

OFSTED INSPECTION MAY 2014 - IMPROVEMENT PLAN

Key:

- Ofsted Para Number refers to the Area of Improvement identified in the Ofsted Inspection Outcome of 30 June 2014
- Children of Herefordshire's Improvement and Partnership Programme (CHIPP) is the transformation programme for children's wellbeing and associated partners which will be the vehicle through which all the Ofsted areas for improvement will be delivered. Each area for improvement therefore has been allocated within the programme to ensure a clear lead and consistent approach to its delivery.
- An evidence library has been created in order to ensure that we can evidence impact against each area for improvement.

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
1.	17. (57, 138)	Ensure that caseloads in children in need and looked after children's teams remain manageable	Assistant Director, Safeguarding and Family Support	Caseloads for CiN and LAC teams remain at 16-18 cases on average per social worker	Ongoing	Weekly case loads reports are produced to evidence this. Lower case loads impact positively on timeliness of child protection (CP) and looked after children (LAC) statutory visits.	R	Weekly caseload reports are considered at Safeguarding and Family Support Heads of Service meeting. Caseloads and timeliness of CP and LAC statutory visits form part of the monthly performance report. The report is discussed by teams within Safeguarding and Family Support. Caseloads are also discussed at Herefordshire Safeguarding Childrens Board (HSCB) and monthly performance challenge meetings. If performance dips without an adequate explanation and response from the lead officer, HSCB independent chair will escalate to Director for Children's Wellbeing to take any necessary actions. Ref WS3P21WP1 As at June 2015, caseloads in our CiN and MASH teams are

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2.								temporarily higher than 16-18. The commencement of 17 permanent social workers between July and October 2015 will have an impact on this. This situation will be kept under close review.
			Assistant Director: Safeguarding & Family Support	Direct work services are being developed to ensure that children in need are receiving support in a timely way and from the most appropriate provider, not necessarily a social worker.	November 2015	A project is underway in CHIPP which will involve a management of change process to establish the direct work services.	A	CHIPP Ref: (WS3P17) Health and Social Care Overview and Scrutiny Committee.
3.	17. (138)	Reduce caseloads within the Children with Disabilities service so that all social workers have sufficient time to provide children with the level of service they require.	Head of Children with Disabilities and Practice Development	A comprehensive review of the children with disabilities (CWD) service to be undertaken over a 12 month period to consider the potential for an integrated service model in the context of the Care Act 2014 and the Children's and Families Act; the innovation programme, personalisation, adults wellbeing transformation programme and health organisation's and the potential for a different integrated service model.	September 2015	<p>This review is a project within CHIPP and a project manager will be appointed.</p> <p>A scope for the re-design of the service has been completed.</p> <p>A joint direct payments policy with Adults and Wellbeing has been approved by the Cabinet Member for Health and Wellbeing. This will ensure that social workers, parents or carers are clear and aware of the level of payments which they are entitled to under statutory requirements.</p> <p>A eligibility matrix paper has been drafted to be agreed.</p> <p>A multi-agency CWD panel has been established to provide consistency on support packages; this is to ensure that family based options are considered</p>	G	<p>Directorate Leadership Team</p> <p>Children and Young People Partnership</p> <p>Health & Wellbeing Board</p> <p>Cabinet</p> <p>CHIPP P16WP1; Ref WS2P16WP1</p>

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						before out of county placements. Impact of this panel will be considered in October 2015.		
4.	18. (96, 122, 130, 131,132 , 133)	Ensure that the electronic case and performance management system in children's social care provides accurate performance information.	Frameworki Transformation Manager in conjunction with Service Manager – ICT Strategy and Commissioning	Frameworki Transformation Manager is implementing the project plan, with full system revision to be completed by end 2014/15. Development of FWI and integrated data sharing across health, social care and public health. .Development and upgrades of FWI will take place .	December 2015	<p>The transformation of frameworki is progressing.</p> <p>The project has been re-based line to finish in June December2015 (December 2015) due to the focus on reporting performance priorities.</p> <p>Where there is a spike or dip in performance indicators, then the reasons why are given consideration.</p> <p>There are ongoing discussions with operational managers as to the quality of data being entered into Frameworki</p> <p>Comparator data via the West Midlands Consortium is used to establish whether Herefordshire is within a similar range to that of its comparators.</p>	R	<p>QA Framework and performance management reports will focus on impact of changes to practice</p> <p>Service Manager – ICT Strategy and Commissioning</p> <p>The quality of analysis and commentary within the monthly performance report gives confidence to HSCB, monthly performance challenge meetings and Department for Education as to the integrity of data.</p> <p>CHIPP Ref: WS1P3WP1</p>
5.			Frameworki Transformation Manager in conjunction with Service Manager – ICT	As the project is reaching closure a benefits review will be undertaken to establish the skills and capabilities required to maintain and	Seotember 2015	Due to the rebasing of the project, this will now be completed by September 2015.	R	Service Manager – ICT Strategy and Commissioning

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			Strategy and Commissioning	develop the system				
6.			Head of Safeguarding and Quality	Children's social care QA and performance framework is being integrated within the HSCB's framework following the journey of the child through the partnership and its systems and services	September 2015	The QA framework is currently being refreshed for 2015/16.	G	HSCB Steering Group HSCB QA sub group
7.	19. (134)	Ensure that audit and performance management is robustly and routinely undertaken by managers across children's services and is effectively used to develop services and to improve the quality of practice.	Head of Safeguarding and Quality	Children's social care QA Framework 2014/15 is being used. Any irregularities in the performance reports will be routinely audited by the QA and Compliance Team and relevant corrective action will be taken.	July 2015	The requirement to complete audits have been reduced by 50% for a three month period until June 2015. Inconsistencies have been identified in quality of supervision and reports to child protection conferences which are being addressed in conjunction with social work academy.	A	Quarterly reports to Improvement Board HSCB QA Sub Group HSCB Steering Group Safeguarding & Family Support Heads of Service Quarterly Performance Cabinet Reports
8.			Head of Safeguarding and Quality	Quarterly reports will be presented to Heads of Service and DLT. An action plan with respect to deficit issues identified will be incorporated into the report.	September 2014	An overview of the issues raised during the completion of case audits has been introduced so that the themes can be captured from the monthly case audit activity. The log is updated and reviewed on a monthly basis.	A	
9.				Learning from audit to inform training and development needs of service through integration of QA and Compliance Team with Social Work Academy	September 2014		A	

