

AGENDA

Health & Social Care Overview and Scrutiny Committee

Date: **Friday 22 March 2013**

Time: **10.00 am**

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

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

For any further information please contact:

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Agenda for the Meeting of the Health & Social Care Overview and Scrutiny Committee

Membership

Chairman

Councillor JW Millar

Vice-Chairman

Councillor SJ Robertson

Councillor PA Andrews

Councillor PL Bettington

Councillor WLS Bowen

Councillor MJK Cooper

Councillor KS Guthrie

Councillor JLV Kenyon

Councillor JG Lester

Councillor MD Lloyd-Hayes

Councillor J Stone

Councillor GA Vaughan-Powell

Councillor PJ Watts

AGENDA

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence.</p>	
2.	<p>NAMED SUBSTITUTES (IF ANY)</p> <p>To receive details of any Members nominated to attend the meeting in place of a Member of the Committee.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive any declarations of interest by Members in respect of items on the Agenda.</p>	
4.	<p>MINUTES</p> <p>To approve and sign the Minutes of the meeting held on the 1st and 7th of February 2013</p>	9 - 18
5.	<p>SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</p> <p>To consider suggestions from members of the public on issues the Committee could scrutinise in the future.</p> <p><i>(There will be no discussion of the issue at the time when the matter is raised. Consideration will be given to whether it should form part of the Committee's work programme when compared with other competing priorities.)</i></p>	
6.	<p>QUESTIONS FROM THE PUBLIC</p> <p>To note questions received from the public and the items to which they relate.</p> <p><i>(Questions are welcomed for consideration at a Scrutiny Committee meeting so long as the question 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).</i></p>	
7.	<p>WEST MIDLANDS AMBULANCE NHS TRUST</p> <p>To receive a report on the Trust's Annual Plan for 2013/14.</p>	19 - 20
8.	<p>2GETHER NHS FOUNDATION TRUST</p> <p>To provide a report on the Trust's Annual Plan for 2013/14.</p>	21 - 22
9.	<p>CHILDREN'S SAFEGUARDING - IMPROVEMENT NOTICE AND PROGRESS ON THE OFSTED RECOMMENDATIONS</p> <p>To receive a report on the receipt of the Improvement Notice from the Department for Education and progress to date on the Ofsted recommendations.</p>	23 - 50
10.	<p>WORK PROGRAMME</p> <p>To consider the Committee's Work Programme.</p>	51 - 56

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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.

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HEREFORDSHIRE COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Health & Social Care Overview and Scrutiny Committee held at Council Chamber - Brockington on Friday 1 February 2013 at 9.00 am

Present: Councillor JW Millar (Chairman)
Councillor SJ Robertson (Vice Chairman)

Councillors: WLS Bowen, MJK Cooper, KS Guthrie, JLV Kenyon, GA Powell, J Stone and PJ Watts

In attendance: Councillors EMK Chave, DW Greenow, JW Hope MBE, TM James, Brig P Jones CBE, C Nicholls, AJW Powers, A Seldon, GR Swinford and DB Wilcox

Officers: D Taylor (Acting Chief Executive); J Davidson (Director, People's Services); D Powell (Chief Officer, Finance and Commercial); R Taylor (Head of Finance – Peoples Services); M Seaton (Assistant Director); G Hardy (Governances Services Manager); G Dean (Scrutiny Officer); DJ Penrose and P James (Democratic Services Officers).

31. APOLOGIES FOR ABSENCE

Apologies were received from Councillor P Andrews and P Bettington.

32. NAMED SUBSTITUTES (IF ANY)

None.

33. DECLARATIONS OF INTEREST

There were no declarations of interest.

34. SUGGESTIONS FROM MEMBERS OF THE PUBLIC

There were no suggestions from the public.

35. QUESTIONS FROM THE PUBLIC

There were no questions from the public.

36. BUDGET 2013/14 AND MEDIUM TERM FINANCIAL STRATEGY

The Committee received a report on the Budget 2013/14 and the Medium Term Financial Strategy from the Chief Officer, Finance and Commercial. The Chief Officer said that the report would be put to Cabinet on the 5th of February, and would be debated at Council on the 18th. This would allow Council to be in the position to set the Council Tax for the coming year. During his presentation, the Chief Officer highlighted the following areas:

- That Herefordshire's funding from central government would be reduced by £5.45m (6.9%) in 2013/14. The proposed budget would meet this shortfall and other agreed pressures facing the Council. Additional savings would need to be made in future years as Government grant was further reduced. The budget was based on a 1.9% Council Tax increase. Total savings of £9.142m from the Root and Branch Review

programme had been included to meet the budget shortfall as well as demographic and other service pressures that required funding. The funding available for the net budget would be £150.297m. This would be funded by Revenue Support Grant (£42.862m), retained business rates (£22.726m), Government top-up (£6.559m) and Council Tax (£78.911m) less an amount of £761k for a deficit brought forward on the Collection Fund. There was a possibility that government funding could change as the Final Settlement has not yet been announced.

- That the 2013/14 budget had not increased in terms of overall funding despite moving from £143.359m in 2012/13 to £150.297m in 2013/14. The “increase” represented money moving from specific grant in 2012/13 to general grant funding in 2013/14. At the point of transfer between sources central government had cut the amount received by the Council.
- The Medium Term Financial Strategy (MTFS) covered the period 2013/14 to 2015/16 and included the Treasury Management Strategy. The document was part of an integrated set of policy and delivery documents designed to match available resources to corporate priorities as set out in the Corporate Plan.
- That the government had set a four year Comprehensive Spending Review (CSR) over the period 2011/12 to 2014/15. The latest announcement provided a two year funding position covering 2013/14 and 2014/15. Within this context a corporate savings and transformation programme had been developed to be brought forward to provide major changes within a reduced funding envelope.
- The Department of Health had confirmed funding to be transferred to local authorities to support adult social care services which also benefit health services. The new approach would see funding transferred via the NHS Commissioning Board and Herefordshire would receive £3.152m in 2013/14, compared to £2.274m in 2012/13. The use to which the money would be put would be agreed between the Council and the Herefordshire Clinical Commissioning Group through the Health and Wellbeing Board.
- That the pressures in Adult Services were driven by three challenges. These were an increase in demand associated with an ageing population and changing expectations, a reduction in the growth of public funding for health and social care and increasing chronic health conditions requiring long term, complex care and support.
- That there were a number of additional risks to those normally associated with a budget setting process, and these were being mitigated wherever possible.

In the ensuing discussion, the following points were raised:

- That Herefordshire’s funding from central government would be reduced by £5.45m (6.9%) in 2013/14. The proposed budget would meet this shortfall and other agreed pressures facing the Council. Additional savings would need to be found.

The Director for People’s Services said that the significant issue for Adult Social Care would be the ability to work within the available budget. There would need to be a sharp focus on transitional change in order to find the most cost effective ways of spending available funds. In the medium to long-term, what was needed was a complete transformation of thinking about need, and the arrangements that were made to meet the requirements of local people.

In reply to a Member’s question, the Chief Officer said that he had been struck by the

realism that the business community had shown in a recent meeting. They were aware that the deficit reduction programme was affecting local authorities nationally, and that the Council had to make difficult choices in order to provide a balanced budget.

In reply to a further question, the Cabinet Member (Corporate Services) said that he was not aware of any punitive measures that were planned against councils which had decided to raise their council tax for the coming year. The proposed raise of 1.9% in the tax for 2013 would raise the base budget carried forward by the Council into future years. This rise would mean that Band D council tax in Herefordshire would still be £200 lower than the average across England. The Chief Officer added that it was necessary to plan for the future, and the Council had been prudent with the proposed 1.9% provision, rather than deciding to propose a higher increase, which would have triggered a referendum, and the associated costs.

- That whilst a number of initiatives had been undertaken, such as the introduction of the Fairer Charging Policy, the Council was three or four years behind other authorities. The Root and Branch Review: Living and Wellbeing in Herefordshire would undertake discussions with the Halo Trust and the Courtyard in order to look at ways to reduce their subsidies with the expectation that those organisations would create alternative business models.

In reply to a Member's question, the Director of People's Services said that there was evidence that it was possible to deliver the required savings, but that the pace and depth of change would need to increase. Discussions were in hand with partner organisations as to how services could be provided in order to drive out cost reductions. The Herefordshire Clinical Commissioning Group, Wye Valley NHS Trust and 2gether NHS Trust were all facing equally challenging budgetary situations. All staff needed to be focused on the same outcome, which was to change the way people were thinking about care needs.

In reply to a further question, she went on to say that the Joint Strategic Needs Assessment would look at the issue of the ageing population of the County and would project forward on existing data. She said that the figures in the budget were based on population and census data and were a forecast. They would also be influenced by the implementation of a housing policy that was designed to attract people of working age into the County.

