

AGENDA

Cabinet

Date: **Thursday 26 February 2015**

Time: **2.00 pm**

Place: **Shire Hall, St Peters Square, Hereford, HR1 2HX**

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 Cabinet

Membership

Chairman

Councillor AW Johnson

**Councillor H Bramer
Councillor JW Millar
Councillor PM Morgan
Councillor GJ Powell
Councillor PD Price
Councillor P Rone**

AGENDA

Pages

HEREFORDSHIRE COUNCIL

Notice has been served in accordance with Part 3, Section 9 (Publicity in connection with key decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	28 Day Notice Given
5	Delivering the strategic approach for children and young people with disabilities and special educational needs	Young People and Children's Wellbeing	Health and Social Care Overview and Scrutiny Committee	13 January 2015
7	The future of Colwall C of E Primary School Building	Young People and Children's Wellbeing	General Overview and Scrutiny Committee	15 January 2015

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To approve and sign the minutes of the meeting held on 22 January 2015.

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4. CHILDREN'S SAFEGUARDING UPDATE

To: a) inform Cabinet of the outcome of the Department for Education (DfE) Review; b) to inform Cabinet of the outcome of the Herefordshire Safeguarding Children's Board (HSCB) Local Government Association (LGA) Peer Diagnostic; and c) to update Cabinet on the progress to date on the Ofsted Action Plan.

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5. DELIVERING THE STRATEGIC APPROACH FOR CHILDREN AND YOUNG PEOPLE WITH DISABILITIES AND SPECIAL EDUCATIONAL NEEDS

To consider the children and young people with disabilities (CWD) and special educational needs (SEN) transformation programme. The partnership-wide programme will target available resources to deliver the strategic approach for CWD and SEN, and their families, for 2015-2018 in Herefordshire.

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| 6. APPROVAL TO UNDERTAKE A PROCUREMENT EXERCISE IN RESPECT OF PUPIL REFERRAL SERVICES FOR HEREFORDSHIRE | 109 - 114 |
| To obtain Cabinet approval to undertake a procurement exercise utilising a tender procedure in line with section 4.6 of the council's contract procedure rules, in order to identify a preferred provider of pupil referral services (includes Herefordshire's pupil referral function, behaviour outreach function and home and hospital education function). | |
| 7. THE FUTURE OF COLWALL C OF E PRIMARY SCHOOL BUILDING | 115 - 120 |
| To agree the future arrangements for primary education in the Colwall area following the move of Colwall Church of England primary school in September 2014 into temporary accommodation adjacent to the existing school site. | |
| 8. CORPORATE PERFORMANCE REPORT 2014/15: QUARTER 3 | 121 - 184 |
| To invite Cabinet Members to consider performance for the third quarter of 2014/15. | |
| 9. BUDGET MONITORING REPORT | 185 - 212 |
| To provide Cabinet with an updated position on the projected outturn for 2014/15. | |

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Cabinet held at The Hall, Shire Hall, St Peters Square, Hereford, HR1 2H on Thursday 22 January 2015 at 2.00 pm

Present: Councillor AW Johnson (Chairman)
Councillor (Vice Chairman)

Councillors: H Bramer, JW Millar, PM Morgan, GJ Powell, PD Price and P Rone

In attendance: Councillors CNH Attwood, WLS Bowen, ACR Chappell, JA Hyde, TM James, JG Jarvis, RI Matthews and AJW Powers

Officers: Richard Ball (Assistant Director Place Based Commissioning), Steve Burgess (Head of Transport and Access Services), Geoff Hughes (Director for Economy, Communities and Corporate), Helen Coombes (Director of Adults Wellbeing), Jo Davidson (Director of Children’s Wellbeing), Tony Featherstone (Head of Corporate Asset Management), Bill Norman (Assistant Director, Governance), Alistair Neill (Chief Executive), Peter Robinson (Chief Financial Officer).

54. APOLOGIES FOR ABSENCE

None.

55. DECLARATIONS OF INTEREST

None.

56. MINUTES

RESOLVED: That the Minutes of the meeting held on 18 December 2014 be approved as a correct record and signed by the Chairman.

57. BUDGET AND MEDIUM TERM FINANCIAL STRATEGY

The chief financial officer outlined the proposals to be recommended to council including the 2015/16 revenue budget, council tax increase, draft medium term financial strategy, and treasury management strategy. It was noted that the council was predicted to spend within its budget in 2014/15.

The chairman of general overview & scrutiny committee noted that, in reviewing the proposals the committee had not made any recommendations for substantive change. Concern was expressed about the challenges faced in meeting the pension requirement and maintaining suitable school accommodation in light of a recent announcement of future planned reductions in central government capital funding for schools.

It was noted that repayment of the deficit over 21 years was budgeted for. It was also noted that a schools estate strategy was in development for consideration later in the year to inform planning and prioritisation of capital requirements for school buildings.

The chairman of health & social care overview & scrutiny committee welcomed the increased resourcing of social workers meeting the needs of children and young people. On behalf of the committee a plea was made that should any surplus be identified during the budget

process consideration be given to supporting general advice services provided by the Herefordshire citizens' advice bureau (HCAB).

In relation to any future grant funding of HCAB the cabinet member health & wellbeing explained that commissioning an information advice and signposting service to come into effect from 1 April was to meet the requirements of the Care Act. It was open to HCAB to bid for the new service. HCAB had been in receipt of a grant from Herefordshire Council of some £117k per year and had been advised a year ago that this would be ending in March 2015. The council was not the only funder of the service and no longer gave 'grants'; rather it commissioned services. The council would continue to provide approximately some £75k support in kind through accommodation and associated costs. In May 2014 HCAB received significant lottery funding in excess of £300k to help re-shape the organisation and increase collaborative working.

The leader of the Independents reported his group had some concerns focussing on the level of borrowing which may need addressing after the May 2015 elections, but were content to support the proposals as put forward.

In response to queries raised by the leader of It's Our County, the following points were noted:

- £1m of reserves had been set aside to support the costs of delivering savings where those savings were greater than the investment required; this included ICT investment and staff exit costs although the latter would be kept to a minimum through effective vacancy management.
- Previously unallocated savings of some £3m identified in the draft proposals considered by the overview and scrutiny committees, and which related to the 2016/17 budget, had since been allocated across the directorates. The chief financial officer confirmed the projected savings were achievable; and advised they would continue to be refined and challenged through the year as the 2016/17 budget was further developed.

The leader of the Liberal Democrats concurred with the comments of the chairman of health & social care overview & scrutiny committee relating to HCAB; and cautioned against increases in borrowing.

RESOLVED:

That (a) the following be recommended to Council:

- i. approval of the revenue budget as set out in appendix 2;**
- ii. approval of a council tax increase of 1.9% in 2015/16, therefore rejecting the 2015/16 council tax freeze grant, this will result in a band D council tax level of £1,275.10,**
- iii. approval of the medium term financial strategy shown in appendix 4 ;**
- iv. approval of the treasury management strategy for 2015/16 shown in appendix 5; and**

(b) it be noted that the council is projected to spend within its budget for the 2014/15 financial year.

58. HEREFORD UNITED FOOTBALL CLUB (1939) LTD (APPROVAL TO SEEK NEW TENANT AT EDGAR STREET ATHLETIC GROUND, HEREFORD)

Cabinet considered proposals to seek a short term tenant for the Edgar Street Athletic Ground following the winding up of Hereford United Football Club (1939) Ltd. The proposed lease term was not fixed, but was intended to cover two full seasons from March; longer term arrangements would be considered following consultation with the broader community.

Members in attendance expressed some concern that a lease term of less than five years may not be sufficient to attract suitable investors. Cabinet was advised it would not be prudent at this stage to offer a longer lease as there would be insufficient time to complete appropriate due diligence; a shorter lease would enable football to continue pending longer term consideration of the most appropriate way of securing football in the county in the longer term and protect the council's assets held on behalf of the county. Cabinet was advised that the ward member had been consulted and was supportive of the proposal. It was noted that the general overview & scrutiny committee would be conducting a review of the matter during February.

Assurance was provided that the council would meet its statutory obligations re issues such as electrical safety, conditions survey etc., prior to entering into any lease arrangement.

RESOLVED:

- That (a) **the cabinet member contracts and assets be authorised (following consultation with the leader of the council) to seek a new football tenant for the pitch (and such ancillary sports related facilities as he considers appropriate) at the Edgar Street athletics ground through an open public advertisement process and consultation with parties likely to be affected by the decision including as a minimum the Hereford United Supporters' Trust, the Football Association and Sport England);**
- (b) **the director for economy, communities and corporate be authorised (following consultation with the assistant director, governance) to grant an initial short term lease to the new football tenant on such terms as are appropriate to protect the council and the use of the ground; and**
- (c) **the director for economy, communities and corporate submit a further report to Cabinet to recommend longer term arrangements.**

59. JOINT PROPERTY VEHICLE (JPV)

Cabinet received a report on the outcome of work undertaken to assess the business case regarding the establishment of a joint property vehicle. It was noted that, because Herefordshire Council had already done much to join up its property services with other public sector partners, including housing associations, and therefore the business case did not support the council becoming a founder member.

RESOLVED:

- That (a) Herefordshire Council does not join the proposed joint property vehicle as a founding member; and
- (b) the director of economy, communities, and corporate, produce a further report following completion of a review of the options for ensuring a sustainable property service for Herefordshire including consideration of joining or becoming a customer of the joint property vehicle once it has been established.

60. ROTHERWAS RAIL DEVELOPMENT PLAN

Cabinet considered a report setting out proposed actions in response to a motion passed at Council. It was noted that since drafting the report a change had been agreed regarding the responsibility for undertaking demand forecasting; this would now be undertaken by Herefordshire Council and was not expected to cost more than £10k.

RESOLVED:

- That (a) the development plan outlined at paragraph 8 of this report, and setting out roles and responsibilities of appropriate rail authorities and other interested bodies be approved, noting that establishment of the likely level of demand and service implications will be led and resourced by Herefordshire Council; and
- (b) the Head of Transportation and Access be instructed to progress the development plan to Initial Feasibility before bringing back a further report to Cabinet.

The meeting ended at 3.33 pm

CHAIRMAN



Meeting:	Cabinet
Meeting date:	26 February 2015
Title of report:	Children's Safeguarding Update
Report by:	Head of Safeguarding and Review

Classification

Open

Key Decision

This is not an executive decision.

Wards Affected

Countywide

Purpose

The purpose of the report is to:

1. To inform Cabinet of the outcome of the Department for Education (DfE) Review
2. To inform Cabinet of the outcome of the Herefordshire Safeguarding Children's Board (HSCB) Local Government Association (LGA) Peer Diagnostic
3. To update Cabinet on the progress to date on the Ofsted Action Plan

Recommendation(s)

THAT the following be noted:

- (a) **outcome of the DfE review (as detailed at Appendix 1) conducted on 15 and 16 December 2014;**
- (b) **outcome of the HSCB LGA peer diagnostic (as detailed at Appendix 2) conducted between 17-19 November 2014; and**
- (c) **progress to date on the Ofsted action plan (as detailed at Appendix 3).**

Further information on the subject of this report is available from
John Roughton, Head of Safeguarding and Review on Tel (01432) 260804

Alternative options

1. There are no alternative options as the purpose of the report is to provide an update on children's safeguarding.

Reasons for recommendations

2. To enable Cabinet to consider whether there is adequate progress in improvements in safeguarding services, in the light of external reviews and monitoring of progress against the improvement plan.

Key considerations

DfE Review

3. As reported to Cabinet on 11 September 2014, Ofsted carried out their inspection of children's safeguarding in May 2014 and judged safeguarding to be "requires improvement".
4. As part of the process of lifting the DfE intervention notice which was issued in 2012, the DfE carried out a review on 15 and 16 December 2014.
5. The purpose of the review was to establish whether the council had maintained its improvement since the Ofsted inspection.
6. As result of the review, the DfE has been broadly reassured as to the progress the Local Authority has made against the Ofsted Action Plan, and recognised the pace of improvement by the Council and partner agencies, and in particular the cross party political support towards the prioritisation of safeguarding vulnerable children in Herefordshire.
7. The DfE was particularly pleased to see progress with respect to:
 - SMT and Lead Members continue to be visible, approachable and supportive. This is valued by staff and partners
 - There are open communications and lots of dialogue. People feel listened to, consulted and included in changes and new ways of working - for example the CHIPP programme
 - Frameworki is improved, is more user friendly, and contains additional bespoke fields for capturing voice of child and CSE intelligence
 - There is increased management oversight, supervision and audit – all fully "on the agenda" now
 - The offer for social workers is good. The support and mentoring for NQSWs remains effective and well received. There are now opportunities for progression to senior SW roles and the Academy for growing your own is well supported
 - Council commitment to the children's service agenda is clear

There are areas which were identified which require further attention. These issues are in line with our own assessment:

- Evidencing the child's voice is improving but there is more work to do on embedding this across the system as the norm
 - Concerns remain over the internal Business Support function – some staff feel overwhelmed with “admin type” work, and are concerned that reduced administrative support will affect available time for reflective practice and training
 - There are capacity issues with police partners, where presence is required across adult and children meetings/conferences/boards and attendance levels cannot be maintained
 - There is increasing confidence in the figures, and the data being produced are much richer and more reliable – although some operational staff rely on management analysis rather than using the data themselves to drive better practice
8. The DfE was keen to ensure that clear transitional arrangements were in place to step responsibility for driving improvement forward across from the Improvement Board, and that the recommendations of the LGA peer diagnostic had been used to inform future plans. They were also keen to ensure that the process of recruiting to a new Independent Chair of the Board would not deflect from progress. As such, the DfE is positive that on receipt of such assurances it will be recommending to the Minister to withdraw the intervention notice upon the local authority before the dissolution of parliament and the general election in May 2015.

