

# A G E N D A

## Children's Services Scrutiny Committee

Date: **Friday, 15th December, 2006**

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Time: **10.00 a.m.**

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

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

*For any further information please contact:*

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**County of Herefordshire  
District Council**



# AGENDA

## for the Meeting of the Children's Services Scrutiny Committee

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

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<b>1. APOLOGIES FOR ABSENCE</b>	
To receive apologies for absence.	
<b>2. NAMED SUBSTITUTES</b>	
To receive details any details of Members nominated to attend the meeting in place of a Member of the Committee.	
<b>3. DECLARATIONS OF INTEREST</b>	
To receive any declarations of interest by Members in respect of items on the Agenda.	
<b>4. MINUTES</b>	1 - 8
To approve and sign the Minutes of the meeting held on 6th October 2006.	
<b>5. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</b>	
To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
<b>6. CHANGE FOR CHILDREN IN HEREFORDHSIRE</b>	9 - 12
To advise on the Change for Children progress overall, including extended schools and the recent Education & Inspection Act 2006 as applied to	

	transport.	
<b>7.</b>	<b>REVENUE BUDGET MONITORING REPORT 2006/07</b>	13 - 16
	To report on the monitoring of the revenue budget, for the period to the end of October, for the Children & Young People's Directorate.	
<b>8.</b>	<b>IMPROVEMENT AND ANNUAL ASSESSMENT OF PERFORMANCE</b>	17 - 58
	To advise on the progress on improvement and performance.	
<b>9.</b>	<b>PROGRESS OF THE BEHAVIOUR AND DISCIPLINE MANAGEMENT IN SCHOOLS REVIEW</b>	
	To update the Committee on progress with the Behaviour and Discipline Management in Schools Scrutiny Review.	
<b>10.</b>	<b>CHILDREN'S SERVICES SCRUTINY COMMITTEE WORK PROGRAMME</b>	59 - 66
	To consider the Committee work programme.	

## **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**

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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.

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(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***

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- 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.
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- 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.
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## **COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL**

**BROCKINGTON, 35 HAFOD ROAD, HEREFORD.**

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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 Friday, 6th October, 2006 at 10.00 a.m.**

<b>Present:</b>	<b>Councillor</b>	<b>B.F. Ashton (Chairman)</b>
	<b>Councillor</b>	<b>J.P. Thomas (Vice Chairman)</b>
	<b>Councillors</b>	<b>Mrs. P.A. Andrews, Brig. P. Jones CBE, G. Lucas, R.M. Manning, Mrs. J.E. Pemberton, Mrs. S.J. Robertson and D.C. Taylor</b>
	<b>Church Members</b>	<b>J.D. Griffin (Roman Catholic Church)</b>
	<b>Teacher Representatives</b>	<b>C. Lewandowski (Secondary School teachers)</b>
	<b>Headteacher Representatives</b>	<b>Mrs D. Strutt (Secondary School Headteacher)</b>

**In attendance:** Councillors Mrs. A.E. Gray, T.M. James, D.W. Rule MBE (Cabinet Member - Children and Young People), J. Stone, W.J.S. Thomas and R.M. Wilson

**19. APOLOGIES FOR ABSENCE**

Apologies were received from Councillor N.J.J. Davies and Councillor Ms A.M. Toon.

The Chairman welcomed Mrs D Strutt as the new secondary Head Teacher representative.

**20. NAMED SUBSTITUTES**

Councillor Mrs P.A. Andrews substituted for Councillor Ms A.M. Toon and Councillor Brigadier P. Jones C.B.E. for Councillor N.J.J. Davies.

**21. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**22. MINUTES**

Councillor Mrs J.E. Pemberton asked about the arrangements for replacing Miss S. Peate the former Primary Sector Headteacher representative as someone had expressed to her an interest in becoming the representative. It was agreed that clarification would be provided to her.

**RESOLVED:** That the minutes of the meeting held on 19th June, 2006 be approved as a correct record and signed by the Chairman.

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

There were no suggestions from members of the public.

**24. REVISION OF THE 14-19 EDUCATION AND SKILLS STRATEGY AND STRUCTURE IN CHILDREN AND YOUNG PEOPLE'S DIRECTORATE**

The Committee considered a report on new arrangements for the 14-19 Education and Skills Strategy and the progress on this initiative in Herefordshire.

The Committee was informed that the development of a Strategy for 14-19 education was a focus of attention by the Department for Education and Skills. The report set out the national objectives of the DfES Programme, performance and progress to date and arrangements for implementing the Strategy within the County.

The Head of Commissioning and Improvement said that it was in many ways pleasing that only 6.1% of 16-19 year olds in the County (240 people) were not in education, employment or training. However, the greatest concern was that many young people were in low paid, low skilled jobs and had not taken up further training. The challenge for the County was to provide greater access to ongoing training and higher skilled jobs.

The Secondary School Improvement Manager reported on the importance of developing partnerships as it was impossible for any one school or institution to deliver all the national requirements. It would therefore be important to build more local networks within the County with schools and colleges working together.

He noted that there was a statutory duty on the Council to ensure county-wide access for every 14 year old to fourteen specialised, specified, diplomas (the first five to be available from 2008), the remainder by 2012. The diplomas were required to be designed by groups which were led by local providers and employers; designed to provide a good basis for progression to university; be both theoretical and practical and appeal to a different learning style to traditional subjects; and be available to all young people across the country at three levels (1, 2 and 3).

He said that in Herefordshire the majority of level 1 qualifications could be gained in existing school accommodation with some development. Many Level 2 qualifications could be gained on school sites with access to distance learning, mobile resources peripatetic staff and local specialist school and FE provision. Level 3 qualifications could be gained in partnership with HE institutions and specialist local and regional provision.

The Herefordshire area target was to have over 95% of 19 year olds in employment, education or training and to ensure the statutory entitlement to the 5 diplomas for every 14 year old by 2008.

Sarah Tulk of the Learning and Skills Council (LSC) said that the Strategy represented an improvement. It addressed the traditional perception that vocational training was regarded as inferior to academic study. The focus was on preparing people for employment. The infrastructure (workforce, providers, facilities, local partnerships and arrangements) capable of delivering the curriculum and qualifications entitlement needed to be developed in the County to allow the initial requirements of the Strategy to be met and provide for implementation of the further stages.

In the course of discussion the following principal points were made.

- It was suggested that there appeared to be a great deal of theory but little practical information on what the Council was going to do and how it was going to do it. In reply it was stated that there was as yet no national guidance on what the diplomas would contain. The 14-19 Strategy Group was inviting expressions of interest in developing diplomas and what it would be feasible to deliver, including an analysis of supply and demand. A bid had to be submitted to the DfES by March 2007. The importance of employer engagement with the Strategy was emphasised.
- It was confirmed that there was no new money being made available by the Government for the Strategy and that resources may well be an issue, although it had to be borne in mind that the Council was providing for the same number of pupils, but offering different things. The Council and the Learning and Skills Council might need to consider providing some pump priming money once it was clear where this would be best spent.
- There were logistical issues to overcome, noting that 14-19 diplomas were provided on the basis that where possible and particularly for 14-16 year olds, the course and providers were to be brought to the student rather than the student travelling to the course and providers. Consideration would need to be given to where specialist teachers and facilities would be needed. The time and cost of travel would also be a factor.
- That whilst a lot of young people left the County for higher education and other reasons, the majority remained. Many young people in the County, particularly girls, had very low aspirations. The limited higher education facilities and low paid employment were factors in this and the challenge was to raise these aspirations.
- That whilst there were as yet no syllabuses for the diplomas work had to continue on expressions of interest required to be submitted by March 2007. The Qualifications and Curriculum Authority would eventually determine the content of courses. It was a significant challenge.
- It was asked what could be done to encourage the 240 people not in employment, education and training, given that training was available now but not being taken up and what those 240 people were currently doing. In reply it was stated that the opportunities currently available had clearly not interested a number of people. This was a national issue and that was why the Government was trying to find ways to engage young people and encourage more to stay in education after the age of 16. It was stated that the Connexions service should know the current circumstances of these people.
- Concern was expressed about how the provision of the new courses would be managed. The numbers of children involved were relatively small and it was suggested that if institutions and schools competed with each other to deliver the courses the viability of both could be damaged.

