

Herefordshire Supporting and Protecting Children Improvement Plan

V2.2

Outline and context

Following on from the recent Ofsted inspection of the arrangements for the protection of children (September 2012), this plan has been produced to bring forward improvements identified in Herefordshire Children's Services Quality and Improvement Action Plan 2012-13 and Herefordshire Safeguarding Children Board Business Plan 2012-13, in addition to the improvements highlighted by Ofsted. Our aim is to ensure Herefordshire's Child Protection practices and procedures are good, and staff in every agency, at every level, communicate effectively to ensure this. The plan sets out to ensure that the underlying causes of children being safe are impacted on by all sides of the system, from safeguarding practice to commissioning and to ensure that there is governance and holding to account between policy, practice and commissioning.

The Plan identifies the improvements required, and the outcomes we will be measuring, in the arrangements for the protection of children in Herefordshire. We will enhance:

- The quality of practice
- The effectiveness of help and protection provided to children, young people, families and carers
- Leadership and governance
- Multi agency working and integration
- Outcomes for children, young people and their families.

It is important to note that this plan does not relate to the generality of Herefordshire's children, as the vast majority of our children are safe, but is part of a narrative indicating our priority of improving Child Protection practices.

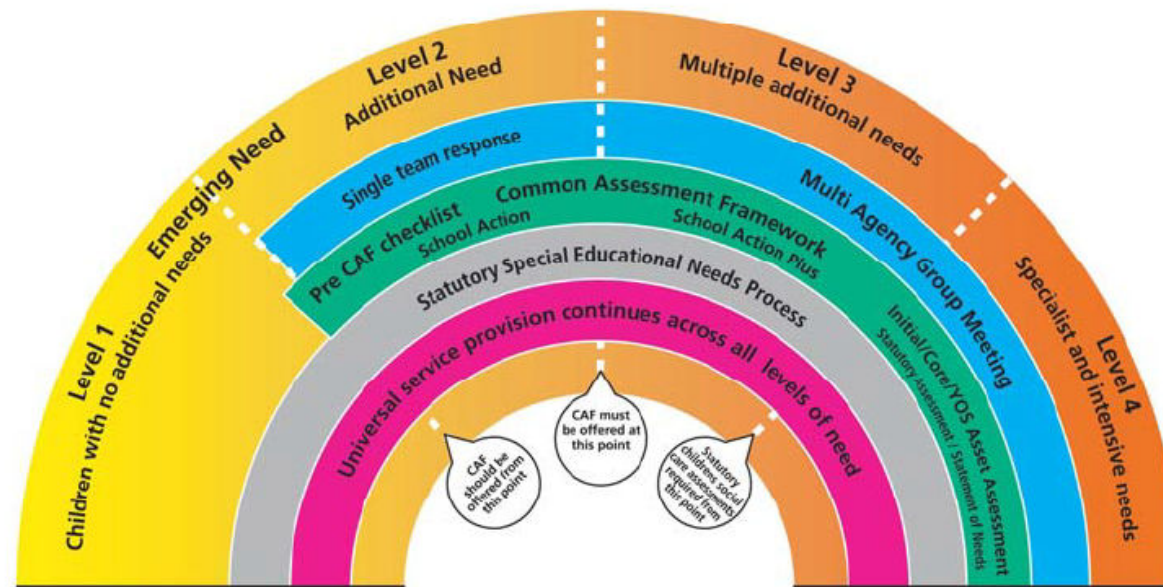
The Plan will tackle the areas of greatest risk first and lay the foundations for more effective practice. This will include monitoring targets set out in the plan and checking that improvements are embedded through quality assurance and scrutiny.

The plan will have an unwavering focus on securing the necessary rapid and sustainable improvements needed in safeguarding services for Herefordshire's children, young people and their families. With this in mind, the aims and outcome measures of this plan are child-centred.

The plan is a living document and is reviewed regularly through the Improvement Board. In addition to this, progress will be monitored by both the Lead Member and DCS on a bi-weekly basis

The plan is linked to The Herefordshire Levels of Need Pathway below.

The Herefordshire Levels of Need Pathway



Ensuring children and young people are safeguarded by:

- Understanding needs
- Co-ordinating responses
- Placing Common Assessment at the heart
- Assessment of risk whenever needed
- 'Drawing-in' advice and guidance
- Effective information sharing
- Whole family and multi-agency approaches

Priority Aims

- I am safe and happy
- I am healthy and well
- I enjoy life and there is lots to do and learn

Outcome measures

- I know who to talk to and I am listened to
- I feel I am getting the help I need
- I am protected from harm
- I am helped by people who know what they are doing
- My family are getting the help they need

Evidence for performance indicators

1. Stakeholder and service user consultations
2. Consultation, audit, surveys
3. Child Protection (CP) data, audit, Looked After Child (LAC) data
4. Workforce data, supervision, quality assurance, career professional development (CPD) data
5. Commissioning data, multi-agency data audit

A performance framework will be established to this effect.

Reference key

AA1: Quality and improvement action plan 2012-2013 – Herefordshire Children’s Services

AA2: Improvement Plan – priority list v3

AA3: Areas for improvement based on observations of Ofsted judgments

AA4: Audit of cases – Action plan final submitted v2

AA5: Herefordshire Safeguarding Children Board (HSCB) Business Plan 2012-13

AA6: Ofsted report: Inspection of local authority arrangements for the protection of children in Herefordshire

AA7: Keeping Children Safe Strategy

The outcomes are RAG rated and the descriptors are outlined in the following table:

RAG table	
RED	Tasks and or outcomes have not been met or timescale slipped.
AMBER	Tasks and outcomes are on track, milestones met but not completed.
GREEN	Tasks and outcomes are completed or performance is on target.
GREY	Not yet started
BLUE	Completed

Actions have been separated into work streams. These are colour-coded as follows:

