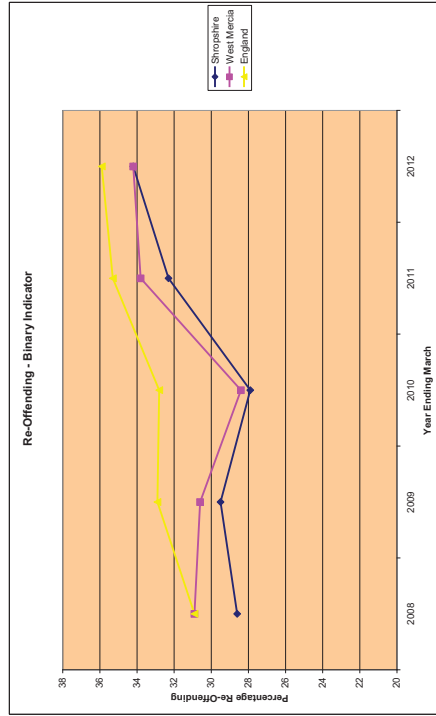
There were 3 custodial sentences during 2013, equating to a rate of 0.1 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2012 where there were 5 custodial sentences equating to a rate of 0.17. The 2013 rate of 0.3% compares to a West Mercia rate of 0.27 and a national rate of 0.67. Custodial sentences accounted for 5.1% of all court outcomes in Shropshire, compared to 6.5% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Shropshire for the year ending March 2012 is 0.92, compared to the West Mercia performance of 0.96 and national performance of 1.02. Shropshire is, therefore better than for West Mercia and England, which is a changed picture from the year ending March 2011 when the frequency rate was 0.93 which was slightly worse than for West Mercia (0.89) but better than for England (1.03). The frequency rate nationally has been increasing since 2008.



For the year ending March 2012 the binary measure for Shropshire is 34.2% which equals the West Mercia performance of 34.2% and is better than the national performance of 35.4%. It should be noted, however, that although the frequency and binary rates have increased since 2008, the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 709 offenders in the cohort and 570 re-offences compared to a cohort size of 304 with 279 re-offences in 2012. The number of actual re-offences has therefore decreased by -51% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work

with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Shropshire % in ETE	West Mercia % in ETE
Young People of School Age	67% (16)	73%
Young People above School Age	77% (27)	59%
Overall Performance	73% (43)	64%

The performance for Shropshire for school age young people is slightly lower than for West Mercia, but for young people above school age is significantly better.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

Looked After Children

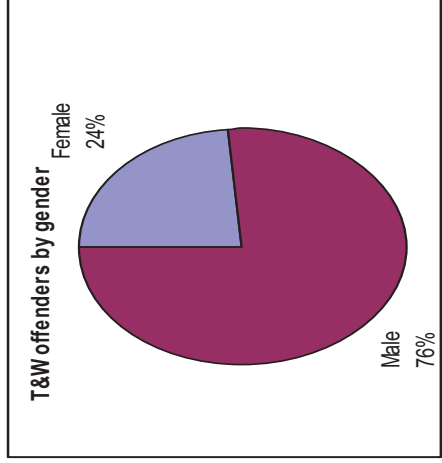
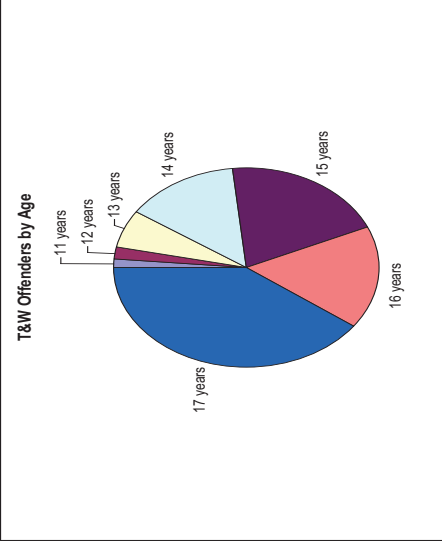
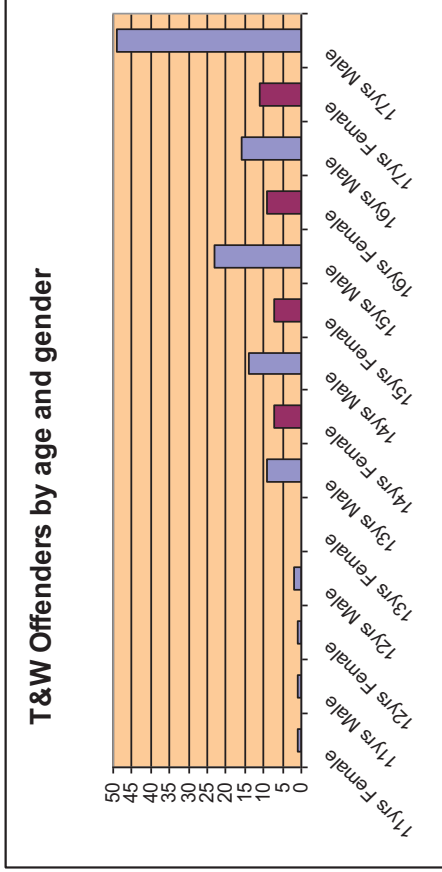
At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Shropshire YOS Team, 50% were looked after children. At this point in time 31% of the case load were LAC from other areas temporarily placed in Shropshire.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

APPENDIX 3 - AREA PROFILE – TELFORD AND WREKIN

Youth Offending Population – all Young People

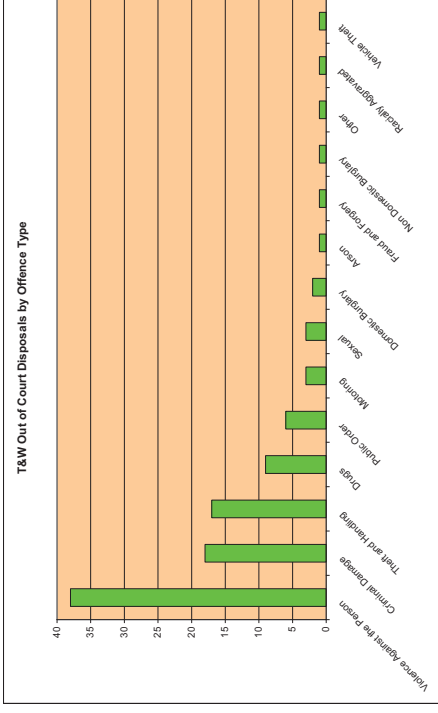
There are 17,072 young people aged 10 to 17 in Telford and Wrekin. In 2013 there were 160 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Telford and Wrekin young people. A total of 150 individual young people accounted for these 160 outcomes, 0.9% of the youth population.



