

## The Herefordshire Council JAR Performance Improvement Action Plan: Improving Children's Services in Herefordshire

This Action Plan sets out what the Council intends to do to ensure a successful response to the recommendations in the JAR 2005 report.

The details of what we will do to address each individual recommendation follow below. Of these, by far the most important are those about ensuring fully robust arrangements for safeguarding children. We have therefore devoted most of our attention at this stage to taking immediate action to strengthen these arrangements and to planning in detail what more needs to be done in this respect, particularly to remedy the deficiencies identified as urgent in the JAR Report. That priority is reflected in the draft detailed Action Plan. Whilst we have identified the main actions and timelines for the other recommendations, we recognise the need to do further work to tie these down to the same degree.

This introduction too concentrates on the crucial issue of safeguarding, describing what we aim to achieve; what we intend to do to get there, including the additional capacity we are creating to deliver and sustain improvement; how we will measure our achievement; and the arrangements for external and internal challenge, and performance management.

**The primary tasks in respect of safeguarding** are to ensure:

1. consistently sound practice at the front-line, with qualified social workers overseeing all judgements when child concern matters are drawn to the Council's attention, from whatever source. We have already put the necessary changes in place, introducing new procedures that involve the presence in the Duty Office at all times of a Duty Social Worker (DSW), under the direction of the dedicated additional resource of an Assistant Team Manager (ATM) to oversee and sign-off the quality of decision-making. Calls received by non-social work qualified staff (Customer Service Officers) are immediately referred to one or other of these qualified social workers.
2. the accurate and consistent recording of all referrals and subsequent action in response to them. This has also already been put in place, as an integral part of the arrangements described in 1. above. All relevant staff have been trained in the revised procedures.
3. appropriate and well-understood thresholds for qualified social worker involvement, drawn up by reference to identified sound practice in other authorities, which will drive up referrals to what are regarded as safe levels. Wherever possible, we are looking at thresholds and the associated issues as operated by authorities serving broadly comparable areas and/or using the Child Concern Model (CCM). We have already been in touch with the local authorities in Devon, Northumberland, West Berkshire and Merton. We have established a multi-agency working group of the Safeguarding Board Executive to consider these issues, looking not just at thresholds but also at whether wider changes should be made to our operation of the CCM. It has already met. Arrangements are also in hand for senior, experienced social work managers in Shropshire and Worcestershire to work with us as critical friends in the fulfilment of this and other elements of the Action Plan
4. enabling all agencies (including schools) to operate the Child Concern Model confidently and effectively, including the involvement of the CCM consultants in all partners' (including schools') decisions as to whether to refer individual cases to the Council's social workers. We are establishing a pilot with the South Wye cluster of schools. Between now (an initial meeting with the headteachers has already taken place) and April, the pilot will identify potentially vulnerable children and the need for various levels of services to meet them. From April to July the services will be developed. Their operation and performance will be evaluated by an external consultant. The evaluation will inform the wider development of the CAF and services across the county.
5. robust performance management arrangements to ensure compliance with procedures and assure the quality of services. In addition to day-to-day supervision by the AMT, weekly written reports to managers are already being produced as part of the revised Duty Office arrangements described in 1. and 2. above. These are discussed weekly by the Head of Service/Service Manager and the ATM, and at fortnightly team meetings, where practice issues are identified and follow-up action agreed and recorded. These and the other performance management arrangements described in the detailed Action Plan will be underpinned by the forthcoming audit programme, which will be agreed and operational by 1 March.

**These primary tasks will be enabled by:**

6. effective two-way communications between staff, between staff and managers, and between managers at all levels, within the Council and with partner bodies. As an immediate and interim measure, we are reminding consultants and stakeholders about the existing advice routes and responses. Internally, we will quickly refresh our arrangements for regular team meetings, with agendas focused on practical delivery of the Action Plan, including the review of practice and performance. This approach will be extended to our partners, led by the LSCB Executive. We will gather evidence that all this is taking place.
7. the training and development of all staff and managers, within the Council and in partner organisations, to ensure that they understand the thresholds and procedures fully and are competent to operate them effectively. Central to this will be the CCM consultants. The lead consultants will be trained to understand and operate the revised thresholds in early March, ready for their introduction in the middle of that month. All relevant agencies and staff will be informed of the thresholds at that time. The lead consultants will be the notified source of guidance and will

cascade understanding of the arrangements within their organisations. A full programme of multi-agency training will be rolled out from April.

8. effective workforce planning and action to ensure that we have the right number of qualified social work staff, with the right skills and understanding, and that we avoid fluctuations in staffing that would impact on our ability to operate the safeguarding arrangements well at all times. A full workforce strategy and action plan will be in place by 15 March. In the interim, we are putting in place contingency arrangements for the immediate deployment of additional qualified social workers where workloads under the revised thresholds to exceed our current capacity.
9. the Council is creating immediate additional management capacity to drive the improvements, with the appointment of an interim Senior Social Work Manager, reporting directly to the Director of Children's Services.
10. We have identified the urgent need for other, targeted professional social work, statistical, administrative and expert consultancy capacity, which we wish to secure with the assistance of DfES. This is described and quantified in the detailed Action Plan below.
11. in addition to the operational performance management arrangements described in 5. above, effective performance management to ensure that senior management, the lead Cabinet member, the Cabinet, Council and partner organisations can be assured about performance and the delivery of this Plan, so as to be able to secure remedial action, wherever necessary.

There are two distinct but complementary elements: those within the Council and those of the Council with its partners.