The Chief Officer replied to a question by saying that the integrated arrangements with the Wye valley Trust had been successful in reducing the number of delayed discharges, and this was now one of the best performing indicators for the Trust. There was, as a result, a cost to the Council, as patients were discharged back into their homes earlier than had previously been achieved. Changes to the delivery model would mean that these, and similar costs would be delivered through different partnership arrangements and integrated services. The transformation of adult social care services meant that the whole Council would need to focus on preventing people reaching the stage of critical need. The Health and Wellbeing Strategy would provide a framework for the services.

A Member suggested that the Scrutiny Review of the Courtyard Centre for the Arts undertaken by the Social and Economic Development Scrutiny Committee in 2004 should be updated, as some of the recommendations from the Review could still be relevant.

In reply to a question from a Member regarding whether people in Herefordshire would be expected to take out insurance to pay for their care, the Cabinet Member (Health and Wellbeing) said that there was no question that the Council would provide care for those in need, but she believed that it should also be saying to people that they should be planning for their old age. There was a need to manage demand in a demand driven

area.

Resolved

That:

- 1 The Committee recommends that Cabinet:**
 - a) ensures that all statistics used in compiling the budget e.g. the population figures, are accurate, timely and used correctly;**
 - b) ensures that all risks arising from the budget are clearly set out in the Risk Register, that the mitigation of the risks are clearly stated and includes a plan, with clear timescales and milestones, for addressing the risks;**
 - c) considers introducing into the Budget for 2013/14 a transition fund in order to ensure that the necessary transitions/savings are achieved as quickly and efficiently as possible**
 - d) in the light of the fact that over fifty per cent of the recovery plan for Social Services for 2012/13 is amber or red, that more focus should be placed on the plan in order to ensure greater compliance with the Transformation Plan.**
- 2 The Committee recommends that in developing the Health & Wellbeing Strategy the Health & Wellbeing Board should ensure that it takes into consideration the wider implications of the various strategic plans for example the provision of additional houses through Local Development Framework (LDF) and the effect on social care e.g. the additional pressures on doctor's surgeries.**
- 3 The Committee recommends that full use should be made of the Public Health budget in order to promote preventative measures against ill health and encourage better and more appropriate use of the Counties facilities, including country parks and woodlands**
- 4 That a regular monitoring report be scheduled into the Committee work programme in order to enable the Committee to keep an overview of progress against the Risks, planned savings, and pace of transition within the remit of the Committee.**

The meeting ended at 10.40 am

CHAIRMAN

MINUTES of the meeting of Health & Social Care Overview and Scrutiny Committee held at Council Chamber - Brockington on Thursday 7 February 2013 at 7.00 pm

Present: Councillor JW Millar (Chairman)
Councillor SJ Robertson (Vice Chairman)

Councillors: PA Andrews, WLS Bowen, JG Lester, MD Lloyd-Hayes, GA Powell and J Stone

In attendance: Councillor PM Morgan (Cabinet Member, Health and Wellbeing)

Officers: J Jones (Head of Governance), G Dean (Scrutiny Officer), J Rzezniczek (Interim Head of Improvement), DJ Penrose (Governance Services), C Wichbold MBE (Grants and Partnership Officer)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors P Bettington, KS Guthrie, JLV Kenyon, MJK Cooper and PJ Watts.

2. NAMED SUBSTITUTES (IF ANY)

There were no named substitutes.

3. DECLARATIONS OF INTEREST

None.

4. MINUTES

The Minutes of the Meeting of the 11 January 2013 were approved, subject to noting that Councillor MD Lloyd-Hayes had submitted her apologies.

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

There were no suggestions from the public.

6. QUESTIONS FROM THE PUBLIC

There were no questions from the public.

7. HEALTH & WELLBEING BOARD - GOVERNANCE AND OPERATION

The Committee received a presentation on the Health and Wellbeing Board. During her presentation, the Cabinet Member (Health & Wellbeing) highlighted the following issues:

- That the Board was brought into being by the Health and Social Care Act 2012, which would become a statutory Committee of the Council's on 1 April 2013. It had been meeting in shadow form on a monthly basis since 2011.
- The Membership of the Board.

- That the Governance and membership was being finalised through a small working group with support from the Local Government Association (LGA). The guidance and regulations for the Board was still awaited from the Department of Health.
- The vision and guiding principles for the Board, which had been put together as a result of a series of a series of workshops.
- The Strategy for the Board, which would have an impact on the health and wellbeing outcomes for the County's population. The Strategy linked to other key strategies for Herefordshire and would involve a range of partners and partnerships for the delivery the three priorities for the Board which were the Sustainability of the Health and Social Care System, Demand Management and Crisis Prevention. Three Lead Board members had been identified for each of these priority areas.
- The opportunities for the Health and Wellbeing Board and the future outlook for the County as a result of key issues that had been identified in the 2012 Understanding Herefordshire Report.

In the ensuing discussion, the following points were raised:

- That whilst there was no representation on the Board from the educational community, it was not practicable to have membership from all stakeholders and partners. The Board currently had thirteen members. Rather than adding to the number of members, the Cabinet Member believed that it was more important to ensure that there was appropriate interaction at an operational level by the Board in areas such as education.

In reply to a question from a Member, the Cabinet Member said that whilst the voluntary sector was under pressure, it was capable of delivering what was expected of it at Board level. Claire Keech, who represented the sector, was a very able member and also received support in her work from the Council.

In answer to a Member's question, the Grants and Partnership Officer said that whilst organisations such as St Michael's Hospice might not be represented on the Board, one of the care pathways that the Herefordshire Clinical Commissioning Group (HCCG) was working on was that of End of Life, and issues would be picked up through their involvement with the Board. In reply to a further question, she went on to say that funding from the Community Safety Partnership was allowing positive work to be undertaken concerning alcohol abuse. There was a whole system approach to alcohol abuse that ensured that as many partners as possible were involved in addressing the issue by way of a ladder of intervention. The Bottle Top Programme, for example, which had been aimed at older students, had now been tasked with parental education, as well as alcohol awareness for 12 to 13 year old pupils.

In reply to a further question, the Cabinet Member said that attendance at Board meetings had been good. There had been a great deal of need to learn how the partner organisations worked, and what their priorities were. She believed that as a result of this process, the progress that the Health and Wellbeing Board had made was on par with other Boards in the region.

- That there was a great deal of variation in the approach that Health and Wellbeing Boards had taken to websites, and that work was progressing on providing one for Herefordshire's Board.

In reply to a Member's question as to whether there would be a monitoring role for the Board, the Cabinet Member reiterated that guidance for the Board had not yet been

provided by the Department for Health. It would be necessary, however, to deal with the different approaches between Commissioners and Providers.

A Member asked whether there were different strategies to deal with the different life expectancies and health issues of different socio-economic groups within the County. The Cabinet Member replied that it was up to the three Leads for the three priority areas within the strategy as to how the detailed work would be undertaken. The next iteration of the Understanding Herefordshire Report would be brought to the Board. The Board had provided direction to the Joint Strategic Assessment team, and had asked them to focus on domestic abuse.

In reply to a question as to how the Board would ensure that the changes it required were implemented by the Boards of partner organisations, the Cabinet Member said that whilst this was not an issue that had arisen as one of the strengths of the Board was its ability to work together. As the HCCG Commissioning Plans had to be approved by the Board, issues of that nature could be addressed at this juncture.

The Chairman asked what support the Health and Wellbeing Board would like from this Committee as a result of the recommendations from the report of the Mid Staffordshire NHS Foundation Trust Public Inquiry by Robert Francis QC. The Cabinet Member said that the challenge offered by the Committee was beneficial to the work of the Board, and that she would expect to be in a better position to answer the question after the Board had been operational.

In reply to a question regarding how the outcomes from the Boards actions could be measured, the Grants and Partnership Officer said that the Department of Health had provided frameworks within the areas of the Health Service, Public Health and Adult Social Care with performance indicators against which the performance of the Board could be measured.

RESOLVED: That a report on the progress of the Health and Wellbeing Board should be provided to the Committee in July 2013.

8. HEALTH WATCH

The Committee received a presentation on Healthwatch from the Interim Independent Chairman, Mr Paul Bates. During his presentation, Mr Bates highlighted the following areas:

- That Healthwatch in Herefordshire would be under the aegis of, but not responsible to, Healthwatch England, which would provide national leadership, guidance and support to local Healthwatch organisations. Healthwatch England was a statutory committee of the Care Quality Commission. Healthwatch was represented on the Health and Wellbeing Board, its operational work undertaken work was to ensure access and signposting for health and social care across the County. Healthwatch would, in the first instance, be accountable to the people of Herefordshire.
- That this week was a crucial one for the procurement process for the Healthwatch provider, as contracts had been exchanged and were being considered. How Healthwatch would be constituted, perhaps as a body corporate, a charity or a social enterprise company, would be a matter for the appointed provider.
- That there was a certain amount of confusion as to what the changes were between the existing LINKs and the proposed Healthwatch. Whilst the work and

commitment of the volunteers involved with the LINK in Herefordshire had been effective, nationally, LINKs had not been seen as being successful.