Of the 150 young people entering or in the youth justice system in 2013, 76% were male. The majority, 77%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 102 pre-court disposals made on Telford and Wrekin young people, 9 of these were Reprimands, 13 Final Warnings, 72 Youth Cautions and 8 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 25 pre-court disposals.



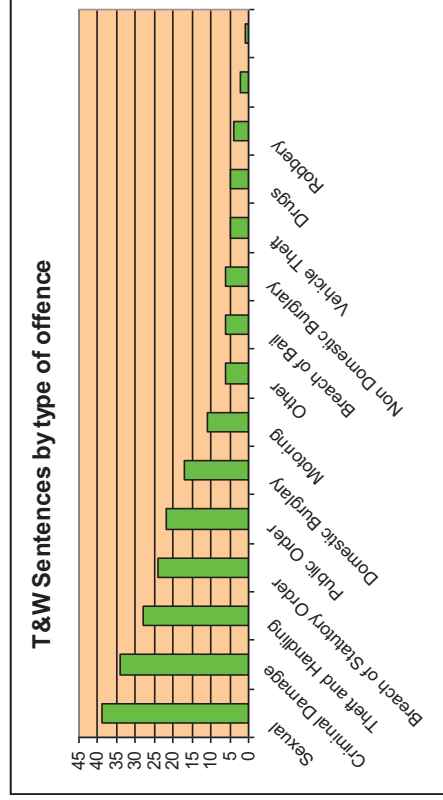
The most frequently occurring primary offence for out of court disposals was violence against the person, 37%, followed by criminal damage, 18%, theft and handling, 17%, drug offences 9% and public order 6%.

Youth Offending Population – Young People Subject to Court Outcomes

In 2013 a total of 43 Telford and Wrekin young people accounted for 55 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 45 of the 55 court outcomes.

The majority, 85% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for half (50%) of young people receiving a court sentence.

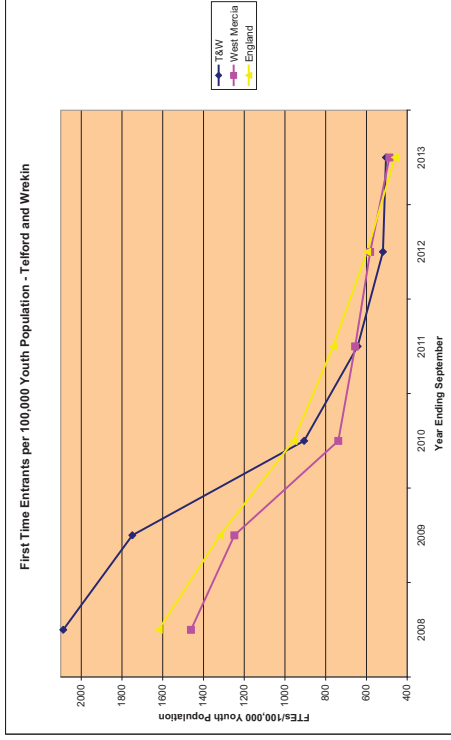
The most frequently occurring offence for court sentences was violence against the person, accounting for 19% of all outcomes. Sexual offences were the next most frequently occurring offences, 16%, followed by criminal damage, 13% and theft and handling 11%. These four categories of offences accounted for 59% of all sentencing outcomes.



Performance Against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year ending September 2013 there were 504 first time entrants per 100,000 youth population in Telford and Wrekin, representing a reduction of -75.6% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 86, compared to 381 in 2008.

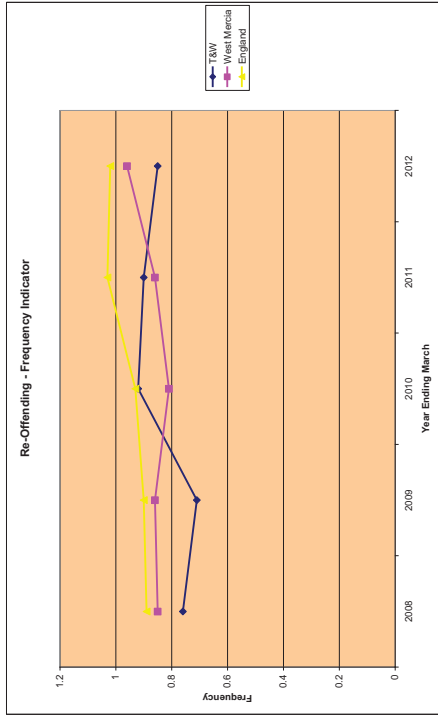
At 504 Telford and Wrekin has second lowest rate of FTEs across West Mercia, the next highest rate being 535 and the highest 589.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Telford and Wrekin has, historically, had a low rate of custodial sentences.

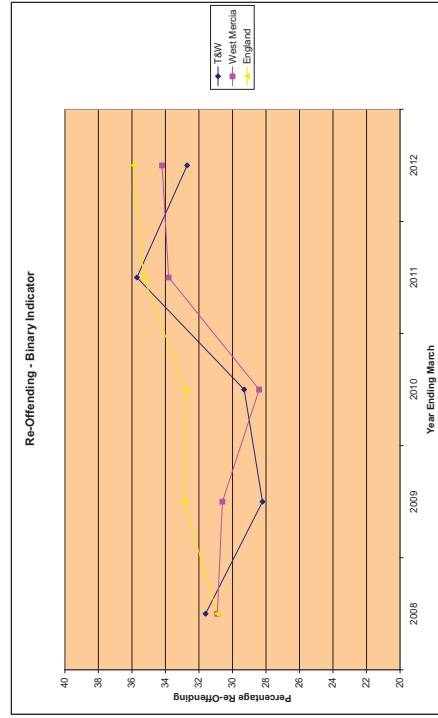
There were 8 custodial sentences during 2013, equating to a rate of 0.48 custodial sentences per 1000 youth population this represents a slight increase in custodial sentences from 2012 where there were 6 custodial sentences equating to a rate of 0.35. The 2013 rate of 0.48% compares to a West Mercia rate of 0.27 and a national rate of 0.67. Custodial sentences accounted for 14% of all court outcomes in Telford and Wrekin, compared to 6.5% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Telford and Wrekin for the year ending March 2012 is 0.85, compared to the West Mercia performance of 0.96 and national performance of 1.02. Telford and Wrekin is, therefore, performing better than for West Mercia and England. The performance is an improvement compared to the year ending March 2011 when the frequency rate was 0.90 which was in line with West Mercia performance (0.89) and significantly better than for England (1.03).