In reply the Head of Commissioning and Improvement said that some concerns had been expressed by the colleges. Discussions were ongoing. His view was that because of the County's geography, as a principle, it was likely to be better if the teacher was brought to the pupils rather than the pupils from across the County travelling to the teacher. He envisaged a potential role for colleges as providers of courses within schools. The LSC had emphasised that it would expect full account to be taken of the role of the colleges. The Secondary

Schools Improvement Manager added that the colleges had acknowledged the need for local delivery of courses. He emphasised that it was in no-one's interest to damage existing provision. The aim was to work together to enhance provision.

On behalf of the LSC it was noted that colleges were part of the Strategy Group and the aim was to achieve a consensus on the Strategy.

- In relation to choice for pupils it was noted that because of the small numbers of students the need for flexibility was being emphasised. It could not be guaranteed that each cohort in each school would have the opportunity to study each diploma at each school.
- It was recognised that devising and implementing the Strategy was a complex task. The importance of monitoring the arrangements for its progression, implementation and delivery were therefore all the more important. The Director of Children's Services suggested in response to the Committee's concern on this point that it would be timely to provide a progress report to the Committee with an action plan in March, 2007, when the first expressions of interest in providing the diplomas would have been received.
- It was suggested that all Members of the Council needed to be briefed on the Strategy.
- The Cabinet Member (Children and Young People) noted that the Council was building on a successful record in Education with standards being achieved above the national average. This gave him confidence that the Council could succeed in delivering the Strategy. It remained difficult, however, to convince parents that a vocational qualification and an academic qualification were of equal standing.

**RESOLVED: that a progress report be made to the Committee in March 2007 setting out firmer detail on the proposals under the 14-19 Education and Skills Strategy, including the financial implications and the practical actions required to implement the Strategy and how progress in delivering the Strategy may be monitored.**

## 25. PROGRESS ON THE JOINT AREA REVIEW IMPROVEMENT PLAN

The Committee was advised on progress on the recommendations in the Joint Area Review.

The Committee was presented with the Performance Indicators to be used to check outcomes from improvement activity as contained in the Children and Young People's Services Performance Management Report April-August 2006; the summary report to the Government Office – West Midlands Improvement Board on 26th September (summarising progress between 16th August 2006 and 18th September 2006) and the success criteria approved by the Board.

The report noted that the following three key issues required ongoing action: staffing capacity in relation to social workers, the development of short breaks for children with disabilities and their families and the wider workforce strategy.

The Director of Children's Services reminded the Committee that the report to its meeting in June had confirmed that the Department for Education and Skills (DfES) had accepted the revised Joint Area Review (JAR) Improvement Plan. The DfES

had confirmed that the Council had taken the right action on the systems for safeguarding children. It had identified the need for more work to be carried out on performance management arrangements.

There had been negotiations at national level with the DfES on the next steps forward. In summary it had been agreed to set up a Government Office for the West Midlands Improvement Board for Herefordshire. It was intended that the Board would oversee performance until the end of December 2007. It had taken some time to set up the Board and agree the criteria for success. There were two main areas of focus: performance against the JAR Action Plan and the programme for further improvement.

Three progress reports were required to be presented to the Minister for Children and Families. The first had been submitted and showed the Council to be on track to achieve its targets. The second was required in December and the final one in March 2007. The reports would have to demonstrate how the Council had improved performance management and the improvement outcomes for Children and Young People.

Cabinet had received a progress report in July together with the response to the DfES's review report. This had been forwarded to Ofsted and the Commission for Social Care Inspection (CSCI). The feedback was that the Council's approach was a sound base on which to build. In terms of performance management it had been emphasised that once performance had been improved sustaining that improvement was key.

The information submitted to the GOWM Improvement Board had been provided to the Committee to help it to scrutinise the position.

Amy Weir, a consultant working as interim Improvement Manager, was invited to provide an independent perspective on progress. She informed the Committee of her experience in the field of Children's Services and that she was a current Joint Area Review Inspector for CSCI. She then outlined the work she had been doing for the Council.

She commented first on the commitment she had found within the Council to respond to the JAR inspection findings and resolve the issues. It was a complex process, made harder by the fact that there were 17 recommendations to address; the JAR process now usually envisaged no more than eight recommendations unless there are exceptional circumstances. Agreeing the actions and timescales had therefore been a lengthy process which had also involved negotiation with the DfES and, more recently, Government Office for the West Midlands. By the time the final agreed JAR improvement Plan had been produced many of the actions had already been achieved.

The second piece of work she had had to contribute to was the production of the Children and Young Peoples Plan with Council officers and also with partners. This had been delivered on time in April 2006. The associated Children and Young People's delivery plan had to incorporate the response to the JAR and to incorporate other performance requirements in children's services.

She is now working on performance management systems for children's services developing the structure and processes to ensure that children's services performance can be reported efficiently.

Her view, speaking as a "critical friend", was that there had been significant improvements, especially in the area of safeguarding children, where the

fundamental issues had been speedily addressed. She noted the efforts to recruit social workers and the development of the Local Children's Safeguarding Board and the burgeoning development of performance management systems.

She added that the development of the performance management system was essential to ensure there was clarity about what was happening and that action was being followed up. This involved many changes to working practices, new linkages and systems and would take time to develop and to be embedded.

She welcomed the fact that the Council was working with the Institute of Public Care, which had a very good reputation, to address the issues it faced.

In summary she considered that there had been enormous effort and commitment to improve and significant progress. Most of the performance indicators showed good performance though some still required further attention.

The issues which needed to continue to be addressed were: to make sure an effective performance system was in place, which in time should be improved by opportunities offered by the Herefordshire Connects Programme; to maintain the impetus for and pace of progress; and to maximise the benefits which could be gained from the external advice from the Institute of Public Care and others which would help to drive improvement and ensure the best possible outcomes. The improvements in performance to date had benefited from the commitment and enthusiasm of staff and managers in children's services and it would be crucial to continue to support them with strong leadership and direction.