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10. 11.	20. (58, 128)	Ensure that consistent and high quality formal supervision of social care staff is provided and that all staff have regular supervision that provides reflection and challenge.	Head of Children with Disabilities and Practice Development	All managers to be trained in reflective supervision and in line with the expectations of the supervision policy.	September 2015 January / February 2016	Supervision training will be undertaken by Advanced Practitioners for all new managers. It is anticipated that this will commence in September 2015 An audit of supervision will then be conducted in January / February 2016 to ensure that embedded within the services.	A	QA Framework WS1P4
12.	21. (134)	Ensure that regular case file audits and re-audits within social work teams are undertaken and are used to identify areas of strength and development and to measure the effectiveness of actions taken to improve performance.	Head of Children with Disabilities and Practice Development	QA Framework has been approved and is being implemented for Safeguarding and Family Support which will be refreshed on an annual basis. Learning from audit to inform training and development needs of service through integration of QA and Compliance Team with Social Work Academy is underway.	July 2014	QA framework is being refreshed for 2015/16. A work package in CHIPP has been commissioned to look at Closing the Loop to ensure that all training and development needs arising from audits are identified and are addressed.	G	Quarterly reports to Improvement Board HSCB QA Sub Group HSCB Steering Group Safeguarding & Family Support Heads of Service CHIPP (WS3P20WP1/2)
13.	22. (48, 50, 52, 54)	Ensure that thresholds for access to children's services are understood and consistently applied by local authority staff and partner agencies, so that children and families get the right help at the right time.	Head of Children with Disabilities and Practice Development	Audit activity includes evidence of levels of need guidance being applied in decision making to refer to MASH	December 2014	All audit activity will include reviewing the levels of need to ensure that it is being consistently applied when referrals are made to MASH.	G	The QA quarterly report to Safeguarding and Family Support Heads of Services and HSCB.
14.			Head of Safeguarding and Review	Launch and implementation of new guidance.	October 2014 – March 2015	Multi-agency workshops are being held throughout October to March 2015 to launch the new guidance.	G	HSCB Strategic Board Children & Young People's Partnership HSCB MASH Governance Group
15.			Head of Children with	Regular thematic audits will be undertaken to establish	January	Regular thematic audits are planned in line with the QA	G	HSCB QA Sub Group

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			Disabilities and Practice Development	the embedding and effectiveness of the guidance.	2015	Framework.		HSCB Steering Group
16.	23. (55, 56)	Ensure that the independent reviewing officers effectively structure and manage child protection conferences and develop specific and measurable child protection plans.	Head of Safeguarding and Review	Introduction of an ongoing parental feedback mechanism. The feedback will be analysed and used to inform service delivery. This will also enable an ongoing check back as to the success of the plans to improve CP Plans detailed below.	July 2015	Data collection from parental feedback will continue and the findings from that data will be analysed quarterly and reported to childcare managers and the HSCB and also feed into any learning. Quarterly reports completed – next report will go to HSCB and childcare managers in July 2015.	G	HSCB Steering Group Safeguarding and Family Support Heads of Service and Childcare Managers.
17.			Head of Safeguarding and Review	Introduction of time limited agency feedback mechanism. This will provide critical feedback on the quality and effectiveness of CP Conferences to secure a strong evidence base to establish the scale of any issues identified and pinpoint the developmental needs.	November 2015	Time limited agency feedback will be conducted for one month on an annual basis (November). The analysis of the findings will then be reported into childcare managers and the HSCB.	G	HSCB Steering Group Safeguarding and Family Support Heads of Service and Childcare Managers.
18.			Head of Safeguarding and Review	Direct observations of conference by service manager and key partner agencies (Named Nurse)	July 2015	Direct observation by service manager and named nurse has commenced and it is planned that 10 conference will be observed and a report provided for HSCB QA Sub Group. The remaining observations will take place during January and a report will be prepared for the HSCB QA Sub group for May 2015. Report being presented to	A	HSCB QA Sub Group

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						HSCB in July		
19.	23. (67?, 80)	Ensure that there is effective leadership, practice, quality assurance and capacity within the Independent Reviewing Officer service.	Head of Safeguarding and Review	Review of Safeguarding and Review service (incorporating conference chairs and IROs) underway and action plan as above to be developed.	December 2015	The review and scoping exercise has been completed and a project plan is being drawn up to support implementation as part of the CHIPP programme.	A	Safeguarding and Family Support Heads of Service HSCB Steering Group Directorate Leadership Team CHIPP Programme Board CHIPP Ref: WS3P21WP1
20.	24. (66)	Ensure that all children with a disability known to children's services are rigorously assessed to ensure that their needs are met and that the local authority is fulfilling its statutory functions.	Head of Children with Disabilities and Practice Development	An audit of all high cost placements is being undertaken to establish the quality of assessments and that needs have been correctly identified. The outcome of the audit will inform prioritisation as to practice issues and any relevant training and development.	August 2014 September 2015	The findings from the audit will form part of the CWD project within CHIPP.	G	Complex Needs Panel Joint Group Commissioning Directorate Leadership Team CHIPP ref: (informs WS2P16WP2) Audit falls out of P11WP8
21.			Head of Children with Disabilities and Practice Development	A comprehensive review of the CWD service to be undertaken in the context of the Care Act and the Children's and Families Act; Adults Wellbeing Transformation Wellbeing; health organisations; the innovation programme, personalization and the potential for a different integrated service model.	September 2015	This is now a project with the CHIPP programme and a project manager has been appointed who will complete a comprehensive review of the service.	G	Directorate Leadership Team Children and Young People Partnership Health & Wellbeing Board Cabinet CHIPP Ref: WS2P16WP1
22.	25. (62, 64, 65)	Ensure that information about children who go missing is effectively shared and robustly analysed between partner agencies.	Head of Safeguarding and Review	Develop HSCB mechanism for the ongoing strategic oversight of coordinated multi-agency responses for children who go missing. The CSAR sub group will	September 2014	A Multi-agency operational group has been established to share information, identify themes and trends to respond consistently. Further work on embedding	A	HSCB Business Plan 2014/15 HSCB Strategic Board HSCB Sexual Exploitation and