### **Within the Council**

This Action Plan has been drawn up under the direction of the Director of Children's Services, with the Plan being subject to the approval of the Chief Executive, the Cabinet member for Children's Services and the Leader.

The Plan will be endorsed by Cabinet following formal CSCI and DfES consideration of the draft in early February.

Supporting the Director is a small Action Plan Group, which she chairs. Its members currently include the Head of Children's Social Care, a member of the Children's Services Change Team, a senior manager from the Primary Care Trust and, to provide challenge and links with the wider improvement agenda following the Corporate Assessment and JAR, the Council's Corporate Policy and Research Manager. The interim Senior Manager will join the Group.

Delivery of the Action Plan is again under the personal direction of the Director of Children's Services. The Action Plan Group meets weekly to review progress, on the basis of a written report, following which a written report is sent to the Chief Executive and the Cabinet member for Children's Services, which they follow up as necessary.

Formal reports on progress against the Action Plan will be made regularly and to Cabinet and the Corporate Management Board, which is chaired by the Chief Executive. Progress reports will also be made to each meeting of the Children's Services Scrutiny Committee. All these reports will include the key information about operational performance against the new targets.

### **The Council and its partners**

The Action Plan is being drawn up with the key partner organisations: the PCT, the Police and the voluntary sector. The Children and Young People's Partnership Board (CYPPB) will endorse the Plan following formal CSCI and DfES consideration of the draft in early February.

The Local Safeguarding Children Board will oversee delivery of those elements of the Action Plan that are aimed to ensure fully adequate arrangements for safeguarding.

The CYPPB will retain overall responsibility for oversight of the Partnership's delivery of the Plan and will receive progress reports at each of its meetings. This will not dilute the direct responsibility of the Council for the Action Plan and ensuring that the JAR recommendations are implemented.

### **Evidencing improvement**

A comprehensive central record is being maintained by the Council to document that effective action has been taken to implement the Action Plan.

### **Measuring success**

We will measure our success by reference to newly set targets, determined by reference to the revised threshold criteria, for the following performance indicators:

CH 141 *Referrals of children in need per 10,000 population aged under 18*

CH 143 *% referrals of children in need leading to initial assessments*

CH 145 *Number of core assessments of children in need per 10,000 population under 18*

CH 01 *Number of children on child protection register per 10,000 population under 18*

CH 12 *The % of children who were subject to Section 47 enquiries which led to initial child protection conferences which were held within 15 working days*

Following a review to assure the quality of baseline data, then full analysis (including advice from our critical friends from Shropshire and Worcestershire), the targets will be set before the end of March. At that stage, these will need to strike a balance between the aspirational (where we should aim to be eventually) and what can realistically be achieved in terms of new patterns of referral and professional judgement. They will be reviewed quarterly in the light of experience, as will the adequacy of our and partners' capacity, and what further needs to be done to enhance our performance.

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**Index to initials used in the detailed Action Plan**

SF	Sue Fiennes	Director of Children's Services
HL	Henry Lewis	Head of Children's Social Care
SM	Steve Merrell	Children's Services Manager (Operations)
LM	Linda Maden	Acting Children's Services Manager
JD	Jon Dudley	Children's Services Manager (Resources)
SD	Sue Doheny	Locality Manager - PCT
MP	Marcia Perry	Commissioning Manager - PCT
SS	Dr S Stuckie	Paediatrician, CDC
LR	Lynne Renton	Designated Nurse, Child Protection
MG	Mark Godwin	Directorate Personnel Manager – Business Services
RC	Richard Clarke	Training Officer, Children's Services
DL	Dennis Longmore	Manager of Pupil, School & Parent Support Change Team – Children's Services
JR	Jon Ralph	Youth Service Manager
PL	Peter Lane	Acting Principal Educational Psychologist
LS	Lorna Selfe	Children's Change Team Manager

ISM Interim Senior Manager

- CYPPB Children and Young Peoples Partnership Board
- LSCB Local Safeguarding Children Board
- PCT Herefordshire Primary Care Trust
- CiN Children in need
- CCM Child Concern Model
- CAF Common Assessment Framework
- CAMHS Children and Adolescent Mental Health Service
- YOS Youth Offending Service

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
<b>1.Ensure that appropriate criteria are set for the involvement of the LA's professionally qualified SC staff In child protection cases</b>	Discussion paper to be prepared	SF (ISM)	Dec 05	Discussion paper prepared Dec 05.	C&YPPB, LSCB SM, LR		New threshold in place, understood and consistently applied
	LSCB Subgroup to meet to discuss paper		4 Jan 06	LSCB Subgroup met to discuss paper 04.01.06. and 06.02.06	Unions, staff, other agencies		
	C&YPPB briefing on this Action Plan	"	10 Jan 06	C&YPPB briefed on this Action Plan 10.01.06.			
	Additional resourcing and operational instructions in place for duty team-	"	Jan 06	Instructions in place end Jan 06			
	Comparisons from high-performing authorities to be obtained	"	3 Feb 06	Comparator information requested by SM 31 02 06, Initial benchmarking data produced 06.02.06 SF followed up information request 15.02.06 21 02 06 positive response received SM awaiting additional data from Devon and Northumberland Northumberland data now received and initial analysis produced`21 03 06			
	Remind CCM consultants and stakeholders in writing about existing advice routes and responses	"	8 Feb 06	Interim written guidance issued 10.02.06			
	Paper to Executive of LSCB proposing revised criteria and asking it to consider the operational and staffing implications	"	27 Feb 06	Draft done 18 <sup>th</sup> February  SF has sent paper to Shropshire & Worcestershire outlining programme of requirements. Both have agreed to assist. LSCB agreed revised threshold criteria 27 02 06  Completed		Two days' advice from the external critical friends (Shropshire and Worcestershire have agreed to do this)	