HSCB LGA peer diagnostic

9. As part of its approach to continuous improvement, the HSCB arranged for the LGA to conduct a peer diagnostic. The diagnostic took place between 17-19 November 2014. Herefordshire was one of five pilot authorities to undertake a diagnostic.
10. The purpose of the diagnostic was to provide evidence that the HSCB was able to take over the function of the Herefordshire supporting and protecting children improvement Board (improvement board) should the DfE decide that the intervention notice could be lifted.
11. A copy of the letter outlining the recommendations from the LGA is attached at Appendix 2.
12. The key areas for improvement are:
- Developing synergy of plans across the HSCB, Children and Young People's Partnership and Health and Wellbeing Board to ensure key priorities are shared and understood
 - Sharpen focus on outcomes for children and ensure the council and its partners know how the HSCB is making a difference
 - Adopt the principles of the Children of Herefordshire's Improvement and Partnership Programme (CHIPP) in the HSCB's work to develop a project management culture to support the Board's work

Further information on the subject of this report is available from
John Roughton, Head of Safeguarding and Review on Tel (01432) 260804

- Prioritise the priorities – identify key priorities to focus on and develop performance scorecards for each
- Strengthen the Business Unit to ensure capacity to deliver

13. The key areas of strengths are:

- Excellent progress since the peer review 14 months ago, in particular in the development of the Multi Agency Safeguarding Hub
- Ambitious: to be good by 2016/17
- Strong cross party political commitment to the safeguarding agenda
- Clear prioritisation of children’s agenda within HCC
- There is a strong commitment to corporate parenting
- The Children’s Integrated Needs Assessment provides a valuable tools to enable clear prioritisation
- Excellent progress in responding quickly to the challenge of Child Sexual Exploitation
- Regular meetings with LSCB Chair and CX/DCS/Portfolio Holder and Chair and PCC

Ofsted Action Plan

14. Following the Ofsted inspection in May 2012, the council was required to produce an action plan to address the areas for improvement identified during the inspection. The first version of the action plan was presented to Cabinet on 1 October for comment prior to submission to Ofsted on 6 October. Ofsted has confirmed its satisfaction with the action plan and recognises that it provides a robust framework covering all the areas for improvement identified from its Inspection in May 2014, and the progress already made in response.
15. Work on the action plan is continuous and is delivered through the children’s wellbeing transformation programme. A progress report is attached at Appendix 3, together with a copy of the action plan (Appendix 4).
16. Within the progress report, it is worth noting:
- Significant developments within Frameworki to support staff in undertaking their child protection work and improve performance reporting
 - Increased focus and capacity deployed to the children with a disability service
 - Development of the Child Sexual Exploitation strategy and operational response within Herefordshire and across the West Mercia Alliance
 - The implementation of a robust quality assurance framework
 - The development and implementation of the new Levels of Need guidance

Further information on the subject of this report is available from
John Roughton, Head of Safeguarding and Review on Tel (01432) 260804

17. All the above have been recognised as good practice developments in response to our Ofsted recommendations by the DfE and the LGA Peer Diagnostic.

Progress since the reviews

18. The pace of progress since these review has not relented, and significant developments in response to the recommendations are in train, including:
- A review and restructure of business support functions, with increased capacity to support to the workforce
 - A contract to coordinate the development of our children's voice work, to ensure the new children and young people's plan is fully inclusive
 - The partnership agreement to fund the development of the Safeguarding Board's business unit, to incorporate the community safety partnership agenda and functions
 - The recruitment to a new Independent Chair of the Herefordshire Safeguarding Children's Board

Community impact

19. The successful implementation of the action plan will bring about further improvement towards achieving the council's priorities of keeping children and young people safe and giving them a great start in life and enabling residents to live safe, healthy and independent lives; improving access to learning opportunities at all levels and improved outcomes for children and young people.

Equality duty

20. As the action plan continues to be implemented, equality impact assessments will be carried out where relevant to ensure that due regard is paid to the public sector equality duty as set out below:
- "A public authority must, in the exercise of its functions, have due regard to the need to -
 - eliminate discrimination, harassment, victimisation and any other conduct ... prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it."

Financial implications

21. The actions included in the plan in Appendix 3 can be contained within the current year's budget. Each of the areas for improvement is being progressed within the context of the directorate's transformation programme, the Children of Herefordshire's Improvement and Partnership Programme (CHIPP). As the transformation programme develops, detailed financial planning will be taking place with regard to the actions and where appropriate further reports will be presented to cabinet or the cabinet member.

Legal implications

22. There are no legal implications.

Risk management

23. Risks associated with the failure to implement the action plan are:
- Reputation - should the council remain under an improvement notice. In particular, this has the impact of adversely affecting the recruitment and retention strategy and associated caseload management problems, which in turn have the potential to negatively impact on performance and quality of service for children and families. The council returns to a position where there are widespread failures to protect children and young people from harm.
 - The HSCB is unable to demonstrate to the Minister its ability and capacity to effectively govern the improvement of the multi-agency response to safeguarding children, to enable him to be sufficiently reassured to lift the improvement notice.
 - These risks are being mitigated through the production of a robust transition plan to ensure that the improvement function imposed on the Local Authority by the DfE has been transferred to the HSCB, in full consultation with the DfE to its satisfaction. The independent chair of the Improvement Board will continue to act as a 'critical friend' to the Local Authority over the next six months to support and ensure continued focus on key improvement priorities.

Consultees

24. The views of the HSCB and the Herefordshire Improvement Board have been included within the report and the action plan.

Appendices

- Appendix 1 DfE letter
- Appendix 2 Letter from LGA in connection with the HSCB peer diagnostic
- Appendix 3 Progress update on Ofsted action plan
- Appendix 4 Ofsted action plan

Background papers

- None identified.



Department
for Education

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Jo Davidson
Director of People's Services
Herefordshire Council
Brockington
35 Hafod Road
Hereford
HR1 1SH

16 January 2015

Dear Jo,

Angela Windle and I would like to thank the Council's senior leadership team; Councillors; staff (in particular, Caroline and John for organising the focus groups and logistics); and partners, for contributing to the Departmental review on 15 and 16 December 2014.

Our discussions and the information you provided gave a comprehensive picture of improvement and impact since the Improvement Notice was issued in February 2013. A summary of our key findings is attached at Annex A, and I would be very grateful if you could arrange for this to be shared with all those concerned.

Our overall assessment is that the Council has made good progress since we last visited in April 2014. This improvement has also been evidenced by the outcomes of the recent Ofsted inspection and the LGA diagnostic peer review of the LSCB in November.

It was evident that pace has increased since the last DfE review and that the senior management team continues to drive change throughout the service. The workforce demonstrated confidence, strength, and passion in their commitment to effective safeguarding practice.

We heard your plans to create the conditions for success and to be a learning organisation with a stable and experienced leadership team. We heard how you plan to improve practice by further development of management oversight

and timely decision making; improved management confidence; clear evidence of the voice of the child through assessment; meaningful and valued supervision; and building resilience in the system to embed confidence, challenge, and escalation.

We heard that there is cross-party political support and commitment to improving children's services and it was good to hear that funding will be protected and that leaders show an active interest in the work of front-line social work teams. There were strong messages from leadership that safeguarding and child protection practice in Herefordshire would not be allowed to slip back as it has in the past; and that improvement is on a long term course to get to 'good'.

There were a number of key messages we wanted to share with you, these included a strong sense of delivery and drive in the MASH; a workforce that feels safe and which is clear on its role; and a culture of improvement and consultation is now evident. Staff reported that management oversight and supervision had improved and that there were now opportunities for training and development and movement between teams to augment and strengthen learning. Managers, some staff, and partners now have regular access to performance data and the various audit processes are starting to embed.

Staff continued to welcome the visibility of the Lead Member, Councillors and senior staff and the recent stability at management level. Overall staff reported morale as good, and were proud to be part of the service improvements and seem optimistic for the future.

Partners were positive about the recent pace in improvement and the MASH. They valued council investment in children's services and in Frameworki, and welcomed the increased level of challenge, improved data reports and partners feeding back information from their agencies. There is now stronger group partnership working and effective working between the IB, HSCB and other Boards.

A number of key issues were raised during the focus groups. In particular, staff, and partners especially, need to understand the future vision and within that how you plan to get to 'good'. It is important to communicate clear messages and plans to all stakeholders on roles and responsibilities and what still needs to be achieved, and how. Concerns remain in some teams about the Business Support (BS) and what your internal review will bring, it seems that some teams have closer working relationships with BS than others and therefore levels of support are not equitable.

In the next phase of implementation we would expect to see, and therefore recommend, that:

- improvement work is fully embedded, sustained and becomes the standard for the Council;
- Herefordshire addresses the over-reliance of agency staff and aims for workforce stability at all levels;

- immediate plans are put in place to recruit a new HSCB chair and the necessary arrangements for a smooth handover are implemented;
- a clear plan for the transfer of Improvement Board work to the HSCB, Children's Trust, and the authority and partners is developed and agreed to ensure clarity of what responsibilities transition to where; which outlines your vision of getting to 'good', and when the intervention is stepped down will provide confidence to Ministers and stakeholders; and
- gap analysis on the performance data is undertaken which focuses on areas of non-compliance and offer explanations and solutions.

The Improvement Notice continues to remain in place until the Minister can be confident that the quality of practice and service performance is embedded and sustainable and, in particular, that transition arrangements from his Improvement Board to the HSCB are robust. We therefore look forward to speedy progress on the recommendations outlined above.

In the meantime, Angela will draw together messages from the focus group discussions, your self-assessment, the letter from Tony Johnson and the reports from Paul Curran and Dave McCallum in readiness to provide evidence of progress to the Minister.

I am copying this letter to Councillor Tony Johnson, Councillor Jeremy Millar, Councillor Attwood, Alistair Neill, Paul Meredith, Dave McCallum and Paul Curran.

Yours sincerely

OLIVER BROOKE

Annex A

Herefordshire 18 month review – summary of feedback from focus groups

Key positive messages

- The “Requires Improvement” rating from the last inspection feels right.
- SMT and Lead Members continue to be visible, approachable and supportive. This is valued by staff and partners.
- Senior management stability is welcomed but still feels new – staff would become concerned if this “unravels” as some contracts are due to end shortly.
- There are open communications and lots of dialogue. People feel listened to, consulted and included in changes and new ways of working - for example CHIPPS.
- There is increasing confidence in the figures, and the data being produced is much richer and more reliable – although some operational staff rely on management analysis rather than using the data themselves to better drive practice.
- Morale seems good and there is an evident passion within the MASH.
- Staff (including agency) have opportunities to move around the service, learn different practices and now have time to train – with some staff involved in delivering training.
- Caseloads remain at a manageable level but vary from team to team and within teams. It may be helpful to set a standard for each team as well as trigger points to identify where remedial action is required should these triggers be reached.
- Frameworki is improved, is more user friendly, and contains additional bespoke fields for capturing voice of child and CSE intelligence. Increased smarter use of performance data at many different levels internally and externally is welcomed. Partners were grateful for real, trustable data and noted that the Council’s financial investment in the system is clear.
- There is increased management oversight, supervision and audit – all fully “on the agenda” now.
- There is greater connectivity and communication between teams within the Council.
- Staff are now clear about what is required of them and case progression is much more effective as a result.
- The offer for social workers is good. The support and mentoring for NQSWs remains effective and well received. There are now opportunities for progression to senior SW roles and the Academy for growing your own is well supported.

- Partners reported more joint-working and increased challenge – both ways.
- People feel the service infrastructure is much stronger so that when processes and changes need making this can now happen quite quickly.
- Council commitment to the children’s service agenda is clear.

Less positive messages

- Some partners were unclear as to how the council would “Get to Good” in terms of what the next steps are and what that means for the future for the council and for their organisations, this will require further planning and communication of the vision.
- Changes at senior management level have been unsettling and potential for more changes is a concern to staff.
- Evidencing the child’s voice is improving but there is more work to do on embedding this across the system as the norm.
- Concerns remain over the internal Business Support function – some staff feel overwhelmed with “admin type” work, and are concerned that reduced administrative support will affect available time for reflective practice and training.
- Although caseloads are currently manageable, some staff had concerns over potential “caseload creep” and the effect on finding time to reflect, and undertake training.
- There are capacity issues with police partners, where presence is required across adult and children meetings/conferences/boards and attendance levels cannot be maintained.
- Partners are unclear about funding levels for the HSCB Business Support Unit moving forward.

Jo Davidson
Director of Children's Services
Herefordshire County Council
Plough Lane
Hereford

22nd November 2014

Dear Jo,

**Herefordshire County Council
LSCB Diagnostic Pilot**

On behalf of the team I would like to thank Herefordshire County Council, partner agencies and the HSCB for commissioning the recent LSCB diagnostic pilot. Your diagnostic was one of five pilots that will inform the January 2015 roll out of the LGA LSCB diagnostic programme.

It is important to emphasise that this was not an inspection but a critical friend diagnostic delivered by a team of peers. The aim was to provide an informed, external perspective on the quality of the LSCB, its key strengths and areas for improvement. The team interviewed key stakeholders, either individually or as part of a focus group, as well as undertaking a comprehensive review of current documentation. At your request two optional elements were added; first, an audit validation exercise focusing on initial plans; second, a review of police engagement and child sexual exploitation processes.

This letter sets out in detail our findings which were initially presented to an invited audience at the conclusion of the diagnostic.

Following an executive summary our findings are set out under the following headings

- Overarching messages
- Working Together Compliance
- Board Effectiveness
- Evidence of Challenge and Holding to Account
- Capacity, Training and Managing Resources
- Vision, Strategy & Leadership
- Audit validation – initial plans
- Child sexual exploitation
- Recommendations

Appendix one provides additional analysis of the audit validation exercise. We are grateful to Andy Churcher, Caroline Marshall, Chris Jones and Betty Lynch for the efforts they put into preparing for and supporting our visits. The people we met were very welcoming and demonstrated a willingness to use

the diagnostic as an opportunity for learning. We recognise that many of these people made themselves readily available to us at short notice and we thank them for their flexibility.

Executive Summary

You have made considerable progress in the fourteen months since the LGA safeguarding peer review of autumn 2013; there is a renewed confidence within the council and its partners. HSCB is recognising priority areas for improvement and driving learning. The Herefordshire Safeguarding Children Board is clear sighted about the extent of the improvements to reach good and the Intervention Notice still remains. Nevertheless you are now confident in your own ability to manage the future and to take over oversight of improvement from the Improvement Board and driving improvements on the effectiveness of the Herefordshire Safeguarding Children Board itself.