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				ensure the analysis of missing children data and identify specific themes, groups and trends which may identify risk areas within the county and regionally and develop an appropriate response.		processes and the data set continues within this group. Performance information in respect of data and analysis is required regularly.		Trafficking Strategic Group
23.	26. (68)	Ensure that the partner agencies and the community are aware of the need to notify children's social care services of private fostering arrangements.	Head of LAC	Training of frontline staff around private fostering. Refresh of private fostering awareness raising strategy. This to include local press, schools (exchange students) and children's centres early years settings and the public at large.	July 2015	Practice standards drafted by Head of Children with Disabilities and Practice Development (DC) which need to be signed off. Work package included in CHIPP to focus on family and friends placement, to include private fostering. Training to frontline staff will be part of this project moving forward	A	HSCB Steering Group Scrutiny CHIPP Ref: WS3P18WP3
24.			Head of LAC	Analysis of data from comparator and good performing authorities as to what number of private fostering arrangements would be expected in Herefordshire and learn from approaches they take.	April 2015	Private fostering has been transferred to the kinship and special guardianship order (SGO) hub so that there is greater oversight. Comparative data will be one of their primary tasks. Meeting to be held with MASH to review the number of referrals being received, to establish capacity within the SGO and Kinship Hub to ensure 6 weekly visits can be completed as required. Work package included in CHIPP to focus on family and friends placement, to	G	Corporate Parenting Panel CHIPP ref: WS3P18WP3

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25.						include private fostering. Training to frontline staff will be part of this project moving forward		
			Head of LAC	Clarification of what a private fostering arrangement is as part of the practice standards for kinship and private arrangements.	December 2014	Practice standards have been drafted. We are working with our partners in Worcester to try and bring consistency around kinship arrangement heard in court. This has also included joint training around kinship placements. Work package included in CHIPP to focus on family and friends placement, to include private fostering. Training to frontline staff will be part of this project moving forward.	A	Internal Policy and Procedures Group CHIPP ref: WS3P18WP3
26.			Head of LAC	To provide sufficient leadership and capacity to achieve above actions, responsibility for private fostering to move into the SGO and Kinship hub.	April 2015	Monitoring of Private fostering has been added to the roles and responsibilities of SGO and Kinship Team Manager, who will report to Childcare Managers on a six monthly basis. The SGO and Kinship Hub team is now at full establishment which will support this work being taken forward.	G	Childcare Managers monthly
27.			Head of LAC	Update private fostering workflow on frameworki as currently not fit for purpose to enable effective monitoring and performance reporting of	December 2014	This will be delivered within the frameworki performance project plan which is within the CHIPP transformation	A	Performance framework CHIPP ref: WS1P3WP1 .

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				such arrangements.		programme.		
28.	27. (70)	Ensure that the Emergency Duty Team effectively supports young people held in police custody out of hours and that appropriate alternative accommodation is available to prevent young people being held in police custody overnight.	Head of Fieldwork (KP)	Review of EDT operational protocols	October 2014	Lead Commissioner, HoS LAC and HoS Fieldwork have reviewed the operational protocol. Updated draft has been shared with Worcestershire and is in the consultation stage. Review Meeting scheduled bi-monthly. Next Meeting to take place in March 2015 and the final document/protocol will be presented to HOS and Policy and Procedures Sub Group for sign off. A new emergency duty team incident and event referral record has been devised and implemented.	A	Joint Senior Managers HSCB Steering Group
29.	Head of Fieldwork (KP)		Review with YOS and police colleagues as to expectations and practice	November 2014	The Youth Offending Service (YOS) Commissioning, Performance and Quality Assurance Manager is currently investigating issues around overnight detention of young people with the West Mercia EDTs.	A	HSCB Steering Group YOS Management Board	
30.	Head of Fieldwork (KP)		Identify providers of appropriate accommodation	November 2014	Exploring Worcestershire's existing "Safe Base" contract as a potential model to follow, or as an option the EDT should already have access to.	A	Joint Senior Managers	
31.	Head of LAC (JK) and Head of Fieldwork (KP)		Reporting arrangements to be discussed and agreed with police	October 2014	Cases where young people are held in custody overnight are now flagged by the EDT duty manager and the duty HOS is contacted were agreement/ challenge is	G	Childcare Managers	

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32.						brought around the terms for the young person being held and whether or not they should return to placement.		
			Head of Looked Children	Develop clear strategy with police to trouble shoot such issues locally including definition of 'secure'.	October 2014	<p>The Remand Protocol has been shared at HOS level and will need to be progressed through governance.</p> <p>A report has been compiled following the police inspection which looked at recognising offenders under 18 as children and improving the current custody suite arrangements in Hereford. It also provides greater clarity around the term 'secure' and how this is used. Ongoing Meeting held Jan 2015 – work required in partnership with the police.</p> <p>Remand protocol has been presented to HOS meeting.</p>	A	HSCB Steering Group
33.			Frameworki Transformation Manager	Develop performance report to monitor and evaluate progress in reducing frequency of use of custody inappropriately.	December 2014	<p>The EDT episode is now live in Frameworki and will capture a range of data previously not recorded, including the reason why a young person is at the police station.</p> <p>Worcestershire's EDT staff still need to be trained on the new episode. It is anticipated that this will take place by the end of March; a meeting is scheduled for 25.3.15</p> <p>Training has now been</p>	A	HSCB Steering Group YOS Management Board

