

A G E N D A

Children's Services Scrutiny Committee

Date: **Friday, 6th October, 2006**

Time: **10.00 a.m.**

Place: **The Council Chamber,
Brockington, 35 Hafod Road,
Hereford**

Notes: Please note the **time, date** and **venue** of
the meeting.

For any further information please contact:

*Paul James, Members' Services Tel: 01432
260460 Fax: 01432 260286*

e-mail: pjames@herefordshire.gov.uk

**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Children's Services Scrutiny Committee

To:	Councillor	B.F. Ashton (Chairman)
	Councillor	J.P. Thomas (Vice-Chairman)
	Councillors	N.J.J. Davies, G. Lucas, R.M. Manning, Mrs. J.E. Pemberton, Mrs. S.J. Robertson, D.C. Taylor, Mrs E.A. Taylor, Ms. A.M. Toon and W.J. Walling
	Church Members	Mr. A. Geach (Church of England) and J.D. Griffin (Roman Catholic Church)
	Parent Governor Members	Ms K. Fitch (Primary School Parent Governor Member) and Mrs. C. Woolley (Secondary School Parent Governors)
	Teacher Representatives	C. Lewandowski (Secondary School teachers)
	Headteacher Representatives	A Marson (Secondary Headteachers)

1. APOLOGIES FOR ABSENCE

To receive apologies for absence.

2. NAMED SUBSTITUTES

To receive details any details of Members nominated to attend the meeting in place of a Member of the Committee.

3. DECLARATIONS OF INTEREST

To receive any declarations of interest by Members in respect of items on the Agenda.

4. MINUTES

To approve and sign the Minutes of the meeting held on 19th June, 2006.

5. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY

To consider suggestions from members of the public on issues the Committee could scrutinise in the future.

Pages

1 - 4

6. BRIEFING ON PROPOSED REVISION OF THE 14-19 EDUCATION AND SKILLS STRATEGY AND STRUCTURE IN CHILDREN AND YOUNG PEOPLE'S DIRECTORATE

To brief the Committee on the improvement plan and the progress in strategy development to date.

(REPORT TO FOLLOW)

Late report for Agenda Item 6

The attached report was received in time to be despatched to Members with the agenda.

7. PROGRESS ON THE JOINT AREA REVIEW IMPROVEMENT PLAN

5 - 50

To advise the Scrutiny Committee on progress on the recommendations in the Joint Area Review (JAR).

8. CHILDREN'S SERVICES SCRUTINY COMMITTEE WORK PROGRAMME

51 - 54

To consider the Committee work programme for the remainder of 2006/07 and to nominate three Members to the Transition from Leaving Care to Adult Life Review Group.

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Adult Social Care and Strategic Housing, Childrens' Services, Community Services, Environment, and Health. A Strategic Monitoring Committee scrutinises corporate matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

Formal meetings of the Committees are held in public and information on your rights to attend meetings and access to information are set out overleaf

PUBLIC INFORMATION

Public Involvement at Scrutiny Committee Meetings

You can contact Councillors and Officers at any time about Scrutiny Committee matters and issues which you would like the Scrutiny Committees to investigate.

There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

Please note that the Committees can only scrutinise items which fall within their specific remit (see below). If a matter is raised which falls within the remit of another Scrutiny Committee then it will be noted and passed on to the relevant Chairman for their consideration.

2. Questions from Members of the Public for Consideration at Scrutiny Committee Meetings and Participation at Meetings

You can submit a question for consideration at a Scrutiny Committee meeting so long as the question you are asking is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it **no later than two working days before the meeting** to the Committee Officer. This will help to ensure that an answer can be provided at the meeting. Contact details for the Committee Officer can be found on the front page of this agenda.

Generally, members of the public will also be able to contribute to the discussion at the meeting. This will be at the Chairman's discretion.

(Please note that the Scrutiny Committees are not able to discuss questions relating to personal or confidential issues.)

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Strategic Housing

*Statutory functions for adult social services including:
Learning Disabilities
Strategic Housing
Supporting People
Public Health*

Children's Services

Provision of services relating to the well-being of children including education, health and social care.

Community Services Scrutiny Committee

*Libraries
Cultural Services including heritage and tourism
Leisure Services
Parks and Countryside
Community Safety
Economic Development
Youth Services*

Health

*Planning, provision and operation of health services affecting the area
Health Improvement
Services provided by the NHS*

Environment

*Environmental Issues
Highways and Transportation*

Strategic Monitoring Committee

*Corporate Strategy and Finance
Resources
Corporate and Customer Services
Human Resources*

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO: -

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

Please Note:

Agenda and individual reports can be made available in large print. Please contact the officer named on the front cover of this agenda **in advance** of the meeting who will be pleased to deal with your request.

The Council Chamber where the meeting will be held is accessible for visitors in wheelchairs, for whom toilets are also available.

A public telephone is available in the reception area.

Public Transport Links

- Public transport access can be gained to Brockington via the service runs approximately every half hour from the 'Hopper' bus station at the Tesco store in Bewell Street (next to the roundabout junction of Blueschool Street / Victoria Street / Edgar Street).
- The nearest bus stop to Brockington is located in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

If you have any questions about this agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning the officer named on the front cover of this agenda or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.



Where possible this agenda is printed on paper made from 100% Post-Consumer waste. De-inked without bleaching and free from optical brightening agents (OBA). Awarded the Nordic Swan for low emissions during production and the Blue Angel environmental label.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit.

You should then proceed to Assembly Point J which is located at the southern entrance to the car park. A check will be undertaken to ensure that those recorded as present have vacated the building following which further instructions will be given.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Children's Services Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday, 19th June, 2006 at 10.00 a.m.

Present:	Councillor	B.F. Ashton (Chairman)
	Councillors	N.J.J. Davies, G. Lucas, Mrs. J.E. Pemberton, Mrs. S.J. Robertson, D.C. Taylor, Mrs E.A. Taylor, Ms. A.M. Toon and W.J. Walling
	Church Members	Mr. A. Geach (Church of England) and J.D. Griffin (Roman Catholic Church)
	Teacher Representatives	C. Lewandowski (Secondary School teachers)
	Headteacher Representatives	Miss S. Peate (Primary Sector Headteachers)

In attendance: Councillors: Mrs. A.E. Gray, D.W. Rule MBE (Cabinet Member - Children and Young People) and R.M. Wilson

9. APOLOGIES FOR ABSENCE

Apologies were received from Councillor J.P. Thomas.

10. NAMED SUBSTITUTES

There were no substitutes.

11. DECLARATIONS OF INTEREST

There were no declarations of interest.

12. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY

No suggestions for areas of scrutiny were received from members of the public.

13. MINUTES

RESOLVED: That the minutes of the meeting held on 31st May 2006 be approved as a correct record and signed by the Chairman.

14. PRESENTATION BY CABINET MEMBER (CHILDREN AND YOUNG PEOPLE)

The Committee received a presentation by the Cabinet Member (Children and Young People).

A report had been prepared by the Cabinet Member (Children and Young People)

outlining the issues affecting the programme area and highlighting some of the specific challenges for 2006/07.

In presenting his report the Cabinet Member highlighted in particular:

- The need to demonstrate that improvements had been made following the Joint Area Review. This would include showing there was a strong determination to ensure that the improvements already made on safeguarding were being sustained and that progress had been made on filling social work vacancies.
- That Herefordshire's priorities have been agreed by the Partnership Board and these had been mapped against the Herefordshire Plan ambitions and Herefordshire Council's objectives. A map of the priorities was included at Appendix 1 to the report. While the Children & Young People's Plan had been published it would need to be a flexible document as further strategies and regulation may arise from the education green paper at the end of the year.
- Overall the school accumulated balances had reduced following reports that government may enable a proportion of unspent budgets to be recouped.
- The Annual Performance Assessment (APA) of the Council's Children's Services, attached to the report at appendix 2, will give the Services a benchmark for demonstrating the improvements in the Comprehensive Performance Assessment (CPA) scores.

The Committee noted the report by the Cabinet Member. The following is an outline of the responses or comments made during the ensuing questioning of the Cabinet Member.

- Arising from concerns over the effect on surrounding primary schools and one high school, the Leader of the Council had requested a meeting with the Secretary of State concerning the proposal for a Steiner Academy. An area of concern was the use of capital funding. While it was acknowledged that funding would be from different capital streams, it was considered that funding could be better put to clearing some of the backlog of maintenance in County schools. A further concern was that a Steiner Academy would not be obliged to meet the many national achievement targets.
- Responding to questions on improving dental health of children (JAR – being healthy) the Director of Children's Services reported that improvements were being driven by the Primary Care Trust through school engagement; better access to clinics and an increased number of dentists signing up to the NHS contract. The possibility of water fluoridation had been considered by the Health Scrutiny Committee. It was suggested that the Director of Public Health be invited to a future meeting to discuss child and young people's health care issues.
- The Director of Children's Services confirmed that the realigning and confirming of thresholds within the Child Concern Model for social work involvement had taken place. While the number of referrals was likely to increase the system would be monitored to identify any trends.
- Efforts were being made to address both the number of vacancies in various areas e.g. social workers and occupational therapists, and the balance between agency and full time employees.
- Responding to questions on the JAR priority "increase the percentage of babies who are breast fed..." the Committee noted that this work would have been undertaken through Children Centres, however, currently work was being targeted at certain areas.