- That whilst Healthwatch would have a right of entry into the premises of providers within the County, this was not the reason that it had been created. It was important that Healthwatch should be seen to be working with every organisation within the health and social care system in the County in a constructive manner, and not being confrontational.
- That soft intelligence should be used as part of the alert system when considering the performance of health providers, as much as statistical evidence.

In the ensuing discussion, the following points were made:

- That it was not appropriate to consider Healthwatch as a mere extension of LINK. There would be places for those who had been involved in LINK if they were comfortable with the way that Healthwatch would have to work. The structure and work of Healthwatch would have to be more formal, as there would be greater accountability. Volunteers would need to be trained and accredited in some manner.
- That if a situation similar to the one that had arisen around the change of opening hours of the Minor Injury Units in Ross and Leominster were to arise again, then the public would expect Healthwatch to be effectively involved.
- That staff working for Herefordshire LINK would be moved to Healthwatch under Transfer of Undertakings (Protection of Employment) Regulations (TUPE).
- That the Committee would expect to work closely with Healthwatch once it was operational.

The Chairman thanked Mr Bates for his presentation.

9. EXECUTIVE RESPONSE TO THE OVERVIEW AND SCRUTINY TASK AND FINISH GROUP ON CHILDREN'S SAFEGUARDING IN HEREFORDSHIRE

The Interim Head of Improvement presented a report on the Executive's response to the Task & Finish Review of children's safeguarding in Herefordshire. In the ensuing discussion, the following points were made:

- That the Executive were not in a position to make the planned series of Members Seminar on safeguarding mandatory for all Members. Dates for the seminars would be provided as soon as possible.
- That the Herefordshire Safeguarding Children's Board had put together a Contract of Expectation with accommodation providers based in Herefordshire which asked them to notify the Council when all out of County placements were made with providers. This would be more reliable than obtaining information from the placing authorities and pre-empted pending Government action which would require accommodation providers to notify local authorities in a similar way.

The Interim Head of Improvement concurred with a Member's comments that it was important that training should be in place to address the IT issues associated with the concerns with Frameworki. The situation had arisen as a result of the high turnover of staff. Recent focus had been on stabilising the situation, and additional IT training was in hand.

Resolved:

That:

- (a) **The contents of the action plan be noted and that the Committee support the overall response.**
- (b) **That the Committee confirm that, given the overlap, updates for progress on actions in the Plan are subsumed in the progress reports for the Children's Improvement Plan.**

10. WORK PROGRAMME

The Committee noted its Work Programme.

Resolved: That the work programme be noted.

The meeting ended at 9.10 pm

CHAIRMAN

MEETING:	HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE
DATE:	22 MARCH 2013
TITLE OF REPORT:	WEST MERCIA AMBULANCE NHS FOUNDATION TRUST
REPORT BY:	

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To receive a presentation from the West Mercia Ambulance NHS Foundation Trust.

MEETING:	HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE
DATE:	22 MARCH 2013
TITLE OF REPORT:	²GETHER NHS FOUNDATION TRUST
REPORT BY:	Chief Executive, ²gether NHS Foundation Trust

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To receive a presentation from the ²gether NHS Foundation Trust.

MEETING:	HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE
DATE:	22 MARCH 2013
TITLE OF REPORT:	CHILDREN'S SAFEGUARDING - IMPROVEMENT NOTICE AND PROGRESS ON THE OFSTED RECOMMENDATIONS
REPORT BY:	DIRECTOR FOR PEOPLE'S SERVICES

1. Classification

Open

2. Key Decision

This is not a key decision.

3. Wards Affected

County-wide

4. Purpose

To receive a report on the receipt of the Improvement Notice from the Department for Education (DfE) and progress to date on the Ofsted recommendations and next steps.

5. Recommendation(s)

THAT The Committee:

- a) notes the Improvement Notice from the Department of Education.
- b) notes the statement of expectation for children's safeguarding in Herefordshire and for further discussion and potential endorsement by partners.
- c) notes the progress to date in addressing the recommendations from Ofsted.

6. Key Points Summary

- As reported in the autumn, following the Ofsted Inspection of local authority arrangements for the protection of children, Herefordshire has been placed under an Improvement Notice by the DfE.
- This notice has now been received. This gives the Council the opportunity to accept the notice, confirm its expectation for safeguarding services and endorse the improvement plan which is in place.

7. Alternative Options

- 7.1 There are no viable alternative options.

8. Reasons for Recommendations

- 8.1 The Council is under a duty to accept the Improvement Notice from the DfE and address the requirement to improve the quality of services and impact on children's outcomes.

9. Introduction and Background

Improvement Notice

- 9.1 Following the Ofsted inspection of local authority arrangements for the protection of children in the Autumn, the Council was graded inadequate. As part of the response to this, the DfE has set out an Improvement Notice. The Council received the Final Improvement Notice on Thursday 14 February (Appendix 1).
- 9.2 The Notice has been developed with the Council and Improvement Board and the DfE and sets out the key areas of action which we have agreed are essential to secure good child protection services within the next two years.
- 9.3 One of the requirements of the Improvement Notice is a statement of expectation by the Council for safeguarding services in exercise of its lead role for Safeguarding (Appendix 2) and a plan of action (Appendix 3).

10. Key Considerations

The Statement of Expectation

- 10.1 The Council has not previously confirmed its expectation for safeguarding, but has placed its ambitions within its vision for children and young people in Herefordshire. The Council has a clear leadership role for Herefordshire in setting these expectations. Partners have indicated they would welcome such a statement and would wish to consider this and that there is a set of expectations within Herefordshire by all organisations.
- 10.2 Cabinet are asked to endorse the statement at Appendix 2. The statement is wholly in line with the Health and Wellbeing Strategy and the Corporate Plan. Once endorsed, the statement will be taken to the Boards of the relevant partners agencies for consideration. This may mean some changes are suggested, and it is proposed it is delegated to the Director for People's Services to finalise the statement by the end of June, should there be any changes
- 10.3 It is also suggested that the Director for People's Services be asked to work with Children in Care and the Shadow Children's Board to ensure that the statement is easily understood by and communicated to children and young people.

The Improvement Plan

- 10.4 The Improvement Plan has been developed since November. The executive summary is attached at Appendix 3. The Full Improvement Plan can be accessed as a background paper from a link attached to this agenda item on the Council's website. The Plan is a live document as the learning from implementing the plan is built into it.

- 10.5 There has been very active engagement by staff from a number of organisations in this first phase of improvement and credit should be given to them for the intensive work which has been done.
- 10.6 Monitoring of the plan and challenging of progress is undertaken at workstream meetings which happen at least monthly at present and the Improvement Board which also meets monthly. As it improves, the Safeguarding Board will gradually take over the role of the Improvement Board. The Council activities and performance are monitored on a weekly basis by managers, and then monthly through the senior management and cabinet arrangements, culminating in the quarterly performance report. This frequency alters if there are significant performance concerns. The quality assurance and performance monitoring arrangements are themselves under review to ensure that staff and managers have access to performance and quality information on a much more developed basis.

Progress to Date

- 10.7 The Ofsted report contained a number of recommendations for immediate three and six month actions. A progress report is attached at Appendix 4.
- 10.8 It has been well rehearsed that whilst it is possible to action all the recommendations, they cannot be considered completed until the actions are clearly embedded as evidenced through day to day practice, systematic implementation and confirmed through audit. Furthermore, the ultimate test will be considering the impact these actions are having on the experience of children and families and their outcomes. Whilst it is pleasing therefore to be able to report that all the recommendations have been actioned, there is still a significant way to go until there can be confidence that there has been a corresponding improvement in practice and outcomes.
- 10.9 Staff and managers have worked exceptionally hard over the past three months. The priorities have been:
- undertaking an audit of 1,440 cases and responding to findings
 - investing in more staff and supporting our teams
 - addressing performance issues and identifying good and outstanding practice
 - refreshing and developing approaches to practices

At the same time as this, the child protection teams have seen a rise in activity so have been dealing with an increase in workload and addressing performance issues. This has placed a strain on those teams.

- 10.10 The biggest risk to improvement is having a stable experienced workforce. Since Ofsted, the staffing position has changed, so that there are now more agency staff than there were when Ofsted inspected. This is a common experience in authorities in intervention, through a combination of increased number of cases being referred, leading to a growth in staff needed and staff turnover. Although we have many high quality agency staff, this creates a destabilising effect in its own right, on both permanent staff, partners and families. The Council has agreed a recruitment package and a national recruitment campaign started on 13 February. Competition between authorities for high calibre staff is very high.
- 10.11 Equally important are the retention arrangements; the Council has been developing its career structures and professional development and support arrangements. We have many excellent staff in Herefordshire and we want to ensure they are supported and challenged to perform

their best. Although there is much the Council needs to do, staff also need to be able to establish effective and enduring professional relationships with staff throughout the safeguarding system. The Safeguarding Board will want to consider what the stability and effectiveness of staffing is in all organisations over the course of the next few months.