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						delivered and EDT performance reporting also available on data that is now being recorded.		
34.	28. (73)	Fully utilise Family Group Conferences to inform care planning, particularly where care proceedings are being considered.	Head of Fieldwork	Review and resource FGC service to ensure robust response to requirements of Public Law Outline, and case law implications.	December 2014	All cases that are presented to Legal Gateway (new name for the meeting) now have an action to convene a FGC.	G	Childcare Managers CHIPP Ref: WS3P17
35.			Framework Transformation Manager	Performance reporting on FGC activity and outcomes developed.	December 2014	Work on this module will commence when the service determine what their reporting requirements will be.	A	CHIPP Project Board
36.	29. (51 , 147)	Ensure that diversity issues and the ethnic and cultural identity of children and their families are thoroughly assessed and addressed.	Head of Children with Disabilities and Practice Development	Develop enhanced reporting and QA of assessments to evaluate quality of awareness of diversity issues to inform training needs.	June 2015	An audit will take place to identify good and bad practice. This will then inform training needs for safeguarding and family support.	G	Cabinet Children and Young People's Partnership Health & Wellbeing Board CHIPP Ref: WS1P6WP1 or WS2P14WP3
37.			Head of Children with Disabilities and Practice Development	Identification of good practice examples where diversity issues have been thoroughly considered.	June 2015	The audit of cases will provide examples of good practice.	G	QA Framework
38.	30.	Implement and monitor a robust system for making timely decisions to ensure there are no delays in accommodating children when they need to be looked after.	Head of LAC and Head of Fieldwork	Review of processes for decision making including resource panel, legal planning and CNS.	November 2014	Legal gateway terms have been reviewed and implemented. CNS has been reviewed and signed off Nov 2014. The terms of reference (ToR) for the resource panel/ placement panel have been	G	Childcare Managers Directorate Leadership Team

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						updated and circulated to staff. Agreement to accommodate a child is being raised at assistant director level and signed off when appropriate. The placement agreement process has been communicated out to all staff		
39.			Head of LAC	As part of review, reporting arrangements to be developed to evidence timeliness of decisions and escalation process if delay is identified.	November 2014	Work on the looked after children workflow is not yet in FWi. The permanence process for LAC is being developed within the CHIPP transformation programme.. Additional work is also being completed within the IRO service to consider their role in the escalation of cases. A work package in CHIPP in relation to care planning regulations and developing processes between LAC and safeguarding and review has commenced.	A	Childcare Managers CHIPP Ref: WS3P18WP5 and WS3P22WP2
40.			Head of LAC	Continued joint working between Edge of Care and resource panel. Direct work service development to ensure dedicated edge of care response to ensure all actions have been taken to support the child remaining within the family.	December 2014	A representative from family support has now been identified and will present a report at resource panel in order to monitor young people on the edge of care.	G	Childcare Managers CHIPP Project Board CHIPP Ref: WS3P17
41.	31. (78)	Ensure that plans for permanency are made and clearly recorded at children's second looked after review in	Head of LAC	Development and roll out of permanency policy and its implementation.	October 2015	Permanence policy is being taken through the CHIPP governance route with the finalised draft to be completed by end of June.	A	Policy approval: Cabinet/Cabinet Member CHIPP ref: WS3P18WP5

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		line with national guidance.				The draft but has to be agreed by a multi-agency group before being signed off. This will be considered as part of the CHIPP programme and then will need to proceed through the corporate governance process.		
42.			Frameworki Transformation Manager	Performance measurement reports to be developed to evidence compliance	May 2015	The LAC module is now being built and it is anticipated that the module will go live in July 2015. This module was delayed as a result of development of the Adoption module as part of the West Mercia Adoption Consortium project.	R	Performance to be reported within the broader performance framework CHIPP Ref: WS1P3WP1
43.	32. (81)	Develop specific assessment methods to inform decisions about whether siblings should be permanently placed together or apart. Record assessments and decisions in detail to reflect the significance of the decision being made.	Head of Children with Disabilities and Practice Development	Ensure QA processes incorporate analysis of impact of use of this guidance in improving outcomes	October 2015	The audit will be included within the LAC audit which will take place during 2015/16. The audit will be taking place in October 2015 to ensure that the LAC module in Frameworki has had time to become embedded within the service.	A	Safeguarding and Family Support Heads of Service
44.	33. (79)	Ensure that regular analysis and reporting from the advocacy service provides an accurate account of emerging themes.	Head of Children's Commissioning	Review of the contract to ensure analysis of information gathered informs future commissioning, good practice and most effective means of service delivery Agree outcomes for the service that demonstrate the difference advocacy has made to the experience of the child	November 2014	The contract is formally monitored on a quarterly basis with the provider. Continuous discussions about operational aspects, and themes emerging to improve services. Outcome measures have now been developed which will evidence the difference that the service has made – reporting on these measures is in its infancy and it is	A	Joint Senior Management Team Corporate Parenting Panel CHIPP Ref: WS4P23WP3

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						reporting on a quarterly basis.		
45.			Head of Children's Commissioning	Specific developments of advocacy arrangements for younger children and CWD as part of contract refresh.	November 2014	The contract has been reviewed and provision for younger children and children with disabilities (CWD) is within the existing contract; this has been addressed with the provider and internal staff have been made aware.	A	Joint Senior Management Team Corporate Parenting Panel
46.			Head of Children's Commissioning	Analysis of resource required to achieve expectations of voice of child strategy	November 2014	Awarded contract to Participation People with start date of April 2015	G	Joint Senior Management Team Corporate Parenting Panel
47.	34.	Ensure that the virtual school develops and implements a strategy to narrow the gap in attainment between looked after children and all other children in Herefordshire.	Virtual Head Teacher	Increase our understanding of the educational needs of the current LAC cohort to identify barriers to learning and to include the strengths and weaknesses in core curriculum subjects.	September 2014	<p>Analysis session with Education Liaison for LAC service planned for 12th September</p> <p>Session held and analysis sheet being completed by team members. A further analysis and development session planned for 27 November with the Senior LAC Education Officer</p> <p>Interventions have been developed to support the development of emotional health of primary aged looked after children. Trial delivery now underway</p> <p>Interventions delivered by the behaviour support team ST in one school, with plans to deliver in a further two schools and an evaluation will follow.</p>	G	Joint Senior Management Team Corporate Parenting Panel