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Council amends, as required, the threshold criteria within Levels 1, 2 and 3 of the Child Concern Model. Focus on Level 1 / 2 interface. (This will be undertaken in the context of a broader review (see note 1) and the developments set out in 5 below).	"	1 Mar 06	Draft amendments circulated for comment 13.02.06  Completed 28 02 06			
	Council determines expected resources needed to meet workload impact of revised threshold.	"	1 Mar 06	Initial assessment made by 28 02 06 (probable need for 1 or 2 additional FTEs; to be confirmed) Confirmed by HL 10.03.06.			Workload implications met; handling of referrals and assessments of required standard and to target timetable
	Put in place contingency plan to provide, at short notice, additional resources to meet workload implications of revised threshold	"	End Feb 06	HL memo to D. Johnson Corporate HR 10.02.06  HL spoke with DJ 17 <sup>th</sup> Feb DJ to consider  22 02 06 - HL met Mel Ganderton (corp. HR, who will develop arrangements and join strategy group  03 03 06 meeting resulting in production of action plan  17 03 06 Meeting to discuss draft preferred supplier list for agency staff – Target date for list to be agreed and contracts in place 07 04 06	Human Resources Service	Additional social worker capacity to be available contingently from 17 March	

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	LSCB endorse revised criteria	"	17 Mar 06	Endorsed at LSCB meeting 27 02 06			
	Publication and implementation of revised criteria.		17 Mar 06	LSCB event 17 03 06 Revised booklet issued  Completed			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Following consultation with the CCM Consultants, amend, as required, role, remit, threshold and involvement of Social Care Consultants under the Child Concern Model, and make recommendations to C&YPPB.	SF (ISM)	1 Mar 06	Appointment made to new IRO Team Manager post (including line management of IROs as CCM Consultants) . Expected to be in post no later than May 06.  Revised guidance booklet issued 07 03 06	LM	External consultant to help design the new arrangements for revised role, remit, threshold and involvement of Social Care Consultants under the CCM (4 days)	Revised and consistently followed operating procedures in place for access to consultants.
	Revise procedures for recording and holding records of consultations/CiN meetings.	"	1 Mar 06	S Hughes now receives details of all contact with CCM consultants (subject to them providing the info)  To be reviewed following 7 March meeting with the CCM consultants  Procedure now to be promulgated and operational by 1 April 06, including existing information sharing protocol .  Comprehensive information protocol, based on national model, to be in place and operational by end April 06  Draft revised recording and retention policy/procedure produced by SM 07 03 06  Approved by consultants group	LM	Additional administrative resource to record outcomes of CiN meetings and maintenance of central records repository (estimate 1.5fte)	Revised and consistently followed procedures in place for recording and holding records of consultations/CiN meetings
	C&YPPB approve proposal	"	1 Mar 06	Done by written procedure.	HL	External consultant to support preparation for the 7 March meeting and follow-up ( 3 days - same person as helps design the new arrangements)  Amy Weir to undertake in absence of consultant requested	
	Role of CCM consultants confirmed at meeting with them		7 Mar 06	Meeting date confirmed 09.02.06  Done 07. 03. 06			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Document and circulate routine management, supervision arrangements and those for the review of decision-making, recording and compliance, including preparation and circulation of management reports. Weekly meetings of Service Manager Ops with Duty Team Manager, with focus on review of duty team activity and implications. Service Manager Ops monthly supervision meetings with Duty Team Manager . Written status report from each meeting to Head of Children's Social Care		In place and ongoing, subject to completion of the monthly cycle = end Feb 06				
	Duty Team customer service practice to be reviewed and where necessary revised	HL	15 April 06				
	SF and HL to undertake unannounced observation and review of compliance. The results of these reviews will be recorded	"	Commencing Jan 06, thereafter at least monthly, with review of arrangements in April 06	Commenced 27 Jan Visits/Reviews on going 10.02.06 16 02 06 28 02 06, 09 03 06 16 03 06 No material issues highlighted to date	HL		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Audit programme to be agreed and operational, including rapid feedback on compliance and areas for improvement	"	1 Mar 06	Audit questionnaires under development 15 02 06  Audit questionnaires for LAC & child protection finalised 23 02 06  Approved by SF 01 03 06 and in operation  Arrangements put in hand for progress reports to the lead Cabinet member, the Chair of the Children's Services Scrutiny Committee and the 2 elected member supports to the lead Cabinet member		External consultant to help with the development of the audit programme (4 days)	
	Undertake data analysis to inform setting of activity and performance targets	SF	Before end Feb 06	15 03 06 In absence of external support AB and SM assessing the problems and necessary remedial action. Target setting to take place following liason and comparison of activity levels with Shropshire and Worcestershire  Referral rates Oct05-Feb 06 indicative increase from 650 to 800 referrals per annum. Assessment rate of 70% maintained over same period  Audit of files being commissioned to verify data accuracy/completeness		Social work professional with appropriate skills and data analyst to assess reliability of data, how to improve it, and undertake intelligent analysis to inform target setting and workload assessment	
	Set revised targets for referral levels and other relevant activity indicators- CH141,143,145,01,12	"	Before end Mar 06	Qtrly. Performance data provided 06.02.06		Two days' advice from the external critical friends (Shropshire and Worcestershire have agreed to do this)	
	Assess anticipated impact on referral levels, workload and staff capacity to deliver improvement targets	"	Before end Mar 06	Initial analysis produced 21 03 06 – further work required			



Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
<b>2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice.</b>	Issue revised threshold criteria as part of revised inter-agency booklet on safeguarding children in Herefordshire	SF (ISM)	17 Mar 06	Rewriting commenced, draft threshold and guidance produced 13.02.06 Revised criteria agreed by LSCB 27 02 06 Final draft of booklet with printers 03 03 06	SM		
	Ensure understanding and ownership by LA duty staff	SF (ISM)	Late Feb. – 7 March 06	Done by 07. 03. 06	PCT Police Vol. Sector Schools	Additional CCM consultant time to be agreed and allocated	Consultants actively engaged in all eligible cases in light of overall targets established for referrals.
	Content of the paper for 7 March meeting to be agreed at LSCB and issued to the consultants before the meeting	“	27 Feb 06	Issued on 02 03 06		External consultant to support preparation for the 7 March meeting and follow-up ( 3 days - same person as helps design the new arrangements)	Positive results from survey of multi- agency professionals
	Ensure understanding of multi-agency CCM consultants Full meeting of the multi-agency consultants 7 March – propose new consultant job description, identify lead consultants in each agency, agree process for consultants' involvement in individual cases	“	7 Mar 06	Revised criteria and booklet presented to CCM Consultants 07 03 06 Done 07. 03. 06			
	Confirmation of multi -agency consultant requirements for record keeping and reporting.	“	7 Mar 06	Done 07. 03. 06			
	Agree time commitment of lead CCM consultants for 06/07.	“	7 Apr 06				
	Training multi-agency consultants in revised role and procedures, including requirements for record keeping and reporting( in interim will act following guidance from lead consultants)	“	Apr 06				
	Multi-agency group supervision of lead consultants to ensure compliance and quality of decision making	SF	From Apr 06 - no less than bi monthly (to be reviewed Dec 06)				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Document and circulate routine supervision, audit and management arrangements. Team managers' monthly supervision meetings with staff to review sample of files, in particular LAC and child protection cases. Review results to be evidenced and forwarded to Service Manager.	SF (ISM)	In place and ongoing, subject to completion of the monthly cycle = end Feb 06	<p>Initial audit identified need to ensure legal advice received is recorded on file –25 01 06</p> <p>In place and ongoing, subject to completion of the monthly cycle by 01.03.06. HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March) Audit questionnaires for LAC &amp; child protection finalised 23 02 06</p> <p>Team Managers reminded of Child Protection case transfer procedure and process by HL 09 03 06</p>	HL		
	Monitoring and effective management of social work files to ensure good casework practice – SF and HL to undertake unannounced observation and review. The results of these reviews will be recorded.	“	Commencing Jan 06, thereafter at least monthly, subject to review in April 06.	<p>Commenced 27.01.06 Visits/Reviews 10.02.06 16 02 06 28 02 06 09 03 06 16 03 06</p> <p>No material issues highlighted to date</p>			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Audit programme to be agreed and operational, including rapid feedback on compliance and areas for improvement	"	1 Mar 06	HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March) final draft developed 16 <sup>th</sup> Feb Audit questionnaires under development 15 02 06  Audit questionnaires for LAC & child protection finalised 23 02 06  Approved by SF 01 03 06 and in operation		External consultant to help with the development of the audit programme (4 days)	
	Review of supervision, audit and management compliance by IRO,s		Oct 06	HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March)final draft developed 16 <sup>th</sup> Feb. Audit questionnaires under development 15 02 06  Audit questionnaires for LAC & child protection finalised 23 02 06  Approved by SF 01 03 06 and in operation  Managers/Legal reminded of procedure for recording legal decisions/advice by HL 25 03			
	Undertake quarterly reviews of performance against targets, activity levels, the targets themselves and future capacity requirement	SF (ISM)	End June 06				Achievement of set targets
			End September 06				
			End Dec 06				
			End Mar 07				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
<b>3. Ensure that there is an effective workforce strategy to address the recruitment and retention problems within the local authority's Social Care Service.</b>	Submit bid for consultancy support to the Children's Workforce Development Council (CWDC) for help in developing the strategy	SF (ISM)	24 Jan 06	<p>Bid submitted to CWDC 24.02.06 (SD - Need copy for evidence file!!!!)</p> <p>Bid successful w/b 27 02 06: one and a half days offered (to be used by 31<sup>st</sup> May 06) – ideally to be before 15 March deadline for production of the Strategy; otherwise, to test and refine it as soon as possible thereafter</p> <p>Agreed with CWDC that their input would be to help widen the strategy to make it cross-agency, focused on May seminar with the CCM consultants</p>	RC, MG Corporate HR	Consultancy support from the CWDC to develop the strategy	<p>Practical programme for improvement, including concrete timetabled actions for critical areas e.g. the duty team, and fostering services and children with LDD</p> <p>We have the right staff, with the right skills and understanding, operating the CCM and CAF successfully. In particular, that we avoid fluctuations in qualified social work staffing that would adversely impact on our ability to operate the safeguarding arrangements well at all times</p>
	Draft project plan to be produced and discussed .	"	27 Jan 06	<p>Working Group met 07.02.06</p> <p>Working Group met 27.02.06</p> <p>Draft project plan prepared and forwarded to DCS and Head of HR 30.02.06</p> <p>03 03 06 meeting resulting in production of action plan</p>			Vacancy, turnover and sickness rates reduced (quarterly reports)
	Project plan agreed by director and Head of HR	"	3 Feb 06	Project plan agreed by 03.02.06			
	Confirm potential requirements for agency staff to HR	SF	27 Jan 06	<p>Memo sent to HR confirming potential requirements for agency staff 27.02.06</p> <p>22 02 06 - HL met Mel Ganderton(corp. HR), who will develop arrangements and join strategy group</p>			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Establish baseline budget and FTEs in each team	“	mid Feb 06	Produced by 17 02 06			
	Identify numbers and levels of employees required (having regard to comparator authorities)	“	3 Mar 06	Done 03 03 06			
	A workforce development strategy and action plan will be completed on the basis of analysis of workloads and staffing requirements arising from revised thresholds and other arrangements above	“	15 Mar 06	On track for the Council element to be in place, subject to adjustment in May when it is widened to cover all relevant agencies. 08 05 06 Provisional scooping day for Childrens Workforce Strategy			
	<p>The strategy will include:</p> <p>Sponsorship for new Social Work degree Traineeship scheme</p> <p>Consideration of overseas recruitment /qualifications</p> <p>Recruitment incentives, notice periods</p> <p>Secondments</p> <p>Exit reviews and applying learning</p> <p>Training and development of all staff (including non-social work qualified support staff, induction and mentoring, and three-year pathway for social workers), to ensure effective operation of all policies and procedures, including the CCM and CAF</p>						
	The strategy will incorporate known/possible changes to service structures and organisation						
	Implement action plan			From 15 Mar 06			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/P artners	Additional Capacity Requirement	Target/Success Criteria
<b>4. Ensure that a written record is made of all contacts with the Social Care Duty Team.</b>	Review revise and issue protocols and procedures regarding the recording of all contacts with the Duty Team.	SF (ISM)	18 Jan 06	Completed 18 Jan	LM		See 2 above. Positive ongoing results from review and observation.
	Assistant Team Manager reports weekly to HL.	SF	Jan 06	New Assistant Team Manager appointed 21 02 06 – HL confirmed weekly meetings are taking place			
	Document and circulate routine management, supervision arrangements and those for the review of decision-making, recording and compliance, including preparation and circulation of management reports.	SF	In place and ongoing, subject to completion of the monthly cycle = end Feb 06	In place and ongoing, subject to completion of the monthly cycle	HL		
	Duty Team Manager to observe and review records on a daily basis, and discuss observations at team meetings. Duty Team Manager to review weekly.						
	Weekly meetings of Service Manager(Operations) with Duty Team Manager, with focus on review of duty team activity and implications			LM commenced 20.02.06			
	Service Manager Operations monthly supervision meetings with Duty Team Manager.			<i>Evidence being collated</i>			
	Written status report from each meeting to Head of Children’s Social Care			Evidence being collated			
	SF and HL to undertake unannounced observation and review of compliance. The results of these reviews will be recorded	“	Commencing Jan 06, thereafter at least monthly, subject to review in April 06.	Commenced 27.01.06 Visits/Reviews 10.02.06 16 02 06 28 02 06 09 03 06 16 03 06  No material issues highlighted to date	HL		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/P artners	Additional Capacity Requirement	Target/Success Criteria
	Audit programme to be agreed and operational, including rapid feedback on compliance and areas for improvement	“	1 Mar 06	HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March)  Audit questionnaires under development 15 02 06  Audit questionnaires for LAC & child protection finalised 23 02 06  Approved by SF 01 03 06 and in operation  Arrangements put in hand for progress reports to the lead Cabinet member, the Chair of the Children's Services Scrutiny Committee and the 2 elected member supports to the lead Cabinet member		External consultant to help with the development of the audit programme (4 days)	
	Duty Team customer service practice to be reviewed and where necessary revised	HL	15 April 06				