- 10.12 The influx of work combined with dealing with backlogs has seen a significant increase in assessments done. There is some pleasing evidence of improvements in the performance around visits and the speed with which assessments are undertaken although not yet at target. The revised team arrangements which have been put in place will improve the position in the next three month period; the teams are also focusing on the improvements in quality which has to go hand in hand with this.

Other Developments

- 10.13 The Council and its partners have also had an inspection of the Fostering Service. The outcomes are yet to be verified but are positive. There is some clear evidence of actions taken since the Ofsted inspection, beginning to take effect. What is equally clear is the collation of performance and quality data and analysis by managers to identify themes and take action is still requiring development work not just by the Council, but by other partners also.
- 10.14 Risk and Resilience training has been received very favourably, which bodes well for a more systematic collective understanding of risk and response to it, which is a key plank of the Improvement Plan.

Conclusion

- 10.15 Significant activity and investment has taken place since the inspection in September. Whilst we cannot be assured about systemic improvements until the staffing situation is more stable, the groundwork and preparation which is being undertaken enable us to improve practice meanwhile.

11. Community Impact

- 11.1 An effective approach to child protection ensures children are not placed at risk and are protected from harm. This plan is designed to secure this.

12. Equality and Human Rights

- 12.1 The improvement work will pay due regard to our public sector equality duty.

13. Financial Implications

- 13.1 For 2012/13 funds have been made available through the People's Services directorate contingency budget (£50k) and additional one off funding from the regional and national improvement boards which have covered the initial case audit and some interim staffing costs.
- 13.2 In setting the Children's Safeguarding budget for 2013/14 an estimate of the recurrent additional costs required to invest in and develop the social care workforce has been made and an additional £650k allowed within the FRM to cover the additional costs. The final staffing structure is still under development and will require financial evaluation as part of the sign off process.

13.3 Critical to delivering the workforce improvement within the financial budget is the recruitment of a permanent experienced workforce quickly to minimise the additional costs incurred from the employment of agency / interim staff. Staffing has to be in place in service areas, including business support and the use of agency inevitably increases the costs to the Council. The Council is addressing this through a revised package for recruitment and retention.

14. Legal Implications

14.1 Currently there are no legal implications.

15. Risk Management

15.1 The risks are:

- Inability to secure stable experienced workforce leads to ineffective safeguarding services which leave children at risk of harm.
- The financial consequences mean early help services are not available leading to more costly arrangements.
- These are included in the directorate and corporate risk register. The Improvement Notice and Plan are mechanisms to mitigate the risk.
- There are reputational risks to the council if progress is not achieved. This is mitigated through the work of the Improvement Board and Improvement Plan.

16. Consultees

16.1 Herefordshire Safeguarding Children's Improvement Board.

17. Appendices

17.1 Appendix 1 - Improvement Notice

Appendix 2 - Ambition Statement

Appendix 3 - Executive Summary of the Improvement Plan

Appendix 4 - Progress Report

18. Background Papers

18.1 Herefordshire's Ofsted Report.

Improvement Notice

To: Name **Herefordshire Council** ("the Council")
Address Brockington, 35 Hafod Road, Hereford, HR1 1SH

This Improvement Notice ("the Notice") is being issued due to poor performance in arrangements for the protection of children. On the basis of evidence contained in the report of the inspection of local authority arrangements for the protection of children, carried out by Ofsted dated 19 October 2012 ("the inspection report") which judged the overall effectiveness of the Council's child protection arrangements to be 'inadequate'.

The following measures are needed for the Council to comply with this Notice:

The Council must take action to:

- (i) improve areas of weakness identified in the Ofsted inspection report and ensure child protection arrangements meet all legislative requirements; and
- (ii) put in place arrangements to sustain and build on the improvement secured.

In respect of the above the Council, working with its partner agencies, as identified by the Council, ("the Council's partners") must demonstrate evidence of improvement in outcomes by:

Leadership and Governance

1. In line with '*Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children*'¹ ensure that across the partnership and within the Council assurance arrangements are in place to assess that the Lead Member and the DCS and senior leaders have the capacity to give Children's Services sufficient priority and focus.
2. Ensure the Council sets out a statement of their vision and ambition and plan, including targets and timescales for children's safeguarding services regarding the improvements planned as a result of this Notice by 31 March 2013. Ensure this statement is communicated to and implemented by staff and partners such that they have a clear understanding of their roles and responsibilities and are held to account in delivering this vision, ambition and improvements expected by the Council.
3. Review the membership, structure and operation of Herefordshire's Local Safeguarding Children Board by 31 March 2013 to ensure the Board provides rigorous scrutiny, monitoring and challenge of services and outcomes for vulnerable children, and meets all statutory requirements and statutory guidance requirements as set out in '*Working Together*'.

¹ This is included in the '*Framework for the Assessment of Children in Need and Their Families*' (figure 2 page 17).

4. Ensure that individual children, families and staff are engaged and provide regular feedback to improve the quality of service and shape practice.
5. Ensure that the views of staff are considered in relation to their work and workplace using appropriate feedback mechanisms. To support this, consideration should be given to the Children's Safeguarding Performance Information Framework (published 12 June 2012).²

Decision making, escalation management oversight and supervision

6. Ensure that all management oversight and decision-making by the Council is conducted in line with standards set out in '*Working Together*' and the Framework for Assessment and in local standards, and that evidence of such management oversight and decision making is set out in detail on each case file. Action must be taken to address areas of practice where performance does not meet standards.
7. Ensure professionals from all agencies understand their responsibilities with regard to child protection and make use of escalation procedures if they believe that children are not receiving appropriate services from any agency or organisation.
8. Ensure those with responsibility for supervising social workers and other social care staff have relevant experience and the opportunity to access training and support to fulfil this responsibility.
9. Ensure that supervision is regular, reflective, comprehensive and up to date, and robustly identifies any needs, risks or protective factors so that supervision is effective and leads to managers taking appropriate and timely action. Ensure that the Improvement Board receive management information to confirm that this is achieved and sustained.

Effectiveness of practice and risk assessment

10. Develop and implement a whole systems framework to manage family pathways from early help to statutory intervention. This should include the thresholds and referral mechanisms to step up to and down from specialist safeguarding services; and the criteria to assess whether a child is in need under S17(10) of the Children Act 1989. The framework should be communicated, understood and applied consistently across all partners working together to safeguard children. This will ensure that children, young people and their families receive support at the earliest opportunity and get the right help at the right time.
11. Develop and implement a system of risk assessment that informs the development of all child protection and children in need plans to ensure consistent judgments are made about the levels of risk, following the

²<http://www.education.gov.uk/childrenandyoungpeople/safeguardingchildren/protection/b00209694/perf-info>

“Conceptual Framework”³. Ensure that all relevant staff apply this Framework in their practice and that management information and the audit of the case files provide evidence that this is being done and the quality of social work practice is improving.

12. Ensure improvement in the timeliness of decision making on all referrals, that they are appropriately risk assessed and prioritised within the appropriate referral and assessment team.

Assessment quality and timeliness

13. Ensure all assessments are analytical, timely, comprehensive, regularly updated and are in line with the statutory guidance ‘*Working Together*’⁴ and the ‘*Framework for the Assessment of Children in Need and Their Families*’⁵. Assessments must identify needs, risks and protective factors and lead to appropriate and timely action and take account of and record the views, experience and needs of children and families. New information or concerns must lead to a review of the current plan for the child and when required, additional action taken.

Care Planning

14. Improve the quality, delivery and management of child protection and children in need plans by ensuring that all plans comply with ‘*Working Together*’ and the *Assessment Framework* including setting out the actions that must be taken and by whom and the outcomes to be achieved with timescales.
15. Ensure that children in need and those subject to child protection plans are visited regularly by social workers in line with ‘*Working Together*’ and local policy.
16. Ensure that legal advice is consistently sought in a timely way, and that this leads to timely legal planning meetings and legal intervention where necessary.
17. Ensure that assessments and child protection case conferences effectively involve parents and children and ensure that parents are able to understand the purpose of children in need and child protection plans.
18. Ensure sustained improvement of the quality of core group meetings by holding them on a regular basis and effectively developing and implementing the child protection plan, which must be monitored by child protection conferences.

³ This is included in the ‘*Framework for the Assessment of Children in Need and Their Families*’ (figure 2 page 17).

⁴ Statutory Guidance: ‘*Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children*’
<https://www.education.gov.uk/publications/standard/publicationDetail/Page1/DCSF-00305-2010>

⁵ Guidance: ‘*Framework for the Assessment of Children in Need and Their Families*’
<https://www.education.gov.uk/publications/standard/publicationDetail/Page1/DH-4014430>

19. When making plans for offenders who have significant contact with children and other young people who are known to them, ensure effective communication takes place between all partners, but in particular relevant probation services and children's social care services.