For the year ending March 2012 the binary measure for Telford and Wrekin is 32.7% compared with a West Mercia performance of 34.2% and a national performance of 35.4%. It should be noted the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 709 offenders in the cohort and 570 re-offences compared to a cohort size of 304 with 279 re-offences in 2012. The number of actual re-offences have therefore decreased by -51% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Telford % in ETE	West Mercia % in ETE
Young People of School Age	77% (40)	73%
Young People above School Age	73% (47)	59%
Overall Performance	75% (87)	64%

The performance for Telford and Wrekin for both school age young people, and those above school age is better than for West Mercia.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

Looked After Children

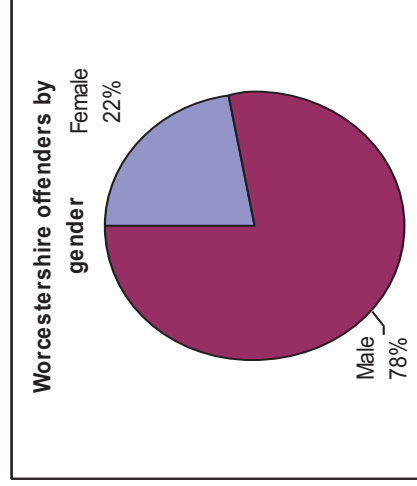
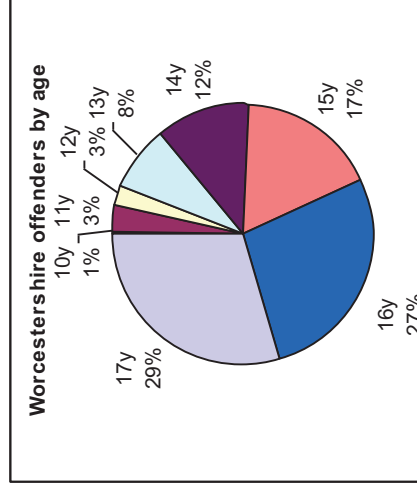
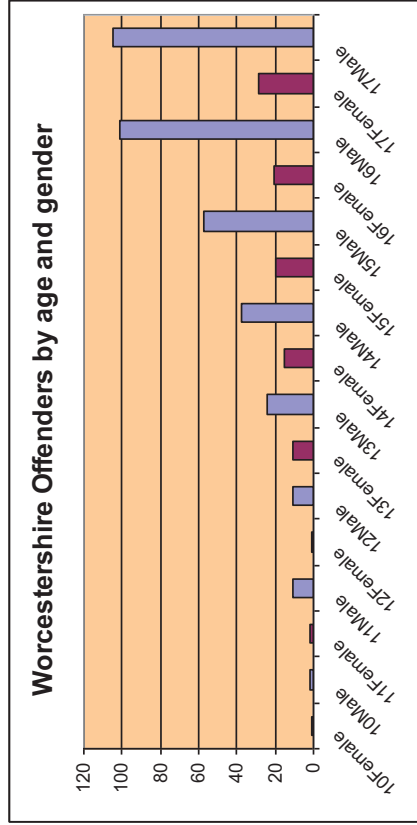
At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Telford and Wrekin YOS Team, 47% were looked after children. At this point in time 17% of the case load were LAC from other areas temporarily placed in Telford and Wrekin.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

APPENDIX 4 - AREA PROFILE – WORCESTERSHIRE

Youth Offending Population – all Young People

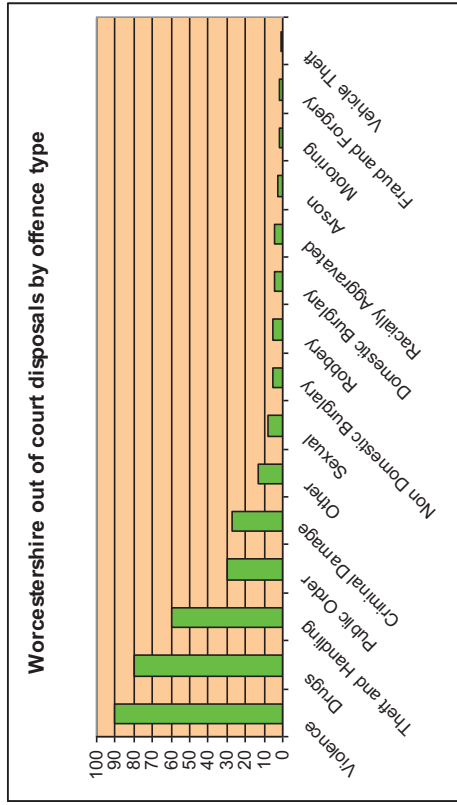
There are 52,280 young people aged 10 to 17 in Worcestershire. In 2013 there were 561 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Worcestershire young people. A total of 449 individual young people accounted for these 561 outcomes, 0.86% of the youth population.



Of the 449 young people entering or in the youth justice system in 2013, 78% were male. The majority, 74%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 334 pre-court disposals made on Worcestershire young people, 47 of these were Reprimands, 19 Final Warnings, 252 Youth Cautions and 16 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 79 pre-court disposals.



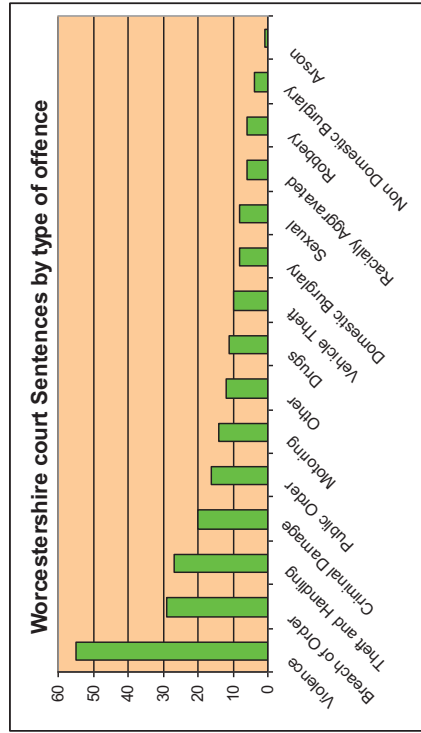
The most frequently occurring primary offence for out of court disposals was violence against the person, 27%, followed by drug offences, 24%, theft and handling, 18%, public order 9% and criminal damage 8%.

Youth Offending Population – Young People Subject to Court Outcomes

In 2013 a total of 158 Worcestershire young people accounted for 227 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 165 of the 227 court outcomes.