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<b>5.Ensure that there is a single referral, assessment and service planning framework for children in need, which is consistently and effectively applied in practice.</b>	Agree members of project group	SF (ISM)	27 Jan 06	Group members agreed in Jan	Project group	Additional redirected staffing costs.	
	Plan drafted		15 Mar 06	Draft plan produced Mar 06	SM		
	Approve the project plan for the pilot with the South Wye cluster		12 April 06	SM/HL/AH met with 6 headteachers 30.01.06 Meeting with South Wye headteachers 28 02 06 Meeting scheduled 05 04 06 to agree project plan for pilots			
	Specification of core information requirements	SF (ISM)	June 06		Health, Police, Women's Aid, NSPCC, NCH, Voluntary Sector	Management time	Core information requirements agreed
	Implementation of paper based interim system in light of core information requirements						
	Information sharing protocol development	HL	Apr 06	04.01.06 Agreement reached to develop existing PCT/Health information sharing protocol.			
	Commissioning training of practitioners and managers engaged in CAF pilot			Meeting of inter agency group to scope training programme-10 03 06		Materials and cost of delivering programme	
	CCM amended to satisfy CAF requirements	SF (ISM)	April-Oct 06		LR, MP, SM, Dave Llewelin, Pat Jewkes, PL, Voluntary Sector Alliance, Richard Aird, YOS, CAMHS. Reps.	Software development costs.	
	Establish multi-agency group to develop the CCM and associated ICT requirements to incorporate standard CAF templates and the requirements for the Lead Professional role and local Information Sharing Index			Apr 06			



