

## 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
							Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
							Impact	Judgement will be made through an appropriate assessment of impact.		
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	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?
<b>Action area: Every agency to ensure the voice of children, young people and their families is captured and used to improve services.</b>							Linked to HSPCIB Priority 1.2; 1.6; 1.10; 1.11; 4.7		<b>Monitored by: HSCB Quality Assurance and Evaluation Sub Group</b>	
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	G	N	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.	The impact of this work will be understood once agencies report in Q4. From Q4 HSCB will be able to review learning across Health, Police, Children's Wellbeing and YOS and begin to build a collective understanding.	N/A	N/A
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	N	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.		The reporting mechanisms put in place by agencies have yet to demonstrate an analysis of the views of service users.	N/A
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	N	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.		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	N/A
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	N	Without analysis which was due in March 2014, HSCB Business Unit is unable to produce a report on common themes.	N/A	Action to be carried forward into 2014-2015 Business Plan. Findings will be built into HSCB's 2014-15 Business Plan.	N/A
<b>Action area: Improve the quality of reflective supervision and the involvement of management in case decision making.</b>							Linked to HSPCIB Priority 4.22; 4.24; 4.25		<b>Monitored by: HSCB Training and Workforce Development Sub Group</b>	

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	Impact	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
				Impact						
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	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, 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	R	N	<a href="#">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.</a>	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.
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.	Sept 2013  March 2014	Inclusion within quarterly reports from agencies to the QA Sub Group.	G	R	N	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.	The multi agency training regarding the supervision minimum standards document has yet to be delivered. This has hampered the embedding of the standards and the monitoring of such	N/A
<b>Action area: Implement changes in safeguarding practices and HSCB functioning to meet the statutory changes within Working Together</b>							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	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.	N/A	N/A	N/A
HSCB, Chair of Steering Group Paul Meredith	The action plan will have been fully implemented.	Oct 13	Bimonthly reporting to Steering Group on progress.	G	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
							Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
							Impact	Judgement will be made through an appropriate assessment of impact.		
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	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?
<b>Action area: Improving multi-agency case decision making.</b>							Linked to HSPCIB Priority 1.5; 2.5; 2.11; 2.13; 3.1; 3.21; 3.27; 3.36; 4.26		<b>Monitored by: HSCB Steering Group</b>	
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.	Sep 13	Bi-monthly reports from nominated agencies to Steering Group.	G	G	N	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	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.
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	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

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
				Process	Completion	Impact	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
				Impact						
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	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 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	G	N	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 undertaken under 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.	HSCB's Learning and Improvement Programme's re-audit of the social care front door has identified improvements within strategy meetings and discussions.	N/A	Continued scrutiny through audit and quality assurance activities will enable HSCB to monitor the effectiveness of ongoing improvements and assure themselves of the continued quality of practice in this area. RECOMMENDATION FOR 2014-2015: HSCB commission an externally facilitated large scale audit (statistically significant audit sample) of multi-agency decision making (including strategy meetings/discussions).
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	N	Audit work within the MASH alongside evidence from the Peer Review raised concerns about decision making and information sharing processes in the early stages after MASH launch. Significant work has been undertaken during the past 4 months to ensure processes are safe and WT13 compliant.	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.
<b>Action area: Improving multi-agency case assessments within Children's Social Care.</b>							Linked to HSPCIB Priority 3.28; 3.33; 3.34		Monitored by: <b>HSCB Steering Group</b>	

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
				Process	Completion	Impact	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	Impact 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 developmment 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	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
							Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
							Impact	Judgement will be made through an appropriate assessment of impact.		
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	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?
Action area: <b>Domestic Absue</b>							Linked to HSPCIB Priority 5.2; 5.3		Monitored by: HSCB Steering Group	
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	G	N	HSCB recieves regular intelligence from partners, via a quarterly multi-agency DA report and specific questions in all thematic audit work.	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 mutli-agency task and finish group progress the prevention agenda in Herefordshire.	N/A	HSCB's QA Sub Group will continue to receive and monitor the multi-agency DA report on a quarterly basis and inform stratgic 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	G	N	HSCB's Steering Group has received the commissioning overview report outlining the commissioning recvommendations made by the DA multi-agency task and finish group. This was produced following the publication of the DA Needs Assessment.		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	G	N	Extra resources for domestic abuse work have been commissioned and are in place		N/A	
Action area: <b>Sexual Exploitation and Trafficking.</b>							Monitored by: <b>HSCB Sexual Exploitation and Trafficking Working Group</b>			
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	G	N	<a href="#">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)</a>	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.	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	G	N	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.			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	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
							Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
							Impact	Judgement will be made through an appropriate assessment of impact.		
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	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?
Action area: <b>Children Missing from Care.</b>							Linked to HSPCIB Priority 2.14		Monitored by: <b>HSCB Steering Group</b>	
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 better 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: <b>Children Placed in Herefordshire by Other Local Authorities.</b>							Linked to HSPCIB Priority 2.14		Monitored by: <b>HSCB Steering Group</b>	
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	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
							Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
							Impact	Judgement will be made through an appropriate assessment of impact.		
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	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?
<b>Action area: Develop the culture of constructive challenge within the Board.</b>							Linked to HSPCIB Priority 3.9; 3.10; 3.12; 3.24; 3.30; 3.43		<b>Monitored by: HSCB Strategic Board</b>	
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	G	N	Incidences of challenge are identified at all Strategic Board meetings and Steering Group meetings and recorded within the Business Unit.  Monthly performance bulletins for members of the Strategic Board in place and delivered within timescale.  Report presented to HSCB Strategic Board in January (following delays in completing the TNA) and recommendations accepted.  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.	A greater level of understanding of the context and quality of safeguarding work in Herefordshire has enabled the Board to bring a greater level of challenge to discussions with partners and improve its effectiveness. The Business Unit are writing case studies which include the way the Board has been challenging to partners in its work.	N/A	N/A
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	G	N			N/A	N/A
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	G	N			N/A	HSCB Business Unit have implemented the agreed changes to Board member induction processes, training and further development opportunities.
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	R	N			Dave McCallum, Independent Chair, to contact all Board members and ask them to provide reasons why they have not completed the training.	
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	G	N			N/A	N/A
<b>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.</b>									<b>Monitored by: HSCB Steering Group</b>	



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
				Process	Completion	Impact	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
				Impact						
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	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, 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	R	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.	N/A	Engagement of partners in the submission of cases to be led by HSCB's Strategic Board.	N/A
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	R	N	Timescale adjusted (previously July 2013 which was a mistake as it was planned before the above action).	N/A		N/A
<b>Action area: Agree a model of SCRs and significant case reviews within Herefordshire.</b>									<b>Monitored by: HSCB Joint Case Review Sub Group</b>	
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	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	R	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