The majority, 86% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 39% of young people receiving a court sentence.

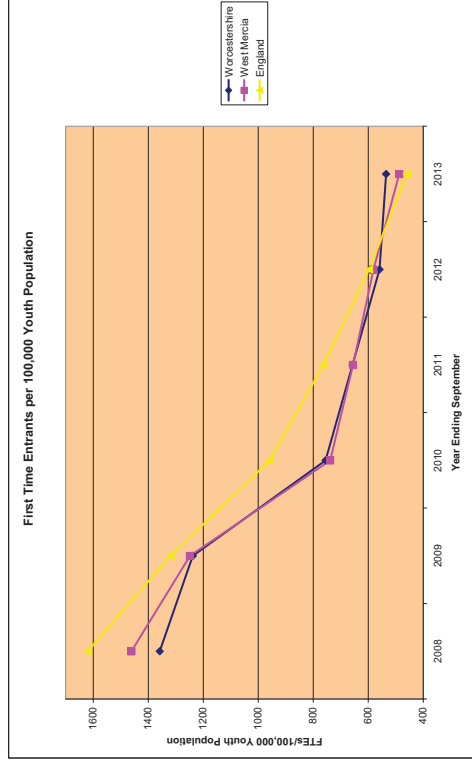
The most frequently occurring primary offence for court sentences was violence against the person, accounting for 24% of all outcomes. Breach of a statutory order was the next frequently occurring offence, 13%, followed by theft and handling, 12% and theft and criminal damage 9%. These four categories of offences accounted for 58% of all sentencing outcomes.



Performance Against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year ending September 2013 there were 535 first time entrants per 100,000 youth population in Worcestershire, representing a reduction of -61% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 280, compared to 774 in 2008.

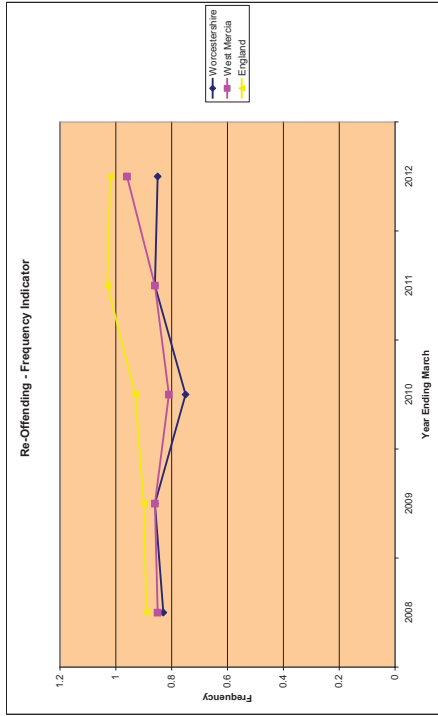
At 535 Worcestershire has the second highest rate of FTEs across West Mercia, the highest rate being 589.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Worcestershire has, historically, had a low rate of custodial sentences.

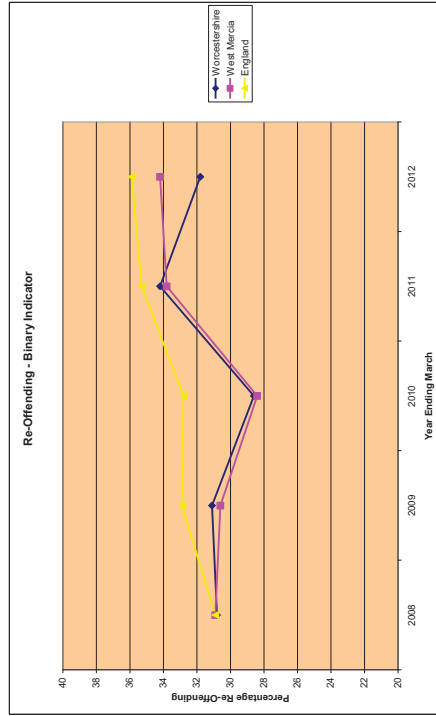
There were 14 custodial sentences during 2013, equating to a rate of 0.27 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2012 where there were 25 custodial sentences equating to a rate of 0.48. The 2013 rate of 0.27% is in line with the West Mercia rate of 0.27 and is better than the national rate of 0.67. Custodial sentences accounted for 5.2% of all court outcomes in Worcestershire, compared to 6.5% of all court outcomes across West Mercia.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Worcestershire for the year ending March 2012 is 0.85, compared to the West Mercia performance of 0.96 and national performance of 1.02. Worcestershire is, therefore, better than for West Mercia and England. The performance is slightly better than for 2012 when it was 0.86 and apart from 2010 has remained fairly constant since 2008.



For the year ending March 2012 the binary measure for Worcestershire is 31.8% compared with a West Mercia performance of 34.2% and a national performance of 35.4%. This represents improved performance since 2012 when it was 34.2. It should also be noted that the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 1142 offenders in the cohort and 1331 re-offences compared to a cohort size of 585 with 497 re-offences in 2012. The number of actual re-offences has therefore decreased by -63% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Worcestershire % in ETE	West Mercia % in ETE
Young People of School Age	69% (66)	73%
Young People above School Age	50% (87)	59%
Overall Performance	57% (153)	64%

The performance for Worcestershire is slightly lower than for West Mercia.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

Looked After Children

At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Worcestershire YOS Teams, 25% were looked after children. At this point in time 4% of the case load were LAC from other areas temporarily placed in Worcestershire.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.



MEETING:	CABINET
MEETING DATE:	31 July 2014
TITLE OF REPORT:	Marches Local Enterprise Partnership: Governance
REPORT BY:	Assistant Director, Governance

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

County-wide

Purpose

To approve governance arrangements for the joint exercise of executive functions in relation to the Marches Local Enterprise Partnership (the LEP).

Recommendations

THAT:

- (a) the establishment of a joint committee to exercise executive functions in relation to the Marches LEP be established;
- (b) The proposed constitution for the joint committee, as outlined at appendix 1, be approved; and
- (c) Herefordshire Council provide governance support for the LEP joint arrangements.

Alternative Options

- 1 Executive decisions could continue to be taken, as currently, by each council separately through their respective governance processes. This option is not recommended as it adds unnecessary bureaucracy and potential delay to decision-making by duplicating process and crucially does not meet the expectation set nationally that authorities must demonstrate how they are operating together to make

Further information on the subject of this report is available from
Bill Norman, Assistant Director, Governance on Tel (01432) 260200

best use of shared resources and act collectively in the best interests of the LEP area.