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	Incorporate SEN arrangements		Mar 06	Dec 05 Paper on SEN elements produced.	PL		
	Lead Professional role to be specified and incorporated within the CCM Model and CAF arrangements.	SF (ISM)	July 06		SM		Lead Professional requirements met.
	Draft Multi Agency Lead professional guidance to be developed						
	For CAF pilot in Autumn 2006 - Identify training requirements and produce plan to meet them  Project to be approved by SF and CYPBB	SF (ISM)	Sept 06	Meeting to scope training requirements held 10 03 06		Administrative time. Materials and cost of delivering programme	
	Develop the specification for an effective ICT based system to operate the CAF including timetable for implementation	SF (ISM)	June 06		SM	Funding implications of ICT software procurement	Plan for ICT developments in place, but subject to outcome of corporate review.
	Integration with corporate strategy first stage		Feb 06	Included in 3 proposed projects Feb 06			
	Partners engaged in discussions		Apr 06				
	Corporate strategy review outcome will determine ongoing timetable		Apr 06				
	Discussion with the Alliance	SF (IMS)	Feb 06	HL held initial discussion with Helen Horton - Alliance Meeting with Allianctook place on 08. 03. 06 Agreed Family Support commissioning actions	Initial funding approved by Health & Care Partnership 23 Jan 06		Consultants actively engaged in all eligible cases in light of overall targets established for referrals
	Expand NCH service provision from April 06 for 12 months		Apr 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Service need Gap analysis with partners, of family support to children with needs identified under/vulnerable children (level 2)		Apr 06	South Wye Cluster Headteachers undertaking audit of additional needs 28 02 06 – results to be available for meeting on 05 04 06		Cost of survey and full cost of expanded service provision to be determined	Positive result from survey of professionals Improved family support provision in place.
	Identify capacity and funding gap for family support strategy		Apr 06				
	Family Support Strategy produced		May 06				
	Funding for delivery of Strategy approved		May 06				
	Compact compliant tender document drafted with Alliance		May 06				
	Commissioning of services to deliver strategy		Jun 06				
	Monitoring and management to ensure best practice SF and HL to undertake unannounced observation and review of compliance with best practice. The results of these reviews will be recorded	SF	Commencing July 06, thereafter at least monthly, with review end Oct 06		HL		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
<b>6.Ensure that the training, guidance and support needs of all staff contributing to the implementation of the Child Concern Model are addressed, both in terms of the time required to undertake the tasks involved and the necessary skills.</b>	(See 2 above). Delivery of multi agency training programme by CCM lead consultants	SF (ISM)	From Apr 06		Health, Police, Voluntary Sector	Consultant time, production costs. Establish budget..	Internal evaluation by Jul 06, external evaluation Dec 06
	Establish budget		1 Mar 06	Done by 28 02 06			
	Discussion with CCM consultant group including proposed key outputs.		7 Mar 06	<i>Done</i>			
	Training package revised		End Mar 06				
	Schedule of training agreed.		End Mar 06				
	Commission external evaluation of training programme effectiveness		May 06				
	Review content of package in light of CAF pilot.		June 06				
	Internal (multi agency) evaluation of programme		July 06				
	External evaluation		Dec 06			Cost of external evaluation project	
	Evaluation of Year 1 of CCM and results of the matching needs and services audit - Disseminate lessons at conference	SF (ISM)	Apr 06			All partner organisations	Staff time, venue and materials.
	<b>Hold regular review/supervision meetings with all CCM consultants</b>						

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
<b>7.Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children.</b>	Audit every looked after child's health record to ensure that it includes a health care plan	SD	End Jan 06	All January actions achieved in that month	LR		
	Transfer health care plans to SC	HL to sign off	End Jan 06	All January actions achieved in that month			
	Any child without a healthcare plan – schedule appointment for assessment		End Jan 06	All January actions achieved in that month			
	Ensure every LAC has a healthcare plan subject to their consent		May 06	Mar 06 Majority of plans in place. Only outstanding cases are those awaiting a response from LAC			
	Draft procedures produced for consideration and approval by PCT	SD	Jan 06	All January actions achieved in that month Approved by PCT 02.02.06	LR		Procedures approved by PCT.
	Procedures to be approved by PCT	SD	Jan 06	Guidance document produced  Approved by PCT 02 02 06 need evidence document from SD)			
	SF and HL to undertake unannounced observation and review of compliance with best practice. The results of these reviews will be recorded.	SF	Commencing February, thereafter at least monthly with review in May.	Commenced 10 02 06 Visits/Reviews 16 02 06 28 02 06 09 03 06 16 03 06  No material issues highlighted to date	HL LR		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
<b>8.Improve access to Occupational Therapy Services.</b>	Review of current working practices and requirements including creative thinking about team composition(skills mix)	SD	Feb 06	PCT have produced a plan for the development of CAMHS (SD need copy for evidence file!!!!) Workshops undertaken for early years staff by OT's Feb 06 Letter to special schools offering termly consultation and workshops Mar 06		Could require two additional Ots (est. cost £60K)	Everyone seen and assessed within 12 weeks.
	Recommendations produced		Mar 06	Done by 10.03.06			
	PCT to determine actions to be taken.		Mar 06	Appointment of occupational therapist (housing) 01 02 06 OT for children with autism appointed Done by 10. 03. 06			
	Monthly performance data to be reported to SD, SF PCT and C&YPPB		Apr 06 and monthly thereafter				
<b>9.Ensure appropriate Social Care support for the families of children with learning difficulties and disabilities.</b>	Prepare a business case for the development of short-term breaks strategy for families.	SD	June 06	2 additional Family Support Workers appointed. Preferred candidate for shared social work post selected Mar 06	MP All statutory agencies, Voluntary sector, parents/users	Will require increased resources and finance	Business case produced and approved by C&YPPB
	Establish a disability taskforce		June 06	Key stakeholders identified			Task force established