Quality Assurance, LSCB and Audit

20. Conduct within one month of this Notice an audit of all cases closed in the last three months and risk assess all current cases within children's social care services, to assess whether children and young people are at risk and whether any further action is required. If action is required take the appropriate action to safeguard the child.
21. Ensure the Council's quality assurance systems are prepared in line with the Children's Safeguarding Performance Information Framework⁶ and the quality assurance processes that are referred to in '*Working Together*'. Alongside any quantitative information, an understanding of qualitative evidence should be demonstrated including the experience of the child and family.
22. Ensure regular qualitative auditing arrangements of case files, with periodic independent oversight and challenge to ensure the quality and timeliness of recording and compliance with the guidance on recording in individual case records (as set out in '*Working Together*') and that an assessment of risk to the child is recorded in the case file.
23. Ensure the performance information and evidence from the audits are analysed and reported to the Improvement Board in accordance with the report published by Ofsted '*Good practice by LSCB children boards*'⁷. Analysis of the audits must be used to inform action taken by the Council and partners to bring about improvements in safeguarding social work practice and casework.
24. Ensure effective assurance arrangements are in place within the Council and across the partnership in line with 'Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services'⁸.
25. Ensure that multi-agency audits are undertaken by the Hereford Safeguarding Children's Board and reported to the Improvement Board outlining the key lessons to be learnt and improvements to be made.

Workforce, training and workloads

Attention must be paid to the eight standards for employers of social workers⁹.

⁶The Children's Safeguarding Performance Information Framework can be found at <http://www.education.gov.uk/childrenandyoungpeople/safeguardingchildren/protection/b00209694/perf-info>

⁷<http://www.ofsted.gov.uk/resources/good-practice-local-safeguarding-children-boards>

⁸<https://www.education.gov.uk/publications/standard/publicationDetail/Page1/DFE-00034-2012>

⁹http://www.local.gov.uk/web/guest/workforce/-/journal_content/56/10171/3511605/ARTICLE-TEMPLATE

26. Implement a programme of induction, training, mentoring and continuous professional development for all social care staff including managers to improve the quality of front line social work. In particular, ensure that this programme includes training for staff and first line managers on risk analysis. The Council should report the impact of the training on improving outcomes for children to the Improvement Board.
27. Following an analysis of the needs of the service, develop and implement an overall workforce strategy. The strategy should provide clear evidence of impact in creating a capable, stable and sustainable workforce which requires fewer agency staff and which includes clear recruitment and retention plans. The aim should be to improve the quality and continuity of social care staff experienced by children and families.
28. Review and monitor social workers' responsibilities and workloads to ensure staff have a manageable range of work and a caseload consistent with their level of experience and competence. Ensure that the Improvement Board receives workforce management information to confirm that this is achieved and sustained.

Improvement Support

Delivering improvement places additional pressures and higher expectations in terms of the performance of both senior officers and members. Therefore the Council must:

29. Work with representatives of the Children's Improvement Board to formalise a package of sector support to address the issues set out in the inspections or raised through any sector peer review or challenge activities. This is to help support delivery of improvement in outcomes for children, young people and families in Herefordshire and to increase the skills, knowledge and professional practice of staff.

Taking account of the measures set out in this Notice

30. Put in place an Improvement Board which shall have an independent Chair ("Board Chair") and which will meet every 4 weeks initially. If in the future the Improvement Board wishes to vary the frequency of meetings this must first be agreed by the Department for Education. The Improvement Board should include in its membership the Council's partners. An official from the Department for Education will attend as a participant observer.
31. Develop an Improvement Plan with the Council's partners to carry out the recommendations identified in the Ofsted inspection report of 19 October 2012 and those set out in this Notice. With Improvement Board members, the Council must agree a dataset of performance targets with clear and realistic targets and timescales. Regular qualitative feedback reports must also be made available to the Improvement Board which demonstrate continuing improvement in quality and effectiveness of management and


decision making so that no child or young person is left at risk of harm and that children and families receive the most appropriate support and help at the most appropriate time. The Council must report to the Improvement Board on progress against these, and reporting must include analysis of performance trends that are failing to meet the targets and timescales set. The Council should aim for all targets to be met by 18 months from the start of this Notice. The performance targets will form part of the discussion at the formal review meetings with the Department for Education.

Improvement against the above measures will be assessed as follows:

32. The Board Chair must provide to the Parliamentary Under Secretary of State for Children and Families a written 6 monthly report including specific commentary against the targets set out in this Notice. The Board Chair must also provide an initial report 2 months after the commencement of this Notice. Additional external validation of progress, such as a peer review, should be commissioned and carried out before the end of this Notice to inform decisions on next steps.
33. The progress reports from the Board Chair will inform reviews of progress which will be conducted by Department for Education officials and take place after 6, 12 and 18 months from the start of this Notice, or at the specific request of the Department. The Board Chair's report will be supplemented by a report on progress from the Leader of the Council. Such reviews may result in an amendment to this Notice and further action being required.

Failure to comply with this Improvement Notice by the assessment dates may lead to:

34. The Secretary of State for Education using statutory powers of intervention (s497A Education Act 1996) directing the Council to enter into an appropriate arrangement to secure the necessary and rapid improvements required in children's services.

Signed:  Date: 14 Feb 2013

**Edward Timpson MP
Parliamentary Under Secretary of State for Children and Families**

OUR EXPECTATIONS FOR SAFEGUARDING CHILDREN

We want every child and young person to grow up happy, healthy and safe, brought up by supportive families and carers and living in caring communities with plenty of opportunities for both learning and other activities.

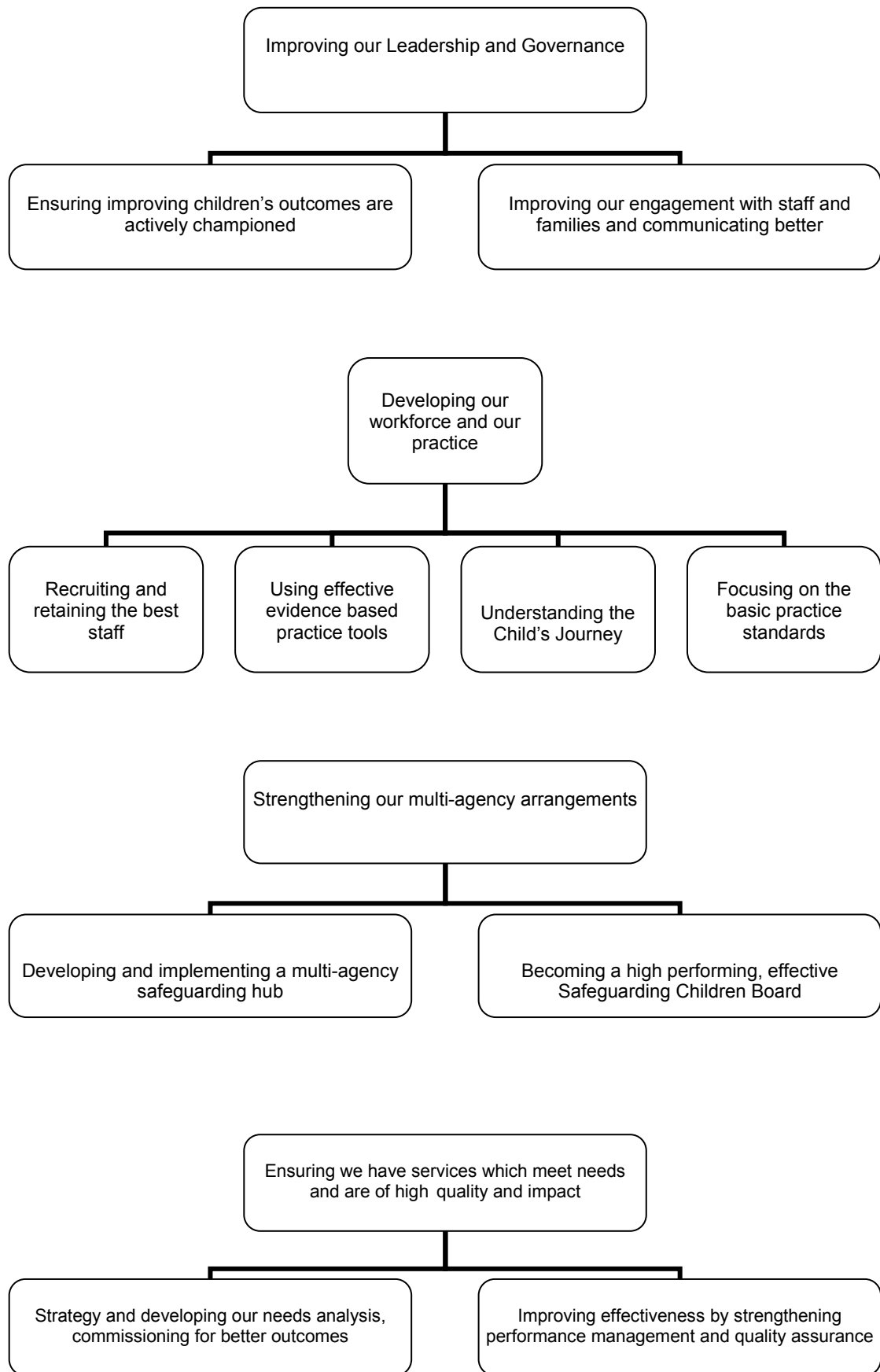
To achieve this, we want:

- Every family to take responsibility themselves for protecting their children.
- High quality universal services and thriving communities supporting every child and family so they rarely need extra support.
- Parents and carers to be able to get support from integrated early help services and approaches, which respond when concerns first emerge no matter where families access that support from.
- Specialised integrated safeguarding services of the highest quality, using the most up to date practice tools, evidence and management information, so the basics are done extraordinarily well and problems are quickly identified and resolved.
- A workforce which is supported, stable, well qualified, talented, confident, creative and highly regarded.
- Views and experiences of children and families at the heart of service development, practice and strategic thinking.