Practice	Commissioning
HSCB	LAC
Workforce	QA
MASH	Strengthening Governance

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 AA7: Keeping Children Safe Strategy

Theme 1: I know who to talk to and I am listened to

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
1.1	AA1	Set of clearly articulated quality standards : <ul style="list-style-type: none"> • for the team to work to • for families/ partner agencies to have so that they know what to expect • families receiving copies of the assessment • referrers being informed at point of closure/ transfer 	Consistently timely and good quality assessments produced	Stakeholder and service user consultations Consultation, audit, surveys	KOM Practice	Oct 12 – Dec 12 <i>Extension to timescale agreed Jan 13</i>	Green 21.11.12 - This has been shared with the front end. Expectation it will be shared with the whole organisation by April and families by June	QP3.3 EHP2.2

Theme 1: I know who to talk to and I am listened to

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
1.2	AA1 AA3	Aggregate learning for Service User Involvement and capture the feedback of parents and children in service development: <ul style="list-style-type: none"> • Complete strategy • Implement actions • Aggregate learning • Implement learning into strategy • Feedback to service users • Contact viewpoint • Feed into Strategic Needs Assessment 	Strategies contain objectives related to service user feedback	Stakeholder and service user consultations Consultation, audit, surveys	KOM Practice	Oct 12- Dec 12 <i>Extension to timescale agreed Jan13</i>	Amber	LG4.11 LG4.7 1.2 2.5 4.20

Theme 1: I know who to talk to and I am listened to

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
1.3	AA6	ensure that effective performance monitoring and quality assurance arrangements are put in place which includes sufficient qualitative information including service users' views, to enable a clear understanding of current practice and performance in child protection, including the impact of services on children and their families	The local authority and the HSCB understands the impact of CP services on children and families	CP data Service user feedback Audit	QA DM	Within 6 months (April 2013)	Amber	1.2 1.7 2.5 3.2 3.3 4.6 4.14 4.26 4.20
1.4	AA1	Refresher guidance to be issued on CAF and levels of need	All agencies aware of CAF and use it appropriately Children's needs are met at an	Stakeholder and service user consultations	KOM Practice	Jan 13 <i>Extension to timescale agreed</i>	Amber	LG4.2 EHP2.6 QP3.11

			appropriate stage					
<h2 style="text-align: center;">Theme 1: I know who to talk to and I am listened to</h2>								
	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
1.5	AA1	Specifically target schools/agencies where CAF approach not actively being used	All agencies aware of CAF and use it appropriately Children's needs are met at an appropriate stage	Stakeholder and service user consultations	KOM Practice	Jan 13	Green 07.01.13	LG4.2 EHP2.6 QP3.11
1.6	AA3	Evidence effect of child's voice in case planning, particularly with young children	All workers involved with children seek and assess their views and ensure that these views are incorporated into case planning	Stakeholder and service user consultations Consultation, audit, surveys	Practice KOM	Feb 13	Amber	QP3.2

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
1.7	AA5	Develop the use of <i>Understanding Herefordshire</i> to identify needs and strengthen service planning across agencies	Access to <i>UH</i> for all agencies Identify gaps in service planning Assess the impact current safeguarding measures are having on children's outcomes	Stakeholder and service user consultations Commissioning data, multi-agency data audit	DM/Andy Churcher HSCB	Sept 12 Oct 12 Dec 12	Red	OE1.1 OE1.2
1.8	AA3	Improve attendance at CP conferences by Children	All children, for whom it is appropriate, to attend CP conferences	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data	KOM Practice	Feb 13 <i>Extension to timescale agreed Jan 13</i>	Amber	QP3.20
1.9	AA6 AA3	• reduce the number of changes of social workers experienced by children and their	Children are able to build relationships with their	Audit Data: number of changes of SW	JRez Workforce	Within 6 months (April 2013)	Amber	4.21 4.8

		families and improve the consistency and quality of direct work • review use of agency staff	social worker	Staffing data				
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Theme 1: I know who to talk to and I am listened to

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
1.10	AA3	Improve use of advocacy at conferences	Children are heard at conferences	Stakeholder and service user consultations Consultation, audit, surveys	KOM Practice	Feb 2013 <i>Extension to timescale agreed Jan 13</i>	Amber	QP3.25

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 AA7: Keeping Children Safe Strategy

Theme 2: I feel I am getting the help I need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
2.1 (a)	AA2	Catch-up audit activity Identification and audit of CIN plans open over 12 mnths where Domestic Abuse and or neglect is presenting factor (Requires external investment. PM to manage – explore regional support)	Children who live in families where DA or neglect is a presenting factor receive the help and protection they need in a timely manner	Audit	Pme QA	Immediate Dec 12	Green	QP3.6 QP3.7 QP3.12

Theme 2: I feel I am getting the help I need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
2.1 (b)	AA2	Catch-up audit activity -Audit LAC cases from Liz Brown report (those with needs not met) -Audit CP cases from Liz Brown report (those with needs not met) -Audit Social Worker 1's caseload -Audits from reviewed cases plan	Children who need help and protection receive this in a timely manner	Audit	PMe QA	Immediate Dec 12	Amber	QP3.7
2.1 (c)	AA1	CAF audit and action taken where necessary	Children's needs are appropriately met	Audit	DM QA	Sept-Oct 12	Amber	EHP2.6 EHP2.9 EHP2.14
2.1 (d)	AA1	NEET care leavers: Review the 4 cases where the young people are not engaged with a plan to engage them	All care leavers are in EET	Stakeholder and service user consultations Consultation, audit, surveys	KOM LAC	Sept 12	Blue	EHP2.13

