

HSCB OFSTED INSPECTION MAY 2014 – IMPROVEMENT PLAN

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	Monitoring and Evaluation
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 Is there a date of the meetings that the protocol was signed off at – suggest we add it in here	G	Chairs of HSCB Strategic Board and Improvement Board
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	Review of existing procedures has been undertaken and a programme for revision developed. Recent inaccuracy of P&P Sub Group has led to delay in sign off. HSCB P+P meeting held on 30.4.15. Discussion re the need to provide clarity re local procedures added to HSCB website and West Mercia Procedures. A number of local “procedures” have been devised and it was agreed these were guidance and would be added to HSCB website as such. Updates needed at next meeting re PPRC and CSE procedures	A	HSCB Steering Group
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 should be informed by current, and known about future, national and	April 2015	Completed. Updated and revised WM Procedures to be published mid April 2015 Suggest this timetable comes to next P+P	G	HSCB Steering Group

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					local priorities.		and if not published then this action is AMBER		
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	<p>Operational processes effective in MASH from 5 November 2014 and performance reporting into the CSAR operational and intelligence group has now commenced</p> <p>Regional missing procedures have been added to the West Mercia procedures manual – need to ensure effective dissemination to front line staff</p> <p>CSE procedures -risk assessment tool not on HSCB or West Mercia procedures and screening/assessment tool aimed at the children’s workforce required .</p> <p>Clarification required that CSE procedures reflect the operational processes in MASH</p> <p>Suggest this action is AMBER</p>	G	HSCB Steering Group
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	<p>The contents of a draft scorecard has been agreed and reporting against it is still in development.</p> <p>The Q + A sub group has recently further devised the LSCB multi-agency scorecard and the Local Authority have agreed to provide officer capacity to receive data. May LSCB Exec to approve</p>	A	HSCB Steering Group

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							the revised scorecard and agencies to commit to provide data for July LSCB		
6.		1.4		Chair of QA Sub Group	Effectiveness of audit programme to be reviewed to ensure that it provide adequate assurance on accuracy of performance data.	February 2015	<p>Review to be undertaken by QA sub group in January.</p> <p>Has the review been reported to LSCB Exec – if so suggest add date.</p> <p>Unit Manager and Chair of QA sub group has met and agreed an audit programme for 15-16. The audit programme to be reflected in QA sub group work plan</p>	G	HSCB Steering Group
7.	152	4.1	Ensure that the work of the LSCB operational groups is manageable and prioritised.	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	<p>Further revision in March 2015 to reflect the new Board priorities to be ratified by Strategic Board in April 2015 and made available along with the Constitution, available for download on the About HSCB webpage.</p> <p>No sub group term of reference were presented to April LSCB</p> <p>The April 15 Exec requested all sub group chairpersons to review sub group TOR. Agenda item at May Exec.</p>	G	HSCB Strategic Board

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							In addition, a review of sub group structure is taking place as a result of the creation of the HSCB/HSAB/CSP business unit Suggest this action is AMBER		
8.		4.1		Chair of HSCB Steering Group	Establish a quarterly sub group chairs meeting to ensure that activity and priorities across the sub group are in line with business plan prioritized and steering group directives.	September 2014	Completed. Quarterly meetings have been established and the first meeting took place on 8 September 2014. Have any further meetings taken place – if not suggest this action should not be green Changing the Steering group to an Executive may mean that these quarterly sub grp meeting of chairs are not required -all sub group chairs should be members of the Exec	G	HSCB Strategic Board
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	Complete. All HSCB meetings are agendered with the support of the Business Unit with thought given to ensuring the Board's priorities are progressed. Suggest this is AMBER as there is a need to embed a forward plan system into the business unit to support effective management of meetings	G	HSCB Steering Group
10.	153	1.4	Ensure that learning from multi-agency case audits is actioned	Chair of QA Sub	QA Sub Group is reviewing its work programme and the HSCB quality	February	Completed but will be reviewed against the requirements of the new 2015/16	G	HSCB Steering