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48.			Virtual Head Teacher	Develop a core data package for Education Liaison for Looked After Children Service to ensure that all information required to understand the barriers to learning of the individual child coming in to the care system is gathered and used to develop appropriate packages of support.	December 2014	Data Gathering sheet now operational for work required to analysis data.	G	Joint Senior Management Team Corporate Parenting Panel
49.			Virtual Head Teacher	Conduct review of ELL Service working practices and workloads, including exploration of extending remit of Virtual School from 0 – 25.	October 2014	Discussion underway with senior management to restructure service. Recruitment of 1.5 fte additional Education Officers has been completed.	GA	Joint Senior Management Team Corporate Parenting Panel
50.			Virtual Head Teacher	Develop ICT monitoring to allow closer tracking of progress and attendance.	September 2014	Looked After Call engaged to provide data for those placed out of county. Set up meeting took place during the week commencing 14 th September 2014. Looked After Call are now collecting out of county and in county data and this is being held with eGov Digital. This includes the collection of attainment data and information for LAC. Review has been completed and ePEP recommendation in review paper to develop a tender with a view for this to be available from September onwards.	G	Joint Senior Management Team Corporate Parenting Panel
51.			Virtual Head	Develop intervention strategies at county, school,	November	To follow from session on	G	Joint Senior Management Team

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			Teacher	group and individual level	2014	12 th September. Team promoting strategies and making use of Education Endowment Fund website information. Emotional health intervention is in development. Project underway with Brookfield Specialist School. Developing theoretical approach, looking at use of Emotion Coaching.		Corporate Parenting Panel
52.			Virtual Head Teacher	Use of EP time, commissioned with Pupil Premium money to help with understanding and planning for those LAC with particularly challenging needs	December 2014	Educational Psychologists now in post and delivering assessment and consultancy sessions and are also leading on project work	G	Joint Senior Management Team Corporate Parenting Panel
53.			Virtual Head Teacher	Develop intervention strategies at county, school, group and individual level	September 2014	Initial trawl of strategies recommended by team planned for session on 12 th September. Session held, follow up to be held with Designated Teachers during November network meeting. Designated teachers conference planned for 27 March 2015, will look at closing the gap.	G	Joint Senior Management Team Corporate Parenting Panel
54.			Virtual Head Teacher	Develop data on comparative effectiveness of interventions by demonstrating progress to support decision making in choice of appropriate	January 2015	Developing using Education Endowment Fund website. Discussed at designated teacher meeting in December, will be part of the	G	Joint Senior Management Team Corporate Parenting Panel

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				interventions for LAC.		conference in March 2015. Conference held, over 60 schools attended. Key note speech on Attachment Theory. A workshop session was also provided on effective support to help with closing the gap.		
55.			Virtual Head Teacher	Demonstrate good progress for all and accelerated progress for the majority	September 2015	Year end data required	A	Joint Senior Management Team Corporate Parenting Panel CHIPP ref: WS2P12WP3
56.			Virtual Head Teacher	Assess immediate impact of Letterbox Club on initial cohort	December 2014	Evaluation complete and now published. Letterbox club noted to have a positive impact on the reading habits of those that received the parcels.	G	Joint Senior Management Team Corporate Parenting Panel
57.	35. (87, 88, 89)	Ensure that all looked after children and young people make consistently good or better progress at every stage of their education and close the attainment gap between looked after children and all children in Herefordshire.	Virtual Head Teacher	Analyse current LAC cohort to identify barriers to learning and to include the strengths and weaknesses in core curriculum subjects.	December 2015	Analysis session with Education Liaison for LAC service planned for 12 th September 2015.	G	Joint Senior Management Team Corporate Parenting Panel
58.			Virtual Head Teacher	Develop termly report for Looked after Children Placement Operation Group (LACPOG) to show progress against key strategic targets and identifying key cases causing concern	December 2015	Looked After Children Protection Operational Group (LACPOG) report amended for use at Corporate Parenting Panel. Uses Looked After Call data collected from all schools,	G	Joint Senior Management Team Corporate Parenting Panel
59.	36.	Ensure effective joint working with the police and youth offending services to routinely	Head of LAC	Audit of cohort of young people with history of	October 2014	Audit of 30 cases being completed by Youth Offending Service (YOS).	A	YOS Board

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
60.		record and analyse information about looked after children engaged in offending behaviour.		offending and reoffending.		This will feed into service development.		Corporate Parenting Panel CHIPP ref: WS2P10WP4
	Frameworki Transformation Manager		Review of recording and analysis arrangements to ensure robust and regular reporting and response to issues is in place	December 2014	Performance and Frameworki Transformation Manager to liaise with the police and YOS to ensure there are robust reporting arrangements in place. This will be linked to the review of the LAC module within Frameworki which commenced in August. . Education, YOS and Frameworki Manager to agree the information sharing arrangements	A	Performance framework arrangements	
61.			Head of LAC	Scoping of Prevent and deter work with LAC young people 11+	October 2014	This is being looked at as part of integrated youth approach. Joint meetings have taken place between YOS, 16+ and youth contracts. Progress of integrated youth approach is currently on hold pending outcomes of developments within YOS service. A virtual model of improved joint working is being considered.	A	YOS Board Corporate Parenting Panel CHIPP Ref: WS2P210WP4
62.			Head of LAC	Development of an adolescent Risk assessment model.	October 2014	Policy and terms of reference now agreed. Need to agree panel composition and frequency of meetings. Consideration being given to the strategic child sexual exploitation (CSE) group hearing these cases given the need for senior officer	A	YOS Board Corporate Parenting Panel CHIPP Ref: WS2P10WP3

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
63.						<p>outsight and agreement to actions.</p> <p>Draft plan has been compiled and shared with HSCB.</p>	A	
			Head of LAC	Development of Integrated youth approach with YOS/ 16+/ Youth Contract/Police/ Health.	October 2014	<p>A proposal has been drafted but this is subject to further discussion with partners and is linked to work being undertaken within CHIPP. This is also subject to changes within YOS.</p>		<p>CHIPP Project Board</p> <p>Children & Young People's Partnership</p> <p>Health & Wellbeing Board</p> <p>Cabinet</p> <p>CHIPP Ref:</p>
64.	37. (93)	Develop and implement working arrangements with local Child and Adolescent Mental Health Service providers to enable better access to treatment for looked after children.	Assistant Director: Education & Commissioning	Emotional wellbeing and mental health plan is put in place for 2015 to 2018	December 2014	<p>CCG lead in place to take this forward as part of the Children and Young People's Partnership Plan. Will incorporate previous work, recent needs analysis and form part of the overall approach in Herefordshire to Mental Health.</p> <p>Review meeting took place in Jan 2015. Evident that certain aspects such as IAPT has begun to be progressed. Other areas such as universal approach to mental health, public health aspects have not been progressed.</p> <p>Meetings between CAMHS and Safeguarding Heads of Services to ensure operational issues are</p>	A	<p>Cabinet</p> <p>Children and Young People's Partnership provide monitoring</p> <p>Health & Wellbeing Board</p> <p>CHIPP ref: WS2P15WP2 / CYPP Plan</p>