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	NSF/ECMCare pathways to be developed to improve outcomes for C&YP		May 06	Multi-disciplinary assessment ready for consultation 14 03 06  Downs syndrome- done 14 03 06  Epilepsy- done 14 03 06  Social communication orders- final draft produced 14 03 06			All children with LDD to have care plans All children with LDD to have multi-disciplinary assessment. NSF standards met All children with LDD to have good quality transition planning.
	Approval of business case by C&YPPB		June 06				
	Seek financial approval		Oct 06- Apr 07				
	Review and integrate all procedures and policies for children with LDD.	SD	Feb – Apr 06	HL reviewing material 16.02.06	MP		
	Implement integrated approaches to identification, assessment, care planning, provision, transition and family support. Including SEN arrangements. (Links to item 5 – CAF)	SD	June 06	Kite team piloting multidisciplinary/agency shared records for 10 children with highly complex disabilities	MP Multi disciplinary team	Storage and administrative support. Longer term – integrated systems	
	Hold disability workshop day for stakeholders	SD	May 06	Planning for event in progress Mar 06			
	Kite team to be 2 <sup>nd</sup> CAF pilot	SD	Autumn 06				
	Publish/disseminate integrated procedures		June 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	SF,HL,AH,SD to undertake unannounced observation and review of compliance with best practice for children with disability. The results of these reviews will be recorded.	SF	Commencing Feb 06, thereafter at least monthly, with a review in May 06.	Commenced 10 02 06 Visits/Reviews 16 02 06 28 02 06 09 03 06 16 03 06  No material issues highlighted to date	HL/SD		
<b>10.Ensure better co-ordinated transition planning for all young people with learning difficulties and disabilities.</b>	Business case for recruitment for transition care pathway officer to Health and Care Partnership Board	SD	Agreed by June 06 for immediate implementation	Completed, funding approved and ready for implementation Mar 06	MP	Staff time and ICT software development costs. Subject to successful recruitment.	Development Plan including resource implications approved by C&YPPB. Single process folder and procedure operational.
	Establish Group		23 Jan 06	Transitions Executive group established and review commenced Jan 06. Project plan scoped.			
	Review of processes		Feb-Apr 06	HL/SD met 16 02			
	Recruitment of Transitions Care Pathways officers		May 06	Agreed recruitment of two workers to develop and lead on transitions work(Interviews May 06)			
	Prepare and implement a transitional care pathway for 14-16 year olds.		Jun 05				
	New procedures documented for handbook						
	Draft handbook issued for consultation with users.		Oct 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Produce and publish integrated LA and PCT handbook on services to children with disabilities including new procedures		Feb 07				
Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
<b>11.Improve communication with parents and young people with leaning difficulties and disabilities in terms of both the assessment of need and planning of provision.</b>	User test of draft leaflet describing how to access services for children with disabilities	SD	May06	Draft leaflet produced for consideration by carers group 14 03 06	Health - Children's Services	May require some additional admin. support in preparing leaflets Printing costs: Printing in a variety of formats and communication systems will increase cost	
	Approval by Senior management		Apr 06		MP		
	Publication of leaflet describing how to access services for children with disabilities		Sep06				
	Working group established to develop publication of clear standards about communication with parents and young people by all professions		Jan 2006	MP to co-ordinate MDT meeting to look at carer and user involvement	Change Team Involving People team/ PALS		
	Draft produced for multi agency consultation and approval by top management		June 06				
	Draft issued for consultation with users.		Oct 06				
	Final version published		Feb 07				
	Improve website:	SD			ICT Services	Web development costs C&YPPB	Improved and expanded web presence. Positive on-line evaluation results.
	Initial review meeting		Jan 06	Initial review meeting Jan 06	MP		



Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Update present site incl. New leaflet.		Update May 06				
	Scope project to develop website with special schools subject to confirmation		July 06				
	Development of project		Development project Autumn 06				
	Review and determine how to improve and evidence in records young disabled people's involvement in their care planning and carers' needs.	SD		Started	MP		
	Baseline audit and variance tracking of 40 sets of records		May 06				
	Follow up with individual staff as necessary		May/June 06				
	Confirm required standards for inclusion in the handbook		Oct 06				
	Draft issued for consultation with users.		Feb 07				
	Final version of handbook issued		Initially Jan – June 2006		MP		
	Audit during supervision and report	SD				Additional Independent Reviewing Officer recruited	
	Undertake evaluation exercise e.g. focus groups/ survey of parents and young people's information needs for the long term	SD	Autumn 06		MP		
<b>12.Improve action planning to deliver strategic aims and</b>	Identify all relevant action plans across all agencies	SF (ISM)	Jan 06	Completed 01 03 06	AB		Action Plans approved and performance management effective.