What success looks like:

- Children regularly reporting:
 - I know who to talk to and I am listened to
 - I feel I am getting the help I need
 - I am protected from harm
 - I am helped by people who know what they are doing
 - My family are getting the help they need
- Performance and children's outcomes are in the top quartile nationally and in the top three against statistical neighbours. We want to be the best we can be.
- Internal and external judgements scoring consistently against the Ofsted "Good" criteria.

To achieve this expectation, we are:



Herefordshire Supporting and Protecting Children Improvement Plan

Executive Summary

V2.2

Outline and context

Following on from the recent Ofsted inspection of the arrangements for the protection of children (September 2012), this plan has been produced to bring forward improvements identified in Herefordshire Children's Services Quality and Improvement Action Plan 2012-13 and Herefordshire Safeguarding Children Board Business Plan 2012-13, in addition to the improvements highlighted by Ofsted. Our aim is to ensure Herefordshire's Child Protection practices and procedures are good, and staff in every agency, at every level, communicate effectively to ensure this. The plan sets out to ensure that the underlying causes of children being safe are impacted on by all sides of the system, from safeguarding practice to commissioning and to ensure that there is governance and holding to account between policy, practice and commissioning.

The Plan identifies the improvements required, and the outcomes we will be measuring, in the arrangements for the protection of children in Herefordshire. We will enhance:

- The quality of practice
- The effectiveness of help and protection provided to children, young people, families and carers
- Leadership and governance
- Multi agency working and integration
- Outcomes for children, young people and their families.

It is important to note that this plan does not relate to the generality of Herefordshire's children, as the vast majority of our children are safe, but is part of a narrative indicating our priority of improving Child Protection practices.

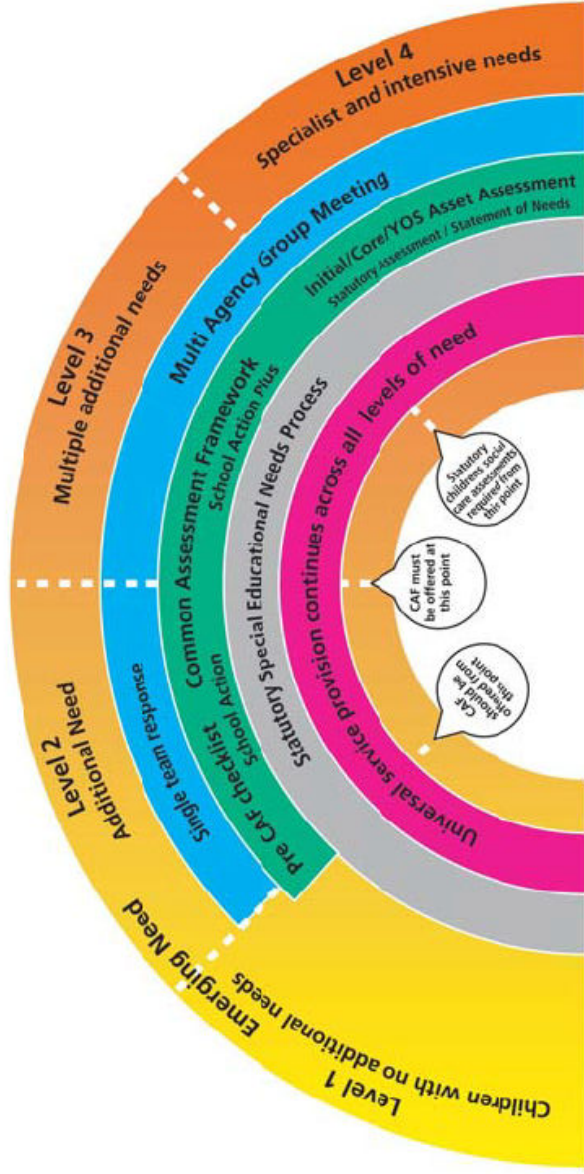
The Plan will tackle the areas of greatest risk first and lay the foundations for more effective practice. This will include monitoring targets set out in the plan and checking that improvements are embedded through quality assurance and scrutiny.

The plan will have an unwavering focus on securing the necessary rapid and sustainable improvements needed in safeguarding services for Herefordshire's children, young people and their families. With this in mind, the aims and outcome measures of this plan are child-centred.

The plan is a living document and is reviewed regularly through the Improvement Board. In addition to this, progress will be monitored by both the Lead Member and DCS on a bi-weekly basis

The plan is linked to The Herefordshire Levels of Need Pathway below.

The Herefordshire Levels of Need Pathway



Ensuring children and young people are safeguarded by:

- Understanding needs
- Co-ordinating responses
- Placing Common Assessment at the heart
- Assessment of risk whenever needed
- 'Drawing-in' advice and guidance
- Effective information sharing
- Whole family and multi-agency approaches

Priority Aims

- I am safe and happy
- I am healthy and well
- I enjoy life and there is lots to do and learn

Outcome measures

- I know who to talk to and I am listened to
- I feel I am getting the help I need
- I am protected from harm
- I am helped by people who know what they are doing
- My family are getting the help they need

Evidence for performance indicators

1. Stakeholder and service user consultations
2. Consultation, audit, surveys
3. Child Protection (CP) data, audit, Looked After Child (LAC) data
4. Workforce data, supervision, quality assurance, career professional development (CPD) data
5. Commissioning data, multi-agency data audit

A performance framework will be established to this effect.

Reference key

- AA1: Quality and improvement action plan 2012-2013 – Herefordshire Children’s Services
- AA2: Improvement Plan – priority list v3
- AA3: Areas for improvement based on observations of Ofsted judgments
- AA4: Audit of cases – Action plan final submitted v2
- AA5: Herefordshire Safeguarding Children Board (HSCB) Business Plan 2012-13
- AA6: Ofsted report: Inspection of local authority arrangements for the protection of children in Herefordshire
- AA7: Keeping Children Safe Strategy

The outcomes are RAG rated and the descriptors are outlined in the following table:

RAG table	
RED	Tasks and or outcomes have not been met or timescale slipped.
AMBER	Tasks and outcomes are on track, milestones met but not completed.
GREEN	Tasks and outcomes are completed or performance is on target.
GREY	Not yet started
BLUE	Completed

Actions have been separated into work streams. These are colour-coded as follows:

Practice	Commissioning
HSCB	LAC
Workforce	QA
MASH	Strengthening Governance

Ofsted Recommendation	Action	Progress
<p><u>Recommendation 1</u> required, an audit of all cases closed in the last 3 months and to risk assess all current cases; ensuring this leads to appropriate action to protect children effectively.</p>	<p>An independent audit of all 1,400 cases, using OFSTED criteria was carried out in November 2012 to January 2013. Key themes found through the audit mirror those found in the Ofsted inspection including frontline management decision and oversight; eligibility for service; lack of analysis or enquiry; supervision skills; interagency working, casework practice and recording.</p> <p>The summary report gives a good baseline position and will lead to further improvement actions. Immediate action on individual cases has been taken and individual members of staff have had feedback. As anticipated, the audit identified a range of quality of practice ranging from inadequate to outstanding. Actions in the Improvement Plan are already addressing areas found by the inspection and this audit, with the aim of ensuring all practice becomes at least good.</p> <p>As part of our improvement programme a comprehensive audit plan is in development through the Herefordshire Safeguarding Children Board. This will ensure that a robust quality assurance framework is in place and carried out, leading to reflection on and improvement of outcomes for children and young people, with learning informing improvements in practice.</p>	<p>The recommendation has been fully actioned.</p>
<p><u>Recommendation 2</u> required the authority to ensure that statutory child protection guidance is followed for all strategy discussions and S47 (child protection) enquiries.</p>	<p>Multi-agency workshops with frontline practitioners and managers, have taken place to agree a consistent approach to strategy discussions, strategy meetings and child protection enquiries.</p> <p>Procedures underpinning this new approach are written and being implemented.</p>	<p>This recommendation has been fully actioned</p>
<p><u>Recommendation 3</u> required the authority to ensure thresholds for child</p>	<p>The action taken is the same as in recommendation 2</p>	<p>This action has been fully</p>