In the ensuing discussion the following principal points were made:

- It was requested that consideration should be given to the format of future reports to ensure that they were more legible, for example the performance graphs, and that a glossary was provided.
- Regarding action 5 in relation to JAR recommendation 1 as set out on page 3 of the agenda papers it was noted that the increase in the number of referrals meant an increased workload for social workers.
- It was asked why the section in the performance management report on page 9 of the agenda papers, setting out issues to address identified by the JAR, did not include reference to the JAR's comment that the Committee was ineffective. The Director replied that the performance management report focused on service improvement issues and that improvements to the Council's governance arrangements were being dealt with as part of the Council's overall Improvement Plan.
- The input of an independent critical friend to the discussion was welcomed. It was suggested that continuing to engage such input in the future would be beneficial.
- A question was asked about the position on staffing and the proposal to consider recruiting staff from the United States of America, as referred to in the section in the performance management report on pages 9 and 10 of the agenda focusing on detailed action to address issues identified in the JAR.
- The Director commented that the aim was to achieve a staffing level for social workers in line with comparator authorities. On the face of it this would require an additional 15 social workers to be added to the establishment. However, she



viewed this apparent gap with some caution and considered that it would be important to test the indication that 15 additional staff were indeed required. The JAR had found that once people were in the system the service they received was good, the shortcoming had been in arrangements for people to gain entry into the system. A full analysis of staffing needs would be undertaken as part of the response to the JAR.

She added that there was currently insufficient funding for 15 additional social workers and whilst consideration was being given to the matter as part of the budget preparation process it had to be recognised that providing that level of funding resource – funding and people was not going to be feasible.

- The Head of Safeguarding commented that there was a national shortage of social workers. Consideration was being given to how to be creative in the Council's recruitment process, opportunities to recruit from other countries with comparable social work qualifications, retention measures, and the scope to encourage existing staff take up social work as a career and obtain social work qualifications.
- In relation to JAR recommendation 16, relating to improving housing provision, a question was asked about the reduction in the number of families being housed in bed and breakfast accommodation and what provision had been made for those families. In reply the Director referred to the report made to the Committee on the issue in June and commented on the work of the Homelessness Prevention Team in helping families to avoid becoming homeless, and the support and advice being provided to those who were homeless to help them secure accommodation.
- A Member noted that, whilst most welcome, the success of the Prevention Team in dealing with potentially homeless families was having an adverse knock on effect on other families seeking housing.

**RESOLVED: That the report be accepted, whilst noting the ongoing consideration being given to the staffing position in particular.**

## **26. CHILDREN'S SERVICES SCRUTINY COMMITTEE WORK PROGRAMME**

The Committee considered its work programme for the remainder of 2006/07 and the nomination of three Members to the Transition from Leaving Care to Adult Life Review Group.

The purpose of and proposed approach to the review of transition from leaving care to adult life was set out at paragraph 8 of the report.

It was acknowledged that as part of the process of seeking to bring a sharper focus to the Committee's work routine information reports on school exam results and Ofsted reports had not been prepared. The intention was that reports would be brought to the Committee on an exception basis. Reports could be circulated separately to Members as received and only brought formally to the Committee if some significant issues requiring remedial action were identified. It was noted that a report on current school issues, including performance, was included in the Work Programme for the Committee's scheduled meeting in March 2007.

A budget monitoring report was requested and it was agreed that one should be made to the next meeting.

It was also reported that a request had been received from the Alliance of Voluntary

Sector Organisations in Health and Social Care in Herefordshire (the Alliance) asking for a representative to be co-opted onto the Committee. The initial thinking had been that consideration of further co-option should await the likely review of co-options after May, 2007. However, the Alliance had requested that this position be reconsidered as this date was some way away and there were considerable developments in the Children's Services agenda. It was proposed that representation should be invited on the basis that it was understood that a formal review of co-option was likely to take place in May.

**RESOLVED:**

- That**
- (a) Councillors G Lucas and Mrs J. E. Pemberton and Mrs D. Strutt be appointed to serve on the Transition from Leaving Care to Adult Life Scrutiny Review Group as described in paragraph 8 of the report;**
  - (b) the Committee's work programme be approved and reported to the Strategic Monitoring Committee;**
  - (c) a budget monitoring report be submitted to the Committee's next meeting;**
- and**
- (d) a representative from the Herefordshire Alliance be invited to attend and contribute to meetings of the Committee on the basis that it was understood that a formal review of co-option to the Committee would be expected to take place after May, 2007.**

The meeting ended at 11.40 a.m.

**CHAIRMAN**

## CHANGE FOR CHILDREN IN HEREFORDSHIRE

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

### Wards Affected

County-wide

### Purpose

1. To advise on the Change for Children progress overall, including extended schools and the recent Education & Inspection Act 2006 as applied to transport.

### Financial Implications

2. The financial implications are covered in current budgets and funding arrangements. It is too early to tell what resource levels will be needed for support for families in the medium term. The resource base for Herefordshire Council and schools and the limitations are described in the Medium Term Financial Strategy.

### Considerations

#### Change Programme

3. The national change programme – Every Child Matters – is now into the delivery stage.
4. The inter-agency governance is secured by the Children & Young People's Partnership Board and the Local Safeguarding Children's Board. Children's Trust arrangements are to be in place by April 2008. The Partnership Board will ensure that the commissioning plans are in place. The Council and the PCT are in dialogue on the next steps of establishing a Public Service Trust which will include Children's Trust arrangements. The Council already has a Lead Member and Director of Children's Services. The Children & Young People's Plan is in place.
5. The key service priorities moving forward are to deliver a support for Families Strategy and to ensure that the Children's Centres and Extended Schools programmes are fully operational by 2008 and 2010 respectively.
6. In Herefordshire there are to be 9 Children's Centres, 5 are in place. The extended schools programme is on track, 14 schools were offering full core offer in September 2006. The extended services strategy was considered by School Forum on 6th December, 2006.
7. The Commissioning framework is in place and the priorities going forward include the Support for Families work including short breaks and support for children and adolescents with mental health needs, alongside workforce development.
8. The indications from this work and the annual assessment suggest that support for families, early intervention/prevention will increase in priority and school standards will come into sharper focus.

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Further information on the subject of this report is available from Sue Fiennes, Director of Children's Services on 01432 260039

9. The indicative priority list for 2007/08 is attached at Appendix 1, this will inform the Directorate Plan and the Children & Young People's Delivery Plan for 2007/08.
10. The Youth Matters programme is on track and the Youth Offer and Youth Council arrangements are in place.
11. The common assessment framework to assist integrated working is being tested in two pilots in Herefordshire. They are in South Wye in Hereford City and in Children with Disabilities Services across Herefordshire. This will inform the model of integrated working in Herefordshire for professionals.
12. There is considerable progress in arrangements to involve children and young people effectively. The Youth Council and the Shadow Partnership Board are established and being refreshed by new elections.
13. The performance management of the Children & Young People's Plan is being secured through the Board nominating chairs of outcome groups (every child matter outcomes) in order to ensure an integrated approach.
14. The Workforce Strategy and reform is in development and progress is to be reported to the GOWM Improvement Board in December.

#### **Education & Inspection Act 2006**

15. The implementation of the denominational transport policy has not demonstrated any particular concerns. There is a report going to Cabinet on 14th December and a further briefing will be given at the Scrutiny meeting on 15th December.
16. The new legislation and the impact on school organisation and arrangements will need to be further considered as part of the Schools Review programme.

### **RECOMMENDATION**

**THAT the Committee note the progress in Herefordshire.**

#### **BACKGROUND PAPERS**

- None identified.

**Herefordshire Children and Young People's Services**  
**Priorities 2007/08**

**Be Healthy**

- Teenage Pregnancy Strategy implementation.
- Dental Health improvements (not highlighted in our meeting but does feature in the APA letter).
- Young people's substance misuse – successful implementation of agreed improvement plan.

**Staying Safe**

- Further development of LSCB.
- Ongoing improvement on timely assessments.

**Enjoy and Achieve**

- The key attainment targets agreed at the Standards meeting.
- Absence measures – implementation to ensure improvement.