In our view, the key to future Board success is a clear focus on a small number of immediate priorities that drive the work in every element of the Board. At present, priorities are not particularly well co-ordinated across the various levels of activity. The employment of project management techniques will help you to work smarter and achieve demonstrable impact.

There is strong corporate support on improvement, and although needing to become more formalised, you have begun to ensure effective coordination and liaison across key strategic relationships and fora.

You have strengthened challenge, and can point to a number of successful challenges by the Board, such as ensuing the inclusion of the voice of the child within the Children's Partnership Plan and taking on the findings from multi agency audits. There is a greater degree of transparency and openness at the Board and you recognise the scale of improvements that are needed. Whilst there is clear evidence of improvements in performance reporting you know that this has to improve further so that HSCB can maximise its effectiveness.

There is clear evidence that multi agency training and learning from your SCR is having an impact at the frontline. You recognise the need to provide the Board with more effective and better resourced business support and are working with partners to secure sustainable levels of funding to achieve this.

You are aware that in making the effective transition from the Improvement Board, the current pace, depth and relevance of the Board will need to increase. Your improved sense of purpose and focus as a partnership has served you well so far and you are confident of taking Board oversight to the next level and we identified the capability for you to undertake this task effectively.

You have already begun to plan for the transition from the Improvement Board. You need to include in your transition plan risk analysis and

contingency planning. A six month programme of transition support, including coaching and mentoring for key Board members, would help to ensure that the Board maintains sufficient and effective oversight, challenge and pace in the period after the Intervention Notice.

Overarching messages

- **Clarity of role and priorities for HSCB:** We believe that there is a need to clarify and assert the oversight and challenge role of the HSCB, and to focus down on driving a small number of immediate priorities that will continue to enhance improvement of frontline safeguarding. At the moment that which distinguishes the role of the HSCB from the Improvement Board, and other fora such as the Children's Partnership and Community Safety Partnership is not clear to everyone. HSCB activity is not coordinated on a small number of key priorities that drive the strategic board, the steering group and your sub groups.
- **Take the initiative on improvement:** You have been under the spotlight in terms of improvement but we saw a renewed confidence that you can manage this process yourselves; and a willingness to take the sometimes difficult decisions that will inevitably be necessary
- **Reactive to proactive:** We feel that you need to move from reacting to external critique and inspection to a proactive approach based upon forthright self assessment, where you use your own self knowledge, constantly re-evaluated, to identify and act on areas for improvement
- **Process to outcomes:** At the moment you are too process focused, the aim of structures is to achieve measurable outcomes for children; processes will only take you so far and the Board needs to concentrate on what will achieve measurable improvement in practice against key outcomes and keep reporting this
- **Do less but focus:** You are spreading your resources across many areas, we suggest that you do less but focus your attention upon circa six key priorities that link across the work of the strategic board, the steering group and your subgroups, that way you can begin to show impact
- **Network network network:** You are open to external learning opportunities and continuing to make the most of the support and new ideas that these bring is essential, and this is having an impact; as you take over from the Improvement Board you will continue to need the support and guidance these networks give you as a sounding board and to provide coaching and mentoring
- **Beg borrow and steal:** You can save yourself time and energy by using the success of others wisely; do not be afraid to beg, borrow and steal ideas to save developing your own solutions to everything
- **It's about the big picture not just ticking the box on documents:** We have seen that sometimes completing a task is equated with achieving improvement; for example in May 2014 HSCB completed a self assessment but this does not appear to be updated or re-evaluated to reflect whether/how the Board has progressed. By consistently revisiting the findings and using the self assessment as a living document that you self evaluate against at subsequent meetings you will improve its value in supporting improvement. The value of a self assessment, or QA report findings, or challenge to an agency on lack of progress, lies solely in what you do with it on an ongoing basis to ensure something of value occurs on the back of the original action.

Working together compliance

Strengths

- You have renewed and reinvigorated your local threshold document; this has been widely disseminated and is helping to drive improvement in frontline practice. Staff value the document you have produced
- The SCR and Child Death Review arrangements are working well and we were impressed by the quality of the people we interviewed. The case review decision process referral form is effective and there are clear escalation processes. Staff could readily refer to learning from the HH SCR
- You have recognised the need to improve the functioning of the safeguarding board and have held a number of successful development events. We thought that the joint meeting with the Children's Partnership was a very productive initiative, and heard reports that the CSE event was very useful
- Your statutory core membership is compliant with regulations
- The proposed induction arrangements and training/mentoring for Board members is a very positive step forward to maximise effective participation in the work of the Board and we also welcome the training initiative to improve councillor awareness of safeguarding
- The buddy system to embed challenge in the way you undertake Section 11 audits is a very positive improvement

Areas requiring improvement

- Although there is an established protocol between the Health and Wellbeing Board and HSCB, this needs to be strengthened and brought up to date and include the Adults Safeguarding Board, the Children's Partnership and the Community Safety Partnership; terms of reference do not yet effectively delineate these key strategic relationships
- You undertook Section 11 audits in 2013 to hold partners to account and drive improvement but the impact of these has been diluted by not being able to evidence effective follow up. At that time, some agencies didn't have clear statement of responsibility towards children, and a number of agencies reported that safeguarding needs to be a standing item at senior management meetings. The discrepancy between your own section11 findings and the recent CQC inspection of Wye Valley Trust need to be investigated to ensure that all Section 11 audits are undertaken with the necessary rigour in the future and that the Board follows up progress assiduously.

- Your S175 (maintained schools) and S157 (independent and academy schools) analysis needs to be carried out and any learning fed back; this process could help to strengthen the role of schools and academies on HSCB
- You have some well established working relationships with the education sector, and board representation - 'they are part of the family' - but equally acknowledge that this is a work in progress that warrants improved engagement and communication to move beyond those 'already signed up' as well as including the early years sector
- We recognise that your learning and improvement framework is at an early stage of development. A more joined up and cohesive learning and improvement framework will help you to better understand the safeguarding system; especially if informed by service user feedback. HSCB attendance logs should be maintained and regularly reviewed to ensure reach is maximised
- You could use the Annual Report more smartly to explore vulnerable groups of children, to identify priority areas of business and to influence planning and commissioning linked to Children's Integrated Needs Assessment which will also reinforce a single plan. An improved focus in the annual report on performance reporting linked to key priorities and thematic audits is needed. At the moment audit is effective in what it sets out to do but is limited in impact on improvement because of the focus on remedial action to address individual learning from cases. Audit - and Board performance monitoring - needs to be thematic not case reactive
- You have recognised the need to update procedures and these are part of your improvement plan, but in order for the HSCB to have an effective grip and control we think you should review the three year timeframe on this. HSCB will also need to endorse the Local Authority assessment framework as per Paragraph 62 (Chapter1) of Working Together 2013
- In Working Together 2013 early help is a key feature. This was not within our remit for the diagnostic so we are unable to form a view on this.

Board effectiveness

Strengths

- Good will, ambition, willingness to work together
- Drive and ambition within the sub groups, the strategic board and the steering group

- Intent to create structure to achieve coordination across the Community Safety Partnership, Children's Partnership and Health and Wellbeing Board
- Case review learning processes involving front line practitioners provide a line of sight to the frontline
- QA process
- Delivery of training strategy based on needs analysis

Areas requiring improvement

- Pause and take time to know yourself. You have had to undertake a very considerable improvement journey. We think now is the time to take stock of where you are, identify what you do well, and where you have to be more effective, and focus on getting it right all the time. That will make you an effective forum for challenge and oversight, a function that will be all the more important if the Intervention Notice is shortly to be lifted
- Learn to trust your own judgement. You are very used to receiving external definitions of your areas for development, and have used those judgements well to drive improvement. To achieve your own ambition of 'good by 2016' you will have to become an effective learning organisation that consistently is self aware on both success and failure and continuously monitors its own working arrangements and progress on key goals. At the moment you are beginning this process and your May 2014 self assessment provides the basis for stepping up to the challenge if it is used smartly to regularly reassess how you are performing. A simple review of progress against the self assessment would be a useful way to conclude board meetings and could be incorporated as a standing final item on the agenda, focussing on a small set of easily understandable questions such as how much have we done to address deficits and improve our own working as well as frontline practice, how well have we done it, and what difference have we made today against each of our priorities?
- One plan to take you forward, focus on making a difference. You are all working hard on many fronts but need to focus all that activity upon what is most important. At present the HSCB does not have a small and consistent set of key priorities that inform its work from strategic board to sub groups, nor do other strategic plans yet align fully across with your own. Success will only come with a consistent focus for your and others' activities on those small number of factors that will make a difference now, that the HSCB monitors regularly and challenges when necessary. A golden thread needs to link across all strategic fora and within the HSCB from the strategic board down through the steering

group to each and every sub group; all need to share the same work programme with their own work stream clearly linked to the overarching priorities and feeding into to them

- Project management. The Children of Herefordshire Improvement Partnership Programme has proved that you have effective project managers within the partnership. Use this expertise to improve rigour and robustness within the Board. Using a project management approach, and a smaller but clearly delineated set of common priorities, will help to improve rigour and robustness of performance monitoring and subsequent holding to account for under performance
- Pace up. You are ambitious to take over from the Improvement Board their responsibilities. This will require increased responsibility and oversight by HSCB to ensure the pace of improvement is maintained. You are planning how you will achieve this increase in responsibility and oversight at the next HSCB meeting. This meeting provides a good opportunity to start to employ a project management approach to plan for and take through to conclusion this transition. You are aware that you may need to put in place transitional arrangements and support/mentoring and are investigating who is best placed to provide this. It is equally important that you develop a risk register, for the wider improvement journey, as well as for the transition to taking over from the improvement board and use this to move forward effectively; and contingency plan to minimise deficit and failure. Key questions to take you forward include; do you know where you are in getting to good? Are you clear what taking on the scrutiny role post the Improvement Board actually means in practice for the HSCB? What are the risks and what is needed to be put in place to secure this role for the HSCB going forward?
- Where does the real power lie and how does this impact on wider engagement? We heard the steering group described as the engine room but this group is chaired by the Assistant Director, Children's Safeguarding and Family Support and not by the HSCB Independent Chair. If this is the engine room we feel it should be chaired by the Independent Chair; and if indeed it is to continue as the engine room, what implications does this have for the strategic board, is the strategic board to become just a rubber stamp for the steering group, and, if so, how will that impact on engagement and ownership of improvement across the wider partnership on that strategic board? The messages given out by how your structure is actually perceived to work in practice will influence how well engaged all partners are with the Board
- You have good police attendance at the Board but the current arrangements put in place by the merged police forces (the strategic alliance) may not best serve the Board; we think this is an issue that needs to be raised on a pan regional basis and would advise that this is taken forward in conjunction with your neighbouring Boards through the

developing arrangements in which the Chair of the HSCB and the DCS are engaged.

- The voice of the child, and family, is not very well developed at Board level. You acknowledge this and are planning to address this in the near future. The views of young people and families can inform HSCB business priorities and provide effective challenge on improvement through user feedback

Evidence of challenge and holding to account

Strengths

- The HSCB now operates with a stronger degree of challenge. There is more honest discussion of for example the deficits revealed by the case audits and the need for the partnership as a whole to work smarter. We were told that there is now much greater transparency in partnership discussions when it is identified that things have gone wrong
- The two recently appointed lay members are reported to add significant value to the work of the Board and to have enhanced challenge within Board meetings
- HSCB can be proud of a number of 'challenge successes'. These include taking on the findings from the programme of multi agency audits, challenging the Children's Partnership to include the voice of the child within the children's partnership plan, and negotiating for the Children's Integrated Needs Analysis to supplement for the lack of a children's safeguarding focus within the JSNA
- Case specific escalation via the QA sub group has been very effective in raising case specific deficits at Board level and is a good first step to a successful QA sub group
- There is widespread recognition of the need to produce a data set that is fit for purpose and work is ongoing to achieve this linked to the ongoing transformation programme for the Frameworki computer system in social care

Areas requiring improvement

- Increase in data quality and evidence of impact. You are working to improve data quality but the focus is on producing better quality and fit for purpose quantitative data. A positive enhancement of the data set would be to include qualitative measures, including user and family feedback. This has begun with the most recent feedback from families and professionals on the effectiveness of child protection conferences.

- HSCB should prioritise establishing a set of indicators against each Board priority and have these set out in regularly updated performance scorecards. This would help to give assurance to the Board that frontline practice improvements were being embedded and sustained.
- A strengthened QA sub group is needed to drive development. The QA subgroup is very active and has raised many useful issues but at heart it is reactive to the deficits of individual cases. The sub group needs to move to looking at findings from individual cases as a pointer to wider thematic issues that hold back improvement and move from individual case review to thematic practice based audit. The group meets monthly but only four multi agency audits were undertaken last year. A more focused and productive work programme needs to be developed that will feed in to the newly revised key priorities of the Board
- Much smarter QA reporting would provide the Board with the information it needs to challenge on its priorities. HSCB is already aware of a number of potential thematic and practice focussed issues e.g. the waiting times for CAMHs and the Speech and Language Service. Currently, although well known practice issues, there has been little escalation or challenge via HSCB on either of these. There is potential here for the QA subgroup to focus on these areas as an exemplar of future working practices which will also enable the Board to drive improvement across the multi-agency partnership.