<p>protection enquiries are consistently and appropriately applied, leading to sound assessment of risk and effective information sharing.</p>		<p>actioned.</p>
<p><u>Recommendation 4</u> required the authority to ensure that legal advice is consistently sought in a timely way and that this leads to timely legal planning meetings and interventions.</p>	<p>Minutes of previous meetings have been reviewed to ensure that all previous responses were timely and that there were no cases lacking a timely response. Further training for frontline staff and managers on developments related to the Family Justice Review, was undertaken on 14th February, 2013. The Service Manager of the Planning and Review team will provide training on the Family and Friends and Connected persons guidance.</p> <p>All Public Law Outline cases are clearly tracked and the Legal Planning Panel have a maximum standard period of no longer than 4 months for a child to be in the legal planning phase.</p> <p>Legal planning panels are now happening on a weekly rather than fortnightly basis, and staff are aware that emergency panels can also be held at short notice to avoid any unnecessary delays. All staff have been reminded of the need to be timely, and amendments have been made to legal planning processes to tighten up decision making and timescales for action</p>	<p>This recommendation has been fully actioned</p>
<p><u>Recommendation 5</u> required the authority to ensure that children in need and those subject to child protection enquiries are visited regularly by social workers.</p>	<p>Frontline managers now have access to daily information alerting them to when visits are due related to children subject to child protection plans and looked after children. A Framework mechanism for monitoring how often children are seen between the initiation of a child protection concern and a child protection conference taking place is in development, with manual systems being used currently.</p> <p>These new systems tell us that in January, 2013 49.5% of all referred cases had a visit within 5 working days.</p> <p>The system will be further developed to report on frequency of pre-child protection plan visits for children subject to Child</p>	<p>This recommendation has been fully actioned. Due to the significant additional workload from September to November 2012, it was not possible to enhance the regularity of visits immediately.</p> <p>New enhanced team arrangements are in place in the FAST team which is now evidencing improvement</p>

	<p>Protection Plans and the last three months indicate an improving trend following a significant dip in November 2012. The current percentage of children seen within 30 days of a snapshot end of month date is 55.9% (January 2013). Multi-agency workshops have reinforced the importance of this practice. Social Workers have been reminded of requirements, reinforced by simplification of recording and reporting in Fwi. Managers have been tasked with focusing on improvement in supervision and team meetings.</p> <p>Visits in other social work teams are improving month on month and are very close to target.</p>	
<p><u>Recommendation 6</u> required the authority to ensure that inter-agency thresholds for statutory intervention are understood and applied by all agencies, leading to children and their families receiving appropriate and timely services in accordance with their assessed.</p>	<p>This is being addressed through a number of areas of activity. The Levels of Need document has been widely circulated and used in a variety of single and multi-agency training for some time. To ensure and demonstrate a consistently high level of common understanding across all agencies will only be achieved over a longer time scale than set out in the recommendation. The Quality Assurance sub-group of the Herefordshire Safeguarding Children Board (HSCB) is establishing a rigorous programme of Single agency reviews and audits reporting back to the HSCB. A programme of themed multi-agency audits will test common understanding and application of Levels of Need through CAF, CIN and CP processes. The HSCB training strategy is being amended to ensure that understanding of 'Levels of Need' is a key priority in all safeguarding training.</p>	<p>This recommendation has been fully actioned.</p>
<p><u>Recommendation 7</u> required the authority to improve the quality and consistency of management oversight and decision making to ensure that the child's experience, risk and their needs are well considered, and lead to appropriate and timely action.</p>	<p>External coaching and mentoring was delivered to frontline managers during November and December ahead of the introduction of a further professional development framework and support in place so that it can be delivered to frontline managers as they are recruited to the authority.</p> <p>A recruitment and retention strategy in relation to frontline managers has been agreed and a recruitment programme is underway with an expected timeline of having new recruits in place between May and July 2013. Reports on strengthening</p>	<p>This recommendation has been actioned. A more permanent stable management group needs to be in place as soon as possible to secure long term improvement.</p>

	<p>interim management arrangements in frontline teams have been completed and approved. Implementation is underway, and a restructure associated with recruitment activity is planned.</p> <p>Training for all frontline staff on the Risk and Resilience model of assessing families is taking place. This model provides a clear and consistent framework for analysing families where children may be at risk of harm. The Safeguarding Board will be considering the further extension of this across the partnership, following the training. Further file audits will demonstrate whether or not these actions impact on the quality of management oversight and decision making</p>	
<p><u>Recommendation 8</u> required the authority to ensure that supervision is regular, reflective, challenging and monitors social workers' and their managers' compliance with statutory guidance policy and procedure</p>	<p>A new supervision approach has been agreed and circulated, with clear guidance on how to record this on Frameworki in a simplified process. Audit will clearly benchmark improvements.</p>	<p>This recommendation has been fully actioned.</p> <p>A permanent management group needs to be in place to secure long term improvement.</p>
<p><u>Recommendation 9</u> required the authority to ensure that assessments are analytical, timely, comprehensive and up to date, and robustly identify needs, risks and protective factors leading to appropriate and timely action.</p>	<p>A training programme based upon The Risk and Resilience model has been commissioned and started. A training programme has been developed for delivery to frontline practitioners from February, 2013.</p>	<p>Action to address this recommendation has commenced.</p>
<p><u>Recommendation 10</u> required the authority to ensure that assessments of children and families are dynamic and that new information or concerns lead to a review of the current plan for the child</p>	<p>The response is as in recommendation 9</p>	<p>As above.</p>

<p>and when required additional action.</p> <p><u>Recommendation 11</u> required the authority to ensure that child protection case conferences effectively involve parents and children.</p>	<p>A new model called, 'Strengthening Families' is in development as an approach at child protection conferences to involve families. This will be operational from August, 2013. A consultation document for child protection conferences for children and parents has been completed in draft and will be operational in February 2013. A feedback letter will also be sent to parents.</p>	<p>All the building blocks for this recommendation are in place, this recommendation has not yet been completed.</p>
<p><u>Recommendation 12</u> required the authority to ensure that child protection and child in need plans are specific and measurable and focus on the key needs and risks and include robust contingency arrangements that are understood by parents as well as professionals.</p>	<p>The training programme referred to above is starting in February 2013 and is a focus area for new Advanced Practitioner group. Good practice from other Local Authorities is currently being considered to complete a new child protection plan format, which is more focussed and will make more sense for families. This links into the Strengthening Families approach and will be operational from August 2013.</p>	<p>As comment above</p>
<p><u>Recommendation 13</u> required the authority to ensure that core groups are regular and effectively develop and implement the child protection plan, and that these plans are monitored by child protection conferences.</p>	<p>Action has been taken to increase business support in order to build in systems to support core groups. The additional business support recruitment is underway with workers expected to commence in March 2013. Workshops on core groups were also held with staff in December 2012 and the performance monitoring system has also been amended.</p>	<p>All the necessary preparatory action has taken place, all the mechanisms will be in place by April 2013 and reports following this will indicate the success of the training and developments.</p>
<p><u>Recommendation 14</u> required the authority to ensure that first line managers have sufficient skills, knowledge and experience to effectively undertake their role.</p>	<p>ILM training for all first line managers, and recruitment strategy to ensure high calibre managers. See recommendation 7 and additionally, ILM training for all first line managers is in place.</p>	<p>See recommendation 7 and additionally, ILM training for all first line managers is in place.</p>
<p><u>Recommendation 15</u> required the authority to ensure that referrals are appropriately risk assessed and</p>	<p>Interim FAST arrangements approved for additional staff, and are being implemented resulting in smaller teams with a 1 to 4 manager : worker ratio and increased capacity at the contact</p>	<p>This action is therefore completed with further developments will take place</p>

<p>prioritised within the family assessment and safeguarding team (FAST).</p>	<p>desk. This will also address issues of timeliness. A specific Risk Assessment Model is being delivered via training commencing in February 2013. Meanwhile the Multi-Agency Safeguarding Hub is in development and will be implemented on a phased basis from April, with full implementation by July 2013. This will lead to more effective multi-agency risk assessment and prioritisation.</p>	<p>this year to strengthen and embed these improvements.</p>
<p><u>Recommendation 16</u> required the authority to establish a robust quality assurance framework for child protection enquiries, which monitors the quality of decision making.</p>	<p>Performance management reporting is being developed in a number of areas, for example supervision and child protection visits as referred to above. Increased management capacity in FAST as referred to above, has been agreed. A quality assurance programme is being established that will see agencies presenting on their internal safeguarding performance and quality assurance monitoring activity at the HSCB Quality Assurance sub-group meetings. This will involve robust critical evaluation of what is presented and challenged where necessary. In addition, there will be a programme of multi-agency themed audits throughout the year 2013-14. A process of sampling service user views and incorporating them into quality assurance activity is being established. A service user involvement strategy 2012-14 has been produced.</p>	<p>All the necessary building blocks are in place for this recommendation although not yet embedded.</p>
<p><u>Recommendation 17</u> required the authority to ensure professionals from all agencies, including children's social care understand their responsibilities with regard to child protection and make use of escalation procedures if they believe that children are not receiving appropriate services.</p>	<p>The recently completed independent audit will inform what activity is required to develop the common understanding that all agencies have concerning their child protection responsibilities. Awareness of the 'Levels of Need' document and West Mercia Child Protection Procedures will be key priorities for the training strategy under development currently and next year's HSCB Business Plan. It is not currently possible to identify the extent to which the current escalation policy is being used and this is being addressed by the Quality Assurance sub-group of the HSCB so that use of the policy can be monitored.</p>	<p>This recommendation has been progressed through several strands of activity.</p>
<p><u>Recommendation 18</u> required the authority to ensure effective communication takes place between</p>	<p>Multi Agency Risk Assessment Committee (MARAC) and Multi Agency Public Protection Arrangements (MAPPA) arrangements have been clarified in November, 2012 and the new Multi-Agency</p>	<p>This action recommendation has been fully actioned.</p>