Theme 2: I feel I am getting the help I need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
2.1 (e)	AA1	Analysis of CAs not leading to a service and plan – if necessary, develop plan to reduce	Consistently timely and good quality assessments produced	Consultation, audit, surveys	DM QA	Oct-Dec 12	Amber	QP3.14
2.2	AA1	Commissioning of activity systematically informed by learning from service user involvement	Improved quality of commissioning, including enhanced systematic action resulting from feedback from children and young people	Stakeholder and service user consultations Consultation, audit, surveys	CB C&C	Jan 13	Amber	LG4.1 LG4.7
2.3	AA1	Engage Health in discussion and strategy to promote under 2's issues	All agencies aware of CAF and use it appropriately Children's needs are met at an appropriate stage	Consultation, audit, surveys Commissioning data, multi-agency data audit	KOM Practice	Feb 13 Remove from plan	Amber	LG4.2
2.4	AA1	Restructuring and enhancement of commissioning service	Improved quality of commissioning, including enhanced systematic action	Stakeholder consultations	CB C&C	2012 onwards	Green	LG4.1 LG4.7

resulting from feedback from children and young people

Theme 2: I feel I am getting the help I need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
2.5	AA3	Improve timeliness and quality of decision making related to response to referrals	Children and families receive appropriate levels of help and protection when they need it.	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data Workforce data, supervision, quality assurance, career professional development (CPD) data	KOM Practice	Jan 13 <i>Extension to timescale agreed</i>	Amber	QP3.11 QP3.17
2.6	AA1	Commissioning Establish in-house process for capturing unmet need highlighted through CAF and how this can inform commissioning	Improved quality of commissioning, including enhanced systematic action resulting from feedback from	Stakeholder and service user consultations Consultation, audit, surveys Workforce data, supervision, quality	CB C&C	April 2013	Amber	EHP2.5 EHP2.9 LG4.1 LG.7

		approach	children and young people	assurance, career professional development (CPD) data				
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Theme 2: I feel I am getting the help I need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
2.7	AA1	Link commissioning findings back into integrated strategic needs assessment	Improved quality of commissioning, including enhanced systematic action resulting from feedback from children and young people	Stakeholder and service user consultations Consultation, audit, surveys	CB C&C	Jan 13	Green	LG4.16
2.8	AA6	ensure that there is a robust auditing programme that includes a focus on the experience of the child and the impact and outcomes of service provision and that this leads to the	Audit programme informs improvement agenda	Record of improvements made and impact, as a consequence of audit feedback	DM QA	Within 6 months	Amber	1.2 1.7 2.5 3.2 3.3 4.6 4.14 4.26 4.20
Link to 1.2 and 1.3								

		identification of themes and clear action plans which are robustly monitored and implemented.						
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Theme 2: I feel I am getting the help I need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
2.9 Link to 1.1 and 1.4	AA6	ensure that inter-agency thresholds for statutory intervention are understood and applied by all agencies, leading to children and their families receiving appropriate and timely services in accordance with their assessed needs	Children and families are supported at an appropriate level of intervention	Audit CAF data Referral data	DM HSCB	Within 3 months (Jan 13)	Amber	4.5 3.19 3.8. 3.9
2.10	AA6 AA4	ensure that assessments are analytical, timely, comprehensive and up to date, and robustly identify needs, risks and	Children and families have the help they need	Audit Data Consultation	KOM Practice	Within 3 months (Jan 13) <i>Extension to timescale</i>	Amber	2.3 2.4 3.14 3.15 3.16

		protective factors leading to appropriate and timely action				agreed		
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Theme 2: I feel I am getting the help I need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
2.11	AA5	Improve the quality of assessment of need	Agencies routinely undertaking CAF in a timely way and most children will have received a CAF before a referral is made to social care	Stakeholder and service user consultations Consultation, audit, surveys Commissioning data, multi-agency data audit	DM/Debbie McMillan HSCB <i>Moved to Practice</i>	Feb 13	Amber	EHP2.7 EHP2.14 QP3.14
2.12	AA6	ensure that child protection and child in need plans are specific and measurable and focus on the key needs and risks and include robust contingency arrangements that are understood by parents as well as professionals	Plans help to ensure that children and families receive the help they need	Audit Data Consultation	KOM Practice	Within 3 months (Jan 13)	Amber	3.16

Theme 2: I feel I am getting the help I need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
2.13	AA1	MASH Reports to be made to SC	Children are receiving the right help at the right time from appropriate resources	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data Commissioning data, multi-agency data audit	JRoberts MASH (HSCB)	Oct 12 – Apr 13	Green	EHP2.7 EHP2.8 QP3.10
2.14	AA5	Develop the profile of Safeguarding across residential care providers	80% of providers signing up to standards	Commissioning data, multi-agency data audit	DM/Andy Churcher HSCB	Jan 13	Amber	LG4.2 EHP2.7
2.15	AA1	Step Down and monitoring data on CAFs to be developed	All agencies aware of CAF and use it appropriately Children's needs are met at an appropriate stage	Workforce data, supervision, quality assurance, career professional development (CPD) data Commissioning data, multi-agency data audit	KOM QA	Feb 13	Amber	EHP2.6 EHP2.12 QP3.14 QP3.15

Theme 2: I feel I am getting the help I need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
2.16	AA1	Reporting mechanism to be developed from child's record on short breaks	Reports available on children's attendance at overnight short breaks	data	DM QA	Dec 12	Amber	QP3.22
2.17	AA1	CAF Fwi to be developed	All agencies aware of CAF and use it appropriately Children's needs are met at an appropriate stage	Consultation, audit, surveys Commissioning data, multi-agency data audit	KOM Practice	Nov 12 – Jan 13 <i>Extension to timescale agreed Jan 13</i>	Amber	EHP2.6 EHP2.12 QP3.14 QP3.15