The Chairman thanked the Cabinet Member for his report and response to the Committee's questioning.

15. JOINT AREA REVIEW IMPROVEMENT PLAN

The Committee were advised on the latest progress with the Joint Area Review (JAR) Improvement Plan.

The Director of Children's Services reported that the revised Joint Area Review (JAR) Improvement Plan, appended to the report at appendix 1, had been accepted by the Department for Education and Skills (DfES). She highlighted a significant statement in the report that "the response to the JAR has been positive and services have improved as a result". She further reported that discussions were on going with the DfES about the proposals to ensure sustained improvement at the right pace. A meeting was planned with the Minister for Children & Families 11th July following which a further report would be made to Committee.

She further reported that since the agenda had been issued JAR Recommendations: 5 - 1) "Build on existing CCM" had been completed. 5 - 2) "Establish interagency common processes..." had been completed; 6 - 1) "Training for new CAF..." was on track and due to be completed in September 2006; 15 - 1) "Ensure effective co-ordination of all consultations..." had been completed and 15 - 2) "Produce and develop a framework..." was on track for completion. Work was on-going to address the remaining key issues.

RESOLVED: That progress against the JAR Improvement Plan as set out in the report and reported above be noted and further monitoring reports be presented to future meetings.

16. THE EFFECT OF HOMELESSNESS OF YOUNG PEOPLE IN HEREFORDSHIRE

The Committee was advised of the work-in-progress to improve the experience of young people and families requiring suitable housing.

The agenda report indicated the current housing situation and highlighted that the lack of affordable housing and associated homelessness was an important issue for young people in Herefordshire. However, a great deal was being done to improve the housing opportunities of vulnerable young people, including Care Leavers, much of which was reflected in the JAR Performance Improvement Action Plan.

The Director of Children's Services reported that management of the Homelessness and Housing Advice Services had returned to the Council and an associated shift in focus towards homelessness prevention had lead to a reduction in homelessness applications.

During the course of discussion the Committee noted that while the Leaving Care Team supported and planned the transition of young people, unfortunately, despite assistance by the Team, a small number were in unsuitable accommodation. This concern had been identified by the Corporate Parent Working Group.

The Committee further noted that the Mediation Service had been developed to help tackle the issue of parental evictions leading to young homelessness. The Service also offered support to schools to raise awareness and assist in tackling problems.

Additional funding had been secured from the Supporting People programme to expand and deliver 'floating support services' to Care Leavers and other vulnerable young people.

RESOLVED: That the report be noted.

17. MR. H. LEWIS, HEAD OF SOCIAL CARE (CHILDREN)

The Chairman reported that Mr H Lewis, Head of Social Care (Children), would be leaving the authority at the end of July after serving this authority since its inception in 1998 and having previously served for many years with the former Herefordshire and Worcestershire County Council. The Chairman and Committee thanked Mr Lewis for his commitment to social care in the County and wished him well for the future.

18. MISS S.M. PEATE

The Chairman reported that this had been Miss S.M. Peate's last meeting, as she would be leaving the authority. The Chairman thanked Miss Peate for her contribution to the work of the Committee as Headteacher representative for the Primary Schools and for her work as Head of Little Dewchurch CE Primary School. The Committee wished her well for the future.

The meeting ended at 11.20 a.m.

CHAIRMAN

THE 14-19 STRATEGY

Report By: Secondary School Improvement Manager

Wards Affected

County-wide

Purpose

1. To brief the Committee on the purpose for the strategy and to explain the progress in this initiative in Herefordshire.

Financial Implications

2. The Council holds a budget of approximately £15m (excluding grants, and special schools) for 14-19 education. This includes the allocations to delegated schools budget for these age groups.

Considerations

National Objectives

- The goal of the 14-19 programme is stated by the DfES to be as follows
 - 'Our aim is that by the age of 19, every young person should have been prepared by their education to succeed in life'
- To achieve the key aims of the programme the DfES envisage that 3 areas need to be developed i.e.
 - (i) 'Getting young people to stay in learning now, getting them on the right courses, keeping them there, getting them to achieve – Raising Attainment now'
 - (ii) 'Reforming curriculum and qualifications so that more young people are motivated and engaged and so what they learn is a better preparation for life – 14-19 Curriculum and Qualifications'
 - (iii) 'Creating the infrastructure (workforce, providers, facilities, local partnerships and arrangements) capable of delivering the curriculum and qualifications entitlement – 14-19 Local Delivery'
- The key tasks within those areas of development are seen as:
 - The improvement of the transition from pre to post 16 education and training

- The improvement of the quality of teaching and learning in vocational education and access
- The development of functional skills courses in all key qualifications routes (GCSEs, Diplomas, and Apprenticeships)
- The reshaping of KS3 curriculum in order to ensure more young people reach 14 with the grounding they need
- The development of better pathways to Level 2 qualifications and beyond
- The establishment of county-wide access to 14 Specialised Diplomas (the first 5 to be taught from 2008) which are:
 - designed by groups which are led by local providers and employers
 - designed to provide a good basis for progression to university
 - both theoretical and practical and appeal to a different learning style to traditional subjects
 - available to all young people across the country at three levels (1, 2 and 3)
- The 14 Diploma Lines are in
 - Engineering
 - Health and Social Care
 - ICT
 - Creative and Media
 - Construction and the Built Environment
 - Land-based and Environment
 - Manufacturing
 - Hair and Beauty
 - Business Administration and Finance
 - Hospitality and Catering
 - Public Services
 - Sport and Leisure
 - Retail
 - Travel and Tourism

It is the statutory duty of the local authority to ensure that all students do have access to these courses.

Performance and Progress to date

At present:

- 6.1% of 16-19 year olds in this County are not in education, employment or training (i.e. about 240 young people).
- The number of unskilled jobs in the West Midlands are expected to reduce by 40,000 over the next 10 years.

- A 14-19 team was set up in conjunction with the LSC in 2004, and has achieved
 - More vocational courses being available to 14 year old students in schools
 - Greater links between schools and business to provide work experience and training opportunities
 - The increase in aspirations, in particular for those students who have never considered higher education
- The work of this team was inspected in 2004. An action plan was agreed with the DfES to remedy the arrears requiring development. This is monitored by a 14-19 Strategy Group.

However since then there have been further Government initiatives with the responsibility being placed firmly with the local authority where action is required to make progress.

Implementation in Herefordshire

To implement these additional requirements in this County action is required which will:

- integrate the approach and the work of the 14-19 strategy team and the Secondary Strategy team to establish consistent and co-ordinated development of education opportunity from 11-19 maintaining a close working partnership with the LSC.
- develop local and flexible provision and access to improved academic and vocational courses and qualifications in partnership with schools, services, agencies and organisations, including LSC, FE colleges and work-based learning providers.

(1) The action is based on the following principles;

- (i) An inclusive approach that meets the need of every student, with particular attention to the more vulnerable.
- (ii) The provision of information and individual advice and guidance on 14-19 opportunities through local networks and personnel to pupils, parents, carers, schools agencies and organisation.
- (iii) 14-19 diplomas are provided on the basis that where possible and particularly for 14-16 year olds, "you bring the course and providers to the student and not the student travelling to the course and providers". In practice this would mean that:
 - The majority of level 1 qualifications can be gained in existing school accommodation with some development.
 - Many Level 2 qualifications can be gained on school sites with access to distance learning, mobile resources peripatetic staff and local specialist school and FE provision.

- Level 3 qualifications can be gained in partnership with HE institutions and specialist local and regional provision.
- (2) Strategic Specialist Provision would be provided by the opportunities offered to develop specialist vocational provision across the county through local area partnerships, i.e.
- The North Herefordshire partnership is extended by the BSF Grant to the Minster College to engage in a significant rebuild, including specialist vocational accommodation. The Minster College is a specialist sports college.
 - The South Herefordshire partnership is extended by the intention of John Kyrle High School, with the DfES support, to apply for a third specialism in vocational education.
 - The South Wye/Education Action Zone partnership will be significantly strengthened if Wyebridge Sports College achieves Academy School status and receives appropriate funding to improve its accommodation and resources, including post 14 vocational provision.
 - The Hereford partnership is developed by Aylestone High School achieving Specialist School status for vocational and enterprise education and improving its links with the neighbour FE institutions.
 - Maintaining and developing current local school, college and agency partnerships, which have demonstrated their effectiveness within county-wide flexible delivery.
- (3) Immediate Actions include:
- Up-date and redraft the 14-19 Action Plan to focus on defined objectives.
 - Map in consultation with the 14-19 Strategy Sub Group progress to date in achieving the objectives of the 14-19 Action Plan and complete the Government Office West Midlands progress checks by the due date, November 1st 2006.
 - Achieve the publication of the Area Wide Prospectus, individual learning plans and extend information and guidance.
 - Improve data and performance collation, evaluation and dissemination.
 - Publish the 14-19 Manual to provide the basis for a county-wide consistent approach, quality assurance and a directory of information for schools, services, agencies, businesses and related organisations.