<p>probation services and children's social care services when making plans for offenders who have significant contact with children and young people known to them.</p>	<p>Safeguarding Hub (MASH) will also support this action.</p>	
<p><u>Recommendation 19</u> required the authority to reduce the number of changes of social workers experienced by children and their families and improve the consistency and quality of direct work.</p>	<p>Three areas of work are addressing this recommendation, Firstly a 'Child's Journey' 6 week project is underway to analyse safeguarding and social work through Lean Systems Thinking in order to inform the organisational structure and practice. Secondly an improved career structure is being developed to complement the recruitment and retention plan to create greater stability within the workforce, and thirdly a risk and resilience plan is in development. The department is also piloting a social worker apprenticeship scheme with the aim of encouraging local people to join the department on a long term basis.</p>	<p>The range of actions taken will address this recommendation. However, until there is a more stable permanent workforce, the number of changes of social worker will remain an issue.</p>
<p><u>Recommendation 20</u> required the authority to ensure that the Herefordshire Safeguarding Children Board has sufficient, high quality information so that it can effectively monitor and challenge the effectiveness of child protection practice.</p>	<p>In terms of performance, this development is being managed by the development of a HSCB data set that informs the Board on how effective it is being in managing core responsibilities and priority areas of activity.</p> <p>The series of audits currently being managed will inform the Board on the quality of the work being done, as will the internal review processes being managed within all agencies.</p>	<p>Action has commenced for this recommendation.</p>
<p><u>Recommendation 21</u> required the authority to ensure that effective performance monitoring and quality assurance arrangements are put in place which includes sufficient qualitative information including service users' views, to enable a clear understanding of current practice and performance in child protection, including the impact of</p>	<p>The development of this framework will be informed by the current process of audits and reviews being undertaken. The Chair of the HSCB presented to The Shadow Board of the Children and Young Peoples Partnership Forum in December 2012 with a view to enabling Children and Young People to have a strategic development influence. A performance monitoring framework has been developed and was first presented to HSCB at their meeting on 28th January 2013. Not all measures are currently available and it is anticipated that this will continue to evolve. A quality</p>	<p>This recommendation has been actioned with a developing programme of work.</p>

<p>services on children and their families.</p>	<p>assurance programme has been established that will see agencies presenting on their internal safeguarding performance and quality assurance monitoring activity at HSCB QA sub-group meetings. There will then be robust critical evaluation of what is presented and challenge where necessary. In addition, there will be a programme of multi-agency themed audits throughout the year 2013-14. To date, there has been no service user involvement in the quality assurance process and the need for the experience of children and families receiving services to be included in quality assurance activity has been recognised. A process of sampling service user views and incorporating them into quality assurance activity is being established. A service user involvement strategy 2012-14 has been produced. A quality assurance framework incorporating service user feedback strategy pilot, to develop a series of tools to track user involvement is planned.</p>	
<p><u>Recommendation 22</u> required the authority to ensure that there is a robust auditing programme that includes a focus on the experience of the child and the impact and outcomes of service provision and that this leads to the identification of themes and clear action plans which are robustly monitored and implemented.</p>	<p>Whilst a quality assurance programme was already in place prior to the inspection, a quality assurance programme is being established that will see agencies presenting on their internal safeguarding performance and quality assurance monitoring activity at HSCB quality assurance sub-group meetings. There will then be robust critical evaluation of what is presented and challenge where necessary. In addition, there will be a programme of multi-agency themed audits throughout the year 2013-14.</p> <p>The themes and action plans will be monitored through the Safeguarding Board.</p> <p>The first multi-agency audit took place in February 2013 and a report on this is in development.</p>	<p>This recommendation has been fully actioned.</p>

MEETING:	HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE
DATE:	22 MARCH 2013
TITLE OF REPORT:	OVERVIEW AND SCRUTINY WORK PROGRAMME
REPORT BY:	ASSISTANT DIRECTOR – LAW, GOVERNANCE AND RESILIENCE

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the Committee's work programme.

Recommendation

THAT: the work programme as appended be noted, subject to any comments the Committee wishes to make.

Key Points Summary

- The Committee is asked to note its work programme and to note progress on current work. .

Alternative Options

- 1 It is for the Committee to determine its work programme as it sees fit to reflect the priorities facing Herefordshire. Any number of subjects could be included in the work programme. However, the Committee does need to be selective and ensure that the work programme is focused on the key issues, realistic and deliverable within the existing resources available.

Reasons for Recommendations

- 2 The Committee needs to develop a manageable work programme to ensure that scrutiny is focused, effective and produces clear outcomes.

Introduction and Background

- 3 An outline work programme only is appended for this meeting. This is because the programme is under review.

Further information on the subject of this report is available from
David Penrose, Democratic Services, on (01432) 383690

Community Impact

- 5 The topics selected for scrutiny should have regard to what matters to the County's residents.

Financial Implications

- 6 The costs of the work of the Scrutiny Committee will have to be met within existing resources. It should be noted the costs of running scrutiny will be subject to an assessment to support appropriate processes.

Legal Implications

- 7 The Council is required to deliver an Overview and Scrutiny function.

Risk Management

- 8 There is a reputational risk to the Council if the Overview and Scrutiny function does not operate effectively. The arrangements for the development of the work programme should help to mitigate this risk.

Consultees

- 9 Following initial consultation on topics for scrutiny with Directors and Members of the Cabinet, all Members of the Council were invited to suggest items for scrutiny.

Appendices

- 10 Health Overview and Scrutiny Committee outline Work Programme
Herefordshire Public Services Rolling Programme

Background Papers

- None identified.

**HEALTH AND SOCIAL CARE OVERVIEW & SCRUTINY COMMITTEE
ITEMS IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME**

DRAFT WORK PROGRAMME

12 APRIL 2013	
Wye Valley NHS Trust; Clinical Commissioning Group; and NHS West Mercia Cluster.	To provide a report on the Trust's Annual Plan for 2013/14. Content of future updates to ensure they present clear picture of service delivery; with performance information to be provided in advance of the meeting and with each meeting to have a particular purpose. (May 12)
Stroke Services	Cluster performance data to be monitored quarterly. Committee to assess the impact on population. (July 12)
Work Programme	To receive an update.
Work Programme	To consider the Committees Work Programme
3 MAY 2013 at 7pm	
Quality Accounts: Wye Valley NHS Trust West Midlands Ambulance NHS Trust 2gether NHS Foundation Trust	To consider the Quality Accounts
Work Programme	To consider the Committees Work Programme
JULY 2013	
Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.
Strategic Plan for Delivering Adult Services	To consider a quarterly report containing a schedule of performance reports outlining the savings that are being achieved through the Strategic Plan. (July12)

The following issues have been identified for consideration but not scheduled:

Root and Branch Reviews – (relating to this Committee - pre consideration by Cabinet)
Children's health and wellbeing (a focus on Childhood obesity)
Health Trust Quality Accounts (annually in spring if required)
National Health Policies
Committee visit to 2gether NHS Foundation Trust followed by update on user feedback.

Task and Finish Reviews –Progress Report

REVIEWS IDENTIFIED FOR FEASIBILITY STUDY		
Proposed Review	Status	
Children and Mental Health Service	Feasibility Study yet to commence.	
REVIEWS IN PROGRESS		
Review	Meetings	Comment
Safeguarding of Adults in their own homes	11/3/13	Initial meeting of the Review Group.
Access to Services	14/3/13	Initial meeting of the Review Group. As a result of the continuing changes in the Herefordshire Clinical Commission Group (HCCG), it was decided to focus the Review on GP Out of Hours Services. Further matters that had been included in the initial scoping document would be considered as part of later reviews, to be instigated once the HCCG had been in operation for six months.
Review of the Scrutiny of Children's Safeguarding in Herefordshire	14/3/13	Initial meeting of the Review Group.
REVIEWS COMPLETED AND AWAITING RESPONSE FROM THE EXECUTIVE		
Review		
There are currently no reviews in this section.		
REVIEWS COMPLETED AND SUBJECT TO MONITORING OF THE EXECUTIVE ACTION PLAN		
Review	Comment	
Safeguarding Children in Herefordshire	Executive response to review reported to HOSC 7 February. Monitoring of Executive action plan programmed for July 2013	