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
65.						addressed need to occur with greater consistency and evidence the change. There will need to be cross service commitment to this taking place. CAMHS to be invited to the next childcare management meeting (CMM).		
			Head of LAC	Ensure relationship between CAMHS Strategy and services and the HIPPS and TISS developments are clearly defined.	December 2014	Meeting has taken place with CAMHS local office and agreed that we need a relaunch of the service in the form of a partner's event and clarity around criteria for referring cases. Performance data requested from CAMHS. CAMHS are members of the HIPSS steering group to ensure that children and young people are sign posted to the right service.	G	Children and Young People's Partnership provide monitoring Health & Wellbeing Board Joint Commissioning Group
66.	38. (94)	Ensure that the children in care council is effective, is representative of the range of looked after children and has membership of the council's corporate parenting group.	Head of LAC	Head of LAC, chair of corporate parenting, chair of CiC council and care leavers champion to develop approach to inform corporate parenting strategy.	September 2014	Completed. Review to assess impact will take place in August/September 2015	G	Corporate Parenting Panel CHIPP ref: WS3P18WP6-PPR
67.			Head of LAC	As from September 2014, young people will have membership of corporate parenting panels.	September 2014	Completed. Young people are now members of the corporate parenting panel.	G	Corporate Parenting Panel CHIPP Ref: WS3P18WP6-PPR
68.	39. (125, 136)	Ensure all local authority elected members understand and effectively undertake their role as	Strategic Business Intelligence	Programme of Members' Seminars in place up until February 2015. New rolling programme to be developed	February 2015	Ongoing. Have also agreed to send bi monthly updates on how are LAC cohort are getting on and any patterns	G	Corporate Parenting Panel Joint Senior Management Team

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
		a corporate parent.	Manager	after 2015 local elections.		or trends which members could support to address. A new seminar / briefing programme is being developed for members in 2015/16		CHIPP ref: WS3P18WP6-PPR
69.			Strategic Business Intelligence Manager	Survey of Members' understanding of their corporate parenting role to be undertaken and repeated following programme of seminars to evaluate impact.	September 2015	Survey to be undertaken in September 2015 once the corporate parenting seminar has taken place in July 2015.	G	Corporate Parenting Panel Joint Senior Management Team
70.			Cabinet Support Member Children's Services	Cabinet Support Member is liaising with various local business leaders about apprenticeships and work experience for looked after children.	November 2014	Being addressed within context of wider apprenticeship and barriers to work project within the CHIPP programme.	G	Cabinet Corporate Parenting Panel CHIPP Project Board CHIPP Ref: WS2P10WP1
71.	40. (103?)	Refresh and re-launch the recruitment strategy to increase the number of adopters for children with complex needs and for larger sibling groups.	Head of LAC	Recruitment to a marketing and recruitment post within the adoption and fostering service with particular investment in social media.	July 2014	Marketing and recruitment post in adoption now appointed. Fostering marketing and recruitment post now appointed.	G	Childcare Managers CHIPP Ref: WS18p18WP7
72.	41. (110, 111)	Ensure that all pathway plans are up to date, are of good quality, are based on a robust analysis of need, with clear and agreed goals and are regularly reviewed.	Head of LAC	Development of Pathway plan with young people and partners	July 2014.	Pathway plan is now at point of sign off through Corius. Training delivered Nov 2014	G	QA Framework
73.			Head of Children with Disabilities and Practice Development	Audit activity with respect to the impact and quality of pathway plans will be undertaken as part of the QA framework and any learning will be incorporated.	March 2015	Audit activity completed	G	QA Framework

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74.			Mentoring and Participation Officer	In conjunction with the above process a survey of young people will take place to understand their experience of the pathway planning process.	March 2015	Survey of young people undertaken in respect of the pathway planning process.	G	QA Framework
75.	42. (112)	Ensure that all care leavers receive a copy of their health records.	Head of LAC	Development of health passport for care leavers.	January 2015	Health passport developed but not used consistently at this stage due to pressures within the 16+ service.	A	Childcare Care Managers QA Framework CHIPP ref: WS3P18WP1
76.	43. (82, 117, 137)	Ensure that all looked after children and care leavers understand their rights, responsibilities and entitlements and receive the guidance, support and resources to realise them.	Head of LAC	Refresh of Corporate parenting strategy to include the rights and children and young people, incorporating monitoring and evaluation arrangements to ensure all children are enabled to understand their rights.	October 15	Corporate parenting strategy to be updated by October 2015 to be taken through the corporate governance process once drafted following agreement of the Corporate Parenting Panel. A monitoring mechanism will be incorporated with the review of the LAC review of Frameworki module and will also link to the Voice of the Child Group. Rights of the child will also feature on the young people website.	G	Corporate Parenting Panel
77.	44. (135)	Ensure that learning from complaints and representations from children and young people, parents and carers and service users is systematically collated and analysed and is used to improve service delivery and development.	Head of Children with Disabilities and Practice Development	Children's social care complaints procedure and guidance has been revised and incorporated within the QA and Compliance Service to strengthen accountability, knowledge, understanding, learning and dissemination of learning	March 2015	Completed. Following a recent analysis of complaints, further guidance has been to be produced in relation to documentation that independent investigating officers have access to. It ensures that Data Protection legislation and information security is not breached.	G	Quarterly reports to Heads of Service Half yearly report to Joint SMT and members Statutory Annual Complaints Report will be produced for year end March 2015 and presented to Audit and Governance Committee, HSCB Steering Group