The targets are to have over 95% of 19 year olds in EET, and to ensure the statutory entitlement to the 5 diplomas for every 14 year old by 2008.

RECOMMENDATION:

THAT the new arrangements for the delivery of the 14-19 programme be noted.

BACKGROUND PAPERS

None identified.

PROGRESS ON THE JOINT AREA REVIEW IMPROVEMENT PLAN

Report By: Sue Fiennes, Director of Children's Services

Wards Affected

County-wide

Purpose

1. To advise the Scrutiny Committee on progress on the recommendations in the Joint Area Review (JAR).

Financial Implications

2. The allocation of £100 k. for JAR improvement in the 2006/07 budget is being used to commission external support to ensure best practice is applied.

Background

3. The performance indicators which are agreed to be used to check outcomes from improvement activity are the subject of the attached report from April to August 2006 (Appendix 1).
4. The summary report to the GOWM (Government Office – West Midlands) Improvement Board on 26th September, 2006 is attached (Appendix 2).
5. The success criteria for Herefordshire Council were agreed by the Board on 26th September and they are attached (Appendix 3).
6. The Cabinet Member and Directorate Management Team are members of the Board. It is chaired by the Deputy Director, Children & Learners, GOWM, and includes the Children's Services Advisor, GOWM, the Business Relationship Manager, CSCI (Commission for Social Care Inspection), the Head of Performance in the Council and a Senior Manager from the Primary Care Trust.
7. The focus of the Board is the progress and outcomes on the rest of the plan and project, and performance management improvement.
8. The three key issues which require on-going action:
 - Staffing capacity in relation to social workers.
 - The development of short breaks for children with disabilities and their families.
 - The wider workforce strategy.

Further information on these areas will be given at the Scrutiny Committee meeting.

RECOMMENDATION

THAT the Scrutiny Committee accept the report and indicate any further detail they require to consider.

BACKGROUND PAPERS

- JAR Improvement Plan previously circulated.

Herefordshire Council

**Children and Young People's Services
Performance Management Report
April - August 2006**

Introduction and Background

The overall improvement process and action for children's services is monitored and reviewed through the Joint Area Review Performance Improvement Action Plan Management group, which meets fortnightly. Actions and detailed milestones for all the JAR recommendations are covered through this process. In addition the Children and Young People's Forward Delivery Plan contains further performance requirement and target information.

The GOWM Project Board is a key reporting and review mechanism, which will meet monthly to consider challenge and support progress in delivering the JAR PIAP and the development of Performance and Project Management processes and culture.

The Director of Children's Services is regularly reviewing all performance information and this will inform her reporting to the GOWM Board. Since May 2006, she has been meeting weekly with the Service Managers for Safeguarding and Assessment. She chairs a bi-monthly Performance Clinic to review and advise corrective action on performance against the performance indicators and against budgetary provision.

As far as the future senior management arrangements for the Safeguarding and Assessment Division are concerned, the new Head of Service, Shaun McLurg, will be taking up his post on September 18th. He has already visited the authority on several occasions and is scoping out his priorities for leading the service.

The Children and Young People's Services Performance and Improvement Manager will be recruited in mid September 2006 and it is hoped they will be in post by November. Meanwhile, Amy Weir is working with the Head of Service for Commissioning and Improvement and the Institute for Public Care to develop the new performance team including integrating existing roles, creating some additional ones and setting up a work plan. The growing team is meeting weekly. A half day is planned in the next few weeks to establish a develop reporting timetable both for the Council's own performance management system but also for the GOWM Board and the regular DfEs and CSCI reporting which is required. There is also close working with the internal auditors on these developments. This work will also learn from and benefit from the Audit Commission review / inspection of performance management in the Council and in Children & Young People's Services at the end of September. IPC will be producing an initial findings and recommendations report on 22nd September and presenting it to key managers in a workshop on that day.

General Overview of Action and Performance Improvement Measures and Management

The **Referral and Assessment processes** and performance in Herefordshire have required review and updating to improve performance. The Joint Area Review and local analysis of the performance in Herefordshire in comparison with the benchmarking family of authorities has necessitated a re-evaluation of

business processes and structures for the "front end" of children's social care (now Safeguarding & Assessment Services).

Issues to address identified by the JAR and locally subsequently:

- the child concern model's threshold for social care engagement was set too high to meet statutory requirements in relation to the Children Act 1989
- Referral rates for assessment of need were, as a result, low in relation to comparator authorities
- Other agencies expressed concerns about the lack of prompt involvement by social care and indicated that perhaps all contacts were not being recorded
- Issues about the social work capacity and high vacancy rates
- The structure for handling work through the service with a sharp division between the work of the duty and long term teams with the burden of almost all new work falling on to the duty team.
- The need to make appropriate progress on and linkage to the introduction of common assessment processes CAF

Work to deal with these issues was immediately instigated early in 2006 with much of it completed by March as detailed in the JAR PIAP – review and updating of threshold criteria, new guidelines published and issued across agencies, developmental and training work across agencies involving the child concern model consultants, cover of every vacant social work post by agency staffing and a draft of the workforce strategy for social care.

Further detailed action so far has included:

On Staffing

- Identification of the number of social work vacancies in children's social care (Safeguarding & Assessment Services) with immediate action to advertise nationally – adverts placed in April, May and June 2006 with good results - 9 permanent social workers have been recruited since April 2006 (3 of which are yet to start) and there has only been one SW leaver.
- A further 4 social work candidates are being interviewed in September 2006. And a further round of national advertising starts in early September 2006.
- Engagement of Tribal to advise on how to improve recruitment and retention to social work posts and the production of a social care workforce strategy
- Confirmation of existing social work establishment and use of comparator data to reset and increase the number of social work posts – additional funding being sought for increase in establishment from April 2007. (See Managing Workflows Report July 2006)
- Agency staff continue to be used to make up short falls in permanent staffing.
- Target is to recruit as many permanent social workers as quickly as possible up to the service establishment and if there are suitable candidates to make further appointments.

- Weekly / fortnightly reporting to the Assessment and Safeguarding Business meeting on current staffing position.
- New Head of Service to review and update the social care workforce strategy including consideration of a proposal to recruit staff from the USA through UK Pro.

Current Staffing (Fieldwork Teams)

(as at 4th September 2006)

	Social Workers Permanent	Social Workers Agency	Total Social Workers	Vacant Social Work Posts	Family Support Workers	Admin / Customer Service Officers
Duty Team	7.5 (0.5 sabbatical)	3	10.5	1	1	2.5
East/South Team	9.6 (1 mat leave)	0	9.6	1	1.8	3
North Team	9.3	0.6	9.9	0	1.7	1.6
Children w Disabilities	3.2	0.6	3.8	1	3.6	1
CAMHS	0.8	0	0.8	1.2	0	0
Totals	30.4	4.2	34.6	4.2	8.1	8.1

Referrals and Assessments

- Targets to raise the number of referral and to improve the timeliness of assessments – both initial and core have been set in line with comparator authorities – have been set and are monitored monthly and progress is shared with CSCI.
- Staffing levels in duty are being maintained and increased and, in addition, some referrals are being taken through immediately to the other children’s teams – as a forerunner of the planned changes to the configuration and responsibilities of the duty / initial assessment and the other children in need teams. This action has also been required to enable the significant rise in referrals to be managed.
- Weekly Performance Improvement Group meetings oversee allocation and progress on performance improvement is chaired by the Operational service Manager
- QA, audit and review of practice continues and is now supplemented by the activities of the new Independent Review and Planning Manager

Children in Need and Looked After

By comparison, the performance and outcomes for children with whom the Council is engaged are very positive as indicated by the PAF dataset with all except two of those PAF being banded within level 4 or 5 on the first CSCI cut for the 2005/06 outturn. (PAF First Cut – attached) The two exceptions - Cost of services for children looked after (BVPI 51) Final warnings/reprimands and convictions of children looked after – are

both comfortably within band 3. The PAF banding sheet for Herefordshire is attached. The participation of children in their reviews has since been corrected and is now accepted as being in excess of 93%.