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
<b>strategic aims and objectives and, in particular, ensure that associated resourcing needs are met.</b>	Review the plans, and ensure that they will collectively implement the strategic aims and objectives.		Feb 06	Key plans identified. Some plans currently being updated 15 03 06			
	Follow up action to plug gaps		Apr 06	Multi agency managers to be requested to review action plans and targets to more closely align with C&YPP following it's issue 01 04 06			
	Review to the CYPPB		Apr 06				
	All plans affecting children to the Safeguarding children board						
	All future plans to be logged and reviewed for compliance						
<b>13.Improve information systems within the local authority's Social Care Services to enable better management oversight and evaluation of service effectiveness.</b>	Ensure effective implementation of supervision policy	SF (ISM)	Feb 06	Audit processes in place			
	Head of Service to establish audit schedule	HL	Mar 06				
	Develop the specification for an effective ICT based system to operate the CAF including timetable for implementation	SF (ISM)			SM	Level of investment to be determined through corporate strategy review process	
	Integration with corporate strategy first stage		Feb 06	Part of 3 proposed projects			
	Corporate strategy review		Apr 06				
	Specification to be produced by		Apr 06				
	Further stages to be determined and developments reflected in updated version of this plan						
Review allocation of available financial resources against priorities	tbc						
Carry out annual Laming audit – results to be reviewed by Director of Childrens Services	HL	End Apr 06					

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
<b>14.Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS).</b>	PCT to Produce proposals, gain approval and implement a development/commissioning plan	SD	06/07	Initial proposals developed and considered by LSCGs	CAMHS strategy group Regional Specialist Services Commissioning Group CSIP CAMHS lead		
	PFI bid to Dept. of Health for multi agency cross county provision		20 Jan 06	Bid to Dept. of Health made by 20 Jan 06  Understood to be with Ministers 10.03. 06			
	Decision on PFI bid considered by RSSCG		Apr 06				
	Business case for specific proposals to be developed and submitted to RSSCG. Detail and timing will depend on outcome of PFI bid.		tbc			Additional clinical /consultants staff and associated operating costs	
	Approval of proposals and resources required by PCT/CYPPB		tbc		PCT CYPPB		

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<b>15.Improve coordination of consultation with children and young people to support their participation in strategic planning and review.</b>	Through Herefordshire Partnership, co-ordinate all consultations with, and participation by, children and young people using a senior adviser	LS	Jan 06	Arrangement established Jan.	Herefordshire Partnership Schools		
	Recruitment campaign for C&YP Youth Council with LAC engagement	JR	Jan/Feb 06	Started		C&YP Youth Council – Budget pressure bid submitted by JR Oct 05 - £75k	Positive evaluation results from C&YP.
	Youth Council Elections		Mar 06	Completed Mar 06			
	Create a shadow C&YPB	LS	18 Jan 06	Completed		Shadow C&YPB resources to be identified	
	Adopt 'Hear by Rights' standard	LS		CYPPB adopted 06 05		To be identified	Standard adopted and adhered to.
	Scope and development of overarching participation strategy with C&YP and families	tbc					

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Enhance C&YP Services Directory to ensure it is comprehensive and up-to-date	tbc					
<b>16.Improve housing provision for both single young people and families.</b>	Early intervention to prevent homelessness strategy approved/implemented	HL	Jun 06	Multi agency working group established to develop co-ordinated accommodation strategy and action plan to improve access to housing with emphasis on care leavers	Richard Gabb, Derek Allen, Housing Agencies Planning Services		Reduced homelessness statistics for single young people, care leavers and families
	Protocol developed and agreed for referrals from duty team where tenancy is at risk affecting CYP assessed at level 1		Jan – Mar 06				
	Herefordshire Council to purchase 2 properties to provide transitional tenancies for care leavers		Mar 06	Enabling People Housing Team negotiating 6 additional accommodation units for independent living Authorisation received to carry forward funding to 06/07  22 02 06 – Project Initiation Document produced		Capital purchase and associated revenue costs	
	Specification developed and agreed with Supporting People to provide housing related support to care leavers		Jan – Mar 06	Contract with 'New Dawn' to deliver Housing related support to increased number of care leavers extended  22 02 06 – Project Initiation Document produced		SLA costs	
	Responsibility for homelessness returns to Council from Herefordshire Housing		1 <sup>st</sup> Apr 06				
					Negotiations underway with SHYPP to increase service levels to young people including lone parents/teenage pregnancies to meet identified needs		

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<b>17. Strengthen performance management processes involving elected members and senior officers at all levels, including the Partnership Board and the local authority's Children's Services Scrutiny Cttee.</b>	Define reporting framework, timetable and template	SF	Jan – Mar 06	<p><i>The Councils corporate framework will be used as the basis for reporting. The CYPPB will receive exception reports on the APA dataset, LAA indicators (incorporating LPSA2) and progress reports in respect of the JAR Action Plan and locally set PI's.</i></p> <p>Cabinet member, leader and Chief Executive receiving weekly reports on progress against this Action Plan</p> <p>Audit and supervision arrangements have been strengthened</p> <p>Plan to undertake annual Laming Audit</p>			
	Co-ordinate performance management processes across agencies and produce format/ template for all performance reporting to cover CYPP, JAR Action Plan, LAA etc	SF	Mar 06	<p>The Councils corporate framework will be used as the basis for reporting. The CYPPB will receive exception reports on the APA dataset, LAA indicators (incorporating LPSA2) and progress reports in respect of the JAR Action Plan and locally set PI's.</p>			
	Develop appropriate work programme with Scrutiny Committee focussed on strategic aims set out in CYPP, JAR action Plan and LAA	"	Mar- May 06	<p>Progress against this action plan reported MAR 06. (updates will be provided)</p> <p>All inspection reports e.g. adoption, fostering to be considered by Cabinet and Scrutiny</p>			