HSCB OFSTED INSPECTION MAY 2014 – IMPROVEMENT PLAN

This action plan is monitored bi - monthly by the HSCB Executive

Key:

- HSCB is the Herefordshire Safeguarding Children’s Board
- Ofsted Para Number refers to the Area of Improvement identified in the Ofsted Inspection Outcome of 30 June 2014

	Ofsted Para No	Business Plan 2014-15 Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	Evidence of impact
1.	149	4.1	Ensure that governance arrangements between the LSCB and the Improvement Board are clarified.	Independent Chair of HSCB	Agree protocol which sets out the governance arrangements between HSCB and Improvement Board.	October 2014	Completed – John Roughton to confirm dates of meetings when protocol was signed off	G	
2.	150	2.2	Ensure that LSCB policies and procedures are up to date and incorporate issues specific to Herefordshire.	Chair of Policy and Procedures	Dedicated officer time allocated to review and revision of existing and outstanding procedures	April 2015	<p>Updates have been made to the regional manual. The regional manual does not however provide a single set of procedures as each constituent member has its own section with links to local requirements e.g. CSE.</p> <p>Herefordshire has also developed its own local procedures and added these to its website e.g. escalation policy/procedure</p> <p>Gaps in HSCB procedures for HSCB are CSE procedures, update to LADO procedures, update to violent extremism procedures, under age sex protocol and CDOP protocol to be finalised.</p>	R -as need a single set of procedures	
3.		2.2		Chair of Policy and Procedures	In consultation with Tri-x, three year timetable to be agreed on a regional basis for a systematic review and update of bespoke policy and procedures in consultation. This	April 2015	A timetable has been produced however it has not yet been agreed with 3 other LSCBs in the consortium	A	

	Ofsted Para No	Business Plan 2014-15 Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	Evidence of impact
					should be informed by current, and known about future, national and local priorities.				
4.		2.2		Chair of Policy and Procedures	Priority to be given to child sexual exploitation and Children Missing procedures on the basis of Ofsted recommendations.	October 2014	Multi – agency procedures that reflect local pathway have yet to be produced. Regional missing procedures have been updated and added to the regional manual	R - due to time frame	
5.	151	1.4	Ensure that the LSCB receives accurate and relevant performance information from its partners to enable it to assure itself on the quality of safeguarding work.	Chair of the QA Sub Group	Develop a multi-agency child's journey scorecard. This will clearly define what data will be received, the format and the frequency.	January 2015	The Q + A sub group have further revised the LSCB multi-agency scorecard and collection of the data will be managed within the Safeguarding Unit. Plan is to report to July 2015 HSCB meeting.	A	
6.		1.4		Chair of QA Sub Group	Effectiveness of audit programme to be reviewed to ensure that it provides adequate assurance on accuracy of performance data.	February 2015	Assurance Framework and Work plan 15/16 were presented to the board in 2014 plus the annual audit report from 2014 was presented together with the new dashboard to obtain agreement that the correct performance data underpinned by audit is in place for 15/16	G	
7.	152	4.1	Ensure that the work of the LSCB operational groups is manageable and prioritized.	Chair of Steering Group	Terms of reference for the steering group (Executive) and sub groups to be reviewed to ensure appropriate governance compliance and prioritisation.	October 2014	Sub group chairs were requested to produce sub group work plans for July Exec – JCR, CDOP and CSE and missing sub group work plans received so they could be sent out with the papers and so were reviewed at the meeting Sub group ToR update in progress	A	
8.		4.1		Chair of HSCB	Establish a quarterly sub group chairs meeting to ensure that activity and	September	An initial meeting took place on 8.9.14. The July 15 Exec agreed that the recent	G	

	Ofsted Para No	Business Plan 2014-15 Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	Evidence of impact
				Steering Group	priorities across the sub group are in line with business plan prioritized and steering group directives.	2014	revision of the HSCB steering group to an Executive means that additional quarterly sub gp chair meetings are not required. All sub group chairs are required to report in writing to the Exec and business is coordinated via the Exec		
9.		4.1		Chair of HSCB Steering Group	Support the chairs of the steering group and sub group to set agendas to ensure compliance with terms of reference and Business Plan / Ofsted improvement priorities.	September 2014	A new set of business standards were agreed by the July exec. These will support and challenge sub group chairs to set and approve agendas. A forward plan approach will also be embedded to ensure that agendas cover Board priorities	A	
10.	153	1.4	Ensure that learning from multi-agency case audits is actioned and the impact is reviewed through repeat audits.	Chair of QA Sub Group	QA Sub Group is reviewing its work programme and the HSCB quality assurance framework, including revised data set and scorecard, to ensure focused audit and review audits to assess progress.	February 2015	Assurance Framework and Work plan 15/16 were presented to the board in 2014 plus the annual audit report from 2014 was presented together with the new Dashboard to gain agreement that the correct performance data underpinned by audit is in place for 15/16 In terms of embedding learning into practice, each agency takes their own actions from the audits and then P+Q re-audit the actions the following year. NB: HSAB has a practitioner's forum whereby audit forms a standing agenda item. We currently have no such vehicle within HSCB. It was agreed at the July 15 Exec to host an initial meeting with front line practitioners to explore how best to engage with practitioners	G	

	Ofsted Para No	Business Plan 2014-15 Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	Evidence of impact
11.		1.4		Chair of QA Sub Group	Learning generated through QA sub group to be reported to Steering Group who will identify the relevant vehicle for sharing the learning and action improvement activities to the appropriate sub group.	October 2014	Governance arrangements between all sub groups and Executive Group have been made more robust with sub groups providing written updates to the Exec on a quarterly basis. Need to embed this arrangement across all sub groups.	A	
12.	154	3.2	Ensure that robust strategies and intelligence in relation to specific vulnerable groups are developed and implemented, in particular missing children and those at risk of child sexual exploitation.	Chair of Children at Specific Additional Risk	Undertake a self-assessment against the requirement of the National SET Action Plan.	October 2014	<p>A self-assessment against the Office of the Children's Commissioner's 'see me , hear me' framework has been completed.</p> <p>Need to develop arrangements to support the sharing of child sexual exploitation intelligence (offenders and hotspots).</p> <p>Data in respect of young people at risk of CSE i.e. below the social care threshold needs to be captured (Data is collected in respect of those young people who meet the social care threshold)</p> <p>A system needs to be developed for front line staff to submit intelligence to the Police.</p> <p>Refreshed CSE strategy and delivery plan in development. Delivery plan will also address missing children and young people. NB need to include children and young people placed in County or out of County in work of CSE and missing sub group</p>	R – due to time frame	
13.		3.2		Chair of Children at Specific Additional Risk	Develop a new Strategic Plan and Disruption Plan for Herefordshire	October 2014	CSE strategy approved end of 2014 did not sufficiently address the issue of disruption of perpetrators. Revised strategy was presented to CSE and missing sub group on 22.6.15. Further work needed to agree the delivery plan.	R	