Capacity training and managing resources

Strengths

- You have recognised that you need to increase capacity of the business unit, and that synergies can be obtained by coordinating business support across other fora. A plan is in place to enhance business support and negotiate a sustainable multi agency funding stream
- We saw evidence of an effective training cycle in operation, one recent good example of which was the development and commissioning of DV training on the back of this being flagged as an issue in the staff survey
- We heard lots of positive feedback on the training and development events delivered by the Board and you looking at implementing evaluation of impact
- Learning from the HH SCR was evidenced in our discussions with frontline staff

Areas requiring improvement

- In the post Improvement Board world HSCB will have to work much smarter. One obvious example is in the regular use of performance management techniques to drive forward improvement. This can be brought in e.g. by consulting with colleagues who have employed this successfully within the Children of Herefordshire Improvement Partnership Programme.
- You are planning to look at how you put in transition arrangements to support the Board in the immediate period following the lifting of the Intervention Notice and to do this successfully you need to undertake risk analysis, contingency plan and put in place the kind of transitional leadership support that we set out below
- You need to secure the future funding across partner agencies for a strengthened business unit as without that the work of HSCB will be compromised. The business unit is not resourced effectively at the present time and struggles to provide the high standard that it sets itself in terms of support to the two safeguarding Boards
- It would be useful to set out clearly what the next year will look like in terms of the Board. What does a 3, 6, 12 month trajectory on HSCB improvement look like? What are the milestones that you need to see and the actions necessary to achieve the step change in oversight that HSCB is aiming for, and how will you report on and know you are making progress? Setting these out clearly and simply and agreeing them with the whole partnership will start to make your work more outcome focused and provide focus for the work of the various sub groups. It will help to identify skill deficits within the Board so these can be addressed in a systematic and timely way
- There is a wider capacity issue that HSCB needs to address, namely capacity and fitness for purpose of the children's workforce in the widest sense. We have mentioned above access to specialist services such as CAMHS and Speech and Language Services but there are other capacity issues where the board needs to secure improvement e.g. management oversight and decision making as well as stability of the children's workforce. These require analysis, holding to account and challenge at Board level. Again these provide a good starting point for effective project management of key issues and priorities and are examples of the work which the Safeguarding Children Board will be taking over from the Improvement Board.

Vision strategy and leadership

Strengths

- Excellent progress has been made since the peer review 14 months ago, and there is coordinated and effective working with key players to identify improvement targets and to address deficits

- You are ambitious and are committed to achieving the improvements necessary to have articulated what 'good' is in Herefordshire, and be judged 'good' by Ofsted by 2016/17
- There is strong cross party political commitment to the safeguarding agenda, and a clear prioritisation of the children's agenda within HCC
- We saw a strong commitment to corporate parenting which is to be strengthened by mandatory councillor training which will continue after the 2015 elections
- The detailed analysis of need provided by the new Children's Integrated Needs Assessment will help to focus attention on achieving improved outcomes
- You are working well to address local and regional CSE issues
- The HSCB Chair has regular meetings with the Chief Executive, the Director of Children's Services, the Portfolio Holder and the Police and Crime Commissioner

Areas requiring improvement

- You are aware you need to increase the current pace depth and relevance of the Board to secure the handover from the Improvement Board of their responsibilities – we would advise a programme of coaching and mentoring for key players to maintain progress in what could be a risky period.
- You need a simplified and coordinated shared vision of the safeguarding priorities that drives the work of the partnership and informs the challenge function of the Board. This should include continued work to achieve and maintain the culture shift that safeguarding is not just a local authority responsibility
- You need an HSCB identity, and for the HSCB to become more influential and visible
- Simple clear roles and priorities for the HSCB would help to define its true purpose – you need to avoid the current blurring of Board roles, to help you to distinguish between what is HSCB and what is Children's Services
- If you continue with this structure we are strongly of the belief that the Independent Chair should chair and drive the steering group. This will enable the Independent Chair to have increased oversight of the work being taken forward in the sub groups and to ensure that the work of the sub groups reflects and aligns with HSCB priorities

- We were not convinced that there is clarity, discussed and agreed across the partnership, on the role and remit of the steering group, nor its relationship to the strategic board. There is a fundamental question to answer here, namely where do you want your power house to be, and who do you want to lead it? At the moment this is unclear to us, and this lack of clarity may well be shared with others
- Current MASH governance via a HSCB sub group is an example of the blurred roles we discuss above. We know why you chose this arrangement initially; nevertheless this is an operational delivery function and with the MASH reinvigorated do you still need governance via HSCB?
- Capture and gather the voice of the child and feedback from families—the voice of children and families should be at the heart of everything HSCB does and a major influence on how HSCB pushes for change
- Police regularly attend the Board meetings; however, we do believe that it would be worth exploring with your police representatives firstly, how police plans interact across the Protecting Vulnerable People Plan, the local delivery plan and the CSE strategy to deliver better safeguarding outcomes and, secondly, whether current arrangements for Board representation by the Police deliver local knowledge and focus
- We feel that current arrangements for meetings between the Independent Chair and key senior managers, politicians and stakeholders should be formalised with a clear, set agenda that includes performance reporting and holding to account through the Annual Report

Audit validation - commentary on the findings of four cases

The audit validation was bespoke and focused on a safeguarding system approach to child protection planning and working together, to achieve improved outcomes.

Strengths

- Staff were engaged and appeared to communicate with each other
- Staff were aware that practice needs to improve in order to improve outcomes for children subject to Child Protection Plans
- Staff acknowledge a range of issues that currently impact on performance e.g. turnover of staff
- Staff welcome further training to improve practice; they were reflective in the focus groups and would welcome more time for case reflection

Areas requiring improvement

- Plans were not robust – neither SMART nor linked to outcomes
- We saw a lack of contingency planning
- Expectations on parents were not made clear
- Managers did not consistently attend conferences and core groups. Effective management oversight is key to ensuring progression of Child Protection Plans
- There was some evidence of drift in both assessment and intervention; a major cause of this was the high number of changes of social worker
- We saw numerous changes in social worker between conferences
- The parenting assessments we saw were neither robust nor timely
- There was a lack of escalation from all partner agencies when progress was not made on plans by any agency
- Decision making wasn't clearly recorded with the rationale and the risk management clearly set
- Multi agency training on conferencing needs further developing

CSE

- You have put in place a strategy and action plan, there is a reinvigorated structure, a specialist CSE unit has been established, there is currently a new specialist social worker in this unit, to be joined by a police post in the next financial year
- The new strategy complies with national recommendation and is based on national guidelines
- The action plan is a positive step forward, however, it has numerous actions but no real outcomes. It is lengthy, and there is a real need to prioritise the priorities! With so many outcomes it is unrealistic for them all to be completed. A focus on a smaller number of key priorities in the immediate term is needed, with consideration of how additional priorities can be rolled out over time. As yet the action plan has not been effectively disseminated

- The new CSE team (that was only in place during the week of our visit) have been very quick off the mark and reports from other frontline staff are positive, which is very impressive for such a new development. There is the potential that demand will swamp this new provision so there is a need for tightly controlled and managed referrals to the unit
- The police are committed to increase their involvement and resources over the coming twelve to twenty four months
- The Board structure is now clear with a CSE group and an operational group below this

Recommendations

You might wish to consider the following recommendations. These are based on what the team has read, seen and heard over the course of the LSCB diagnostic.

- Identify a small number of HSCB priorities aligned across other strategic fora - and stick with them, when refining your priorities decide which are immediate priorities to be put in place now and what are aspirations for the longer term
- Fund and implement a reinvigorated and fit for purpose business unit
- Review the Board structure in the light of your priorities and statutory requirements and streamline the steering group and make this a chair of chairs group
- Make sure all members of the strategic board are fully engaged and understand their relationship between being on the Board, improving agency practice and achieving impact on outcomes for children
- Make all agencies accountable for what they have committed to at the Board
- Locate MASH governance within Children's Services operational management structure
- Use formal challenge by HSCB to other agencies to escalate concerns revealed through audit and feedback from the staff and families
- Evidence impact of HSCB challenge and the better outcomes that HSCB has achieved
- Project manage everything especially the transition from the Improvement Board

- You are seeking tangible improvement in children's lives and need an outcome focus to ensure that what you do achieves this
- User voice will give the Board confidence and understanding of what has and has not made an impact

Throughout this letter we have sought to outline the strengths of the LSCB arrangements in Herefordshire, along with areas for consideration and improvement. You and your colleagues will no doubt now wish to reflect on the team's findings and consider how our findings might inform future plans and activities.

For further improvement support you can contact the LGA's Principal Adviser for the West Midlands region, Howard Davis, who can be contacted via howard.davis@local.gov.uk or on 07920 006 1971 . In addition, you can contact Claire Burgess, LGA Children's Improvement Adviser covering the South West Region for specialist support. Claire can be contacted via claire.burgess23@gmail.com or on 07854 407337.

Once again, thank you for participating in the LSCB pilot diagnostic and please pass on our gratitude to everyone involved.

Yours sincerely

Peter Rentell
Programme Manager (Children's Services)
Local Government Association

Appendices:

Appendix 1 - Audit validation - initial plans

Appendix 1 – Audit validation initial plans

LGA LSCB pilot diagnostic Herefordshire County Council
LGA peer: Jonathan Williams
Date: 17-19 November 2014

Audit validation – initial plans - summary

Five cases were looked at; four of these involved meeting with a focus group and two of these involved the inclusion of a parent. The fifth case was linked to the observation of a CP conference. It was unfortunate that the conference could not be observed because the parent did not consent. A telephone conversation later took place with the CP chair.

Notes about the individual cases are outlined below

Strengths

- Staff were engaged and appeared to communicate with each other
- Staff were aware that practice needs to improve in order to improve outcomes for children subject to CP Plans
- Staff acknowledge a range of issues that currently impact on performance e.g. turnover of staff
- Staff would welcome training to improve practice; they were reflective in the focus groups and would welcome more time for case reflection

Areas requiring improvement

- Plans were not robust – neither SMART nor linked to outcomes
- We saw a lack of contingency planning
- Expectations on parents were not made clear
- Managers did not consistently attend conferences and core groups. Effective management oversight is key to ensuring progression of CP plans
- There was drift in both assessment and intervention
- We saw numerous changes in social worker between ICPC and RCPC
- Parenting assessments were neither robust nor timely
- There was a lack of escalation from all partner agencies when progress was not made on plans
- Some decisions made could have made children vulnerable and left organisations at risk
- Multi agency training on conferencing needs developing

It would appear that the main focus of improving plans has been linked to the redesign of Framework I and the reformatting of the initial plan layout. Only one of the cases had this plan in place as it had only been introduced in the last two weeks; the plan did look better.

However a systems approach to approving plans may be required.in addition to the newly introduced format; this would entail for instance asking the following questions from a multi-agency perspective - how much have we done, how well have we done it and has it made a difference?

During the audit validation we saw a number of issues that impacted on effective planning

- Changes of social worker (one case had four changes of social worker in the period from assessment to first review);
- Lack of risk analysis (often there were blanket risk statements, eg mother smokes cannabis. It did not state how much, when, frequency, storage, whether the child was present etc. – there was little connection with the impact on the child);
- Poor management oversight (little evidence of managers attending CP conferences or core groups) – is this linked to capacity, managing high caseloads and frequent changes of staff? Managers from focus groups seemed engaged, intelligent, insightful and reflective with a genuine aim of improving outcomes for children. Therefore wider issues need to be explored
- Ineffective plans. It is the role of the Chair to steer, facilitate and provide guidance and leadership. However partner agencies need to own the plan and contribute to it at conference. There is a lack of training and direction in relation to the model of conference. There are snippets of strengthening families being used but this is only by Social Care. The LSCB could take a view on what model needs to be taken forward and develop it accordingly, including the commissioning of training.
- All participants need to be responsible for escalation of issues, especially when there is drift on case because of agencies' ineffectiveness to provide a service. The two parents who attended the ICPC's were not given copies of the complaint procedure in relation to agencies where progression of the case was being hindered because of agency engagement. In addition, agencies did not escalate when there were changes in social workers, when actions were not completed, when services were not being delivered; this is not solely an issue for social care and the chair.

A number of key questions arise from the audit validation in relation to oversight by the LSCB.

First is a series of questions in relation to oversight of performance and practice

- The LSCB could use the above analysis as a starting point to investigate how far what has emerged from our findings is leading to an increase in CP plans
- Are the issues raised in the audit validation exercise currently being measured by the LSCB, and, if so, in what way do you need to amend or improve oversight, and, if not, how is the LSCB to investigate further the findings of the audit validation exercise?
- Is the current method of scrutiny of the LSCB data set and associated quality assurance activity via the sub group fit for purpose so as to reassure the Board that front line practice is – and will continue to be - safe and effective?