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			and the impact is reviewed through repeat audits.	Group	assurance framework, including revised data set and scorecard, to ensure focussed audit and review audits to assess progress.	ry 2015	<p>business plan.</p> <p>The Chair of QA reported to LSCB in April on learning from the LSCB audits 14-15. HSCB requested a summary of thematic learning is produced for dissemination to front line staff.</p> <p>Key question for Exec is whether audits completed in 14—15 evidenced learning from previous audits has been embedded.</p> <p>LSCB audits for 15-16 can be used (as appropriate) to test out learning from previous audits</p> <p>Suggest review RAG rating</p>		Group
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	<p>Governance arrangements between all sub groups and Steering Group have been made more robust with significant time in all Steering Group meetings to monitor the work of the sub groups and progress towards HSCB's priorities. Steering Group is exercising its governance role. Steering Group will revert to 'Executive' from 1st April 2015 with revised terms of reference.</p> <p>May Executive will be asked to approve a reporting template for sub group chairs to report to the Exec – this will further</p>	G	HSCB Steering Group

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							strengthen current arrangements		
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>The self assessment has been completed and learning from it has informed the strategy and operational processes being implemented.</p> <p>Additional resources have been agreed with a CSE senior practitioner, family support worker and co-ordinator in post to be supplemented by additional police resources from January.</p> <p>This action is in relation to data/intelligence in respect of CSE and missing.</p> <p>Does the CSAR receive routine data in respect of young people at risk of and young people being sexually exploited (i.e. above and below the social care threshold)</p> <p>Has a local CSE Problem Profile been completed and has a Force wide CSE Problem Profile been completed</p> <p>Does CSAR receive data on missing children and young people (from home and care – in those places in and out of</p>	G	HSCB Steering Group

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							County) What is the rate of completion of WRIs and is there thematic analysis of the findings reported to CSAR Suggest a review of RAG rating		
13.		3.2		Chair of Children at Specific Additional Risk	Develop a new Strategic Plan and Disruption Plan for Herefordshire	October 2014	Completed Does CSE strategy adequately address disruption and prosecution of offenders? View of recent CSAR (strategic) was that there is a lack of pace and coordination of activity to prevent and respond to CSE. Group agreed a refresh of CSE strategy and review of action plan Suggest a review of RAG rating	G	HSCB Steering Group
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	Completed Independent Chair has expressed a view that there is potential duplication and confusion between the roles of CSAR strategic group and CSAR operational group. Role of CSAR operational group to be reviewed post revision to CSE strategy	G	HSCB Steering Group

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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 will be presented to the Board in the new financial year. Action is completed – procedure have been uploaded. Suggest RAG rating ios GREEN	A	HSCB Steering Group
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	Missing Children Action plan is currently being monitored and majority of items are complete or on target for delivery I have not had sight of the missing children action plan. It was not discussed at April CSAR strategic gp	G	HSCB Steering Group
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	Completed Can this section include what the mechanisms are for monitoring multi – agency responses to children who go missing	G	HSCB Steering Group
18.				Framework Transformation and Performance Manager	Develop a robust reporting mechanisms which identifies missing children and children who are at risk of CSE	November 2014	Pan West-Mercia procedures remain in development and will be presented to the regional Boards in the new year. – Pan West Mercia procedures for missing now in place. As above clarification required re CSE procedures and CSE screening/risk assessment tool for the whole workforce Local reporting agreed and operational in advance of pan West Mercia agreement.is there a data collection system as required by stat guidance eto gather data in respect tof CSE – data	G	HSCB QA Sub Group