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Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.1 (a)	AA1	Establish a MASH task group. Project manager identified, scoping process under way	Children are receiving the right help at the right time from appropriate resources	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data Commissioning data, multi-agency data audit	JRoberts MASH	Oct 12	Blue	EHP2.7 EHP2.8 QP3.10
3.1	AA6	Audit all cases closed in the last three months	Appropriate action is taken	Review Audit	DM	Immediate Dec 12	Green	2.4

		and risk assess all current cases within children's social care services; ensure that this leads to appropriate action to protect children effectively	to support and protect children from harm		QA			
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Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.2	AA6	ensure that statutory child protection guidance is followed for strategy discussions and section 47 enquiries, and that thresholds for child protection enquiries are consistently and appropriately applied, leading to a sound assessment of risk and effective information sharing	Appropriate action is taken to support and protect children from harm	Review Audit	DM HSCB	Immediate	Red	3.13 3.12 3.18 3.21
3.3	AA6	ensure that children in need and those subject to child protection enquiries are visited	Appropriate action is taken to support and protect	Data	KOM Practice	Immediate	Red	3.21 3.1 3.2 3.4

		regularly by social workers	children from harm					3.5
<h2>Theme 3: I am protected from harm</h2>								
	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.4	AA6	ensure that legal advice is sought in a timely way and that this leads to timely legal planning meetings and interventions.	Appropriate action is taken to support and protect children from harm	Audit	KOM Practice	Immediate	Amber - Message has gone out. Legal planning meetings much shorter, decision making, progress making	3.21
3.5	AA2	<ul style="list-style-type: none"> •Audit and add actions for 2 additional cases Decide mechanism for monitoring plan Monitor plan 	Appropriate action is taken to support and protect children from harm	Consultation, audit, surveys	DM QA	Immediate	Blue	QP3.6 QP3.7

3.6	AA2	Audits: Closed cases Delayed IAs 13 cases with inadequate features	Appropriate action is taken to support and protect children from harm	Review Audit	DM QA	Immediate	Blue	QP3.7
3.7	AA1	Audit of themed IAs to be undertaken	Consistently timely and good quality assessments produced	Audit, surveys	DM QA	Feb 13	Amber	EHP2.4 QP3.7

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.8	AA3	Ensure that audits inform SCB of outcomes/themes/issues	SCB is able to promote improvement and challenge progress	Consultation, audit, surveys Commissioning data, multi-agency data audit	DM HSCB	Jan 13	Amber	LG4.3 LG4.6
3.9	AA1	HSCB performance data set to be finalised and implemented	HSCB data set is fit for purpose to	Commissioning data, multi-	DM/AC/ Buy in support HSCB	Stage 1 – Nov 12	Amber	LG4.4 LG4.5 LG4.6

			enhance multi-agency approaches	agency data audit		Stage 2 – March 13		1.2 1.7 2.5 3.2 3.3 4.6 4.14 4.26 4.20
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Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.10	AA5	Improve interrogation of performance information at Strategic Board	Develop a HSCB dataset of indicators 100% of quarterly reports presented to Board Training for Board on data	Commissioning data, multi-agency data audit	DM/Andy Churcher HSCB	Sept 12 Dec 12 Nov 12	Amber	LG4.4 LG4.6

			interrogation					
3.11 Link to 3.9 2.8 1.2 and 1.3	AA6	establish a robust quality assurance framework for child protection enquiries, which monitors the quality of decision making	Children are supported and protected from harm in a timely way	Audit data eg. length of time on CP plans	DM QA	Within 3 months (Jan 13)	Amber	1.2 1.7 2.5 3.2 3.3 4.6 4.14 4.26 4.20

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.12 Link to 3.11 3.9 2.8 1.2 and 1.3	AA6	Ensure that the Herefordshire Safeguarding Children Board has sufficient, high quality information so that it can effectively monitor and challenge the effectiveness of child protection practice	Children are supported and protected from harm in a timely way	Audit	DM HSCB	Within 6 months (April 2013)	Amber	LG4.4 LG4.5 LG4.6 1.2 1.7 2.5 3.2 3.3 4.6 4.14 4.26 4.20
3.13	AA1	Catch up work on inputting documents	All records are up to date	Child Protection	KOM Practice	Sept 12	Green	QP3.14 QP3.18

				(CP) data, audit, Looked After Child (LAC) data				QP3.22
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Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.14	AA1	Reinforcement to staff of the importance of prompt recording – and monitoring of this, including recording of child/parent/carer views	All records are full and up to date	Audit	KOM Practice	Sept 12	Green	QP3.14 QP3.18 QP3.22
3.15	AA1	Case progress tools researched	Consistently timely and good quality assessments produced	Trial of tools	KOM Practice	Feb 13	Amber	EHP2.1 EHP2.4 QP3.7 QP3.18
3.16	AA1	Review the operation of existing inter-agency working and promote more integrated approaches to case management possibly by the use of a small pilot around complex cases	Staff are clear on how to manage safeguarding concerns in relation to disabled children	Stakeholder and service user consultations Consultation, audit, surveys Commissioning data, multi-	KOM Practice	Oct 12	Amber	EHP2.8 EHP2.10 QP3.19

agency data
audit

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.17	AA1	Numbers of known private fostering arrangements: Programme in place to raise awareness within the community. SCB alerted	All known private fostering arrangements are notified to the local authority	Stakeholder and service user consultations Consultation, audit, surveys Commissioning data, multi-agency data audit	KOM LAC	August 12	Green	EHP2.1
3.18	AA1	Learning system from complaints to be finalised, building on current practice	Strategies contain clear evidence of learning from complaints and systematic application to service improvement and	Strategy documents	DM QA	Oct 12	Amber	LG4.1 LG4.24 LG4.25

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.19	AA1	Data quality assurance plan to be developed and implemented	All performance data to be correct	Internal audit	DM QA	Oct 12	Amber	LG4.24 LG4.25
3.20	AA1	Ensure all relevant officers see and understand performance data <ul style="list-style-type: none"> • report to CMG • then to SMT • then upwards 	Clear routes of reporting in place	Minutes of meetings	DM QA	Oct 12	Amber	LG4.3
3.21	AA5	Improve multi-agency child protection planning and practice	Implement the CPC hub All agencies submitting reports to conference as appropriate	Consultation, audit, surveys Commissioning data, multi-agency data audit	DM HSCB	July 12 Dec 12	Blue	EHP3.19 EHP3.20