Performance is being regularly monitored at regular service meetings and within the Key Managers Meeting, which involves managers across Safeguarding and Assessment, which meets monthly. (See Performance and Business meetings Documents attached)

**Summary Comments on Performance Management Report for April to August 2006
(Key JAR Indicators)**

Referrals

Key Points

- The number of referrals to the service has increased steadily since March 2006 from 175 to 229 at the end of August 2006.
- This is in line with the requirement to lower the threshold for engagement and to ensure that the service is operating in line with family comparators
- The target set for 2006/07 has already been exceeded – target set was 220: this demonstrates positive progress in ensuring that needs are referred and identified.
- Action has been taken to manage this increase workload by maintaining agency staff in duty and by moving some referrals straight through to the long term / children in need teams

Re-referrals

- The number of re-referrals rose slightly in May but is now evening out again
- This undoubtedly is a reflection of the significant increase in referrals generally.
- Trend in next quarter will be monitored to try to bring the figures back in line with the target for 06/07
- This number and % of repeat referrals is still far lower than that for IPF and England

Assessment

Initial Assessments (Referral to assessment rate)

- The % of referrals leading to initial assessment is steadily rising and if the trend continues upward it is likely that the target for 06/07 of 60% will be achieved.
- Additional monitoring of contacts in duty by the additional assistant team managers is assisting with this
- Double checking of entry on a weekly basis from CLIX is also improving recording and accuracy of entry.
- The rise in referrals is an additional pressure on the duty team which is being tackled by keeping staff levels up in duty and by moving some work to the long term teams
- Performance is better than for England but further improvement is required to match IPF performance

Initial Assessments (% of IA completed within 7 days)

- Performance appears to have deteriorated in August but if the number and the rise in the number of assessment completed is considered this is not surprising. There were 38 more IAs completed in August than in July and 15 more than in July were completed on time.

- The 06/07 target is ambitious – 05/06 outturn was on a par with IPF performance.
- Continuous monitoring of workflow through the duty team is having positive affect and is to be maintained.

Core Assessments

- The number of core assessments is rising as additional staff have been recruited.
- Further progress is required to achieve this year’s target and to bring performance up to IPF level.

Child Protection and Looked After Children

- The number of children on the child protection register has risen in August though not significantly in comparison with numbers across the year and in relation to the target set for the year
- The reason for this is still being investigated but it is likely to be a small shift of registering several children from one or two families
- Despite an earlier prediction and target setting for a decrease in the number of LAC, this has not proved to be the case
- Investigation of the increasing numbers of children being accommodated has suggested that some agencies have not been referring children early enough and this has meant that accommodation has been required almost immediately: service manager to assess further and take any follow-up action needed.

Summary PI Performance for Children's Social Care - Herefordshire Council @ 31st August 2006

Appendix 1

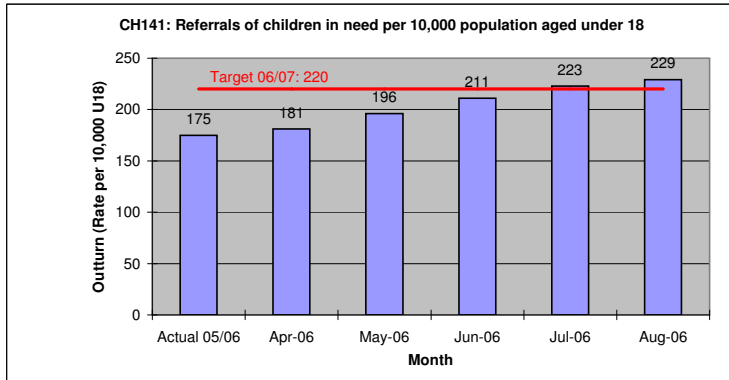
No of PI	PERFORMANCE MEASUREMENT	Position March 06	End of April 06	End of May 06	End of June 06	End of July 06	End of August 06	Target March 07*
CH141	Referrals of children in need per 10,000 population aged under 18	175	181	196	211	223	229	220
CH142	% of referrals that are repeat referrals within 12 months	17.2	18	18.3	18.5	18.3	17.6	17
CH143	% Referrals of children in need leading to initial assessments	54	49.1	44.9	47.1	48.4	51.4	60
DIS1704	% of initial assessments within 7 working days of referral	70.1	66.7	67.8	68.8	67.6	65.2	75
CH145	Number of core assessments of children in need per 10,000 population under 18	30	26.5	26.7	31.6	33.2	34.2	45
CH01	Number of children on child protection register per 10,000 population under 18	16.8	16.8	17.1	16.8	15	17.9	17
--	Number of Looked After Children	157	158	161	168	167	171	155
--	Number of children on Child Protection Register	63	63	64	63	56	67	63
PAF C19	Health Assessments of Children Looked After on Time	90.7	N/A	N/A	N/A	N/A	N/A	93
Local PI OT	% Of referred children assessed to OT services within 12 weeks	100	N/A	N/A	N/A	N/A	N/A	100
SC 5026	% of Children with disabilities aged 14+ who had a transition plan to support their move from children's to Adults services	Up to 50%	N/A	N/A	N/A	N/A	N/A	Up to 75%
SC 5037	% of care leavers at age 19 years living in suitable accommodation	89.5	N/A	N/A	N/A	N/A	N/A	100
Commentary:								
See covering report.								

Summary PI Performance for Children's Social Care - Herefordshire Council @ 31st August 2006

Referral Data

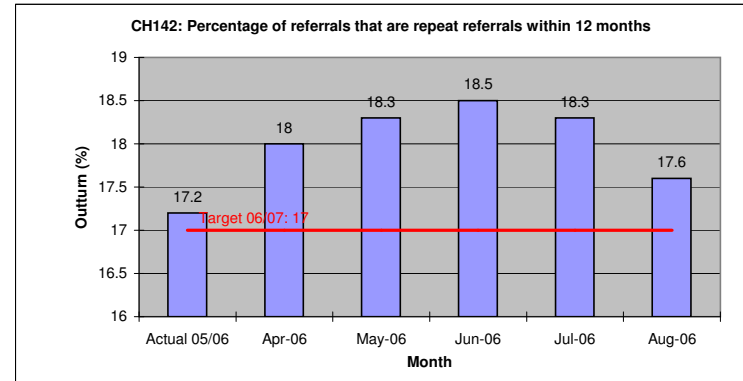
CH141: Referrals of children in need per 10,000 population aged under 18

Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Target 06/07
CH141 Outturn	175	181	196	211	223	229	220



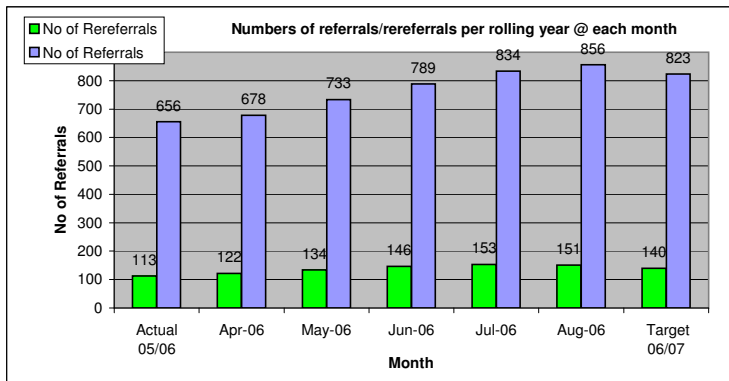
CH142: The percentage of referrals that are repeat referrals within 12 months

Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Target 06/07
CH142 Outturn	17.2	18	18.3	18.5	18.3	17.6	17



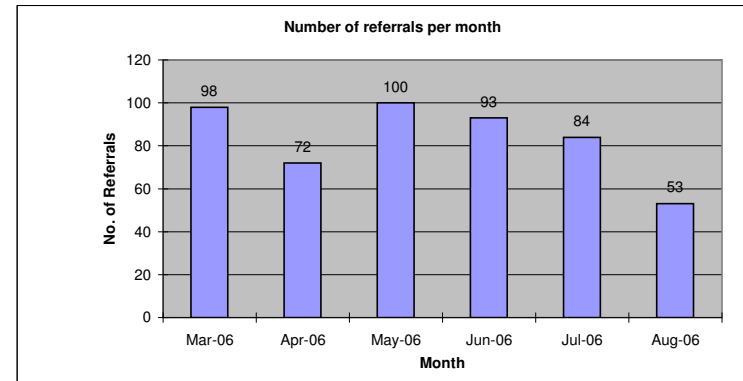
Number of referrals/rereferral per rolling year at each month end

Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Target 06/07
No of Referrals	656	678	733	789	834	856	823
No of Rereferrals	113	122	134	146	153	151	140



Number of referrals per month

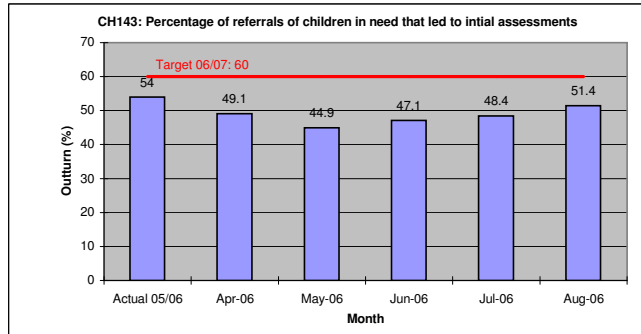
Month	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06
No of Referrals	98	72	100	93	84	53