Reasons for Recommendations

- 2 To ensure efficiency, openness, and transparency of decision-making in relation to the LEP.

Key Considerations

- 3 The Marches LEP is an informal, business sector led private/public sector partnership, tasked with creating the conditions for economic vitality and sustainable employment across this diverse region.
- 4 The work of the LEP is directed by a board which provides the strategic lead and is responsible for setting the overall strategy for growth including: the development of its strategic economic plan priorities; oversight and endorsement of strategic projects; and monitoring of expenditure and output performance for the programme of work. The board is chaired by one of the area's business leaders and board members are drawn from the areas' three business boards, the skills sector, business champions from across the LEP area, and the Leaders of the three unitary councils.
- 5 As an informal partnership the LEP has no legal entity and therefore one of the three councils (Shropshire) acts as accountable body.
- 6 Nationally there is an expectation that the involvement and engagement of the relevant local authorities, and in accordance with their community leadership role, will ensure there remains democratic accountability around decision-making regarding use of public funds. To ensure that this is delivered in the most efficient way possible it is proposed that this is secured in the Marches by the establishment of an executive joint committee to which each of the three executives delegate authority to take decisions regarding strategic economic policy for the LEP area, and use of public funding to support those priorities.
- 7 A draft constitution for such an executive joint committee is attached at appendix 1. Each of the three councils involved is seeking similar approval to this arrangement in accordance with their respective decision-making processes.
- 8 It is proposed that, to provide some balance to the overall workload across the three authorities, Herefordshire Council will take the lead in relation to governance and will therefore act as 'host' for this joint committee and provide relevant governance support.
- 9 To provide context for how such an executive joint committee fits within the overall LEP governance, attached at appendix 2 is the LEP governance structure.

Community Impact

- 10 The council's corporate plan includes the priority to support economic growth and connectivity, and engagement with the LEP is one of the mechanisms for achieving this. In addition the council is committed both to making best use of the resources available to meet the council's priorities and to maintaining openness and accountability for decision-making. The recommendations are in support of these objectives.

Equality and Human Rights

- 11 There are no equality and human rights implications arising from the proposal.

Financial Implications

- 12 There are minimal financial implications arising from the proposals; member costs incurred in attending meetings will be covered by the respective authorities' schemes of allowances. Costs of governance support to the joint committee will be met from central LEP budgets. The delegation of authority to a joint committee does not of itself commit any funding.

Legal Implications

- 13 Part VI of the Local Government Act 1972 and Part 1, Chapter 2 of the Local Government Act 2000 (as amended) makes provision for local authorities to establish joint committees. Provided that the functions to be exercised are executive functions, it is a matter for the respective Cabinets to determine the establishment of an executive joint committee and to agree the executive functions to be delegated to that joint committee. Every member of the joint committee must be a member of their nominating council's Cabinet.
- 14 In the absence of an established joint scrutiny committee, decisions of the joint committee will remain subject to call in under each of the delegating authorities' respective call in procedures.

Risk Management

- 15 Should governance arrangements not be robust and transparent there is a risk that the reputation of any or all of the participating authorities will be damaged. There is also a significant risk that if there are not clear arrangements for ensuring democratic accountability in the decision-making relating to allocation of public funding the Marches LEP will not secure central government funding.

Consultees

- 16 The Marches LEP Board has confirmed its support for this proposal to ensure timely decision-making and accountability.

Appendices

Appendix 1 - Draft Joint Executive Committee Constitution

Appendix 2 – Marches LEP Governance

Background Papers

- None identified.

Marches Enterprise Joint Executive Committee

Constitution

Purpose

1. Herefordshire Council, Shropshire Council and Telford & Wrekin Council have established an executive joint committee, known as the Marches Enterprise Joint Committee (MEJC) for the purpose of discharging the functions set out in paragraph 13 below.
2. MEJC is a joint committee of the executive for the purposes of Part VI of the Local Government Act 1972 and Part 1, Chapter 2 of the Local Government Act 2000 and the provisions applicable to joint committees of the executive shall apply to MEJC.
3. MEJC will take decisions in accordance with the principles of good decision-making namely:
 - giving consideration to all options available;
 - having regard to due consultation;
 - giving consideration to professional advice from officers;
 - having clarity of aims and desired outcomes;
 - the action proposed must be proportionate to the desired outcome;
 - having respect and regard for human rights;
 - a presumption for openness, transparency and accountability;
 - only relevant matters being taken into account;
 - due weight to all material considerations (including opportunities and risks);
 - proper procedures being followed.

Membership and voting

4. MEJC shall comprise four members as follows: three voting members, each council being entitled to appoint one voting member who shall be a member of that council's Cabinet; and one non-voting member, being the Marches Local Enterprise Board Chair. In the event of a voting member of the MEJC ceasing to be a member or executive member of their appointing council, that council shall appoint another voting member in their place. Only a voting member is entitled to be Chair or Vice Chair of MEJC.
5. Each council may appoint members of its executive as named substitutes for voting members to attend meetings in the absence of a voting member appointed under 4 above. The secretary of MEJC shall be notified of any named substitutes before commencement of the meeting.
6. For the avoidance of doubt, it is a matter for the respective councils' executives to appoint their voting members/substitutes.
7. The MEJC shall, at its annual meeting, elect a Chair and Vice Chair from among its voting members; or may choose to adopt for that year a rotating Chair. In the event of an elected Chair and Vice Chair not being present the MEJC shall elect a Chair for the meeting from the voting members present.

8. Two voting members shall constitute a quorum. Unless the law provides otherwise all matters shall be decided by a majority of the votes of the voting members present; if there are equal numbers of votes for and against, the Chair shall exercise a second, casting vote.

Meeting Arrangements

9. Herefordshire Council will act as secretariat to MEJC and provide all necessary governance support.
10. MEJC shall meet at least annually and otherwise as may be determined by the Chair, or at the written (electronically or otherwise) request of any two voting members; any such request should be forwarded to the secretariat who will convene a meeting within 28 working days of receiving the request.
11. The secretariat will give notice of time, date and venue for the meetings in accordance with the provisions of the access to information requirements of the Local Government Act 2000 as amended and ensure compliance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
12. Unless explicitly provided for within this constitution; the relevant standing orders for MEJC are those of Herefordshire Council.