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.22	AA1	Establish frequency of, and attendance at, Core Group	Reports available on frequency and attendance at Core Groups	Consultation, audit, surveys Commissioning data, multi-agency data audit	DM QA	Sept 12	Amber	QP3.20
3.23	AA6	ensure that core groups are regular and effectively develop and implement the child protection plan, and that these plans are monitored by child protection conferences	Children are supported and protected from harm in a timely way	Audit data eg. length of time on CP plans	DM HSCB	Within 3 months (Jan 13)	Amber	3.25
3.24	AA1 AA5	System for reports to child protection conferences to be reviewed and implemented	System for reports for conference in understood and utilised by all appropriately. Minute taking	Consultation, audit, surveys Commissioning data, multi-agency data audit	DM HSCB MOVED TO PRACTICE	Oct 12	Amber	LG4.2

minimised

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.25	AA3	Improve timeliness of conferences and reviews	Children are supported and protected from harm in a timely way	Stakeholder and service user consultations Consultation, audit, surveys Commissioning data, multi-agency data audit	KOM Practice	Feb 13	Amber	QP3.19 QP3.20
3.26	AA1	System alert functions for caseworkers and team managers Meanwhile, manual reports to be produced weekly	Consistently timely and good quality assessments produced All reviews and statutory visits are undertaken within	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data	DM QA MOVED TO PRACTICE	Oct 12 – Dec 12	Amber	EHP2.3 QP3.7 QP3.18 QP3.22

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.27	AA5	Improve multi-agency decision making through implementation of MASH	Model for Herefordshire MASH agreed All agencies have identified the resources needed to implement the MASH	Stakeholder and service user consultations Commissioning data, multi-agency data audit	J. Roberts MASH	Nov 12 Feb 13	Amber	EHP2.7 EHP2.8 QP3.19
3.28	AA3	Improve decision making related to risk	Children are supported and protected from harm in a timely way	Consultation, audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	KOM Practice	Jan 13	Amber	QP3.17

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.29	AA6	ensure that West Mercia Probation Trust properly consults with children's social care services when making plans for offenders who have significant contact with children and young people known to them.	Children are supported and protected from harm in a timely way	MA Audit	DM HSCB	Within 3 months (Jan 13)	Amber	3.12
3.30	AA3	HSCB to make and monitor impact of challenge Ensure all key partners are committed to its work	Children are supported and protected from harm in a timely way	Stakeholder and service user consultations Commissioning data, multi-agency data audit	DM HSCB	Jan 13	Red	LG4.4 LG. 4.18

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.31	AA3	Ensure strategy meetings are focussed on protection arrangements for children and involve the appropriate and relevant professionals	Children are supported and protected from harm in a timely way	Child Protection (CP) data, audit, Looked After Child (LAC) data Commissioning data, multi-agency data audit	KOM Practice	Jan 13	Amber	QP3.20
3.32 Link to 3.31	AA3	Ensure s.47 enquiries are robust and are recorded robustly	Children are supported and protected from harm in a timely way	Stakeholder and service user consultations Consultation, audit, surveys	KOM Practice	Jan 13	Amber	QP3.13
3.33	AA3	Ensure risk is systematically reviewed on cases	Children are supported and protected from harm in a timely way	Supervision audits Case audits	KOM Practice	Jan 13	Red	QP3.7 QP3.21

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.34	AA6	Ensure that referrals are appropriately risk assessed and prioritised within the family assessment and safeguarding team (FAST)	Children are supported and protected from harm in a timely way	Audit Data	KOM Practice	Within 3 months (Jan 13)	Amber	3.12
3.35	AA2	<ul style="list-style-type: none"> Develop and implement performance framework for CIN service, including systematic review of all cases through supervision by 19 Oct 2012 Trial new procedures to be co-ordinated 	Children are supported and protected from harm in a timely way	Consultation, audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	DM QA	By 19.10.12	Amber	QP3.7 QP3.17 LG4.23

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.36	AA5	MASH: Development of a safeguarding officer for schools	Schools have a point of contact for safeguarding issues and advice	Stakeholder consultation	J. Roberts MASH	April 2013	Red	4.1
3.37 Link to 3.34	AA4	Risk assessment processes and use of risk assessment tools to be embedded in practice	Risk assessment process established	Audit	KOM Practice	Within 3 months (Jan 13)	Red	3.12
3.38	AA4	Ensure chronologies are used in every case	Chronologies are in place and give a concise overview of the history of the case	Audit	KOM Practice	Within 3 months (Jan 13)	Amber	3.18

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.39	AA4	Ensure that, prior to cases being closed, a) an assessment is made as to the continuing needs of the family, b) the family are consulted about case closure/step down arrangements, c) all relevant agencies are aware of the closure/step down, d) a supervision of the case has agreed the next course of action, e) supervision takes place regularly on every case	Cases are not closed without proper assessment and checks being undertaken	Audit, CP, CAF and LAC data	KOM Practice	Within 3 months (Jan 13)	Amber	3.18
3.40	AA4	Additional resilience to be put in place to support prompt sharing of CP conference and Core Group minutes	Minutes and outline plans available promptly	Audit, CP data, multi-agency data audit	J.Rez Workforce	Within 3 months (Jan 13)	Green	3.25
3.41	AA4	Ensure risk assessment takes place prior to conference processes	CP conferences are used effectively for	Audit, CP data	KOM Practice	Within 3 months (Jan 13)	Amber	3.25

decision making

Theme 3: I am protected from harm

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.42	JD	Leadership development	Effective leadership and governance across children's services	Minutes of decision making meetings Performance framework for senior leaders <i>and members?</i> Staff and partner surveys/feedback 360 evaluation	JD	April 2013	Amber	LG
3.43	JD	Mentoring and Coaching for senior officers and members	Effective leadership and governance across children's services	Minutes of decision making meetings Performance framework for senior leaders <i>and members?</i>	JD	April 2013	Amber	LG