**Making a Positive Contribution**

- Develop a wider strategy for vulnerable young people.
- Coherent parenting and support for families' strategy.
- Continued improvement in arrangements and outcomes for children with disabilities.

**Achieving Economic Well-Being**

- Increase employment with training opportunities.

**Children's Trust**

- Set up the Priority Services Joint Commissioning arrangement.
- Contribute to the final model of the Public Services Trust.
- Maintain the focus on delivery of the Children and Young People's Plan and the associated performance management arrangements.



**REVENUE BUDGET MONITORING REPORT 2006/07****Report By: Sue Fiennes, Director of Children's Services****Wards Affected**

County-wide

**Purpose**

1. To report on the monitoring of the revenue budget, for the period to the end of October, for the Children & Young People's Directorate.

**Financial Implications**

2. As set out in the report.

**Considerations**

3. The Revenue Budget monitoring report forming part of the Integrated Performance Report to the 16th November meeting of Cabinet, based on expenditure to 30th September, 2006, anticipated that the Children & Young People's Revenue Budget would be overspent by £167,000 (less than 1%). This trend towards an overspend has continued and the monitoring of expenditure to October 31st now projects an overspend of £214,000 at year-end, as indicated in the figures set out in Appendix 1.
4. The overspend is largely explained by increasing external agency placements in the Safeguarding and Assessment Budgets. Placements have risen from 24 at the beginning of the year to 29 now. Each new placement typically costs in excess of £150,000 pa. Unless numbers can be reduced, this cost will continue through into the 2007/08 Budget. The numbers of children in foster care have also risen from the beginning of the year from 111 to 121 currently. Additionally, extra spend on filling social work vacancies and agency staff has been incurred in order to improve services in line with the Joint Area Review. The profiling of spend takes account of likely costs to the year end.
5. The budget will continue to be monitored and managed carefully in the coming months, including an assessment of the impact of falling rolls on the redundancy budget which cannot be made until after Christmas when schools begin their budgeting processes for the new financial year based on known January pupil numbers. Redundancy commitments contractually agreed before the year-end will be charged to this financial year.
6. This budget forecast takes no account of any funding that can be claimed from the corporate social care contingency. A claim for funding will be made at year end when the overall outturn position is known. This claim will have to demonstrate proper and reasonable attempts to mitigate spend.

**RECOMMENDATION****THAT the Committee note the report and make any comments.****BACKGROUND PAPERS**

- Revenue Budget Monitoring Report December 2006 – attached.





## Children & Young People Revenue Budget Monitoring Report – December 2006

	2006/07 BASE BUDGET £'000	2006/07 FORECAST £'000	2006/07 VARIANCE £'000	NOTES
<b>A. Dedicated Schools Grant (DSG)</b>				
Grant Income from DfES	-78,396	-78,151	245	DSG income less than expected
Primary Schools	34,319	34,324	5	
High Schools	35,011	35,102	91	Higher rates at new Whitecross school
Special schools	2,907	2,908	1	
School Specific contingency	106	35	(71)	
Less LSC income	-2,575	-2,575	0	
<b>Central spending within DSG</b>				
Special Needs Banded Funding	653	742	89	Higher number of allocations at November Banding Panel
Special Needs Support Services/Inclusion	1,243	1,077	(166)	
Fees to Independent Schools for SEN placements	1,625	1,670	45	Overspend on jointly funded placements of £250,000
Pupil Referral / Education Other than in Schools	1,356	1,334	(22)	
Early Years Education	3,612	3,430	(182)	Grant offsets some early years expenditure
School Meals/Kitchens	139	104	(35)	
<b>Dedicated Schools Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	Any Under/overspend must be carried forward as DSG.
<b>B. Children's Budget</b>				
External Agency Placements	2,281	2,801	520	Placements increased from 24 in March 06 to 29 now
Fostering	2,075	2,310	235	Numbers increased from 111 in March 06 to 121 at end of October 06
Social Work	3,509	3,660	151	Additional Social work staff
Assessment & Family Support	2,988	2,869	(119)	
Strategic Management	1,284	1,269	(15)	
Severance, Pension Liabilities and Staff Sickness	446	446	0	School Redundancy costs unknown until Feb.
Contribution to Standards Fund	654	654	0	
Special Education Services	972	881	(91)	
School Improvement	1,032	1,011	(21)	Professional support
Transport	5,435	5,157	(278)	Savings from route reviews
Asset Management	460	427	(33)	
Youth Offending Team and Student Awards and Grants	221	176	(45)	Savings in Student finance
Youth Service	1,143	1,003	(140)	Staffing vacancies – underspend expected to reduce before year end
Education Welfare Service	167	175	8	
Other	851	893	42	Central charges and overheads
<b>Total LA Budget</b>	<b>23,518</b>	<b>23,732</b>	<b>214</b>	



## **IMPROVEMENT AND ANNUAL ASSESSMENT OF PERFORMANCE - CHILDREN & YOUNG PEOPLE'S DIRECTORATE**

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

### **Wards Affected**

County-wide

### **Purpose**

1. To advise on the progress on improvement and performance.

### **Financial Implications**

2. The allocated budget for JAR improvements is on track and has levered external advice and input to assist in the improvement delivered.
3. The recruitment of social workers and family support workers is giving a financial challenge in year (£120,000). However, the permanent recruitment position is alleviating spend on agency staff and where there are strong candidates we are recruiting above establishment.

### **Considerations**

4. The GOWM Improvement Board for Herefordshire has been put into place, starting in August. The meetings are planned monthly up to March 2007.
5. There are to be 3 reports to the Minister for Children & Families in this period. The first one went at the end of September and advised that the programme was on track. There has been no specific feedback from the first report which should be viewed positively.
6. The success criteria for the work programme and, therefore, the reports to the Minister have been agreed. They are attached at Appendix 1.
7. The JAR summary progress report as of 27th November is attached at Appendix 2.
8. The highlights from this report are:
  - The JAR inspection highlighted the low referral rate to the children's safeguarding and assessment service. The rate of referrals has steadily risen throughout this year from 175 per 10,000 children at the end of 2005/06 to 251 per 10,000 at the end of October 2006. This means that needs are being more promptly and effectively addressed. However, this increased workload is stretching the capacity of the service considerably.
  - Many more assessments of children are being completed. 142 more initial assessments were completed in September than in April. All child protection

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Further information on the subject of this report is available from Sue Fiennes, Director of Children's Services on 01432 260039

referrals are prioritised for urgent completion. However, there is some distance to travel to ensure that the rate of initial assessments completed and completed on time reaches the target for the year. In terms of the ratio of initial assessments to referrals this is standing at 53.7% at the end of September compared with the year-end target for March 2007 of 60%. The Children's Disability Team has increased the number of assessments completed in the last 6 months by 150%. The employment of two additional Family Support workers is contributing to management of the additional workload.