Functions

13. MEJC shall fulfil the following executive functions, at all times having regard to the duty to co-operate and the views of the Marches LEP Board:
 - a) Set, monitor and review objectives and priorities for strategic economic investment across the Marches LEP area
 - b) Agree allocation of Marches LEP revenue and capital spend that is under the control of the LEP Board and relating to the delivery of the LEP Economic Plan
 - c) Agree Marches LEP capital expenditure programmes relating to the delivery of the LEP Strategic Economic Plan, and ensure policy and programmes are delivered effectively
 - d) Agree Major Transport Scheme funding allocation in line with the LEP Strategic Economic Plan
 - e) Ensure alignment between decision making regarding achievement of the Marches Strategic Economic Plan and decisions on other related areas of policy such as land use, transportation and wider community and economic regeneration
 - f) Influence and align government and public investment in order to boost economic growth within the Marches LEP area
 - g) Provide an annual report on the activities of MEJC to the three partner councils
 - h) Agree lead or accountable body status for any particular issue as necessary
 - i) Review and (where all three Leaders are present) amend the Terms of Reference of the MJEC.

LEP Structure

Marches LEP Board (11 Board Members)

- Chairman
- 3 Area Business Board Chairs, providing an underlying 60-strong business constituency
- Skills Champion
- 3 Co-opted Business Champions
- 3 Unitary Council Leaders

Marches Joint Executive Committee



Marches LEP Team

- LEP Executive Group LEP Management
- LEP Chair Partnership Manager
- Partnership Manager x2 Project Officers
- X3 LA Directors Finance Officer
- X3 LA Heads of Service Office Administrator
- S.151 Officer Technical Assistance
- Governance Officer EZ Managing Director
- Risk Management PR & Communications



Marches Sub Committees & Working Groups

- Marches Local Transport Body
- Marches Skills Board
- Hereford Enterprise Zone Board
- Marches Planning & Housing Partnership
- Food, Drink, Agri-Tech
- Commissioning Groups
- Assurance Groups
- Funding Forum



MEETING:	CABINET
MEETING DATE:	31 July 2014
TITLE OF REPORT:	HOOPLE
REPORT BY:	ASSISTANT DIRECTOR PLACE BASED COMMISSIONING

Classification

Open

Key Decision

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function to which the decision relates.

NOTICE has been served in accordance with Part 3, Section 9 (Publicity in Connection With Key Decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards Affected

County-wide.

Purpose

To consider the future approach to the commissioning of services provided by Hoople

Recommendation(s)

THAT:

- (a) In considering the need to put in place arrangements for the period beyond the end of the current contract in 2016, the preferred approach to the commissioning of support services be via a Teckal compliant entity operating under control of the council and other shareholders and it's board, subject to these services offering value for money;**
- (b) A business case and implementation plan be developed, in partnership with Hoople and its board, for the establishment of appropriate legal entities to ensure that the council can continue to procure support services through a company with Teckal status and that a commercial trading company is able to continue to develop wider commercial benefits; and,**
- (c) The business case and implementation plan required under recommendation (b) be the subject of a further report for consideration and approval by the Cabinet Member Corporate Services.**

Further information on the subject of this report is available from
Richard Ball Assistant Director Place Based Commissioning on Tel (01432) 260965

Alternative Options

- 1 A review of potential commissioning options has been undertaken jointly with Hoople. This identified a wide range of alternative options which are outlined within this report. They have been assessed against the key criteria outlined below to determine the recommended approach. Whilst other options could be adopted, they are not recommended as they are not considered to meet the commissioning objectives to the same extent as the recommended option and would lead to higher costs of implementation, which would not represent value for money.

Reasons for Recommendations

- 2 Firstly, the recommended approach ensures continued compliance with the European Union (EU) procurement regulations without the costs associated with a major re-procurement exercise. Secondly, the Teckal compliant entity would continue to have its primary focus as providing support services to the shareholders. This will help to ensure that these areas of service are in line with future needs and continue to provide value for money. This is crucial as the council will continue to transform itself and will have constant pressure on resources. Finally, the recommended approach will ensure Hoople continues its commercial development in line with the council's aspiration to support the economic development of Herefordshire.

Key Considerations

Introduction

- 3 Since Hoople was established in 2011, the landscape within which the public sector and local government has to operate has changed radically. Government funding for local authorities across the country has been reduced substantially over recent years. These reductions have led the council to make savings of £34m in the three years since April 2011. Financial pressure on the council will continue with a further £33m savings needed by 2016/17 to ensure that the council stays within its budget. These pressures come at a time when the council is serving more and more people, particularly in essential areas such as children's safeguarding and adult social care. As the range of services provided directly by the council, and the size of its core body reduces, so the scale of the support service requirement reduces.
- 4 The NHS nationally has also undergone significant restructuring which has had consequential impacts on the requirement for and commissioning of support services for NHS bodies in Herefordshire.
- 5 Hoople was established in April 2011 to provide a range of "back office" services as set out in the Cabinet report of 21 October 2010 and cabinet member report of 30 March 2011. Hoople was set up as a joint venture company with Wye Valley NHS Trust and the then Primary Care Trust (PCT) to provide shared services initially across the three public sector bodies. The remaining shareholders are now the council and Wye Valley NHS Trust. Although the council contract with Hoople is not exclusive, the partnership aims for the company assumed that Hoople would be the shareholders' provider of choice for back office services.
- 6 Since it was established Hoople has delivered significant savings to the council and has secured business from a range of customers. Training and its employment

Further information on the subject of this report is available from
Richard Ball Assistant Director Place Based Commissioning on Tel (01432) 260965

agency have been particularly successful although it has a number of contracts for other services, as well as schools. Hoople has successfully developed a positive and customer focused staff culture which has contributed to the company's success. An update on the company was presented to the General Overview and Scrutiny Committee at the meeting on the 12 May 2014.

- 7 During 2013/14, the council and Hoople negotiated variations to the current contract which secured, by agreement, savings in excess of £1.2m in the current financial year.
- 8 In confirming this contract variation, the cabinet member also asked that a strategy be developed to determine the future commissioning of services beyond the period of the current contract with Hoople which ends in 2016.
- 9 Hoople currently provides services to the council in relation to human resources, finance, revenues and benefits and ICT at a cost of over £4m per annum.

Service	£'000
HR	419
Finance	1,381
Revenues & Benefits	1,596
ICT	1,383
Training	71
Total	4,850

- 10 The recent contract variations have changed the way of working in a number of areas to remove duplication and improve efficiency. For example, an integrated management structure is now in place with the council's Chief Finance Officer providing management control over the strategic financial services (management and technical accounting) provided to the council. A similar model has also been put in place in relation to Human Resources.
- 11 The modernisation of council business areas over the coming years will require a strong and clear ICT resource to help deliver improved systems and infrastructure to improve efficiency and reduce cost. It will be important to ensure that the service is agile and able to effectively ensure the council makes best use of new and emerging technology.
- 12 When reviewing future commissioning strategies it is important to recognise that in future the council will continue to need:
 - Back office services with the right level of expertise and flexibility;
 - Good relationships with back office services with the ability to plan for future needs and exercise the necessary control over what is delivered;
 - Clear value for money, the ability to reduce costs; and the flexibility to respond to changing needs and opportunities.