	Ofsted Para No	Business Plan 2014-15 Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	Evidence of impact
							Draft delivery plan addresses the disruption of offenders		
14.		3.2		Chair of Children at Specific Additional Risk	Establish a CSAR Operational Group to drive forward the SET agenda in Herefordshire through the implementation of the Strategic Plan.	November 2014	The CSAR Operational group needs to act as a forum to discuss operational cases. The chair has been asked to present revised terms of reference to July CSE and missing sub group	R	
15.		3.3		Head of Safeguarding and Review	HSCB is taking a leading role and ensuring effective contributions across the partnership in connection with the West Mercia Joint Protocol on Missing Children and Young People.	April 2015	Pan West-Mercia procedures have been developed and are available via West Mercia Procedures manual	G	
16.		3.3		Chair of children at specific additional risk	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 or home.	October 2014	This action was not discussed at July HSCB Interim lead for the Safeguarding Unit will gather data and review RAG rating		
17.		3.3		Chair of children at specific additional risk	Develop HSCB mechanism for the ongoing strategic oversight of co-ordinated multi-agency responses for children who go missing.	September 2014	There has been no missing data or analysis of Welfare Return Interviews (WRIs) presented to CSE and missing sub group nor its predecessor: CSAR strategic group The lead for WRIs has now been invited to join the CSE and missing sub gp and missing data has been included in the HSCB CSE and missing dataset as well as HSCB scorecard	R	
18.				Frameworki Transformati on and	Develop a robust reporting mechanisms which identifies missing children and children who are at risk	November	Operational processes in place in the MASH from Nov 14	A	

	Ofsted Para No	Business Plan 2014-15 Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	Evidence of impact
				Performance Manager	of CSE	2014	CSE team collate data on young people at risk of CSE who meet the threshold for social care intervention. Need to develop arrangements so that data is collected in respect of children and young people who fall below the CSE threshold		
19.	155	4.5	Ensure that multi-agency safeguarding training is sufficient, taken up by partners and is robustly evaluated.	Chair of Training and Development	Immediate course evaluation processes, 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.	October 2014	<p>The HSCB training offer is very narrow and there is no budget to commission external training. Unit Manager is developing proposals to create some additional limited capacity for HSCB training officer.</p> <p>Current training calendar goes up to Sept. 15 – need to develop an annual programme of training.</p> <p>All courses delivered by HSCB are evaluated immediately post training/education although response rate is low however there is no system to routinely evaluate the impact of HSCB training on practice. A methodology to evaluate the impact of the one course(neglect) has been piloted and will be reported to July training sub group</p> <p>The TW&D group receive reports on the take up of HSCB face to face training. The T&WD subgroup has received a report on the evaluation of a CSE course.</p> <p>2 of the Online training courses (safeguarding awareness and safeguarding leadership) require updates and this has been raised with E Academy.</p>	R – due to time frame	

	Ofsted Para No	Business Plan 2014-15 Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	Evidence of impact
							An induction pack is being developed for Board members		
20.		4.5		Chair of Training and Development	Impact evaluations for HSCB Training, will have been developed and implemented to provide improved quality of information to HSCB understand the impact of training on practice and to inform the development of its multi-agency safeguarding training offer.	February 2015	Generic course evaluation is in place for all HSCB training courses via CPD online. Bi annual overview reports are made to the sub group. There is no system to routinely evaluate the impact of training on practice	R	
21.		4.5		Chair of Training and Development	Undertake a review of multi-agency agency training needs to assess the sufficiency of HSCB's multi-agency training offer.	April 2015	Not yet in timescale. There is a reduction in HSCB training capacity.	R	
22.		4.5		Chair of Training and Development	The board will commit to a periodic systematic evaluation of all courses led by the Workforce Development Advisor (or equivalent post) with the process engaging workforce representatives.	March 2015	No periodic systematic evaluation of HSCB courses has taken place. As above neglect training is in place and initial findings will be able to be reported in July 2015.	R	
23.		4.5		Chair of Training and Development	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.	March 2015	A process has yet to be established. As a result this was discussed at the July Exec. Existing systems (yet to be fully embedded) will be used to seek the workforce's views re HSCB training and development as opposed to developing a separate process.	R – due to time frame	
24.	156	4.3	Ensure that the LSCB business unit is effectively able to support the work of	Head of Safeguarding and Review/Head	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	August 2014	New arrangements commenced April 15 and team was fully staffed w/c 18/5/15 A review is required to ensure sufficient	A	

	Ofsted Para No	Business Plan 2014-15 Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	Evidence of impact
			the LSCB.	of Adults Safeguarding	effective Board		capacity is available to support the delivery of core functions and in particular training.		
25.		4.3		Independent Chair of the HSCB & Chair of HSAB	Agree the response to the report ensuring an implementation plan is in place.	October 2014	Completed. Ofsted action plan was an item at May 15 Exec meeting It has been agreed by the Unit Manager and HSCB Chair that from July 15 onwards this action plan will be presented bi monthly to the Exec	G	
26.		4.3		Head of Safeguarding and Review	Implement the agreed outcome of the review, ensuring that a developed Business Unit is in place.	April 2015	Management of Change process completed, and recruitment to all learning and development officer* and business coordinator posts completed. Recruitment to permanent Unit Manager post was not successful.	A	

*1 learning and development officer is seconded to the role the other are permanent appointments