- The current Social Worker establishment is 12.3 per 10,000 population, a total of 46.1 posts. The 'ideal' establishment, subject to available funding, is considered to be 15.3 per 10,000. There are 46.47 substantive Social Workers currently in post although 3.87 of these are covered by Agency staff.
  - By comparison, the performance and outcomes for children with whom the Council is engaged are very positive as indicated by the Performance Assessment Framework (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. 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 participation of children in their reviews has since been corrected and is now accepted as being in excess of 93%.
  - The final IPC (Institute of Public Care) report on the development of performance management in the Children & Young People's Directorate has been produced. The GOWM Improvement Board and the Council have accepted the programme of work and an implementation plan is agreed.
  - The number of families housed in bed and breakfast accommodation has been reduced from 40 in April to 7 at the end of October. The number of families housed in bed and breakfast accommodation for more than 6 weeks has fallen from 28 to 5 over the same period. This has also significantly reduced pressure on the homelessness budget.
  - Three additional properties have been secured for care leavers and nomination rights secured for 4 additional units. There are 14 care leavers who by March 2007 will be 19 and require suitable accommodation; as a result of the recent progress, they are all expected to be in suitable accommodation.
  - The Occupational Therapy Team are continuing to meet their locally set assessment target and have appointed a Team Leader.
9. The overall performance in the Safeguarding & Assessment service is good and this has been recognised in the text of the APA letter.
10. The APA letter is attached at Appendix 3. This confirms the Council's self-assessment agreed by Cabinet in May 2006. This means that with satisfactory scores of 2, the Council has secured a position where there are no inadequate assessments on "Stay Safe" or "Service Management".
11. This gives a good position for further improvement and provides evidence for the GOWM Improvement Board and for reports to the Minister.

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Further information on the subject of this report is available from Sue Fiennes, Director of Children's Services on 01432 260039

12. The JAR improvement plan comes to a logical end in December 2006. It has been agreed that any outstanding matters transfer to a new reporting arrangement covering the success criteria as outlined in Appendix 2. This will also take account of the priorities emerging from the APA letter (attached at Appendix 1) and the recent Government Office West Midlands' Priorities Meeting held on 13th November.
13. The intention is to integrate the improvement activity into the Children & Young People's Plan for Herefordshire. The Directorate Plan for 2007/08 and beyond will be the revised Children & Young People's Delivery Plan and will include the improvement needed.
14. The Children & Young People's Partnership Board have reviewed progress against the delivery plan and were satisfied with the progress to date.

## **RECOMMENDATION**

**THAT Committee note the performance update and comment on any aspects which may need further inquiry.**

## **BACKGROUND PAPERS**

- Success Criteria Paper, JAR Summary 27th November and APA Letter.



## **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.

<b>No of PI</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>Current Position March 06</b>	<b>Target Position March 07</b>
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**

<b>No of PI</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>Current Position March 06</b>	<b>Target Position March 07</b>
	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**

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

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

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

In relation to **Recommendation 3**

<b>No of PI</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>Current Position March 06</b>	<b>Target Position March 07</b>
	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

**GOWM Herefordshire Improvement Board**





**JAR Performance Improvement Action Plan**

**Summary Progress Report**

**(This report summarises progress between 21<sup>st</sup> November 2006 and  
27<sup>th</sup> November 2006)**

## Overall Summary

1. The overall project plan schedule status remains as green. The status of some individual recommendations and in particular the related targets and timescales will need to be considered by the board in conjunction with other reports
2. A summary of completed items, and progress against each recommendation during the report period can be found in the following pages.
3. The risk log has been reviewed and updated to reflect progress and emerging issues. Reference to the final column headed 'Last updated' will direct you to risk log updates.

<b>LEGEND</b>	
	<b>Recommendation progress on track / completed</b>
	<b>On track</b>
	<b>Not on track</b>
	<b>No progress</b>

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>ECM OUTCOME STAY SAFE</b>					
<b>1. Ensure that appropriate criteria are set for the involvement of the LA's professionally qualified social care staff in child protection cases</b>	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	Completed  The impact of the increased referral level has resulted in a drop in performance against these indicators. (End of Oct position is DIS 1704 64.2 (target – 75%), C64 60% (target – 80%) It is unlikely that the year end target will be met. The situation is being closely monitored and revised targets will be discussed at the Board meeting.	06/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
	6) Publish new criteria protocols and procedures	All staff using new procedures and revised thresholds.	Completed.	04/06	
<b>ECM OUTCOME STAY SAFE</b>					
30 <b>2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice</b>	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	Completed Monthly reporting of key referral/assessment PIs now provided to operational management team. Performance trend is positive. A performance gap analysis for Core Assessment activity is underway and will be completed by the end of 11/06. This will underpin any recommendation to revise 06-07 target in the light of benchmarking.	04/06	
	2) Practice, file and peer audit system to be developed	Mthly file audit; Quarterly Practice audit; Annual peer audit	Monthly and quarterly 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.	Completed	06/06	



31		Training post and development post recruitment. Guidance reviewed and reissued	The HSCB Development post has been advertised as a secondment opportunity. The HSCB Development post has not been recruited to and will now be offered as a secondment opportunity. The HSCB Trainer post to be re-advertised 11/06.	10/06	
	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	These have all taken place as arranged with a schedule in place to end 2006	12/06	
	7) Information Sharing Protocol to be drafted to CYPP and agreed.	IS Protocol in place and agreed by CYP's Partnership.	Following 2 meetings with West Mercia Constabulary further revisions are being made to the draft protocol. It is anticipated that an agreed protocol will be approved by the CYPPB at it's meeting on 30 <sup>th</sup> November	06/06	
<b>4. Ensure that a written record is made of all contacts with the social care duty team</b>	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.	Performance at end of second quarter on referrals/0000 now exceeds 06-07 target.  Arrangements are in place to address any short term acute pressures	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?
<b>ECM OUTCOME STAY SAFE</b>					
<b>3. Ensure there is an effective workforce strategy to address the recruitment and retention problems within the local authority's social care service.</b>	1) Recruit temporary staff to cover all vacant posts	All post filled in short term.	Work is ongoing to recruit permanent qualified social workers and an ongoing programme of advertisements is in place. 2 new permanent qualified social workers recruited.  In light of progress to date, consideration of recruiting qualified Social Workers from America and Canada is not being pursued at this stage.  Position at End of OCT. is that there are 6.8WTE vacancies (14.75%) out of an existing establishment of 46.1 although the majority are covered by Agency staff. The Safeguarding and Assessment Performance update report provides more detail on budget bids to move to an establishment of 57WTE posts (15.3 per 10,000). It is to be proposed that a milestone of 12.3 per 10,000 be introduced at April 2007 with the overall target of 15.3 being retained.	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. Managers receive detailed monthly workforce monitoring reports.	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?
<b>ECM OUTCOME STAY SAFE</b>					
<b>5. Ensure there is a single referral assessment and service planning framework for children in need which is consistently and effectively applied in practice</b>	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	Completed	6/06	
		CCM is updated and incorporated within CAF whole system approach.	<i>Every Child Matters in Herefordshire</i> framework (CAF) will replace Child Concern Model. Arrangements to be piloted January-July 2007	01/07	
34	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.  Target for 2007 agreed	7/06	