Further information on the subject of this report is available from
Richard Ball Assistant Director Place Based Commissioning on Tel (01432) 260965

Joint review

- 12 The council's current contract with Hoople comes to an end on 31st March 2016. Given that certain options could require a significant period of time to put in place, now is the right time to determine the approach to commissioning the services that would need to be in place from April 2016.
- 13 As a shareholder as well as a client, the council has a particular relationship with Hoople. Therefore a joint review was considered appropriate and has been carried out by a joint project team comprising representatives from the council's commissioning and commercial teams alongside representatives from the Hoople management team. This has identified and examined the options available to the council for future service delivery arrangements. The results of this review have been shared with the Hoople Board and this report takes account of these results in recommending to Cabinet the approach to future commissioning of services.
- 14 In considering the potential future commissioning options, it is important to be aware of the Teckal exemption to EU procurement requirements, (under which Hoople was originally established) which currently allows the council to purchase services from Hoople without the need for an open procurement process.
- 15 The requirements for a Teckal exemption have recently been clarified and are described in the 2014 EU Directive Procurement Directives: DIRECTIVE 2014/24/EU, Article 12:

"A public contract awarded by a contracting authority to a legal person governed by private or public law shall fall outside the scope of this Directive where all of the following conditions are fulfilled:

(a) the contracting authority exercises over the legal person concerned a control which is similar to that which it exercises over its own departments;

(b) more than 80 % of the activities of the controlled legal person are carried out in the performance of tasks entrusted to it by the controlling contracting authority or by other legal persons controlled by that contracting authority; and

(c) there is no direct private capital participation in the controlled legal person with the exception of non-controlling and non-blocking forms of private capital participation required by national legislative provisions, in conformity with the Treaties, which do not exert a decisive influence on the controlled legal person.

A contracting authority shall be deemed to exercise over a legal person a control similar to that which it exercises over its own departments within the meaning of point (a) of the first subparagraph where it exercises a decisive influence over both strategic objectives and significant decisions of the controlled legal person. Such control may also be exercised by another legal person, which is itself controlled in the same way by the contracting authority."

- 16 The 2014 EU Procurement Directives have been adopted by the EU institutions and were published in the Official Journal of the EU on 28 March 2014. They came into force on 17 April 2014. EU member states now have 2 years to implement them in national legislation. The UK government is aiming to implement these directives quickly as they offer improved flexibility. The detailed UK legislation has yet to be published but is expected in October 2014.

- 17 Hoople was established with the remit to grow non-partner business. The directive has recently given increased clarity to the Teckal exemption. This review has provided an opportunity to look forward and effectively plan well in advance of the end of the current contract to enable this new directive to be taken into account. Given the success of Hoople in delivering savings to the council and securing commercial business, it is likely that beyond April 2016 Hoople would not be compliant with this directive without some form of restructuring of the business. This has been taken into account when considering the range of options outlined below.

Approach to review of future commissioning options

- 18 The first stage in the review was to define a set of criteria used to ensure a consistent approach to assessing the options. The criteria were developed jointly with Hoople and were based on the council's Commissioning and Commercial Strategy and previous major commissioning exercises such as the procurement of public realm services. Draft criteria were developed in discussion with Cabinet and presented to the General Overview and Scrutiny Committee at their meeting on 12th May 2014.
- 19 The General Overview and Scrutiny Committee noted the approach to the joint review of the future approach to commissioning services currently being delivered by Hoople. In particular, it was noted that criteria should not undervalue the relationships between the council and Hoople and the benefits to the local economy. Also that, value for money criteria should not be defined too narrowly and should reflect the council's positions as both shareholder and customer.
- 20 These comments were taken into account when finalising and using the criteria listed below. These were divided into primary and secondary criteria with the primary criteria being given more weight in the assessment.

Primary Criteria

Value for money:

- Delivery of further savings and demonstration of value for money

Improved service delivery:

- Improved service delivery and efficiency
- Future flexibility in service delivery
- More resilient service delivery

Legal and deliverable

Secondary Criteria

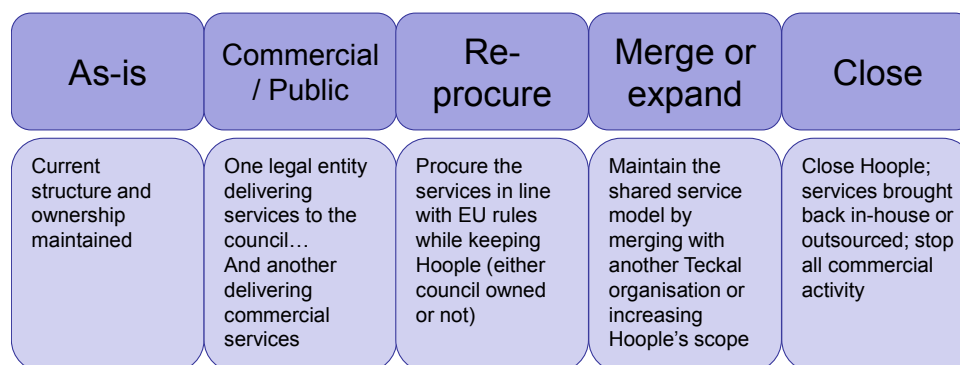
Economic impact:

- Support for local economy, jobs , training and income generation
- Value of Council shareholding

Cost of implementation:

- One off project costs
- On-going management costs

21 Five broad options were considered by the review, are summarised in the following diagram and the key characteristics described below:



22 '**As-is**' model could include: **Do nothing** – continue service delivery as-is; **short term contract extension** – extend the current contract for a fixed period to allow other arrangements to be put in place. Continuing with the current arrangements beyond the current contract term is potentially unlawful if Teckal exemption is not maintained and there is a risk of procurement challenge. The risk might be reduced if a contract extension were only to be short term to enable alternative arrangements.

23 **Commercial / Public – Create separate trading arm** – services provided commercially by Hoople – excluding council support services – would be structured into a separate corporate entity: a trading company. A council support organisation would maintain its Teckal status. The council could put additional services into the Teckal company as part of a transformation. The trading company's aim would be profitable growth. Splitting the organisation, if done in the right way, could ensure the Teckal status of the company delivering services to the council leaving the trading company free to pursue its corporate aims.