Second how the work of the LSCB links with improving front line practice

With regards to the front line staff's view of the LSCB, staff from focus groups demonstrated the following

- Learning from the recent SCR HH – staff understood the issues. There was some query about delay of the Framework I LAC notification being put on the system.
- Good training for multi-agency staff at operational level including learning from the HH SCR e.g. CSE, Framework I and Domestic Abuse.
- Training is not as relevant for middle and senior managers
- The threshold document is understood by partner agencies
- Referral pathways have improved, especially since there have been developments in the MASH

Children's Wellbeing Directorate
The Journey to Good – Progress Report
September 2012 to December 2014

1. INTRODUCTION

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- 1.1. The Council and its partners have the ambition to secure good safeguarding services by 2016/17. This document sets out the journey that the council and its partners have made since the Ofsted inspection which judged the Council to be inadequate; current performance features and the future plan to get to good.
 - 1.2. The Council and its partners were clear in 2012 that the Ofsted judgement was fair and that the previous ten year profile of adequate/inadequate performance was unacceptable. The improvements to date have been staged to ensure there is sustainable change which establishes the right culture and environment within which staff can give of their best.
 - 1.3. At the end of the day, we all work together in order to make a positive impact on the experiences of children and families and their outcomes. Good outcomes for children within the resources we have available is at the core of our vision for safeguarding in Herefordshire, and our plan to achieve this rests on the development of:
 - Effective child protection practice
 - Direct work with children and families using evidence based theoretical models of intervention
 - 1.4. Our strategy development focusses on the belief that families and communities bring up children best. Through effective strategies we will:

- Understand our communities and target our resources as early as possible through effective use of data and intelligence
- Use the assets in our communities to support families, including volunteers
- Give families independence, choice and control where possible, building on strengths
- Where families cannot look after their own children, we will use family based models of care
- Over time, move resources from expensive, institutionalised forms of support to community based approaches
- Establish integrated pathways of support so that children and families experience seamless approaches, wherever support and intervention comes from

2. HOW WE WERE: SEPTEMBER 2012 – SEPTEMBER 2013

- 2.1. In September 2012, Ofsted found an inadequate safeguarding system. This was typified by a system which did not know itself well, did not understand what effective child protection practice was, and which had fragmented understanding of the regulations. Children and young people were not a priority and, despite investment, some child protection services were in the bottom quartile of funding nationally despite having demand which outstripped statistical neighbours.
- 2.2. In contrast, early help services were well organised and reasonably well resourced; there were effective multi-agency groups which evidenced a strong focus on improving outcomes for children and working together as agencies.
- 2.3. Leadership was weak overall, and whilst people were working extremely hard, services had become complacent, against a backdrop of ten years of performance which had been judged as adequate or inadequate at various stages.
- 2.4. Following the Ofsted judgement, the Council and its partners focussed on four things:
 - The judgement was fair and the priority had to be on addressing the findings, not defending the indefensible

- This was a system wide responsibility, not just a social care one to put right
- Improvement needed to be rapid, but also sustainable. This meant getting underneath all the performance issues and building up from the basics again.
- The culture had to change - to be an honest, learning culture, challenging and learning from each other, focussed on children's outcomes and building on strengths

2.5. The improvement trajectory was set – adequate/requires improvement by 2014/15 and good by 2016/17.

2.6. Things we did well:

- Taking rapid steps to set up an independently chaired improvement board and an improvement plan
- Not wasting time on denial
- Securing additional council resourcing for child protection services
- Establishing children as the top priority for the Council
- Changing the political and officer structure to disaggregate the People Directorate and member role and establish dedicated Lead Member and senior officer structure
- Establishing the start of the learning culture through the auditing of over 1000 cases, drawing out the learning from that and the establishment of a small quality assurance function
- Establishing the Multi-agency safeguarding hub
- Establishing the Social Work Academy
- Unpicking the data
- Establishing the early stages of a performance culture
- Securing effective support and external challenge, with externally monitored staging points to make sure we were moving forward and not slipping back

2.7. Things which didn't go so well:

- The significant destabilisation of social work staffing – 4% agency to 40% agency staff in 9 months
- Not establishing the practice standards and expectations clearly enough with staff
- Slow progress with establishing effective leadership at every level

- Difficult start to the MASH evidencing weaknesses in project planning, implementation and oversight
- An overambitious and under prioritised improvement plan – on reflection, people were too focussed on the future and insufficiently focussed on making the changes to the day to day practice
- Slow progress with improving the case management system which also caused significant difficulties with the accuracy of performance data

2.8. The end result of this was practice improvement and impact which was too slow.

2.9. The Council and partners, through the Safeguarding Children Board and the Improvement Board, were clear at the outset that for improvement to be effective, we needed external monitoring and challenge at set points. As we were changing a decade of underperformance, we knew that the most difficult things to change are old habits; and that sound judgement takes practice to get right.

2.10. Therefore, twelve months after this inspection in October 2013 a Peer Review took place, commissioned by the Council in partnership with the HSCB via the Local Government Association in order to evaluate progress. This highlighted that progress had started on the improvement journey but that the pace had been slow. The review recognised that these were early days.

2.11. *“You are addressing failings in social work practice highlighted in previous inspections however, despite action on this; the review team found that social care practice and supervision across all teams is not yet achieving the required levels of quality and consistency.”* – Peer review feedback letter 23rd October 2013

2.12. Equally, the peer review feedback also reinforced that the fundamental issue for Herefordshire to resolve lies in the recruitment, development and retention of high quality staff, now and for the foreseeable future.

3. SEPTEMBER 2013 - MAY 2014

3.1. The Peer Review was an important staging post for us to enable a re-focussing of the Improvement Programme and the overall approach being adopted for the next stage of improvement. Whilst building on what was beginning to work well, it was appreciated that a different approach was required if the goal of achieving our aspirations of a good safeguarding service by 2016 is to be realised.

3.2. The approach taken since October 2013 comprised::

- A reconfigured management team with new personnel leading:
 - A streamlined and refocused Improvement Plan used as a key driver for change within new Business Planning and Transformation Management Programmes
 - Enhanced emphasis on achieving good performance in key social work tasks with clear expectations developed with staff and based on effective social work practice.
 - Embedding a performance culture throughout the department, with the emphasis on self-responsibility, reliability of information and honest analysis.
 - Increasing the social care resources available within the MASH and throughout the Social Care teams to take a much stronger leadership role, reasserting the Council's responsibilities as lead agency for child protection.
- The ongoing strategic prioritisation of Children's Wellbeing by the Council. Resources have been both protected and enhanced for safeguarding services as far as possible within the austerity measures.
- Investment has been prioritised in the areas of:
 - MASH, 16+, Children with Disabilities, Fostering, Adoption and Children in Need services
 - Quality Assurance, IRO and CPC service and Performance Management
 - A completely new Transformation Programme for the computer system Frameworki
 - Child Sexual Exploitation
 - The development of a Programme Management Office (PMO) to oversee the broader transformation of the directorate through programme and project management approaches, This transformation programme has been branded as the Children of Herefordshire's Improvement and Partnership Programme (**CHIPP**).
- The development of:

- Local family based services as a direct alternative to using costly and ineffective institutional forms of care. This will achieve better outcomes for young people and also free resources to invest in preventative direct work services
- A suite of direct work services to work alongside fieldwork services using evidenced based therapeutic approaches in order to improve long term outcomes for children and families and reduce the need for statutory interventions.
- The development, over time, of 7 day per week integrated service models in MASH, Vulnerable Young People and CWD.

4. SOCIAL CARE WORKFORCE STRATEGY

4.1. Underpinning all these developments is a revamped Social Care Workforce Strategy. Staff need the right environment to perform their best. The focus has been on:

- Practice expectations and development programmes
- managing poor performance,
- enhanced incentives to join Herefordshire and to stay here,
- more NQSWs so that we grow our own high calibre staff over the longer term
- Social work academy development to support the first three years of a social workers career
- enhanced management capacity and effective supervision
- reduced caseloads – now averaging 16 from the previous 30
- improved working environment.

4.2. This approach has shown some encouraging signs as evidenced in the feedback from a Peer Review Follow-up Exercise which was commissioned in February 2014 to assess progress in the MASH and related activities. This reported “Clear effort has been made by the senior management team and whilst very early days the new systems and structures look promising. There is evidence that Herefordshire have taken positive steps to address the significant issues in the *MASH*; *new systems have been introduced, the direction looks right although it is early days*”

4.3. In March 2014, the DfE carried out a 12-month follow up review. This review confirmed that Children's Wellbeing Services were progressing their improvement journey and highlighted the following:

- Positive progress identified
- Performance in MASH highlighted
- Lower Caseloads
- Improving morale
- Stability in management
- Good recruitment strategy
- Partnership work needs more attention

5. OFSTED SINGLE ASSESSMENT FRAMEWORK INSPECTION 29 APRIL – 21 MAY 2014

5.1. The work undertaken above placed the local authority in a positive position to rise to the challenge of demonstrating to Ofsted the progress made since the previous inspection, and the difference being made specifically to vulnerable children and families. The outcome of the inspection was that Herefordshire both in terms of the Council and its partners and the HSCB were judged as 'requiring improvement' overall..

5.2. The inspection recognised the significant progress made in the preceding 18 months, in particular with respect to the improvements in MASH, the quality of direct work undertaken and the evidence of the child's voice on a case by case basis. During the course of the inspection, no children were found to be unsafe.

5.3. However, they also commented on the relative infancy of some of the changes and improvements, and that more time was needed to evidence their sustainability.

- Children clearly key priority for Council
- Becoming good is a golden thread
- Elected Members are diligent and well engaged
- Performance Management & collection and use of good reliable data needs much improvement
- Strategic use of data and evaluation to inform developments needs improving

5.4. Pleasingly, Ofsted noted that there was an early growing confidence amongst the social care workforce.

6. MAY 2014 - PRESENT

6.1. There is a new found confidence within services, which is giving added impetus to the progress being made. Whilst there is still significant work to do to reach a secure quality of good services – for example, improvements are not yet fully embedded and the staffing situation is still relatively fragile - the foundations have been laid on which we can continue to build and improve the overall effectiveness of the child protection services, and radically improve outcomes for vulnerable children and young people in Herefordshire.

6.2. The Improvement Plan has been further refreshed to build in the new Ofsted recommendations and continue to focus on the outstanding improvements required. Since May, the following developments have taken place:

- Permanent staffing has stabilised further, with only one permanent social worker leaving since April 2014
- Agency social worker profile has reduced to 31% of the staffing establishment
- Caseloads have remained at an average of 16
- The first cohort of NQSWs have completed their AYSE
- The Frameworki case management system is 75% through the reconfiguration programme, saving significant time for social workers and improving significantly the accuracy of performance information and quality of casework recorded
- The Council and partners have commissioned a new Intensive placement support service which goes live in spring 2015 and provides multi-disciplinary 7 day per week therapeutic support for children and their carers which will begin the move from institutional forms of care to family and community based provision
- The MASH has continued to develop well and has expanded to provide its first specialism in the area of child sexual exploitation
- Performance has continued to improve and stabilise across all key measures.

7. LGA PEER DIAGNOSTIC

7.1. The continuous improvement framework which is now in place, places value on specific external scrutiny. The HSCB was one of five local authorities to pilot the new Local Government Peer Diagnostic for Safeguarding Children Boards in November 2015, This was planned specifically in Herefordshire, to assist in planning for the Board to taking on from the Improvement Board the full responsibility for ensuring effective multi agency safeguarding practice.

7.2. Themes which were reinforced by the review were:

- Evidence that the authority and its partners know ourselves well
- sustained progress made since the May inspection
- the continuing strength of the MASH and our CSE arrangements.

7.3. The peer review also urged us to trust our own judgement

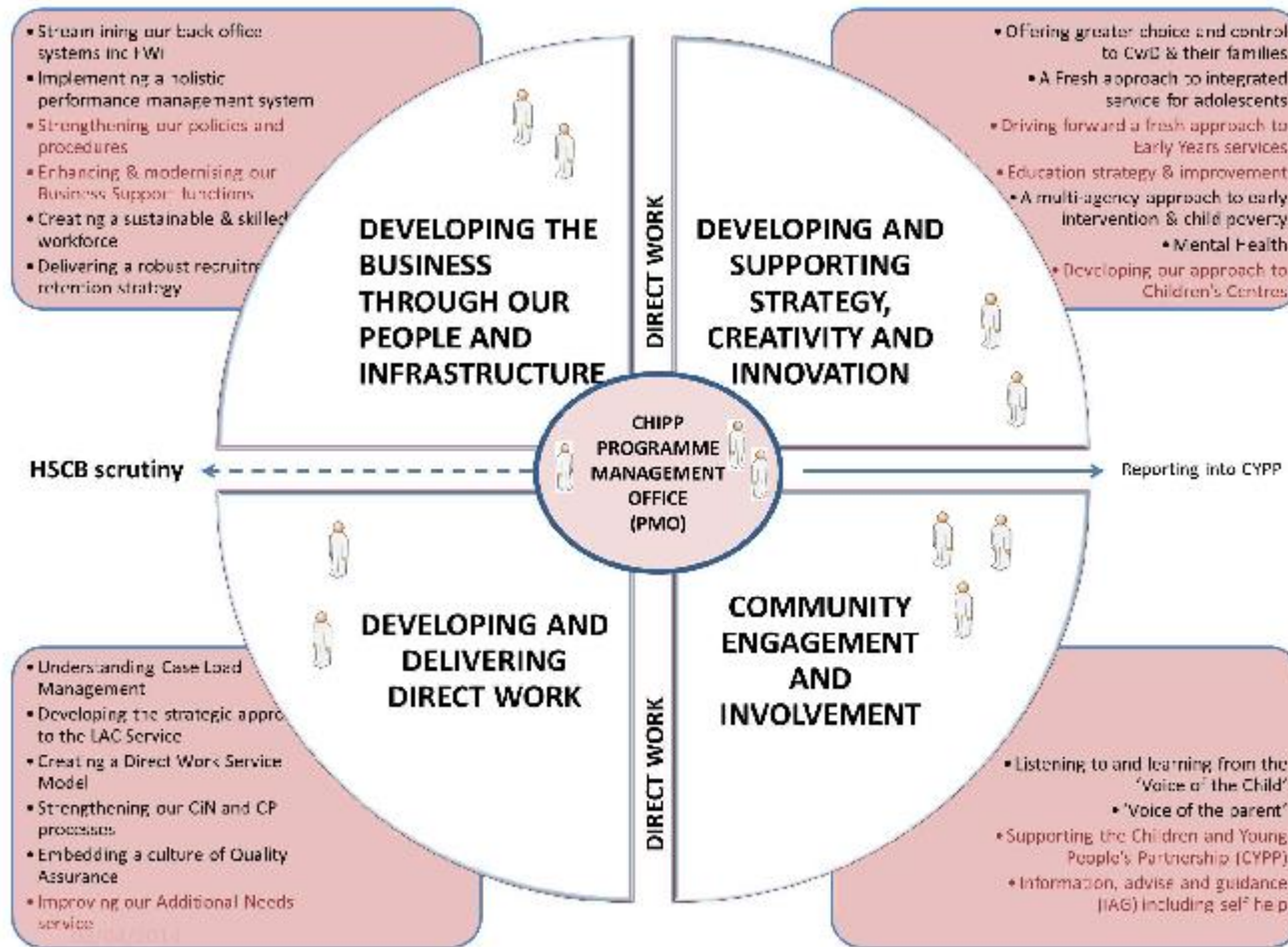
7.4. Recommendations to support the further development of the board in undertaking its full responsibilities, include;

- Identify and align priorities and stick with them throughout every element of the Board structure and functions
- Fund and implement a reinvigorated and fit for purpose business unit
- Make sure all members of the strategic board are fully engaged and understand their relationship between being on the board and improving frontline practice and impact on outcomes
- Make all agencies accountable for what they have committed to
- Use formal challenge and evidence its impact on the achievement of better outcomes
- Develop a project management approach to the business of the board

8. GETTING TO GOOD BY 2016

8.1. In 2012, the Council and its partners had no clear or confident vision about the quality and type of services it wished to secure to improve safeguarding services and improve outcomes for children.

