

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
				Process	Completion	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
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			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?
Action area 1.1: Every agency to ensure the voice of children, young people & families is captured & used to improve services.						Development need identified through QA's 2013-14 assessment of the effectiveness of the use of VotC.		Monitored by: QA Sub Group Strategic Oversight: Les Knight	
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	N				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.
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	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	N				
Action area 1.2: Improve the quality of reflective supervision and the involvement of management in case decision making.						Development need identified in Ofsted's 2012 inspection report and builds upon 2013-2014 work.		Monitored by: T&WD Sub Group Strategic Oversight:	
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	N				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.
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	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	N				

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Action area 1.3: Partners work together to meet safeguarding needs as the workforce changes due to reduced funding.						Development need identified as partners have become aware of current organisational change.		Monitored by: Steering Group Strategic Oversight:	
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	N				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.
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	N				

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DEVELOPMENT AREA 2: Improving multi-agency case work.									
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			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?
Action area 2.1: Improving multi-agency case assessments within Children's Social Care.				Development need identified through QA's 2013-14 monitoring of conferences.			Monitored by: Steering Group Strategic Oversight:		
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	N				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.
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	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	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	N				

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DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.									
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			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?
Action area 3.1: Domestic Abuse				Development need identified through QA's ongoing monitoring of Domestic Abuse.			Monitored by: QA Sub Group Strategic Oversight: Lynne Renton		
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				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.
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				
Action area 3.2: Sexual Exploitation and Trafficking.				Development need identified through HSCB SET work & expectations of Children's Commissioner.			Monitored by: SET Strategic Group Strategic Oversight: DCI Damien Pettit		
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	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	N			
Action area 3.3: Missing Children				Development need identified through multi-agency discussion on Missing practices and new guidance.			Monitored by: Steering Group Strategic Oversight:		
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	N			Incidences of children going missing will be managed by a workforce knowledgeable about the safeguarding issues and skilled in dealing with it. Missing episodes will be dealt with effectively, in line with the WM Protocol and children will be effectively supported to
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	N			

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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	N				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 Forsteing 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	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	N				

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DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.									
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			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?
Action area 4.1: Develop the effectiveness of Board meetings through constructive challenge and clear governance.								Monitored by: Strategic Board Strategic Oversight: Dave McCallum	
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				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				
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				
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.								Monitored by: Strategic Board Strategic Oversight: Dave McCallum	
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				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				
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.								Monitored by: Strategic Board Strategic Oversight: Dave McCallum	
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				HSCB will be able to evidence the effectiveness of its

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HSCB Business Manager, Andy Churcher	Agree and implement the response to the report ensuring that the developed Business Unit is in place.	Oct 14	Update reports to Strategic Board (July and October 2014)	N	N				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.							Monitored by: Strategic Board Strategic Oversight: Dave McCallum		
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.							Monitored by: Strategic Board Strategic Oversight: Dave McCallum		
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 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.
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				