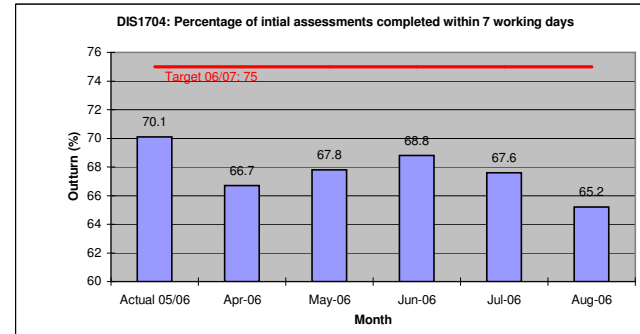
Summary PI Performance for Children's Social Care - Herefordshire Council @ 31st August 2006

Assessment Data

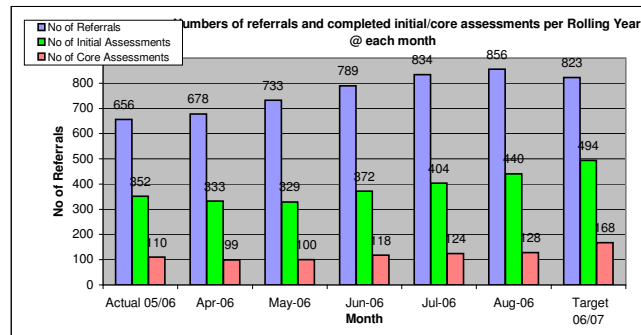
CH143: The percentage of referrals of children in need that led to initial assessments							
Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Target 06/07
CH143 Outturn	54	49.1	44.9	47.1	48.4	51.4	60



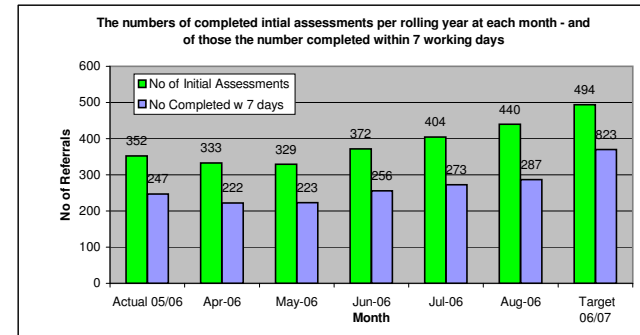
DIS1704: The percentage of initial assessments completed within 7 working days							
Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Target 06/07
DIS1704 Outturn	70.1	66.7	67.8	68.8	67.6	65.2	75



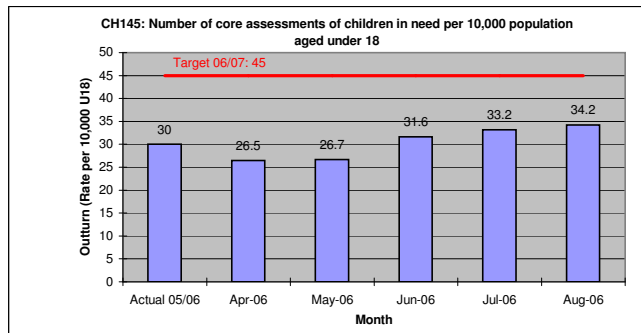
Numbers of Referrals, completed initial & core assessments per rolling year at each month end							
Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Target 06/07
No of Referrals	656	678	733	789	834	856	823
No of Initial Asses	352	333	329	372	404	440	494
No of Core Asses	110	99	100	118	124	128	168



The number of completed initial assessments per rolling year at each month end - and of those the number completed within 7 working days							
Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Target 06/07
No of Initial Asses	352	333	329	372	404	440	494
No Completed w 7	247	222	223	256	273	287	370



CH145: The number of core assessments of children in need per 10,000 population aged under 18							
Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Target 06/07
CH143 Outturn	30	26.5	26.7	31.6	33.2	34.2	45

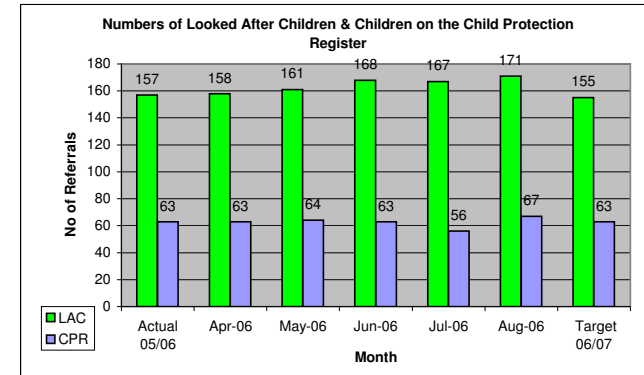
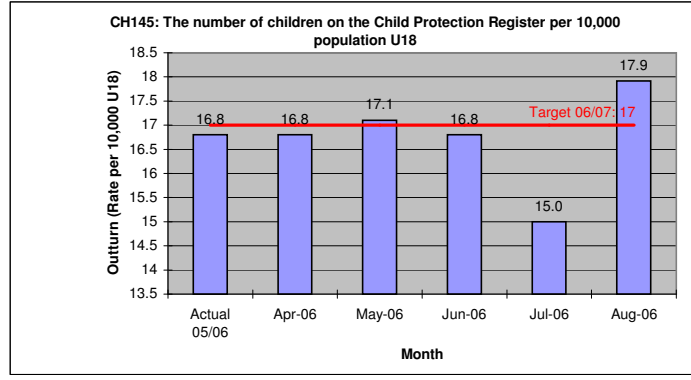


Summary PI Performance for Children's Social Care - Herefordshire Council @ 31st August 2006

Child Protection Register & Looked After Children

CH01: The number of children on the Child Protection Register per 10,000 population aged under 18							
Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Target 06/07
CH143 Outturn	16.8	16.8	17.1	16.8	15.0	17.9	17

No's of looked after children and children on Child Protection Register							
Month	Actual 05/06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	target 06/07
LAC	157	158	161	168	167	171	155
CPR	63	63	64	63	56	67	63



Changes		low					high				
		●	●●	●●●	●●●●	●●●●●	●●●●	●●●	●●	●	
	CF/A1	Stability of placements of CLA	0<16.01	.	.	16.01<20	20<=100
	CF/A2	Educational qualifications of CLA	0<25	25<45	45<50	50<70	70<=100
	CF/A3	Re-registrations on the CPR	0<3	3<6	6<8	8<10	10<15	15<17.21	17.21<20	20<24	24<=100
Revised 2004-05	CF/A4	Employment, education and training for care leavers	0<0.4	0.4<0.5	0.5<0.6	.	0.6+
NEW	CF/A70	CAMHS services	unbanded for 2005-06								
	CF/B7	CLA - foster/placed for adoption	0<55	55<70	70<80	80<85	85<90	90<95	.	95<=100	.
	CF/C18	Final warnings/reprimands and convictions of CLA	.	0<1	1<3	3+	.
	CF/C19	Health of children looked after	0<50	50<60	60<70	70<80	80<=100
	CF/C20	Reviews of child protection cases	0<92.5	92.5<95	95<97.5	97.5<100	100
	CF/C21	Duration on the CPR	0<10	10<15	15<20	20<=100
	CF/C23	Adoptions of children looked after	0<3	3<6	6<7	7<8	8<25	.	.	25<=100	.
	CF/C24	Children looked after absent from school	0<5	5<10	10<15	15<20	20+
For 2004-05 and 2005-06	CF/C63	Participation in reviews	0<65	65<75	75<85	85<95	95<=100
For 2004-05	CF/C64	Timing of core assessments	0<45	45<55	55<65	65<75	75<=100
For 2005-06	CF/C64	Timing of core assessments	0<45	45<60	60<70	70<80	80<=100
	CF/C68	Timeliness of reviews for LAC	unbanded for 2005-06								
	CF/C69	Distance from home	unbanded for 2005-06								
	CF/D35	Long term stability of CLA	0<40	40<50	50<60	60<70	70<80	.	.	80<=100	.
	CF/E44	Relative spend on family support	.	0<27	27<32	32<43	.	.	43<48	48<=100	.

NOTES

The thresholds as set out above mean, for example, that for CF/A2 a value of 50% or more and less than 70% will be in band 4.

* where X = the percentage of local young people age 19 in employment, education and training. These figures have been derived from the Labour Force Survey and can be found at <http://www.dfes.gov.uk>. Please see Annex A of PAF 2003-04 volume for further details.

** Subject to assessment for 2005-06 data and reduction of 1 band if council scores only 1 on any of the 4 components in January 2007 (assuming they are not in the bottom band already).