24 **Re-procure – council services competitively tendered** – re-procure council services from:

- Strategic partner – open procurement of council services putting in place a strategic partner
- Tactical procurements – procure from existing framework (where they exist); obtain from public sector, or open tendering for individual services according to the needs of their users.

Hoople would continue to exist as a company and is likely to bid for some or all of the council's support services. Procuring services in line with EU rules removes need for Teckal immunity. Service cost and quality would be competitively tested, however, procurement would be costly and the outcome is uncertain. The council's shares in Hoople could either be retained or divested – transfer of Hoople Ltd into an employee owned mutual/social enterprise, management buy-out, or private market sale.

- 25 **Merge or expand** – assure Teckal status by increasing the services delivered by Hoople or by collaborating with one of the other shared service organisations that exist across local government. A best value appraisal would be required in place of market testing.
- 26 **Close** – close the Hoople organisation and either re-procure the services that it currently delivers or council internalise all Hoople service delivery and staff. Hoople’s commercial contracts would need to be dealt with on a case by case basis.

Evaluation and recommendation

27 The five high level approaches led to 10 delivery options. These were scored by the project team against the primary and secondary criteria. The highest scoring option was: **Commercial / Public – Create separate trading arm**: which would involve restructuring Hoople to ensure a trading company and a Teckal compliant public service company.

	Rank	Cost
1	Trading Co / Teckal Co	Low
2	Trading Co / in-house services	Low
3	Strategic partner	High
4	Tactical procurement	High
5	Expand scope of Hoople	Low
6	Short term contract extension	Low
7	Merge with shared services	High
8	Do nothing	Low
9	Close Hoople - outsource	High
10	Close Hoople – in house	Low

28 The highest scoring option would enable the council to continue to obtain services without the significant costs associated with a major procurement exercise. It is proposed that a business case and implementation plan be developed in partnership with Hoople. This would be the subject of a further report for consideration by the Cabinet Member Corporate Services.

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30 In simple terms this would mean that, from the current Hoople, two companies would be created:

- i. Commercial trading company; and,
- ii. Public sector (Teckal) company.

31 The key characteristics and advantages of establishing these two legal entities would be as follows:

Commercial:

This entity would be owned by the existing shareholders and be overseen and led by an independent Board with a continued focus on securing commercial business. Advantages include:

- Safeguards existing Hoople commercial activity with other customers and captures value of this for the shareholders
- Commercial entity would focus on growth and securing new business and shareholder benefits
- Board focus for this entity would be focused on commercial activity
- Council could retain shareholding and receive dividends or potentially realise it as an asset in the future
- Provides a flexible vehicle for other commercial services if required in future
- Opportunity to re-focus and rationalise senior management input to improve competitiveness.

Public (Teckal):

This entity would be owned by the current shareholders and operate under the control of it's board focusing on those services provided to the shareholders. Existing management capacity within the council would be used to provide management control to guide and support the operational management of this entity, as currently occurs in relation to the council's financial services. Advantages include:

- Teckal legal status allows the council as a shareholder to exercise controls over service delivery in line with the EU Directive outlined in paragraph 16 above.
- Direct control over service delivery would ensure a strong focus on services to the council and the ability to react to changing requirements
- Avoids the potential disruption to front line services that reintegration could cause
- Continues to provide a flexible vehicle to allow the sale of existing or new services and to work in partnership with other public agencies if required in the future

32 It is considered that the proposals may allow for the reduction in management overheads for services directly managed by the council this will be verified by the

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business case. If successful, the commercial trading company could generate new jobs in the county and any dividends from the company would provide a financial return to the council which could be invested in other services.

Conclusion

- 33 Since being established, Hoople has delivered the savings in accordance with the original business plan; it has also secured business from other customers and developed a positive staff culture. This joint review has been carried out to inform the future commissioning of the council's back office services whilst recognising the specific relationship with Hoople which results from the council shareholding. In considering the need to put in place arrangements for the period beyond the end of the current contract in 2016, Cabinet is asked to approve the recommendation that the preferred approach to the commissioning of support services be via a Teckal compliant company under the control of the shareholders and it's board, subject to these services offering value for money. In order to take this forward, it is recommended that a business case and implementation plan be developed, in partnership with Hoople and its Board, for the establishment of appropriate legal entities to ensure that the council can continue to procure support services through a company with Teckal status and that a commercial trading company is able to continue to develop wider commercial benefits.
- 34 Whilst this review has outlined a strategic approach for future commissioning, the delivery of back office services will need to demonstrate value for money. Going forward, service leads will need to regularly review the approach to delivering their services to ensure that the council continues to get value for money in an environment where the pressure on resources will continue.

Community Impact

- 35 The services delivered by Hoople underpin the delivery of the range of services provided by the council, and ensuring these services are provided in the most efficient and cost effective way supports the council's corporate plan aim of making the best use of the resources available to meet the council's priorities.
- 36 In addition, Hoople has become a provider to a range of community focussed organisations, offering the back office support that enables them to continue to provide services. As a local employer, the successful growth of Hoople could make a contribution to the local economy and employment opportunities within the County.

Equality and Human Rights

- 37 Equalities and diversity requirements will be considered as part of the joint review and an equality impact assessment will be carried out, if necessary, before any new arrangements are put in place.

Financial Implications

- 38 The Medium Term Financial Strategy sets out ongoing savings for the next three years, to be delivered through efficiencies and change, this strategy applies both in-house and to those organisations providing key services. The business case will establish what will be accomplished from the proposed changes both in terms of savings and service delivery approaches.

Legal Implications

- 39 Detailed legal advice will be required in relation to the development of the business case to ensure that the status of the entity providing services to the council is Teckal compliant. Legal services will be involved in the development of the business case and implementation plan.

Risk Management

- 40 The current contract arrangements with Hoople are based on an agreed service level which is managed in accordance with contract procedures with risks identified and escalated where appropriate. Given that the current contract with Hoople comes to an end on 31 March 2016 and the core nature of the services provided, it is important to consider the Council's future approach to commissioning such services well in advance. This is important to mitigate any risks associated with service continuity and value for money and enable effective planning and delivery of any changes that might be necessary in advance of the end of the current contract.

Consultees

- 41 Hoople was consulted during the review and has indicated that the company is willing to work with the council in taking a joint approach to the development of the proposed business case and implementation plan. General Overview & Scrutiny received a report on Hoople at the meeting of the 12 May 2014 and their comments upon the draft commissioning criteria as outlined in paragraph 14 above were taken into account in finalising the criteria and applying them through the review.

Appendices

- None

Background Papers

- None identified