35	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.	Planning completed and training ongoing. Pilot will start January 07.  Evaluation of pilot programme originally included within training development brief of independent trainer. Consideration is being given to whether this should be undertaken independently.	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 is taking place within the EYDCP Service under the direction of Ros Hatherill.  A directory has been produced and is accessible. Further work is taking place on its on-going development	12/0 6	
	5) Identify Lead Officer for Information Sharing Index and consider requirements	ISI project milestones achieved	Completed  LARA (1) submitted on time	10/0 6	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>ECM OUTCOME STAY SAFE</b>					
<b>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</b>	1) Training for new CAF and CCM to be planned and implemented	Programme and curriculum set up. Facilitators in place.	A programme of training commenced in October 2006 and is on schedule	9/06 LR	
	2) roll out of training sessions	No of staff trained and using CAF.	The programme is being offered to 180 practitioners involved directly in both pilot areas	10/06	
		No of CAFs completed.	Target for 2007 agreed.	03/07	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>ECM OUTCOME BE HEALTHY</b>					
<b>7. Ensure effective implementation of the multi-agency health care planning procedures for Looked After children</b>	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	Completed. All LAC have a health care plan.  Rolling programme of reviews in place.	1/06	
	2) Clear procedures for health assessments to be agreed	Procedures in place. Review chairs to monitor actions to be completed.	Completed. Ongoing programme in place.	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	
<b>8. Improve access to occupational therapy services</b>	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 take place on 6 <sup>th</sup> October 2006.	4/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>ECM OUTCOME BE HEALTHY</b>					
<b>9. Ensure appropriate social care support for the families of children with learning difficulties and disabilities</b>	1) Family support including short term breaks to be specified and commissioned. (Link to recent Fostering Inspection)	New service available.  Monitor increase in no of breaks provided.  Audit all cases every 6/12 to monitor take up	Detailed report will be made to Board in November.	6/06	
	2) Improved support and care planning to be developed through mapping NSF / ECM pathways through development of CAF	Local care pathways in place and linking to CAF processes. No of CAF and AF assessment completed	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 is contributing to the management of the additional workload.	11/06	

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JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>ECM OUTCOME BE HEALTHY</b>					
39	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. Operational managers transition group held first meeting in October and has agreed actions and key priorities for the year ahead. The group will further develop the action plan.  Need to consider revision of due date.	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. Transition lead (Sue Miller) started 09.10.06  The pilot multi-agency single meeting for all referrals to the Kite Centre and CDC is continuing.	7/06  12/06	

<b>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</b>	1) 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.	Working with Philippa Russell on questionnaire to go out to parents and carers in October to explore views of services and how we can involve users in service design and delivery Workshop dates with Philippa Russell set for October/November to be rescheduled in order to improve attendance.	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	October/November meetings have been re-scheduled to January in order to improve attendance.  100 questionnaires sent out to parents and carers in October. Initial analysis is scheduled for production in January	10/06

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JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>ECM OUTCOME BE HEALTHY</b>					
<b>14. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)</b>	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 of 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.	Workshop has taken place as part of review process	9/06	
	4) Consult with cyp and families, plan and provide	Survey views and respond to these.		12/06	
41					

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>ACHIEVE ECONOMIC WELL-BEING</b>					
<b>16. Improve Housing provision for both single young people and families</b>  42	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.	To date 3 additional units acquired and occupied. The purchase of 3 additional properties are scheduled for completion by December 06. This will complete the total of 6 properties. Nomination rights are also being secured to 4 additional units of single person accommodation offered by a local supported Housing provider (SHYP). They will be used to meet the needs of care leavers and other vulnerable young people. Intensive support is being provided to tenants. On target for all vulnerable C&YP to be in satisfactory accommodation by Apr. 07.	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	Safeguarding and Assessment Service is represented on groups. Safeguarding and Assessment Service are represented on Homelessness Service Steering Group.		

	3) Protocol between housing providers and Safeguarding and Assessment Service re handling of CYP and families and homelessness where tenancy / housing is at risk	<p>Protocol in place and working &amp; reviewed quarterly</p> <p>Affordable housing targets</p>	Quarterly review of protocol taking place in October.	6/06	
43	4) 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>Improved further preventive information and advice service.</p> <p>Reduced numbers of homeless.</p> <p>Corporate reporting of strategic PIs – Use of B&amp;B</p>	<p>Completed.</p> <p>The number of families housed in bed and breakfast (B&amp;B) accommodation has reduced from 40 on 1<sup>st</sup> April 2006 to 7(12) at the end of October 2006. The figures for those housed in B&amp;B for more than 6 weeks has fallen from 28 to 5 (5) over the same period. (Figures in brackets relate to the end of September position)</p>	4/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>SERVICE MANAGEMENT</b>					
<b>12. Improve action planning to deliver strategic aims and objectives and, in particular, ensure that associated resourcing needs are met</b>	1) Produce CYP Plan linked to LAA	CYP Plan published	Completed	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	Completed. The partnership governance arrangements were agreed at the CYPPB meeting on 11 <sup>th</sup> September 2006.	7/06	
		JP & C Policy adopted and in place	Draft JP & C Framework considered by CYPPB at its September meeting.	9/06	
	3) CYP's Plan Forward delivery Action Plan to provide overarching strategic framework for all other plans		Completed. The C&YP Plan Forward Delivery Plan was approved by the CYPPB on 11 <sup>th</sup> September 2006. Forward Delivery Plan to act as overarching Service Plan for 07/08 following its review.	6/06 12/06	
	4) To work with VSC through The Alliance on ensuring active engagement	VCS reps on CYPP's Board.	Completed.	11/06	
		VSC involved in all aspects of commissioning	VSC engaged in Short Breaks Commissioning process. Recommendation on way forward made.		

	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. Approval in principle given. Implementation to follow final approval.	9/06  11/06 2/07	
	6) This information to feed into refresh and update of CYP Plan in Autumn 2006	Revised and updated CYP's Plan.	Review of Delivery Plan begun. To be completed by 11/06	11/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>SERVICE MANAGEMENT</b>					
<b>13. Improve information systems within the LA's social care services to enable better management oversight and evaluation of service effectiveness</b>	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	Completed.  Data Collection and Performance Management arrangements comply with corporate requirements.	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. A timetable for new IT systems has been agreed which will see them operational in 2008.	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. Initial specification agreed.	7/06	



	<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>	
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JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>SERVICE MANAGEMENT</b>					
48 <b>15. Improve co-ordination of consultation with children and young people to support their participation in strategic planning and review</b>	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 <sup>st</sup> October 2006 at which the 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.	<b>Need to consider revising due date to 12/06.</b>	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 <sup>th</sup> September 2006.  Shadow partnership board has met on 3 occasions to date with representatives attending and contributing to CYPPB meetings and reporting back, minutes obtained and being checked.	3/06	
	4) To involve parents and carers in CYP's Partnership Board	Parent reps attending CYP's Board	Completed	12/06	

	5) C& YP's Youth Council to be enhanced with engagement of relevant LAC	LAC engaged. Monitor no of attendances quarterly.	Shadow Partnership to meet early October. Analysis to follow.	3/06 and 10/06	
	6) To adopt and implement Hear by Rights Standard	Monitor use of standard – nos using process to be monitored.	Launch in October was cancelled due to lack of support for event from C&YP. Consideration is being given as to how this can be taken forward.	10/06	
49	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.	A directory has been produced and is accessible. Further work is taking place on its on-going development	12/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
<b>SERVICE MANAGEMENT</b>					
<b>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</b>  50	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.	<p>System documented including monitoring system.</p> <p>Regular data set available to track progress monthly.</p>	<p>Proformas and templates produced for all indicators. A full directory will be completed .</p> <p>The JAR Progress Group (Board) will project manage implementation of the IPC Project with the Directorate Management Team exercising oversight. A timetable for new IT systems has been agreed which will see them operational in 2008.</p> <p>The IPC recommendations have been accepted and owned by the Council, GOWM Board, and are being implemented.</p>	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.	Completed	6/06	
	3) To agree governance and accountability arrangements for CYP's Partnership Board	TORs and governance of CYPP Board delivered and agreed.	Completed	9/06	

	including responsibility for performance monitoring of Forward Delivery Plan for CYP's Plan.	Forward D Plan issued and being monitored	Plan issued. Monitoring report to CYPPB in November.	6/06	
	4) CYP's Partnership to agree on process for monitoring progress on CFC, delivery of CYP's Plan.	All partners involved in designing and delivering FD Plan	Completed.	9/06	
		Quarterly monitoring on outcomes in place.	Executive Groups of Partnership Board established. A progress report will be presented to the CYPPB at its meeting on 30 <sup>th</sup> November 06.	11/06	



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Making Social Care  
Better for People



Ms Sue Fiennes  
Director of Children's Services  
Herefordshire County Council  
Brockington  
35 Hafod Road  
Hereford  
HR1 1SH

**01 November 2006**

Dear Ms Fiennes

**2006 ANNUAL PERFORMANCE ASSESSMENT OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IN HEREFORDSHIRE COUNTY COUNCIL**

This letter summarises the findings of the 2006 Annual Performance Assessment of your local authority. We are grateful for the information which you provided to support this process and for the time made available by yourself and your colleagues to discuss relevant issues.