- 8.2. One of the most significant changes is the absolute intent to be good by 2016/17. The road ahead will not all be plain sailing, and there are still issues which may knock things off course. However, the evidence is there that planning and preparation for change is improved, the knowledge and expectation about effective safeguarding practice is better and when things do not progress as planned, we know that for ourselves and can put it right.
- 8.3. Getting to good will rely on a unified, more strategic approach to service change, which tackles the underlying causes of harm, as well as a relentless focus on basic effective practice. Our approach for this is encapsulated in our transformation programme, CHIPP (Children of Herefordshire's Improvement and Partnership Programme) which is represented the following diagram:



- 8.4. A refreshed Health and Wellbeing Strategy and a new Children's Plan are under development, drawing from the JSNA and the bespoke Children's Needs Assessment commissioned by the Children's Partnership. These plans will secure the longer term system wide transformation changes necessary to ensure children grow up in caring families and communities. The Boards charged with making these changes are much clearer about their role and responsibility, and the governance requirements will continue to be the subject of our focus.
- 8.5. The risks to these plans relate predominantly to:
- Recruiting, retaining and developing the right staff – not just social workers, but key staff in other professions
 - Delay in making service change in line with national budget reductions, which create further financial challenges which require urgent and unplanned budget cuts
 - A lack of confidence or belief in the ability of Herefordshire to drive forward change.
- 8.6. For each of these risks we have plans in place:
- Our social care workforce plan is robust and we are well on course for further recruitment of new and experienced social workers during this year. We are also one of the few local authority areas nationally which is revising its children's workforce strategy to ensure we have robust workforce plans for the system as a whole.
 - We have introduced a strong programme and project management approach, initially through CHIPP, and now extending into the HSCB and Children's Partnership, which is bringing the resilience and momentum behind actual delivery of service change and delivery of resource change also.
 - Confidence is growing, and is backed up by the successful development of the Multi-Agency Safeguarding Hub, the quality assurance culture and the impact of the social work academy on newly qualified social workers. This will be further enhanced by the implementation of HIPSS and TISS. These developments have created an environment where people can be honest about what they want to see, can have difficult conversations and reach difficult decisions and can predict and mitigate problems before they occur.
9. Most importantly though, the work we are doing and continue to do, is done through a strengthening learning culture. We do not get things right all the time, but we learn by doing. We become stronger as a system as a result of that learning.

10. Finally, our role is to ensure that families and communities are able to bring up children well, and that those children have good outcomes. We know from direct feedback from children and families, that when we work with them, build on their strengths and create consistent honest relationships with them, that we create the right environment for those families and children to put right their issues, and move on. Ensuring that at every level of the system we know what things are like for those children and families is fundamental to our next step of getting to good.

OFSTED INSPECTION MAY 2014 - IMPROVEMENT PLAN

Key:

- Ofsted Para Number refers to the Area of Improvement identified in the Ofsted Inspection Outcome of 30 June 2014
- Children of Herefordshire's Improvement and Partnership Programme (CHIPP) is the transformation programme for children's wellbeing and associated partners which will be the vehicle through which all the Ofsted areas for improvement will be delivered. Each area for improvement therefore has been allocated within the programme to ensure a clear lead and consistent approach to its delivery.

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No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
1.	17. (57, 138)	Ensure that caseloads in children in need and looked after children's teams remain manageable	Assistant Director, Safeguarding and Family Support (PM)	Review of Medicare contract.	August 2014	Completed. All cases now transferred back to the fieldwork teams	G	Weekly caseload reports. Monthly reports to Monthly Children's performance challenge meeting with Leader, CX, Cabinet Member and Group Leaders.
2.			Head of Fieldwork (KP)	Profile caseloads to establish what a reasonable caseload would look like across the service	August 2014	Weekly reports now developed to enable trend analysis and ensure that action can be taken quickly if peaks emerge. Pilot of Caseload Management tool (weighting) undertaken during September and evidence that case loads continue to be at a manageable level - completed.	G	Safeguarding and Family Support Heads of Service
3.			Assistant Director: Safeguarding & Family Support	Forecasting of support services medium term staffing requirements based on assessment of performance data to inform direct work service development.	November 2014	Assessment of performance data in progress	G	Monitored through CHIPP. Health and Social Care Overview and Scrutiny Committee.

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
4.			Assistant Director: Safeguarding & Family Support (PM)	A review and evaluation of the whole service which will be undertaken to establish whether the infrastructure is right and to inform service staffing and management arrangements.	September 2014	The review of budgets has been completed by Heads of Service and Project Leads and are due to be presented to Directorate Leadership Team in October 2014 for discussion and decision - completed.	G	Directorate Leadership Team CHIPP Programme Board and Directorate Leadership Team
5.	17. (138)	Reduce caseloads within the Children with Disabilities service so that all social workers have sufficient time to provide children with the level of service they require.	Head of Children with Disabilities and Practice Development	Two additional social workers to be employed in the service	June 2014	Completed as at June 2014	G	
6.			Head of Children with Disabilities and Practice Development (DC)	An interim review of the CWD service to take place to ensure that there is sufficient capacity in light of the Children and Families Act 2014 and the Care Act 2014	October 2014	A further five social workers have been recruited to the CWD team as from December 2014. An experienced permanent team manager has now also been appointed who has substantial child protection experience.	G	Childcare Managers
7.			Head of Children with Disabilities and Practice Development (DC)	A comprehensive review of the CWD service to be undertaken over a 12 month period to consider to the potential for an integrated service model in the context of the Care Act 2014 and the Children's and Families Act; the innovation programme, personalization, adults wellbeing transformation programme and health organisations and the potential for a different integrated service model.	September 2015	This review is now a project within CHIPP and a project manager will be appointed.	G	Directorate Leadership Team Children and Young People Partnership Health & Wellbeing Board Cabinet

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
8.			Head of Children with Disabilities and Practice Development (DC)	To support the CWD review, external expertise and/or consultation will be needed. The lead manager for the CWD review will investigate best practice to incorporate within the review.	December 2015	The Improvement Outcomes for Young People in Herefordshire external consultant report will inform the CWD project. Visits to other local authorities to look at best practice will be ongoing and conducted by the Heads of Services and Team Manager for CWD.	G	Safeguarding and Family Support Heads of Service
9.	18. (96, 122, 130, 131,132 , 133)	Ensure that the electronic case and performance management system in children's social care provides accurate performance information.	Framework Transformation Manager (MG) in conjunction with Service Manager – ICT Strategy and Commissioning (DL)	Framework Transformation Manager is implementing the project plan, with full system revision to be completed by end 2014/15. Development of FWI and integrated data sharing across health, social care and public health. Development and upgrades of FWI will take place	March 2015	The transformation of framework is progressing on schedule. Further upgrade to the care management system in December 2014 Work is currently in process with regard to creating an EDT contact episode which will evidence a range of actions taken by EDT including whether the child was detained in custody. This is due to be signed off in January with a go live date of 31 January 2015.	G	QA Framework and performance management reports will focus on impact of changes to practice Service Manager – ICT Strategy and Commissioning

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
						<p>Currently developing the finance model to pay children in residential placements via Frameworki. The finance model went live on 17 December 2014 for the residential placement component.</p> <p>A new reporting tool has been implemented which will enable reports to be produced more quickly and accurately.</p> <p>An authorisation for the placement of a child on an unplanned basis has now been implemented within frameworki.</p> <p>The LAC module reconfiguration continues and this will link to the personal education plans.</p>		
10.			Frameworki Transformation Manager in conjunction with Service Manager – ICT Strategy and Commissioning	As the project is reaching closure a benefits review will be undertaken to establish the skills and capabilities required to maintain and develop the system	December 2014	Not yet started and it is anticipated this will be completed by March 2015.	A	CHIPP Joint Senior Management Team Service Manager – ICT Strategy and Commissioning
11.			Head of Children with Disabilities and Practice	Children's social care QA and performance framework is being integrated within the HSCB's	December 2014	Completed	G	HSCB Steering Group HSCB QA sub group

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
			Development (DC)HSCB Business Manager	framework following the journey of the child through the partnership and its systems and services				
12.	19. (134)	Ensure that audit and performance management is robustly and routinely undertaken by managers across children's services and is effectively used to develop services and to improve the quality of practice.	Head of Children with Disabilities and Practice Development (DC)	<p>Children's social care QA Framework has been approved and is being implemented. Any irregularities in the performance reports will be routinely audited by the QA and Compliance Team and relevant corrective action will be taken.</p> <p>Quarterly reports will be presented to Heads of Service and DLT. An action plan with respect to deficit issues identified will be incorporated into the report.</p> <p>Learning from audit to inform training and development needs of service through integration of QA and Compliance Team with Social Work Academy</p>	<p>September 2014</p> <p>September 2014</p>	<p>Owing to sickness and the appointment of some new team managers there has been some slippage in audit completion by team managers. Heads of Services will be discussing the situation with the relevant team managers. QA and Compliance managers are providing the support to the Heads of Service and Team Managers</p> <p>Overview Audit Issues Log has been introduced so that themes can be captured from monthly case audit activity. The log is updated on a monthly basis and reviewed.</p>	A	<p>Quarterly reports to Improvement Board</p> <p>HSCB QA Sub Group</p> <p>HSCB Steering Group</p> <p>Safeguarding & Family Support Heads of Service</p> <p>Quarterly Performance Cabinet Reports</p>
13.	20. (58, 128)	Ensure that consistent and high quality formal supervision of social care staff is provided and that all staff have regular supervision that provides reflection and challenge.	Head of Children with Disabilities and Practice Development	All managers to be trained in reflective supervision and in line with the expectations of the supervision policy.	<p>September 2014</p> <p>January 2015</p>	<p>The requirement for all new managers to have a formal induction which includes supervision is in development</p> <p>Further audit which was due to be completed in in December 2014 will now take place in March 2015 due to reprioritization of QA work to focus on re-</p>	A	QA Framework

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14.						referral and CwD.		
14.			Head of Children with Disabilities and Practice Development (DC)	Supervision survey commissioned with Bristol University taking place in June 2014 and will be in September to Childcare Management and joint senior management team	September 2014	Completed.	G	Childcare Managers Joint Senior Management Team
15.			Head of Children with Disabilities and Practice Development (DC)	Supervision Audit as part of annual cycle of audits is due to take place in July/August 2014, reporting in Sept 2014. As part of the outcome, there will be recommendations as to required actions and further audit activity with respect to supervision.	December 2014	Further audit which was due to be completed in in December 2014 will now take place in March 2015	A	HSCB QA Group HSCB Steering Group Safeguarding and Family Support Heads of Service Directorate Leadership Team
16.	21. (134)	Ensure that regular case file audits and re-audits within social work teams are undertaken and are used to identify areas of strength and development and to measure the effectiveness of actions taken to improve performance.	Head of Children with Disabilities and Practice Development (DC)	QA Framework has been approved and is being implemented. for Safeguarding and Family Support which will be refreshed on an annual basis. Learning from audit to inform training and development needs of service through integration of QA and Compliance Team with Social Work Academy is underway.	July 2014	Audit analysis continues to be shared at operational team meetings. However, there has been some slippage in completing audits by the team managers owing to sickness and management changes which is currently being addressed by the relevant Heads of Services. QACM's meet with the social work academy to share audit findings. For example, the social work academy is looking at improving support to social workers undertaking parenting assessment where parents have additional learning needs resulting	A	Quarterly reports to Improvement Board HSCB QA Sub Group HSCB Steering Group Safeguarding & Family Support Heads of Service

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17.						from childhood abuse. The QA Framework will be refreshed in order to incorporate learning as it arises from audits.		
18.			Head of Safeguarding and Review (JR)	QA and Compliance service capacity increased.	September 2014	Completed	G	
18.			Head of Children with Disabilities and Practice Development (DC)	The creation of a new lead manager will oversee QA and the Social Work Academy integration, including its training and development function. This post holder will have lead responsibility for ensuring the review and revision of the quality assurance framework and will track progress against the QA action plan in accordance with the agreed governance arrangements.	September 2014	Completed	G	HSCB QA Group HSCB Steering Group Safeguarding and Family Support Heads of Service Directorate Leadership Team
19.	22. (48, 50, 52, 54)	Ensure that thresholds for access to children's services are understood and consistently applied by local authority staff and partner agencies, so that children and families get the right help at the right time.	Head of Safeguarding and Review (JR)	Review and revision of Levels of Need / thresholds guidance	September 2014	Completed	G	HSCB P&P Group HSCB Steering Group Children & Young People's Partnership Health and Wellbeing Board
20.			Head of Safeguarding and Review (JR)	Launch and implementation of new guidance.	October 2014 – March 2015	Multi-agency workshops are being held throughout October to March 2015 to launch the new guidance.	G	HSCB Strategic Board Children & Young People's Partnership

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								HSCB MASH Governance Group
21.			Head of Children with Disabilities and Practice Development (DC)	Regular thematic audits will be undertaken to establish the embedding and effectiveness of the guidance.	January 2015	Regular thematic audits planned in line with the QA Framework.	G	HSCB QA Sub Group HSCB Steering Group
22.	23. (55, 56)	Ensure that the independent reviewing officers effectively structure and manage child protection conferences and develop specific and measurable child protection plans.	Head of Safeguarding and Review (JR)	Introduction of an ongoing parental feedback mechanism. The feedback will be analysed and used to inform service delivery. This will also enable an ongoing check back as to the success of the plans to improve CP Plans detailed below.	October 2014	Completed. Data collection from parental feedback will continue and the findings from that data will be analysed quarterly and the findings reported to childcare managers and HSCB. Any findings will then feed into any learning.	G	HSCB Steering Group
23.			Head of Safeguarding and Review (JR)	Introduction of time limited agency feedback mechanism. This will provide critical feedback on the quality and effectiveness of CP Conferences to secure a strong evidence base to establish the scale of any issues identified and pinpoint the developmental needs.	October 2014	Completed. Time limited agency feedback will be conducted for one month on an annual basis. The analysis of the findings will then be reported into childcare managers and the HSCB.	G	HSCB Steering Group
24.			Head of Safeguarding and Review (JR)	Improve the quality of the formulation of the Outline CP Plan by benchmarking what a good "Outline" CP Plan from other local authorities	January 2015	Completed. A sample review of the new outline CP plan will take place in January to ensure that they are being	G	HSCB LGA Diagnostic