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							<p>needed for children and young people who fall above and below the social care threshold</p> <p>Discussion of above comments may result in the need to review th RAG rating</p>		
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>All courses delivered by HSCB are evaluated immediately post training/education and 2-3 months later. – suggest this evaluation of impact is included in HSCB annual report</p> <p>The HSCB has received a report from E Academy re take up & costings of the current on line training courses. The recommendation (by e-academy)is for is for self- registration to support increased up-take . However the costs of this 3K plus Unit Manager has completed 2 E Academy courses and there is a need to update thye course materials</p> <p>The TW&D group receive regular reports on the take up of HSCB face to face training - as above suggest this is included in HSCB annual report</p> <p>The T&WD subgroup has received reports re – evaluation of HSCB face to face courses and a specific report re evaluation of CSE training.</p> <p>The TW&D group has undertaken a review of the Board’s Induction Processes and Development of Board Members mapped against LSCBs</p>	G	HSCB Steering Group

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							<p>identified as outstanding in this area. A paper outlining the key recommendations has been presented to March 15 Steering and the recommendations accepted , including the introduction of appraisal for all board members.</p> <p>DCS has raised that no HSCB training calendar 15-16 on HSCB website – although courses are advertised on the online booking system and continue to be added once planned.</p>		
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	<p>Impact evaluation is in place for all HSCB training courses via CPD on line. Bi annual overview reports to the sub group – is the response rate to impact evaluation appropriate?</p> <p>Additionally to gain further, richer, information , specific evaluation is being undertaken for the newly developed Neglect training. A report in the findings so far is due to be presented to TW&D in April 2015.</p>	G	HSCB Steering Group
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	<p>Not yet in timescale.</p> <p>Progress against this will depend on the future Business Unit arrangements. There is a reduction in capacity as to Training and Workforce Development Officer capacity, as the post has been deleted in the new structure, with the role to be subsumed within the new Learning</p>	A	HSCB Steering Group

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							<p>and Development Officer roles from 1st April 2015.</p> <p>One of the learning and development officers has been allocated to support a single training and workforce development sub group. They could work with the Chair of the current HSCB training sub group and the LSCB safeguarding training officer to undertake a review of LSCB training offer</p> <p>Need to clarify if the review is different from a TNA</p>		
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	<p>Systematic evaluation of the HSCB Neglect training in place and initial findings will be able to be reported in April 2015. The findings of this will be used to inform the development of this method of evaluation (ie to see if it supports more robust impact evaluation data) - did the pilot of evaluating the neglect course result in an agreed methodology that can be used for all LSCB training courses - and if so does this need to be commissioned from Hoople for 15-16</p> <p>All board training is evaluated by CPD on line, currently immediately post training and a follow up impact evaluation at 2-3 months</p>		HSCB Steering Group
23.		4.5		Chair of Training	A standard process for engaging the workforce in the development of	March	Progress against this will depend on the future Business Unit arrangements.	R	HSCB Steering

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				and Development	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.	2015	<p>There is a reduction in capacity as to Training and Workforce Development Officer capacity, as the post has been deleted in the new structure, with the role to be subsumed within the new Learning and Development Officer roles from 1st April 2015. NB there is a 0.2 LSCB safeguarding training office role</p> <p>Some progress includes use of a pilot for a new course delivered by HSCB with amendments to content informed by participants.</p> <p>My suggestion is that this action is reviewed once the Exec agrees how it will engage with practitioners so as to use their feedback to inform LSCB work and priorities. The agreed arrangements for engaging with staff should provide opportunities to engage with staff in the development of HSCB training</p>		Group
24.	156	4.3	Ensure that the LSCB business unit is effectively able to support the work of the LSCB.	Head of Safeguarding and Review/Head of Adults Safeguarding	Undertake a review of the Business Unit, the expectations upon it, and the resource available to it to ensure it is able to support an increasingly effective Board	August 2014	Completed	G	HSCB Strategic Board
25.		4.3		Independent Chair of the HSCB &	Agree the response to the report ensuring an implementation plan is in place.	October 2014	Completed.	G	HSCB Strategic Board

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				Chair of HSAB					
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 posts completed or underway. It is expected that the Business Unit will be fully staffed by the end of April 2015.	G	HSCB Strategy Board