**Summary**

Areas for judgement	Grade awarded <sup>1</sup>
The contribution of <i>the local authority's children's services</i> in maintaining and improving outcomes for children and young people.	2
The council's overall <i>capacity to improve</i> its services for children and young people.	2
The contribution of <i>the local authority's social care services</i> in maintaining and improving outcomes for children and young people.	2

<sup>1</sup>

Grade	Service descriptors	Capacity to improve descriptors
4	A service that delivers well above minimum requirements for users	Excellent / outstanding
3	A service that consistently delivers above minimum requirements for users	Good
2	A service that delivers only minimum requirements for users	Adequate
1	A service that does not deliver minimum requirements for users	Inadequate

Herefordshire County Council delivers an adequate contribution to maintaining and improving outcomes for children and young people within the area.

The council is aware of its areas for development, and is starting to collaborate closely with relevant partners to analyse needs and set appropriate, challenging targets for improvement. Capacity for further improvement is adequate.

## **Being healthy**

The contribution Herefordshire Council's services make to improving outcomes in this area are good, particularly in the way that healthy lifestyles are promoted through partnerships between key services. The health needs of looked after children are met effectively and most indicators are better than national averages. The range and effectiveness of actions taken to promote the mental health of children and young people have increased and services are available promptly. Access to therapy has improved. All children's health needs are met in age appropriate services, although a minority of looked after children do not have a comprehensive written health record. The proportion of schools achieving the National Healthy Schools Standard has improved and is set to exceed the interim national target. Looked after children and their families benefit from free access to leisure facilities. The Primary Care Trust's high level of commitment is driving a range of initiatives to deliver better outcomes.

Although most outcomes are good there are a number of areas that should be improved. Dental health is very poor. There is a lack of co-ordination between agencies for the assessment, planning and individual involvement of children with learning difficulties and/or disabilities. The incidence of teenage pregnancy amongst 16 and 17 year olds has fallen for three years but has increased compared with the national trend. The capacity of the substance misuse service is inadequate as are its identification and referral systems. While opportunities for young people to engage in sport through their schools are good, additional leisure and sports activities are limited by lack of transport in rural areas.

## **Staying safe**

The contribution the council's services make to improving outcomes in this area are good overall; some important weaknesses in social care have been addressed following the Joint Area Review (JAR) in September 2005. The authority's policies now recognise what constitutes a safe environment and the implementation of these policies in social care is regularly monitored, though it is too early to see measurable improvements in outcomes. Previously some children who were at risk were not able to access social care support as thresholds were so high but these have been revised following the JAR.

Social care and its partners do not yet provide an effective range of preventative services to meet children's needs before they become intractable. Provision for children experiencing domestic violence is unsatisfactory. However a recent Service Level Agreement with a local Women's Aid provider shows some signs of resolving this. Young people leaving care do not always have a comprehensive pathway or transition plan in readiness for adult life.



All looked after children and children on the Child Protection Register have an assigned qualified social worker and all child protection reviews are completed within time. Children benefit from very good consistency of placements. The completion of initial assessments in a timely manner has been adversely affected by capacity and targets have not been met. Significantly fewer children received a core assessment in Herefordshire than in similar authorities though most of the assessments were completed in timely manner. There were no serious case reviews.

The authority has embarked on a process which, when fully implemented, will clarify referral systems and protocols between education, health, social care and others in supporting children in need, looked after children and those with learning difficulties and/or disabilities. Protocols with the health service are secure and joint assessment processes are being improved.

### **Enjoy and achieve**

The contribution the council's services make to improving outcomes in this area are adequate, with several good features. Overall attainment figures for school age children in 2005 were slightly higher than national averages and progress in all phases of education is broadly average. A good feature has been the marked improvement in the proportion of pupils gaining GCSE or equivalent qualifications. Sixth formers at the college do well, and all post-16 students make at least adequate progress either at the other colleges or in school sixth forms. The vast majority of learners enjoy school and are making good progress in their personal development and well being.

However, there are some signs that academic progress has slowed and for example, some value added measures are now just below average. There has been a marked reduction in the proportion of schools where inspectors judged achievement to be good or better to less than half of the most recently inspected schools. Improvements common in schools inspected are: better monitoring and evaluation of performance at all levels, including governance; and better use of assessment to help learners to improve. The local authority recognises it needs to improve support for schools in their monitoring and self-evaluation, and for governors to monitor schools. There is good evidence to confirm effective support by the local authority for example, by spreading good practice in order to improve results at Key Stage 3.

The range of curriculum opportunities is adequate for students aged 14 to 19. Many schools provide vocational courses in business studies and information and communications technology for those aged 14 to 16, but there are only a few examples of more imaginative curriculum opportunities. Work-based training is limited because of a shortage of suitable employment places.

Looked after children attain higher standards than children in care nationally and about half continue in education, employment or training at 16 which, again, is better than the national average. Other groups achieve as well as most other learners across the country. Tuition hours for permanently excluded pupils are much lower than average and have declined, despite full time provision being available at pupil referral units. The time taken to assess children for statements of special educational needs has improved markedly. The achievement of learners with learning difficulties and/or disabilities is

broadly satisfactory. However, there are still some weaknesses in review procedures, particularly for children at age 14.

The youth service is rapidly increasing the number of accredited learning outcomes but has not yet reached its targets. Furthermore, the number of young people reached by the service remains below their own targets despite a strongly rising trend.

### **Making a positive contribution**

The contribution the council's services make to improving outcomes in this area are adequate. Overall, the rate of youth crime is below average but has increased recently while those in other authorities have been falling.

Re-offending rates have also risen but the impact of projects to combat re-offending has not been analysed by the local authority.

The majority of children and young people are given adequate support to manage changes in their lives. The local authority and its partners are establishing better strategies to help children and young people with learning difficulties and/or disabilities manage the transition between specific phases in their lives. Arrangements for the significant number who are placed outside the authority are not robust enough.

Increasing the opportunity for young people to express their views is a priority for improvement although the authority has established a number of youth councils and boards to elicit the views of children and young people.

### **Achieving economic well-being**

The contribution the council's services make to improving outcomes in this area are adequate overall. The majority of schools inspected are good at enabling learners to achieve economic well-being. Almost all young people are involved in education, employment or training after they reach the age of 16, including about half of those in care. The number of Year 11 students continuing in full time education, training or employment is rising, but the proportion that are not is well above the November 2006 target of 4.9%. A significant minority are in employment without training, and so their long-term economic prosperity prospects are at risk. Too many young people leave education or training at age 17 and there is growing pressure on suitable training places, which remain limited in number despite funding for more apprenticeships being available.