Unit costs bandings (for CF/B8) are calculated separately - see PAF 2004-05 volume p 210 (CSCI, December 2005)). A provisional uplift for each band for each ACA group of 4.5% had been used pending the availability of final 2005-06 inflation data. See next sheet

Changes

				Low			High	
		ACA Group	●●	●●●	●●●●	●●●	●●	
CF/B8	Cost of Services for Children Looked After	1	0 < 400	400 < 429	429 < 573	573 < 640	640 +	
2005-06 Provisional		2	0 < 394	394 < 421	421 < 562	562 < 647	647 +	
		3	0 < 491	491 < 525	525 < 699	699 < 806	806 +	
		4	0 < 493	493 < 527	527 < 703	703 < 762	762 +	

NOTES

The bands shown above are provisional using a 4.5% uplift from 2004-05 bands. They are presented rounded (zero decimal places) and the final bands will be confirmed before the data is finalised.

GOWM Herefordshire Improvement Board

JAR Performance Improvement Action Plan

Summary Progress Report





**(This report summarises progress between 16th August 2006 and
18th September 2006)**

Overall Summary

1. The overall project plan schedule status is judged to be green .
2. No significant threats to the successful delivery of the project have emerged during the report period.

The risk log has been amended by the deletion of two items. This reflects the fact arrival and handover to the new Head of Safeguarding and Assessment (Shaun McLurg).

3. A summary of completed items, and progress against each recommendation during the period 16th August and 18th September 2006 can be found in the following pages.

LEGEND	
	Recommendation progress on track / completed
	On track
	Not on track
	No progress

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
1. Ensure that appropriate criteria are set for the involvement of the LA's professionally qualified social care staff in child protection cases	1) Review & revise threshold criteria for duty social work involvement	New criteria drawn up.	Completed.	03/06	
	2) Seek advice and challenge from high performing LAs	Advice received, noted and acted upon.	Completed.	03/06	
	3) Introduce new protocols and thresholds	Revised criteria; shared and agreed across agencies. Survey all agencies in June	Completed.	03/06	
	4) Identify additional duty team staff	Additional posts filled. All cases allocated.	The increased level of referrals are being managed through the use of additional agency staff and the reallocation of some work to other teams. Referrals are being dealt with promptly with Section 47 cases being given the correct priority.	04/06	
	5) Review process management and case handling in duty and consider options for change.	Improvement on PIs for timely assessment: PI DIS 1704: CF/C64	Increased referral level is impacting.	06/06	
	6) Publish new criteria protocols and procedures	All staff using new procedures and revised thresholds.	Completed.	04/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice	1) Review and update management and supervision system for duty social workers	PI Numbers of referrals of CIN leading to Initial Assessments on target: PI CH143 PI Number of Core Ass on target – PI CH145 Supervision log audited 6/12		04/06	
	2) Practice, file and peer audit system to be developed	Mthly file audit; Quarterly Practice audit; Annual peer audit	Monthly audits are being undertaken with any issue arising being reported to the head of Safeguarding and Assessment.	06/06	
	3) Establish new independent practice and performance team	Team Manager in post and system designed. Team in operation and auditing regularly	Completed	6/06	
	4) Confirm LSCB arrangements	LSCB established and reviewing use of new criteria; training post and development post recruitment. Guidance reviewed and reissued	The HSCB Training and Development post has been advertised and the HSCB Development Manager post re-advertised.	06/06	
	5) New threshold booklet widely circulated	Managers to check staff awareness in supervision and training sessions. Review appropriateness of referrals in audits.	Completed.	4/06	
	6) Deliver training workshops for CCM consultants 6/52	Workshops running March 06 onwards		12/06	
	7) Information Sharing Protocol to be drafted to CYPP and agreed.	IS Protocol in place and agreed by CYP's Partnership.	Subject to discussions with West Mercia Constabulary.	06/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
4. Ensure that a written record is made of all contacts with the social care duty team	1) Redesign and implement a new system for receipt and recording of referrals	PI Numbers of referrals of CIN are on target All duty cases are allocated.	Completed.	04/06	
	2) Embed the new process and monitor regularly.	Weekly case tracking and monthly file audit	Completed.	05/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
3. Ensure there is an effective workforce strategy to address the recruitment and retention problems within the local authority's social care service.	1) Recruit temporary staff to cover all vacant posts	All post filled in short term.	Work is ongoing to recruit permanent qualified social workers (interviews for two social worker posts are scheduled for 21 st September 2006) and an ongoing programme of advertisements is in place.	3/06	
	2) Advertise for social work staff: Develop social work recruitment campaign with Consultants Tribal	All posts filled Good response to adverts.		04/06	
	3) Seek views of existing staff and seek views to inform strategy	Increasing rate of retention.	Completed.	04/06	
	4) Collate data and analyse current and future social care workforce requirements as basis for medium to long term plan	Improved retention rates – to be monitored. Reduced vacancy rates - to be monitored quarterly.	Retention rates are at a high level.	05/06	
	5) Link with & seek consultancy from CWDC to Widen workforce strategy to interagency children's services focus	Social care workforce needs and issues are fully embedded within wider workforce strategy.	Ongoing alongside development of Corporate Workforce Strategy.	05/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
5. Ensure there is a single referral assessment and service planning framework for children in need which is consistently and effectively applied in practice 27	1) Build on existing Child Concern Model to develop and agree <i>Change for Children</i> Child Need Framework	QV Rec.1 as step to CAF CCM is updated and incorporated within CAF whole system approach.		6/06	
	2) Establish interagency common processes group (CAF) to respond to national CAF guidance, to design local response and to develop an implementation plan for the County	New CAF, building on CCM, is produced and disseminated. No of CAFs completed as measure – (Local PI)	Completed.	7/06	

	3) Plan and develop a pilot project (S Wye and Children with disabilities) to test out new child need framework and to introduce common assessment system and lead professionals: consider role of referral co-ordinators and concern panels.	Learning from pilot is captured to inform new model. PI targets for referral. No of children identified with additional needs in pilot area.		9/06 -	
	4) Improve and develop existing Directory of services for children QV Rec. 15.	Directory published	The review and compilation of updated resource directory will take place within the EYDCP Service under the direction of Ros Hatherill.	12/0 6	
28	5) Identify Lead Officer for Information Sharing Index and consider requirements	Index implemented		10/0 6	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
6. Ensure 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	1) Training for new CAF and CCM to be planned and implemented	Programme and curriculum set up. Facilitators in place.	A programme of training is ongoing.	9/06 LR	
	2) roll out of training sessions	No of staff trained and using CAF. No of CAFs completed.		10/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME BE HEALTHY					
7. Ensure effective implementation of the multi-agency health care planning procedures for Looked After children	1) Review and audit all LAC records to check for health care plan	Audit evidence available. PI to check target: PI C19. CC Review chairs to monitor assessments completed	All LAC have a health care plan.	1/06	
	2) Clear procedures for health assessments to be agreed	Procedures in place. Review chairs to monitor actions to be completed.		3/06	
	3) Develop plan for implementation of all HC Standards	Hold HCS event 27/6/06 & Draft implementation plan	Work is ongoing to implement the National Healthy Care Standards.	10/06	
8. Improve access to occupational therapy services	1) Immediate review of OT services to identify gaps and needs	Increase in number of OTs Standard is access to assessment within 13 weeks: (Local PI)	Completed. The locally set 13 week target continues to be met (this is monitored on a weekly basis). Interviews for a team leader will take place on 6 th October 2006.	4/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME BE HEALTHY					
9. Ensure appropriate social care support for the families of children with learning difficulties and disabilities	1) Family support including short term breaks to be specified and commissioned. (Link to recent Fostering Inspection)	<p>New service available.</p> <p>Monitor increase in no of breaks provided.</p> <p>Audit all cases every 6/12 to monitor take up</p>		6/06	
	2) Improved support and care planning to be developed through mapping NSF / ECM pathways through development of CAF	<p>Local care pathways in place and linking to CAF processes.</p> <p>No of CAF and AF assessment completed</p>	<p>The level of assessments undertaken in the last 6 months by the Disability Team has increased by 150%. The employment of 2 additional Family Support Workers had contributed to the management of the additional workload.</p>	11/06	

31

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME BE HEALTHY					
10. Ensure better co-ordinated transition planning for all children with learning difficulties and disabilities	1) Transitions steering group with adults' service to be set up to develop strategy.	Needs analysis / commissioning plan in place and joint transitions strategy with adult services Joint protocol in place between adults and children's services	A second draft plan is being developed.	3/06	
	2) Appoint new transitions workers & Implement new processes	Appointment of staff June 06 Improved planning for CYP. Monitor through PI SC5026 Survey CYP and carers to QA.	Completed. A new transitions worker is now in post. The pilot multi-agency single meeting for all referrals to the Kite Centre and CDC is continuing.	7/06 12/06	
11. Improve communication with parents and young people with learning difficulties and disabilities in terms of both the assessment of need and planning of provision	3) To develop and implement clear standards for effective communication with cyp and families – in person, in writing and also through website	Standards drafted and consulted on. Continuing system for parental contact in place Survey parents to check progress.	A questionnaire is being developed which will assist in gathering current views and arrangements and ideas for improvements. A further workshop with Philippa Russell is scheduled to take place on 18 th October 2006.	9/06	
	2) Disability workshops to be arranged with support of Council for Disabled Children	Parents & Carers views recorded & checked out regularly – 6/12 audits Dates of meetings – Sept / Oct		10/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME BE HEALTHY					
14. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)	1) Regional review of needs for Tier 4 service, recent patterns.	Needs analysis completed for the region. Clear criteria for nature and scale of commissioning	Further developments are dependent on the outcome of the regional strategy development which is awaited.	2/06 6/06	
	2) Regional PFI bid	Plan in place. Bid submitted	Completed.	2/06	
	3) Local review of all tiers of provision	Commissioning criteria in place. Link with Joint Agency meeting process.		9/06	
	4) Consult with cyp and families, plan and provide	Survey views and respond to these.		12/06	