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						<p>embedded.</p> <p>Work will continue to ensure that the quality SMART CP continue to improve. This will be monitored through dip sampling with ongoing development sessions with the IROs.</p>		
25.			Framework Transformation Manager (MG)	Improve Framework to better support the formulation of a quality Outline CP Plan at Conference	December 2014	Completed	G	Performance framework
26.			Head of Safeguarding and Review (JR)	Direct observations of conference by service manager and key partner agencies (Named Nurse)	December 2014	<p>Direct observation by service manager and named nurse has commenced and it is planned that 10 conference will be observed and a report provided for HSCB QA Sub Group.</p> <p>The remaining observations will take place during January and a report will be prepared for the HSCB QA Sub group for March 2015.</p>	A	HSCB QA Sub Group
27.			Head of Safeguarding and Review (JR)	The HSCB diagnostic has been commissioned through the LGA to support the evaluation of the successful implementation of the above.	December 2014	The LGA have conducted their review and the Health and Social Care Overview and Scrutiny Committee will be receiving a report on 4	G	<p>HSCB Steering Group</p> <p>QA Framework</p> <p>Health and Social Care Scrutiny Committee</p>

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						February 2015. Extraordinary Meeting of HSCB took place on 2 nd December 2014 to review the findings, which inform the proposal as to the development of the HSCB structure at it's January meeting		
28.	23. (67?, 80)	Ensure that there is effective leadership, practice, quality assurance and capacity within the Independent Reviewing Officer service.	Head of Safeguarding and Review (JR)	Review of Safeguarding and Review service (incorporating conference chairs and IROs) underway and action plan as above to be developed.	January 2015	.The review and scoping exercise has been completed and a project plan will be drawn up to support implementation as part of the CHIPP programme.	A	Safeguarding and Family Support Heads of Service HSCB Steering Group Directorate Leadership Team CHIPP Programme Board
29.			Head of Safeguarding and Review (JR)	The business plan for the service will be reviewed to ensure that all the issues are contained within the business plan.	November 2014	Completed	G	Safeguarding and Family Support Heads of Service
30.			Head of Safeguarding and Review (JR)	Immediate recruitment to current vacancy underway.	August 2014	Completed	G	
31.			Head of Safeguarding and Review (JR)	Secondment of SM into the service with specialist expertise in LAC from August.	August 2014	Completed	G	
32.			Head of Safeguarding and Review	Self-assessment against IRO Handbook and Care Planning Regulations to be undertaken to	April 2015	SEF Completed and development day taking place 29 th January 2015	G	Childcare Managers

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
			(JR)	establish where the gaps are and to prioritise the actions needed in order to ensure the service improvement.		to develop action plan and feed into CHIPP project plan		CHIPP Project Board
33.			Head of Safeguarding and Review (JR)	Improve business process so that minutes are distributed in accordance with agreed timescales	September 2014	Completed. Full implementation as from September 2014. Tracking mechanism now established to monitor compliance.	G	Joint Senior Managers
34.	24. (66)	Ensure that all children with a disability known to children's services are rigorously assessed to ensure that their needs are met and that the local authority is fulfilling its statutory functions.	Head of Children with Disabilities and Practice Development (DC)	An audit of all high cost placements is being undertaken to establish the quality of assessments and that needs have been correctly identified. The outcome of the audit will inform prioritisation as to practice issues and any relevant training and development.	August 2014 September 2015	The findings from the audit will form part of the CWD project within CHIPP.	G	Complex Needs Panel Joint Group Commissioning Directorate Leadership Team
35.			Head of Children with Disabilities and Practice Development (DC)	A comprehensive review of the CWD service to be undertaken in the context of the Care Act and the Children's and Families Act; Adults Wellbeing Transformation Wellbeing; health organisations; the innovation programme, personalization and the potential for a different integrated service model.	September 2015	This is now a project with the CHIPP programme and a project manager will be appointed	G	Directorate Leadership Children and Young People Partnership Health & Wellbeing Board Cabinet
36.	25. (62, 64, 65)	Ensure that information about children who go missing is effectively shared and robustly analysed between partner agencies.	Head of Safeguarding and Review (JR)	Develop HSCB mechanism for the ongoing strategic oversight of coordinated multi-agency responses for children who go missing. The CSAR sub group will ensure the analysis of missing	September 2014	Multi-agency operational group is established to share information, identify themes and trends to respond consistently – completed but further	G	HSCB Business Plan 2014/15 HSCB Strategic Board HSCB Sexual Exploitation and

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
				children data and identify specific themes, groups and trends which may identify risk areas within the county and regionally and develop an appropriate response.		work on embedding processes and the data set continues within this group		Trafficking Strategic Group
37.			Framework Transformation Manager (MG)	Develop a reporting mechanism within framework to ensure best identification and best practice in respect of missing children and enable performance reporting including return interview outcomes.	October 2014	Completed	G	Performance framework
38.	26. (68)	Ensure that the partner agencies and the community are aware of the need to notify children's social care services of private fostering arrangements.	Head of LAC (JK)	<p>Training of frontline staff around private fostering.</p> <p>Refresh of private fostering awareness raising strategy. This to include local press, schools (exchange students) and children's centres early years settings and the public at large.</p>	December 2014	<p>Practice standards drafted by Head of Children with Disabilities and Practice Development (DC) which need to be signed off.</p> <p>Meeting has taken place with Communication Unit to update current posters and publications.</p> <p>Training for frontline staff around private fostering is still outstanding. Practice standards giving greater clarity around the difference between a private fostering arrangement and kinship arrangement have not been drafted.</p> <p>Radio campaign started on the 1st Dec 2014.</p>	A	HSCB Steering Group Scrutiny
39.			Head of LAC (JK)	Refresh of current posters and information leaflets and consider wider strategy as to information	December 2014	completed	G	Childcare Managers

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
40.				sharing and awareness sharing.				
41.			Head of LAC (JK)	Analysis of data from comparator and good performing authorities as to what number of private fostering arrangements would be expected in Herefordshire and learn from approaches they take.	April 2015	Private fostering has been transferred to the kinship and SGO hub so that there is greater oversight. Comparative data will be one of their primary tasks. Alison Forshaw is due to meet with MASH to review the number of referrals being received as to establish capacity within the SGO and Kinship Hub to ensure 6 weekly visits can be completed.	G	Corporate Parenting Panel
42.			Head of LAC (JK)	Clarification of what a private fostering arrangement is as part of the practice standards for kinship and private arrangements.	December 2014	Practice standards have been drafted. We are working with our partners in Worcester to try and bring consistency around kinship arrangement heard in court. This has also included joint training around kinship placements.	A	Internal Policy and Procedures Group
42.			Head of LAC (JK)	To provide sufficient leadership and capacity to achieve above actions, responsibility for private fostering to move into the Kinship and SGO hub	April 2015	Monitoring of Private fostering has been added to the roles and responsibilities of SGO and Kinship Team Manager, who will report to Childcare Managers six monthly. . . Alison Forshaw is due to meet with MASH to review the number of referrals being received as to	G	Childcare Managers monthly

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
						establish capacity within the SGO and Kinship Hub to ensure 6 weekly visits can be completed.		
43.			Head of LAC (JK)	Update private fostering workflow on frameworki as currently not fit for purpose to enable effective monitoring and performance reporting of such arrangements.	December 2014	This will be delivered within the frameworki performance project plan. Outstanding	A	Performance framework
44.	27. (70)	Ensure that the Emergency Duty Team effectively supports young people held in police custody out of hours and that appropriate alternative accommodation is available to prevent young people being held in police custody overnight.	Head of Fieldwork (KP)	Review of EDT operational protocols	October 2014	Lead Commissioner, HoS LAC and HoS Fieldwork have reviewed operational protocol. Updated draft to be discussed with EDT in August 2014. Once protocol has been agreed, then new functionality needs to be developed within framework. Meeting to be held in October 2014 to finalise the protocol.	A	Joint Senior Managers HSCB Steering Group
45.			Head of Children's Commissioning (PG)	Review with YOS and police colleagues as to expectations and practice	November 2014	YOS Commissioning, Performance and Quality Assurance Manager is currently investigating issues around overnight detention of young people work with the West Mercia EDTs.	A	HSCB Steering Group YOS Management Board
46.			Head of Children's Commissioning (PG)	Identify providers of appropriate accommodation	November 2014	Exploring Worcestershire's existing "Safe Base" contract as a potential model to follow, or as an option the EDT should already have access to.	A	Joint Senior Managers

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
47.			Head of LAC (JK) and Head of Fieldwork (KP)	Reporting arrangements to be discussed and agreed with police	October 2014	Cases where young people are held in custody overnight are now flagged by the EDT duty manager and the duty HOS is contacted were agreement/ challenge is brought around the terms for the young person being held and whether or not they should return to placement.	G	Childcare Managers
48.			Head of Looked Children	Develop clear strategy with police to trouble shoot such issues locally including definition of 'secure'.	October 2014	Remand Protocol has been shared at HOS level and will need to be progressed through governance. Peter Merry has complied a very good report following the police inspection which will look at recognizing offenders under 18 as children and improving the current custody suit arrangements in Hereford. There is also greater clarity around the term 'secure' and how this is used. Ongoing Meeting held Jan 2015 – work required in partnership with the police	A	HSCB Steering Group
49.			Framework Transformation Manager	Develop performance report to monitor and evaluate progress in reducing frequency of use of custody inappropriately.	December 2014	Work is currently in process with regard to creating an EDT contact episode which will evidence a range of actions taken by EDT including whether the child was detained in custody. Performance	A	HSCB Steering Group YOS Management Board

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
						<p>report will be produced following go live of the episode at the end of January 2015.</p> <p>EDT now have appropriate access to Frameworki in Herefordshire which is pending the build for the new episode.</p>		
50.	28. (73)	Fully utilise Family Group Conferences to inform care planning, particularly where care proceedings are being considered.	Head of Fieldwork (KP)	Review and resource FGC service to ensure robust response to requirements of Public Law Outline, and case law implications.	December 2014	All cases that are presented to Legal Gateway (new name for the meeting) now have an action to convene a FGC.	G	Childcare Managers
51.			Frameworki Transformation Manager (MG)	Performance reporting on FGC activity and outcomes developed.	December 2014	A specific module for FCG is currently under development. FGC service incorporated into review and development of direct work services in CHIPP	A	CHIPP Project Board
52.	29. (51 , 147)	Ensure that diversity issues and the ethnic and cultural identity of children and their families are thoroughly assessed and addressed.	Head of Children with Disabilities and Practice Development (DC)	Council and partnership wide strategy to be developed which will include actions and monitoring and evaluation mechanisms.	January 2015	<p>A meeting has taken place with the Head of Additional Needs.</p> <p>An audit has been requested which looks at good and bad practice in connection with diversity</p> <p>Head of CWD and Practice Development will liaise with the children and young people's consultant to ensure that this matter is contained within the new children and young</p>	G	<p>Cabinet</p> <p>Children and Young People's Partnership</p> <p>Health & Wellbeing Board</p>

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
						people's plan		
53.			Head of Children with Disabilities and Practice Development (DC)	Engage with Equalities Manager to ensure that children's diversity issues are fully embedded within the council's diversity strategy.	November 2014	Completed as this will be encompassed with the children and young people's plan.	G	Management Board
54.			Head of Children with Disabilities and Practice Development	Develop enhanced reporting and QA of assessments to evaluate quality of awareness of diversity issues to inform training needs.	January 2015	An audit will take place to identify good and bad practice. This will then inform training needs for safeguarding and family support.	G	QA Framework
55.			Head of Children with Disabilities and Practice Development	Identification of good practice examples where diversity issues have been thoroughly considered.	October 2014	The audit of cases will provide examples of good practice.	G	QA Framework
56.	30.	Implement and monitor a robust system for making timely decisions to ensure there are no delays in accommodating children when they need to be looked after.	Head of LAC (JK) and Head of Fieldwork (KP)	Review of processes for decision making including resource panel, legal planning and CNS.	November 2014	<p>Legal gateway terms have been reviewed and implemented.</p> <p>CNS has been reviewed and signed off Nov 2014.</p> <p>TOR for resource panel/ placement panel has now been updated and circulated to staff and agreement to accommodate a child is now being raised at assistant director level and signed off when appropriate. The placement agreement process has been communicated out to all</p>	G	<p>Childcare Managers</p> <p>Directorate Leadership Team</p>

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
						staff		
57.			Head of LAC (JK)	As part of review, reporting arrangements to be developed to evidence timeliness of decisions and escalation process if delay is identified.	November 2014	Work on the looked after children workflow is not yet in FWi. The permanence process for LAC is being looked within CHIPP.	A	Childcare Managers
58.			Head of LAC (JK)	Continued joint working between Edge of Care and resource panel. Direct work service development to ensure dedicated edge of care response to ensure all actions have been taken to support the child remaining within the family.	December 2014	A representative from family support has now been identified and will present a report at resource panel in order to monitor young people on the edge of care.	G	Childcare Managers CHIPP Project Board
59.	31. (78)	Ensure that plans for permanency are made and clearly recorded at children's second looked after review in line with national guidance.	Head of LAC (JK)	Development and roll out of permanency policy and its implementation.	November 2014	Permanence policy is in draft but has to be agreed by a multi-agency group before being signed off. This will be looked at as part of CHIPP.	A	Policy approval: Cabinet/Cabinet Member
60.			Framework Transformation Manager	Performance measurement reports to be developed to evidence compliance	December 2014	Due to capacity issues and competing priorities, the LAC module will go live at the end of January 2015	A	Performance to be reported within the broader performance framework
61.			Head of Safeguarding and Review (JR)	Secondment of SM into the service with specialist expertise in LAC will lead on self-assessment against Care Planning regulations and LAC Review Process improvement agenda.	August 2014	Completed	G	
62.			Head of Safeguarding	Revised LACR Records drafted and due to be trialed – these give	September	Documents completed	G	QA Framework