The JAR found that many families and young people in vulnerable groups were affected by the scarceness of suitable housing though the Council has taken some steps that are starting to benefit young people. Almost all young people who leave care at age 19 are living in suitable accommodation, with a plan for 2006-07 that will include them all.

## **The council's management of its services for children and young people, including its capacity to improve them further**

The capacity to improve is adequate.

The authority is starting to collaborate closely with relevant partners to analyse needs and set appropriate, challenging targets for improvement. The local authority is starting to take better account of the views of parents, carers, children and young people when identifying priorities for development. There is limited capacity for analysis in order to manage activity levels and trends. A single children and young people's plan has been produced, although current plans tend to focus on processes rather than outcomes, making it difficult to assess impact and establish the extent to which strategies and policies provide value for money.

The education service knows its strengths and weaknesses, and uses evidence from inspections and the analysis of school performance data to direct support for schools well. It also has a good vision to raise standards by systematically developing the ethos of schools. The staffing structure has changed significantly since the JAR and most vacancies have been filled.

After the first three months of 2006/07 it is predicted that the budget for children's social care will be overspent and all budgets are being reviewed even though further growth in capacity is needed. There is a strong commitment from health to children's services but pressures on health budgets may limit ability to deliver.

Performance management remains under-developed; there is a lack of measurable targets or of evidence that services actually improve outcomes for children. The local authority has engaged external support to introduce benchmarked performance measures.

The establishment of a Public Services Trust will drive governance arrangements and contribute to setting up a Children's Trust. However, the Children and Young People Partnership Board has been slow to become established and limited resources were available.

The economic climate and local employment conditions present significant threats to education, employment and training opportunities. The local authority should do more to identify specific measures and intended outcomes to prevent this situation from worsening significantly.

The JAR improvement plan and external support proposals being implemented in 2006/07 enhance the service's capacity to improve. The existing information technology system is limited and data cannot be analysed easily. The urgent need for the replacement of the system has been agreed but no specific solution yet commissioned.

We confirm that the children's services grade will provide the score for the children and young people service block in the comprehensive performance assessment and will be published to the Audit Commission. The social care judgement is for CSCI formation only.

Yours sincerely



**FLO HADLEY**

Divisional Manager  
Office for Standards in Education



**JONATHAN PHILLIPS**

Director – Quality, Performance and Methods  
Commission for Social Care Inspection

**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 .

**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, last considered by the Committee in October 2006, is attached at appendix 1.
- 4 The programme has been modified by me as Chairman following consultation with the Vice-Chairman and the Director of Children's Services in response to changing circumstances.
- 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.
- 6 A draft scoping statement for the Scrutiny Review of transition from leaving care to adult life is attached for information at appendix 2. Members will recall that at the October meeting the Committee agreed the approach to the review and appointed Councillor Mrs JE Pemberton, Councillor G Lucas and Mrs D. Strutt to serve on the review group. The current work programme for Adult Social Care and Strategic Housing Scrutiny Committee indicates that a report on the outcome of the review is expected in March 2007. It is expected that Memembrs of this Committee will attend when the report is debated.
- 7 Should any urgent, prominent or high profile issue arise, as Chairman I may consider calling an additional meeting to consider that issue.
- 8 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.

## RECOMMENDATION

**THAT** 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

<b>19th March 2007</b>	
Officer Reports	<ul style="list-style-type: none"><li>• Current School issues e.g. School Performance, Healthy Schools, School Meals.</li><li>• Monitoring performance against JAR Improvement Plan.</li><li>• Annual Review of Directorate Service Plans.</li><li>• 14 – 19 Education and Skills Strategy – (financial implications, practical actions required to implement the strategy; how progress in delivery will be monitored.)</li></ul>
Scrutiny Reviews	<ul style="list-style-type: none"><li>• Outcome of the Behaviour and Discipline Management in Schools Review.</li></ul>

Items for consideration as the programme is further developed:

- Performance of the Youth Service.





<b>REVIEW:</b>	<b>Transition from Leaving Care to Adult Life</b>	
<b>Committee:</b>	Adult Social Care and Strategic Housing and; Children's Services.	<b>Chair:</b> Councillor Lloyd – Hayes and; Councillor Ashton
<b>Lead Support Officer:</b>	Shaun McLurg, Head of Safeguarding and Assessment	

## SCOPING

<b>Terms of Reference</b>
<ul style="list-style-type: none"> <li>• To review the Council's approach to transition issues for looked after children with support needs from childhood to adult life.</li> <li>• To investigate how improvements can be made to the transition process.</li> <li>• Following the review to advise the appropriate Cabinet Member(s) of the best policy to put in place to implement the improvements identified.</li> </ul>

<b>Desired outcomes</b>
<ul style="list-style-type: none"> <li>• For Members of the Review to have considered the various elements involved in the transition process and how these interrelate with those services performed by the Council's partners.</li> <li>• To have considered possible areas of improvement to the transition process and make recommendations on improvement for consideration by the appropriate Cabinet Member(s) and the Council's partner organisations.</li> <li>• For any future service to be capable of implementation in collaboration with partner organisations.</li> </ul>

### Key questions

The questions set out in the IDeA publication 'Getting our House in Order – Better Results for Children and Young People' namely:

- Who is the community/service group?
- What is the outcome to be improved?
- How do we know we are making a difference? (criteria)
- What does the data tell us compared to benchmark/baseline/average?
- What further data is needed? (soft & hard)
- What is the story(ies) behind the baseline? – an analysis of what's happening.
- Who are the partners? (including those who need to be there and are not)
- What could work ? (4 best ideas: 2 x low cost/no cost; 1 x off the wall, 1 x £3 million if you had it)
- Are solutions deliverable and realistic/SMART?
- Action plan and resource.

### Links to the Community Strategy

The Review Group will identify how the outcome of this review contributes to the objectives contained in the Herefordshire Community Strategy including the Council's Corporate Plan and other key plans or strategies.

### Timetable

<i>Activity</i>	<i>Timescale</i>
Agree scoping statement with the two Scrutiny Committee Chairman including agreeing which Member of the appointed Review Group will be Chairman.	By 17 November 2006
Officers produce briefing pack designed to answer the key questions set out above and suggest expert witness list for approval by Review Group.	By 15 December 2006

Meeting of the Review Group to discuss information provided to them, identify any additional information required and Expert Witnesses.	2 - 12 January 2007
Meeting of the Review Group, Support Officers and all Expert Witnesses to explore information provided in more detail.	13 - 26 January 2007
Limited number of Members to interview Care Leavers and/or former Care Leavers.	27 January - 2 February 2007
Meeting of Review Group and Support Officers to prepare options/recommendations.	3 - 16 February 2007
Review Group to agree final report.	By 23 February 2007
Present final report to Scrutiny Committees.	March
Present options/recommendations to Cabinet.	TBC
Scrutiny Committees consider Cabinet response and action plan.	TBC
<b>Members</b>	<b>Support Officers</b>
Councillor Mrs P.A Andrews Councillor J Hope Councillor J.G Jarvis Councillor G Lucas Councillor Mrs Pemberton (Chair) Mrs D Strutt	Mr S. McLurg (Head of Safeguarding and Assessment) Mrs S Canham (Head of Adult Social Care) Mr R Gabb (Head of Strategic Housing)