				Staff and partner surveys/feedback 360 evaluation				
	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.44	JD	Developing the role of scrutiny : Including peer mentoring for scrutiny need and 3 workshops for scrutiny committee	Effective leadership and governance across children's services	Minutes of decision making meetings Performance framework for senior leaders <i>and members?</i> Staff and partner surveys/feedback 360 evaluation	JD	April 2013	Amber	LG
3.45	JD	Leadership capacity	Effective leadership and governance across children's services	Minutes of decision making meetings Performance framework for senior leaders <i>and members?</i> Staff and partner surveys/feedback	JD	April 2013	Amber	LG

				360 evaluation				
	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.46	AA7	<p>The establishment of the new Child Protection Hub and related business processes</p> <ul style="list-style-type: none"> • Suitable premises • Timetabled conferences • Written reporting to CPCs for all agencies • Reports presented in a timely manner • Revised format for minute taking • Electronic transfer of documentation • Performance indicators • QA arrangements • Introduce feedback and evaluation procedures • Guidance and support to maximise 	<ul style="list-style-type: none"> • Establish conference hub • Ensure local CP procedures are fulfilled • Provide the most efficient and effective use of available resources • Maximise the potential to engage with children and families in CPCs 	Audit, Multi agency data, user feedback	Practice/ KOM	Oct 12	Green - Started see PMe	EHP 2.7 QP 3.19 QP 3.20 QP3.22

		involvement						
	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
3.47	AA7	<p>The introduction of strengthening families: a new approach to CP conferencing and planning</p> <ul style="list-style-type: none"> Evaluate the approach to determine relevance to HC Agree and action implementation plan Evaluate and make necessary adjustments 	<ul style="list-style-type: none"> Better understanding and ownership of risks CP plans much SMARTer and based around children and family needs Better ownership of CPPs with family members 	Audit, Multi agency data, user feedback	Practice/KOM	Dec 12	Amber	EHP 2.7 QP 3.19 QP 3.20 QP3.22

AA1: Quality and improvement action plan 2012-2013 – Herefordshire Children’s Services
 AA2: Improvement Plan – priority list v3
 AA3: Areas for improvement based on observations of Ofsted judgments
 AA4: Audit of cases – Action plan final submitted v2
 AA5: Herefordshire Safeguarding Children Board (HSCB) Business Plan 2012-13
 AA6: Ofsted report: Inspection of local authority arrangements for the protection of children Herefordshire
 AA7: Keeping Children Safe Strategy

Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.1	AA2	<p>Short term workforce arrangements</p> <ul style="list-style-type: none"> • Agree and implement interim management arrangements • Management arrangements clearly communicated to all staff and partner agencies <ul style="list-style-type: none"> • JR supervision with immediate reports. • Establish priorities <ul style="list-style-type: none"> • Offer of mentoring to team managers – need 	Establish high quality management practice, modelling of good decision making and practice, baseline for performance	<p>Consultation, audit, surveys</p> <p>Workforce data, supervision, quality assurance, career professional development (CPD) data</p>	J.Rez/JD/CB/ KOM Workforce	Immediate	Amber	LG 4.24 LG 4.23 LG 4.13 LG 4.14

		to establish who <ul style="list-style-type: none"> Establish intensive management/mentoring programme for front line managers 						
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.2	AA2	Short term staffing resilience <ul style="list-style-type: none"> Business process review in FAST & link to CIN Recruiting 2 ATMs for FAST team, KT to contact desk – will result in full complement of ATMs in staff SF to move across to FAST for 1 week to cover KT's leave Additional ATM and agency social worker for CWD team 	Ensure consistency of good practice across service Service is safe and receives immediate support	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data Workforce data, supervision, quality assurance, career professional development (CPD) data	KOM Practice	Completed	Blue	QP3.6 QP3.7 LG4.8
4.3	AA5	Development of KCSS	All appropriate agencies	Stakeholder and	DM/KOM HSCB	July 12	Amber	EHP2.7 EHP2.8

			committed	service user consultations Commissioning data, multi-agency data audit				EHP2.9
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.4	AA5	Deliver effective arrangements for sexual assault examinations	Commission to interim arrangements for SAEs Complete tender process for permanent arrangements SARC implemented	Stakeholder and service user consultations Commissioning data, multi-agency data audit	DM/Lynne Renton HSCB	July 12 July 12 Jan 13	blue	LG4.1
4.5	AA1	Flowchart on safeguarding responsibilities for disabled children to be produced and disseminated to staff	Staff are clear on how to manage safeguarding concerns in relation to disabled children	Consultation, audit, surveys Workforce data, supervision, quality assurance,	KOM Practice	Jan 13	Blue	EHP2.10 EHP2.11

				career professional development (CPD) data				
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.6	AA1	Lunchtime seminars arranged	Staff understand how to enhance practice following from learning from other SCRs	Consultation, audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	KOM Practice	Sept and Oct 12	Blue	LG4.8
4.7 Link to 3.11 3.9 2.8 1.2	AA5	Listen to the voice of the child and staff as part of quality assurance arrangements	Explore existing arrangements for consulting children and young people and make recommendations	Stakeholder and service user consultations	DM/Andy Churcher	Sept 12	red	QP3.20 1.2 1.7 2.5 3.2 3.3

and 1.3			Include child and staff voices in audit work		John Roughton HSCB	Oct 12		4.6 4.14 4.26 4.20
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.8	AA1	Workforce strategy updates to CYPFF	Workforce strategy and planning mechanisms fully understood	Consultation, audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	JRez Workforce	Jan 13	Amber	LG 4.21 LG 4.22
4.9	AA1	Recruitment and Retention Strategy to be approved by DLT	Workforce strategy and planning mechanisms fully understood and integrated	Consultation, audit, surveys Workforce data, supervision, quality assurance,	JRez Workforce	Jan 13	Amber	LG 4.8

				career professional development (CPD) data				
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.10	AA1	Definitions of chronologies to be developed alongside training	Staff and system produce appropriate chronologies	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data Workforce data, supervision, quality assurance, career professional development (CPD) data	KOM Practice	Oct 12	Red	EHP3.14 EHP3.18

Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.11 Link to 3.38	AA1	FWi to be developed to support useful chronologies	Staff and system produce appropriate chronologies	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data Workforce data, supervision, quality assurance, career professional development (CPD) data	BA Practice	Jan 13	Red	EHP3.14 EHP3.18
4.12	AA1	Intensive training and mentoring – short term. Longer term – ongoing routine training and mentoring/ learning form audits to be factored into working routine	Quality of recording is consistently good	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data	KOM Practice	Dec 12	Green	EHP 3.14 EHP3.18 EHP3.22

				Workforce data, supervision, quality assurance, career professional development (CPD) data				
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.13	AA1	Reports to be focused on: <ul style="list-style-type: none"> • Frequency of staff supervision • Frequency of case supervision Audit suggests regular case supervision takes place	Cases confirmed as supervised at appropriate intervals. Staff confirmed as supervised at appropriate intervals	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data	JRez Practice	Jan 13	Amber	EHP3.6 EHP3.17
4.14	AA1	Refresher training and audit	Agencies understand the levels of need and thresholds for intervention. Children's needs	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child	KOM Practice	Dec 12	Amber	QP3.8 QP3.9 QP3.11 EHP2.9

			are being met appropriately	(LAC) data Commissioning data, multi-agency data audit				
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.15	AA1	Build CAF into Group3 training	All agencies aware of CAF and use it appropriately Children's needs are met at an appropriate stage	Stakeholder and service user consultations Consultation, audit, surveys	KOM Practice	Jan 13	Amber	EHP2.6 EHP2.12 QP3.14 QP3.15
4.16	AA1	Use social care advocates and case examples in training	All agencies aware of CAF and use it appropriately Children's needs are met at an appropriate stage	Stakeholder and service user consultations Consultation, audit, surveys	KOM Practice	Jan 13	Green	EHP2.6 EHP2.12 QP3.14 QP3.15
4.17	AA1	Case audit cycle x1 to be completed	Strategies evidence learning from audits	Consultation, audit, surveys Workforce data, supervision, quality	DM QA	Jan 13	Amber	LG4.24 LG4.25

				assurance, career professional development (CPD) data				
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.18	AA1	Reports on learning exercises following SCB audits to be provided to Business Unit who will then amalgamate these reports into one, for Board	Clear routes of reporting in place	Commissioning data, multi-agency data audit	DM/AC HSCB	Feb 13	Amber	LG4.3 LG4.6
4.19	AA1	Strengthen social work practice through training and development so that there is appropriately less reliance on management oversight	Consistently timely and good quality assessments produced	Consultation, audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	KOM Practice	Feb13	Amber	QP3.7 LG4.8
4.20	AA1	Review and enhance	Consistently	Consultation,	KOM	Oct 12 –	Green	LG4.8

		advanced practitioner role	timely and good quality assessments produced	audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	Practice	Dec 12		QP3.6
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.21	AA1	APs, ATMs and TMs to be trained in reflective practice	Staff consistently receive reflective supervision	Consultation, audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	KOM Practice	Dec 12	Amber	LG4.8 LG4.26 EHP3.6 EHP3.7
4.22	AA1	One supervision template	Staff consistently	Consultation,	KOM	Jan 13	Green	EHP3.6

		to be produced	receive reflective supervision	audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	Practice			
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.23	AA6	ensure that first line managers have sufficient skills, knowledge and experience to effectively undertake their role	Response to children and families is effective	Audit Competency frameworks Staff surveys	J.Rez Workforce	Within 3 months (Jan 13)	Green – TM intensive support programme	4.8 4.10
4.24	AA6	improve the quality and consistency of management oversight and decision making to ensure that the child's experience, risk and their needs are well considered,	Responses to children and families are effective	Competency frameworks Audit Survey	J.Rez Workforce	Within 3 months (Jan 13)	Red	3.17

		and lead to appropriate and timely action						
4.25	AA6	ensure that supervision is regular, reflective, challenging and monitors social workers compliance with statutory guidance policy and procedure	Responses to children and families are effective	Supervision data Audit	J. Rez Workforce	Within 3 months	Red	4.10

Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.26	AA3 AA6	Ensure consistent application of thresholds by partner agencies and by managers	Children and families are supported at an appropriate level of intervention	Commissioning data, multi-agency data audit Child Protection (CP) data, audit, Looked After Child (LAC) data	KOM Practice	3 months (Jan 13)	Amber	LG .4.15 LG 4.16 QP 3.8 QP 3.9
4.27	AA3	Ensure managers apply and support the application of training into practice.	Staff are suitably supported, challenged and motivated.	Workforce data, supervision, quality assurance, career	J.Rez Workforce	Mar 13	Amber	LG4.8 LG4.10 LG4.27

				professional development (CPD) data Consultation, audit, surveys				
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Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.28	AA3	Improve quality of recording	Records tell the story of a child's journey	audit	KOM Practice	Feb 13	Amber	QP3.22
4.29	AA1	Establish workload reports for social care staff	Social Workers have manageable caseloads	Consultation, audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	J.Rez Workforce	Nov 13	Amber	LG4.8 LG4.21 LG4.22
4.30	AA2	<ul style="list-style-type: none"> Review structure related to children's social care and improvement 	The right people are in the right roles	Audit Workforce data	J.Rez/KOM Workforce	Feb 13	Amber	LG 4.1 LG4.3 LG 4.9 LG 4.21