33

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ACHIEVE ECONOMIC WELL-BEING					
34 16. Improve Housing provision for both single young people and families	1) Identify £500,000 capital for single-person accommodation for vulnerable young people and care leavers	6-10 units of additional accommodation for care leavers off the open market. An additional 2 self-contained flats are being provided in partnership with a local housing association. Monitor PI SC5026.	A third additional unit of accommodation for care leavers has been acquired.	6/06	
	2) Safeguarding and Assessment Service represented on commissioning and operational groups for Supporting People	Attendance and influence on agenda. PI % of Care Leavers at age 19 years living in suitable accommodation			
	3) Protocol between housing providers and Safeguarding and Assessment Service re handling of CYP and families and homelessness where tenancy / housing is at risk	Protocol in place and working & reviewed quarterly Affordable housing targets		6/06	

	<p>3) The Council to bring homelessness and Housing Advice Services back in-house with focus on prevention including family mediation and a Safe Moves Project.</p>	<p>Improved further preventive information and advice service.</p> <p>Reduced numbers of homeless.</p> <p>Corporate reporting of strategic PIs - Use of B&B</p>	<p>Completed.</p> <p>The number of families housed in bed and breakfast (B&B) accommodation has reduced from 40 on 1st April 2006 to 13 at the end of August 2006. The figures for those housed in B&B for more than 6 weeks has fallen from 28 to 2 over the same period.</p>	<p>4/06</p>	
--	---	---	---	-------------	--

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
SERVICE MANAGEMENT					
12. Improve action planning to deliver strategic aims and objectives and, in particular, ensure that associated resourcing needs are met	1) Produce CYP Plan linked to LAA	CYP Plan published		4/06	
	2) Partnership to have workshop on governance and adopt Joint Planning and Commissioning Framework (DfES et al) (July 06)	Clear governance and accountability arrangements JP & C Policy adopted and in place	Completed. The partnership governance arrangements were agreed at the CYPPB meeting on 11 th September 2006.	7/06	
	3) CYP's Plan Forward delivery Action Plan to provide overarching strategic framework for all other plans		The C&YP Plan Forward Delivery Plan was approved by the CYPPB on 11 th September 2006.	6/06	
	4) To work with VSC through The Alliance on ensuring active engagement	VCS reps on CYPP's Board. VSC involved in all aspects of commissioning	Completed.	11/06	

	5) Partners to identify all resources for children in the area and to consider options for joint funding single or pooled funding arrangements.	List of all resources available. Progress on joint commissioning & pooling. % Increase in activity.	Service priorities and budget implications for the medium term plan have been submitted to deadline set by the Director of Resources.	9/06	
	6) This information to feed into refresh and update of CYP Plan in Autumn 2006	Revised and updated CYP's Plan.		11/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
SERVICE MANAGEMENT					
13. Improve information systems within the LA's social care services to enable better management oversight and evaluation of service effectiveness	1) Ensure that social care information needs are identified with and managed within <i>Herefordshire Connects</i> including review and specification as an urgent issue – for sign up by July 06	Improved data quality. Whole system approach in place – linking to council-wide system		7/06	
	2) To seek external advice on system requirements to ensure that new ICT systems will met children's services requirements.	Workshops held with managers. Requirements explored and specified. Informed decisions.	Visits to Shropshire and Worcestershire have been undertaken as part of the IPC Project.	6/06	
	3) Children's Services to contribute to specification, design and implementation of new systems	Clear specification in place identifying children's services needs – incl. ICS and CAF.	Incorporated in Herefordshire Connects Corporate Transition Programme.	7/06	

38

	<p>4) Interim system Performance Management arrangements to be put in place – file audits including Climbié, supervision recording, and collation of information re referrals, assessments and disposals on a monthly basis.</p>	<p>Data quality audits in place monthly.</p> <p>PIs on assessment rates and timeliness of assessments.</p> <p>QV P30 –32 for more on performance management arrangements and reporting.</p> <p>Internal audit sampling and audited regularly.</p>	<p>Completed.</p>	<p>5/06</p>	
--	--	---	-------------------	-------------	--

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
SERVICE MANAGEMENT					
15. Improve co-ordination of consultation with children and young people to support their participation in strategic planning and review 40	1) Ensure effective co-ordination of all consultations with cyp through Herefordshire Partnership adviser	Liaison system in place to ensure this happens Maintain local timetable for activities.	The Youth Council is undertaking a major event on 21 st October 2006 which views of children and young people will be sort.	6/06	
	2) To produce and develop a framework for the involvement of all cyp and families.	Framework in place. Review every 6/12 to ensure implementation effective.		9/06	
	3) To set up Shadow CYP's Partnership Board	Shadow Board meeting and reps attending /influencing CYPP Board by March 06 Audit minutes 6/12 to assess effectiveness of involvement.	Completed latest meeting of Shadow Partnership Board – 11 th September 2006.	3/06	
	4) To involve parents and carers in CYP's Partnership Board	Parent reps attending CYP's Board		12/06	
	5) C& YP's Youth Council to be enhanced with engagement of relevant LAC	LAC engaged. Monitor no of attendances quarterly.		3/06	

	6) To adopt and implement Hear by Rights Standard	Monitor use of standard – nos using process to be monitored.		10/06	
	7) To enhance Children's service Directory to ensure it is easily accessible and able to be used by cyp and families.	Directory published. Survey uptake.		12/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
SERVICE MANAGEMENT					
17. Strengthen performance management processes involving elected members and senior officers at all levels, including the Partnership Board and the LA's Children' Scrutiny Committee 42	1) To draw up performance management system for the Children's Services, which can deliver the requirements of DfES Children's Services Improvement Cycle and fit with the Council's Performance Improvement Cycle.	System documented including monitoring system. Regular data set available to track progress monthly.	An interim report from IPC can be found elsewhere on the agenda for this meeting. The advertisement for the Lead Performance Management post has been placed and interviews are scheduled for early October. A Performance Management Group is now meeting weekly in order to develop performance management arrangements in line with corporate policy and ensure that requirements are met. A Management Group (Project Board) has also been established to manage the IPC Project. A timetable on new IT systems has been agreed which will see them operational in 2008.	9/06	
	2) Ensure regular performance reports to Lead Member, Scrutiny Committee and Cabinet	System in place and operating: Quarterly outcome performance available. QV P31.	Ongoing.	6/06	

	<p>3) To agree governance and accountability arrangements for CYP's Partnership Board including responsibility for performance monitoring of Forward Delivery Plan for CYP's Plan.</p>	<p>TORs and governance of CYPP Board delivered and agreed.</p> <p>Forward D Plan issued and being monitored</p>	<p>Completed – agreed at Board meeting on 11th September 2006.</p> <p>Plan issued.</p>	<p>9/06</p> <p>6/06</p>	
	<p>4) CYP's Partnership to agree on process for monitoring progress on CFC, delivery of CYP's Plan.</p>	<p>All partners involved in designing and delivering FD Plan</p> <p>Quarterly monitoring on outcomes in place.</p>		<p>9/06</p>	

Success Criteria for the Herefordshire Children & Young People's Services Improvement Project Board

The Terms of Reference for the Herefordshire Children & Young People's Services Improvement Project Board set out its primary purpose as:

- Monitoring the implementation of the JAR Improvement Plan, including management capacity and skills.
- Progress against key performance indicators and PSA targets.

This requires the setting of Success Criteria for the Council against which progress will be monitored.

This document sets out the Success Criteria the Board could use to review progress, inform its challenge and support role and form the basis of the three monthly reports to the Minister. The Success Criteria have been informed by the JAR – Performance Improvement Action Plan, the DFES Christa Wiggin report, and the Herefordshire CYPP Forward Delivery Plan year 1.

Performance Management

Performance Management in Herefordshire was seen as needing further sustained development by both the JAR and Christa Wiggin. Performance and Project Management developments and system improvements were seen to be required across the whole of the Children and Young People's Directorate.

Evidence of Performance Management success will be as follows:

1. Reports to the Project Board from the Institute for Public Care in relation to the work commissioned by the CYP's Directorate.
2. Sept 2006 Project Board to receive interim report on IPC analysis of current strengths and weaknesses of performance management and commissioning.
3. Oct 06. Project Board to receive IPC options analysis report with Council recommendations and draft final report.
4. November project board to receive implementation plan for new performance framework.
5. March 07 Final report from IPC on effectiveness of new performance management framework implementation. (IPC are not currently commissioned to undertake this piece of work)
6. Outcome of the Audit Commission inspection in September to review the Council's overall performance management arrangements with a particular focus on Children & Young People's Services.