Theme 4: I am helped by people who know what they are doing								
	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.31	AA5	Schools trained in Safeguarding	100% of schools have returned their Safeguarding checklist 100% of schools have at least one staff member trained to Group 5	Stakeholder and service user consultations Commissioning data, multi-agency data audit	DM/Les Knight HSCB	Jan 13 March13	Green	EHP2.7 EHP2.9 EHP2.13 QP3.8
4.32	AA6	ensure professionals from all agencies, including children's social care understand their responsibilities with regard to child protection and make use of escalation procedures if they believe that children are not receiving appropriate	Children are supported and protected from harm in a timely way	Audit Training plans Data on training attendance	DM HSCB	Within 3 months (Jan 13)	Amber	4.5

Theme 4: I am helped by people who know what they are doing

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
4.33	AA1	Lone working policy to be refreshed and implemented by teams	Staff are safe in their working day.	Consultation, audit, surveys Workforce data, supervision, quality assurance, career professional development (CPD) data	KOM Practice	Feb 13	Amber	EHP3.1
4.34	AA7	Effective HSCB training provided to meet the requirements of the KCS strategy <ul style="list-style-type: none"> Undertake a review of existing training activities Use this to inform future training strategy 	Training is effective at developing staff to meet CP procedures	Audit, review	DM/HSCB	Dec 12	Amber	QP3.20

AA1: Quality and improvement action plan 2012-2013 – Herefordshire Children’s Services
 AA2: Improvement Plan – priority list v3
 AA3: Areas for improvement based on observations of Ofsted judgments
 AA4: Audit of cases – Action plan final submitted v2
 AA5: Herefordshire Safeguarding Children Board (HSCB) Business Plan 2012-13
 AA6: Ofsted report: Inspection of local authority arrangements for the protection of children Herefordshire
 AA7: Keeping Children Safe Strategy

Theme 5: My family are getting the help they need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
5.1	AA1 AA4	Sibling cases not opened at point of referral: review policy and implement Cease current practice re: sibling cases and revert to opening cases on siblings at the	All siblings are properly identified on the system	Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data Commissioning data, multi-agency data audit	KOM Practice	Dec 12	Amber	EHP2.1 EHP2.4

		outset of referral						
5.2	AA1	Consistent approach to domestic abuse referrals and cases, including a robust analysis of risk factors Process to be improved	Consistent and appropriate responses are made to DA referrals	Stakeholder and service user consultations Consultation, audit, surveys Child Protection (CP) data, audit, Looked After Child (LAC) data Commissioning data, multi-agency data audit	KOM Practice	Dec 12	Amber	EHP2.1 QP3.12

Theme 5: My family are getting the help they need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
5.3	AA5	Implement joint priorities with the Safeguarding Adults Board to tackle DA	Develop appropriate strategic links between the Board and partner groups with responsibilities around DA	Stakeholder and service user consultations Commissioning data, multi-agency data audit	DM/Lynne Renton HSCB	Nov 12	Amber	QP3.12 LG4.26

			Intelligence about levels of exposure to DA from multi-agency audit focusing on the needs of the children			Dec 12		
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Theme 5: My family are getting the help they need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
5.4 Link to 2.1 2.10 and 2.11	AA6	ensure that assessments of children and families are dynamic and that new information or concerns lead to a review of the current plan for the child and when required additional action	Children and families have the help they need	Stakeholder and service user consultations Consultation, audit, surveys Commissioning data, multi-agency data audit	Practice	Within 3 months (Jan 13)	Amber	2.3 2.4 2.7 2.14 3.14 3.15 3.16
5.5	AA6	ensure that child protection case conferences	Children and families are fully involved in the	Audit	KOM Practice	Within 3 months (Jan 13)	Amber	1.1 1.2

		effectively involve parents and children	process of decision making					
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Theme 5: My family are getting the help they need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
5.6	AA5	Develop coordinated support for adults and children in families affected by mental health wellbeing issues and/or substance misuse issues	Multiagency audit on mental health Action plans developed on the development of work with families affected by mental health issues 100% of recommendations from Hidden Harm work stream implemented and embedded	Stakeholder and service user consultations Commissioning data, multi-agency data audit	DM/Sarah Cox HSCB DM/Sarah Cox DM/Lynne Renton HSCB	Feb 13 March 13 Dec 12	Amber	QP3.12 LG4.2

Theme 5: My family are getting the help they need

	Reference	Action/ Objective	Outcome/ Measurable target	Evidence	Lead person/ Lead task group	By when	RAG process	Ofsted grade descriptor
5.7	AA3	Strengthen MARAC/MAPPA information exchange	Information exchange is timely and facilitates prompt help and protection	Child Protection (CP) data, audit, Looked After Child (LAC) data Commissioning data, multi-agency data audit	DM HSCB	Feb 13	Red	QP3.19 LG4.2
5.8	Staff via KOM	Scope whether there are sufficient support services for victims of domestic abuse	Families receive the support they need	Service user consultations, multi-agency data	CB Commissioning	Feb 13	Red	QP3.12
5.9	Staff via KOM	Investigate and commission interventions for men who are perpetrators of domestic abuse	Families receive the support they need	Consultation, commissioning data	CB C&C	April 13	Red	QP3.12

5.10	Staff via KOM	Investigate whether there is a need to commission services for children who experience domestic abuse	Families receive the support they need	Audit, surveys , CP and LAC data	CB C&C	April 13	Red	QP3.12
5.11	AA4	Train staff to emphasise the inclusion of male figures in assessments and on going interventions	Robust assessment through inclusion of significant male figures	Audit	KOM Practice	Within 3 months (Jan 13)	Red	3.12
5.12	AA7	Troubled families initiative supports children who are at risk of harm <ul style="list-style-type: none"> Needs analysis of TF cohort and commissioning services to meet identified needs 	<ul style="list-style-type: none"> Reduction in repeat contacts and re-referral rates to CSC 	Multi agency data, commissioning data	CB C&C	April 13	Amber	