Evidence of Project Management of service developments

7. Effective implementation of the JAR Performance Improvement Action Plan/ PID, for each meeting.
8. Successful development of services for disabled children, report to Project Board with supporting strategy November 2006.
9. Evaluation of CAF pilots and planned implementation of Child Concern Model/CAF, report to Project Board Jan 07.
10. Wider workforce Strategy and increase in Social Care workforce plans, Report to Project Board in Dec 06.

Reporting Arrangements

At each meeting the Board will receive:

- Updated Social Care Performance Indicator
The reports will include:-
 - Graphical presentation of the data in order to facilitate a review of trends.
 - Actual numbers of children and young people to assist in judgements about scale.
 - Analysis of the data and corrective action taken/planned.
 - Appropriate APA/PSA data linked to JAR recommendations.

- Milestones and Target Reviews from the JAR PIAP

Schedule of Reports to Board

Each of the reports proposed below will contain details of progress and will be supported by evidence of improved outcomes for children and young people and/or families and supported by reference to relevant PI data.

September 2006

Interim report on IPC analysis of current strengths and weaknesses of performance management and commissioning.

Performance Management - an analysis of arrangements and capacity to identify strengths and weaknesses in Children and Young People's Services and how they relate to arrangements across the Council as a whole.

Report from Zita Holmes, JAR Project Manager, regarding compliance with Prince 2 Project Management Disciplines.

Safeguarding Outcomes (JAR recommendations 1 – 6)

October 2006

Project Board to receive IPC final options analysis report with Council recommendations and a Performance Management, action and project planning implementation plan. (IPC project board agenda and notes will be considered at each Children & Young People's Services Improvement Project Board Meeting).

Update report - Care Leavers Accommodation (JAR recommendation 16)

Outcome of the Audit Commission inspection in September to review the Council's overall performance management arrangements with a particular focus on Children & Young People's Services.

November 2006

Implementation plan for new performance management framework

Update report - Health Assessments (JAR recommendation 7)

Successful development of services for disabled children, with supporting strategy

Children with learning difficulties and disabilities (JAR recommendations 8, 9,10,11).

December 2006

Service Management - JAR recommendation 12 (5)

Wider workforce strategy and increase in social care workforce plans

January 2007

Evaluation of CAF pilots and planned implementation of Child Concern Model/CAF.

March 2007

Final IPC report on effectiveness of new performance management framework implementation. . (IPC are not currently commissioned to undertake this piece of work)

Evaluation of pilots/planned implementation of CAF.

Overarching Success Criteria

1. Compliance with Prince 2 Project Management Methodology/Discipline, and good project management disciplines as described by Christa Wiggin. There is a particular need for the Service Development plans to have SMART objectives and numerical milestones that can be used to indicate progress towards achieving objectives.
2. Actions in JAR Action Plan completed on time with evidence of achievement.
3. Improved Performance Data collation and analysis providing evidence of improved outcomes for children and young people / families.
4. Delivery of IPC Project including implementation plan and timetable for delivery of the performance management framework and evidence that this is resourced.
5. Demonstration of effective risk management evidenced through reviews of the risk log, effective mitigation of risks and appropriate and timely remedial action if required.

Relevant Performance Indicators

Note: In terms of reporting to the project Board and to Ministers, information the following indicators will need to be provided in monthly trend form where possible, and with benchmarking information from other relevant authorities.

In relation to Recommendations 1, 2, 4, 5, 6, the following Performance Indicators will be used as proxies of success as previously agreed with DfES in the acceptance of the JAR IAP on that basis.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
CH 141	Referrals of children in need per 10,000 population aged under 18	175	220
CH 143	% referrals of children in need leading to initial assessments	49	65
DIS 1704	% of Initial assessments completed with 7 days	70.1	75
CH 145	Number of core assessments of children in need per 10,000 population under 18	32.5	45
CF/ C64	No of Core Assessments completed within 35 days	76	80
CH 01	Number of children on child protection register per 10,000 population under 18	16.8	17

In relation to **Recommendation 7** the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
<i>C19</i>	Health Assessments of Children Looked After on time	90.7	93

In relation to **Recommendations 8, 9, 10 and 11** the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
Local PI OT	% Of referred children assessed by OT services within 12 weeks	100%	100%
SC 5026	% Of children with disabilities aged 14+ who had a transition plan to support their move from Children's to Adults' Services	Up to 50%	Up to 75%

In relation to **Recommendation 16** the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
SC 5037	% of Care Leavers at age 19 years living in suitable accommodation (No of Young People)	89.5% (19/20)	100%

In relation to **Recommendation 12**

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
	Progress on joint commissioning and pooling - Increase child health spend jointly commissioned by 5%. (% increase in activity – see DfES Children’s Centre targets and local CAMHS strategy)	£2.69M	£2.83M

In relation to **Recommendation 9**

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
	10% Increase in number of short breaks provided	63	70

In relation to **Recommendation 6 (2)**

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
	No of staff trained for new CAF/CCM	-	160
	No of CAF’s completed	-	40

In relation to **Recommendation 3**

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
	No of wte qualified social workers (children) per 10,000 C&YP (Directly employed staff only)	11.6	15.3
	Qualified social worker (children) turnover rate (Directly employed staff only)	8.7	8.0
	Qualified social worker (children) vacancy rate (Directly employed staff only)	16.7	5.0
	Qualified social worker (children) retention rate (Directly employed staff only)	93.2	92.0

CHILDREN'S SERVICES SCRUTINY COMMITTEE WORK PROGRAMME

**Report By: Chairman, Children's Services Scrutiny
Committee**

Wards Affected

County-wide

Purpose

- 1 To consider the Committee work programme for the remainder of 2006/07 and to nominate three Members to the Transition from Leaving Care to Adult Life Review Group.

Financial Implications

- 2 None

Background

- 3 In accordance with the Scrutiny Improvement Plan a report on the Committee's current Work Programme will be made to each of the scheduled quarterly meetings of this Scrutiny Committee. A copy of the current Work Programme is attached at appendix 1.
- 4 While the programme has been based on the programme agreed by Committee in December 2005, it has been varied by the Committee at subsequent meetings or by me as Chairman according to circumstances following consultation with the Vice-Chairman and the Director of Children's Services. Members are reminded that guidance for developing an effective work programme is contained in the Scrutiny Handbook previously issued to Members.
- 5 The Vice-Chairman and I are aware of a number of other issues for consideration. These have been discussed with the Director and will be added to the programme as it is further developed. The issues are listed at the foot of the programme.
- 6 Should any urgent, prominent or high profile issue arise, as Chairman I may consider calling an additional meeting to consider that issue.
- 7 Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact either myself as Chairman or the Vice-Chairman to log the issue so that it may be taken in to consideration when planning future agendas or when revising the work programme.

Transition from Leaving Care to Adult Life

- 8 Transition from Leaving Care to Adult Life – identified by this Committee and Strategic Monitoring Committee under "Every Child Matters". Strategic Monitoring

Committee has agreed that the Adult Social Care and Strategic Housing Committee will take the lead in undertaking a short piece of work, working with Members of this Committee, to look at the exchange of information between schools and Social Workers, to consider whether plans are in place with the Council's partners, how those would work in practice and to confirm that the Council was fulfilling its Corporate Parent role. In order to take this piece of work forward it is suggested that a Scrutiny Review Group be formed comprised of three Members nominated by this Committee to work with three nominated from the Adult Social Care and Strategic Housing Committee.

RECOMMENDATION

THAT

- a) **Three Members be nominated to serve on the Transition from Leaving Care to Adult Life Scrutiny Review Group as set out in paragraph 8; and**
- b) **subject to any comment or issues raised by the Committee the Committee work programme be approved and reported to Strategic Monitoring Committee.**

BACKGROUND PAPERS

- None identified.

APPENDIX 1

15th December 2006 at 10 a.m.	
Officer Reports	<ul style="list-style-type: none">• Issues arising from the Children's and Young Peoples Plan, Extended Schools and School Transport issues.• Monitoring performance against JAR Improvement Plan.
Scrutiny Reviews	<ul style="list-style-type: none">• Outcome of the Behaviour and Discipline Management in Schools Review

December 2006	
Review	<ul style="list-style-type: none">• The Scrutiny Review Group to undertake and report on the Transition from Leaving Care to Adult Life.

19th March 2007 at 10 a.m.	
Officer Reports	<ul style="list-style-type: none">• Current School issues e.g. School Performance, Healthy Schools, School Meals.• Monitoring performance against JAR Improvement Plan.• Annual Review of Directorate Service Plans.
Scrutiny Reviews	-

Items for consideration as the programme is further developed:

- External representation on the Committee – Following an approach by “The Alliance” the non-councillor membership of the Committee will be further considered by the new Council.
- Performance of the Youth Service.