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
			and Review (JR)	greater focus to permanence planning and better evidence QA by IROs	r 2014	and are being trialed. Work on the LAC module will be completed by the end of January 2015		
63.	32. (81)	Develop specific assessment methods to inform decisions about whether siblings should be permanently placed together or apart. Record assessments and decisions in detail to reflect the significance of the decision being made.	Head of LAC (JK)	Refresh guidance documentation and share best practice examples across the service.	September 2014	Sibling assessments are being completed by the advanced practitioner service. Clear matching document already being used to match children to appropriate placements.	G	QA Framework
64.			Head of Children with Disabilities and Practice Development (DC)	Ensure QA processes incorporate analysis of impact of use of this guidance in improving outcomes	November 2014	Completed. An audit will be undertaken in October/November to establish the impact of use of the guidance. Due to capacity issues, this audit has not yet commenced.	A	Safeguarding and Family Support Heads of Service
65.	33. (79)	Ensure that regular analysis and reporting from the advocacy service provides an accurate account of emerging themes.	Head of Children's Commissioning (PG)	Review of the contract to ensure analysis of information gathered informs future commissioning, good practice and most effective means of service delivery Agree outcomes for the service that demonstrate the difference advocacy has made to the experience of the child	November 2014	Contract is formally monitored on a quarterly basis with the provider. Continuous discussions about operational aspects, and themes emerging to improve services. Outcome measures have now been developed which will evidence difference the service has made – reporting on these is still in its infancy and the fact it is only on a quarterly basis	A	Joint Senior Management Team Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
66.			Head of Children's Commissioning (PG)	Specific developments of advocacy arrangements for younger children and CWD as part of contract refresh.	November 2014	The contract has been reviewed and provision for younger children and CWD is within the existing contract; this has been addressed with the provider and awareness now needs to happen with internal staff to make referrals	A	Joint Senior Management Team Corporate Parenting Panel
67.			Head of Children's Commissioning	Analysis of resource required to achieve expectations of voice of child strategy	November 2014	Tender for this service closed early January 2015 with aim to award contract in March 2015.	G	Joint Senior Management Team Corporate Parenting Panel
68.	34.	Ensure that the virtual school develops and implements a strategy to narrow the gap in attainment between looked after children and all other children in Herefordshire.	Virtual Head Teacher (SL)	Increase our understanding of the educational needs of the current LAC cohort to identify barriers to learning and to include the strengths and weaknesses in core curriculum subjects.	September 2014	<p>Analysis session with Education Liaison for LAC service planned for 12th September</p> <p>Session held and analysis sheet being completed by team members</p> <p>Analysis and development session planned for 27 November with Senior LAC Education Officer</p> <p>Interventions being developed to support development of emotional health of primary aged looked after children. Trial delivery during Spring Term 2015.</p>	G	Joint Senior Management Team Corporate Parenting Panel
69.			Virtual Head Teacher (SL)	Develop a core data package for Education Liaison for Looked After Children Service to ensure that all information required to understand	December 2014	<p>Will come out of session on 27 November.</p> <p>Data gathering sheet</p>	G	Joint Senior Management Team Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
				the barriers to learning of the individual child coming in to the care system is gathered and used to develop appropriate packages of support.		devised, being trialled with new cases.		
70.			Virtual Head Teacher (SL)	Identification of critical friend to act as challenge to ensure robust strategy.	September 2014	<p>The School Improvement Advisor will act as a critical friend.</p> <p>Regular series of meetings established and started.</p> <p>Role of critical friend to be developed formally provide agenda for meetings.</p> <p>Role being developed in meeting with Critical Friend.</p>	G	<p>Joint Senior Management Team</p> <p>Corporate Parenting Panel</p>
71.			Virtual Head Teacher (SL)	Conduct review of ELL Service working practices and workloads, including exploration of extending remit of Virtual School from 0 – 25.	October 2014	Review underway Second draft completed and with Head of Service	A	<p>Joint Senior Management Team</p> <p>Corporate Parenting Panel</p>
72.			Virtual Head Teacher (SL)	Develop ICT monitoring to allow closer tracking of progress and attendance.	September 2014	<p>Looked After Call engaged to provide data for those placed out of county. Set up meeting arranged for week commencing 14th September</p> <p>Looked After Call now collecting Out County Data held with eGov Digital to look electronic</p>	G	<p>Joint Senior Management Team</p> <p>Corporate Parenting Panel</p>

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
						PEPs as a way of gathering data.. Looked After Call now collecting in county data. This now includes collection of attainment information. ePEP recommendation in review paper.		
73.			Virtual Head Teacher (SL)	Develop intervention strategies at county, school, group and individual level	November 2014	To follow from session on 12 th September. Team promoting strategies and making use of Education Endowment Fund website information. Emotional health intervention in development.	G	Joint Senior Management Team Corporate Parenting Panel
74.			Virtual Head Teacher (SL)	Use of EP time, commissioned with Pupil Premium money to help with understanding and planning for those LAC with particularly challenging needs	December 2014	No applicants and a further advert placed. Two assessments completed by current team members. Post remains vacant.	A	Joint Senior Management Team Corporate Parenting Panel
75.			Virtual Head Teacher (SL)	Develop intervention strategies at county, school, group and individual level	September 2014	Initial trawl of strategies recommended by team planned for session on 12 th September. Session held, follow up to be held with Designated Teachers during November network	G	Joint Senior Management Team Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
						meeting (planned for 12 November) Designated teachers conference planned for 27 March, will look at closing the gap.		
76.			Virtual Head Teacher (SL)	Develop data on comparative effectiveness of interventions by demonstrating progress to support decision making in choice of appropriate interventions for LAC.	January 2015	Developing using Education Endowment Fund website. Discussed at designated teacher meeting in December, will be part of the conference in March.	G	Joint Senior Management Team Corporate Parenting Panel
77.			Virtual Head Teacher (SL)	Demonstrate good progress for all and accelerated progress for the majority	September 2015	Year end data required	A	Joint Senior Management Team Corporate Parenting Panel
78.			Virtual Head Teacher (SL)	Assess immediate impact of Letterbox Club on initial cohort	December 2014	Project to be offered to Trainee Educational Psychologist when she starts. Trainee EP is developing evaluation methodology. Evaluation underway.	G	Joint Senior Management Team Corporate Parenting Panel
79.	35. (87, 88, 89)	Ensure that all looked after children and young people make consistently good or better progress at every stage of their education and close the attainment gap between looked after children and all children in Herefordshire.	Virtual Head Teacher (SL)	Analyse current LAC cohort to identify barriers to learning and to include the strengths and weaknesses in core curriculum subjects.		Analysis session with Education Liaison for LAC service planned for 12 th September. As above	G	Joint Senior Management Team Corporate Parenting Panel
80.			Virtual	Annual report to Corporate	November	Report prepared.	G	November Corporate Parenting

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
			Headteacher	Parenting Panel on LAC attainment	2014			Panel
81.			Virtual Head Teacher	Develop termly report for Looked after Children Placement Operation Group (LACPOG) to show progress against key strategic targets and identifying key cases causing concern	December 2014	Report prepared and updated on a monthly basis.	G	Joint Senior Management Team Corporate Parenting Panel
82.	36.	Ensure effective joint working with the police and youth offending services to routinely record and analyse information about looked after children engaged in offending behaviour.	Head of LAC (JK)	Audit of cohort of young people with history of offending and reoffending.	October 2014	This task has been started but is still ongoing. Outstanding task linked to work being completed within CYPP.	A	YOS Board Corporate Parenting Panel
83.	Frameworki Transformation Manager (PG)		Review of recording and analysis arrangements to ensure robust and regular reporting and response to issues is in place	December 2014	Performance and Frameworki Transformation Manager to liaise with the police and YOS to ensure there are robust reporting arrangements in place. This will be linked to the review of the LAC module within Frameworki which commenced in August. This will now be live as from January 2015.	A	Performance framework arrangements	
84.	Head of LAC (JK)		Scoping of Prevent and deter work with LAC young people 11+	October 2014	This is being looked at as part of integrated youth approach. Joint meetings have taken place between YOS, 16+ and youth contracts.	A	YOS Board Corporate Parenting Panel	

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
85.			Head of LAC (JK)	Development of Northumberland Risk Model.	October 2014	<p>Policy and terms of reference now agreed. Need to agree panel composition and frequency of meetings. Consideration being given to the strategic CSE group hearing these cases given the need for senior officer oversight and agreement to actions.</p> <p>Draft plan has been compiled by Angela Robinson and shared with HSCB.</p>	A	<p>YOS Board</p> <p>Corporate Parenting Panel</p>
86.			Head of LAC (JK)	Development of Integrated youth approach with YOS/ 16+/ Youth Contract/Police/ Health.	October 2014	<p>Outstanding task. Angela Robinson has drafted a proposal but this is subject to further discussion with partners and is linked to work being undertaken within CHIPP</p>	A	<p>CHIPP Project Board</p> <p>Children & Young People's Partnership</p> <p>Health & Wellbeing Board</p> <p>Cabinet</p>
87.	37. (93)	Develop and implement working arrangements with local Child and Adolescent Mental Health Service providers to enable better access to treatment for looked after children.	Assistant Director: Education & Commissioning (CB)	Refresh of CAMHS Strategy which will then feed into wider recommissioning of mental health services. Strategy will contain actions for 12 months to improve emotional health and wellbeing	December 2014	<p>Emotional health and wellbeing strategy agreed at Children and Young People's Partnership Oct 2014, implementation to be overseen through steering group.</p> <p>Highlighted at health and wellbeing board Nov 2014.</p> <p>Review meeting taking place w/c 19 Jan 2015</p>	A	<p>Cabinet</p> <p>Children and Young People's Partnership provide monitoring</p> <p>Health & Wellbeing Board</p>

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
88.			Assistant Director: Education & Commissioning (CB)	Ensure CAMHS Strategy includes early years component	December 2014	NHS England Arden Herefordshire and Worcestershire has ensured that emotional wellbeing already forms part of the contractual requirements of the health visiting service specification. In this way work on the 0 – 2 years initiative forms part of tier 1 universal offering and hopes to impact on future generations development of mental health problems	G	Cabinet Children and Young People's Partnership provide monitoring Health & Wellbeing Board
89.			Head of LAC (JK)	Ensure relationship between CAMHS Strategy and services and the HIPPS and TISS developments are clearly defined.	December 2014	Meeting has taken place with CAMHS local office (Mark Hemming) and agreed that we need a relaunch of the service in the form of a partners event and clarity around criteria for referring cases. Performance data requested from CAMHS.	G	Children and Young People's Partnership provide monitoring Health & Wellbeing Board Joint Commissioning Group
90.	38. (94)	Ensure that the children in care council is effective, is representative of the range of looked after children and has membership of the council's corporate parenting group.	Head of LAC (JK)	Head of LAC (JK), chair of corporate parenting, chair of CiC council and care leavers champion to develop approach to inform corporate parenting strategy.	September 2014	Key objectives and KPI's set from January 2015 in line with children's pledge, health and education aspirations. Agreement to these KPI's is subject to agreement at corporate parenting panel this month (January 2015)	G	Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
91.			Head of LAC (JK)	As from September 2014, young people will have membership of corporate parenting panels	September 2014	Completed	G	Corporate Parenting Panel
92.			Head of LAC (JK)	Head of LAC (JK) to be sent minute from CiC for information and action when required.	September 2014	Completed	G	
93.			Head of LAC (JK)	Adopt and publish the Pledge for Looked after Children, as a demonstration of the commitment of the Corporate Parent to our Looked After Children.	September 2014	Completed.	G	Corporate Parenting Panel
94.			Head of LAC (JK)	Develop CiCC website to ensure it is representative of the voice of our LAC and is a useful resource for them	October 2014	HACK testing day taking place on 28 January 2015.	A	Corporate Parenting Panel
95.	39. (125, 136)	Ensure all local authority elected members understand and effectively undertake their role as a corporate parent.	Head of LAC (JK)	Members' Seminar in October/November re Corporate Parenting.	October 2014	Completed.	G	Corporate Parenting Panel Joint Senior Management Team
96.			Strategic Business Intelligence Manager	Programme of Members' Seminars in place up until February 2015. New rolling programme to be developed after 2015 local elections.	February 2015	Ongoing. Have also agreed to send bi monthly updates on how are LAC cohort are getting on and any patterns or trends which members could support to address.	G	Corporate Parenting Panel Joint Senior Management Team
97.			Head of LAC (JK)	Survey of Members' understanding of their corporate parenting role to be undertaken and repeated following programme of seminars to evaluate impact.	March 2015	Follow up questionnaire to be sent prior to March 2015 following Corporate parenting seminar. Outstanding	G	Corporate Parenting Panel Joint Senior Management Team

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
98.			Cabinet Member: Children's Services (JM)	Work being undertaken by Cabinet Member Children's Wellbeing to make proposals to the Group Leaders re mandatory training for all Councillors at the start of each administration year to attend safeguarding and corporate parenting seminars. The proposal will recommend that failure to attend will result in members allowances not being paid.	August 2014 with effective from May 2015	Note to Group Leaders had been drafted and is to be agreed.	G	Cabinet
99.			Cabinet Support Member Children's Services (JM)	Cabinet Support Member is liaising with various local business leaders about apprenticeships and work experience for looked after children.	November 2014	Being addressed within context of wider apprenticeship and barriers to work project within CHIPP	G	Cabinet Corporate Parenting Panel CHIPP Project Board
100.	40. (103?)	Refresh and re-launch the recruitment strategy to increase the number of adopters for children with complex needs and for larger sibling groups.	Head of LAC (JK)	Recruitment to a marketing and recruitment post within the adoption and fostering service with particular investment in social media.	July 2014	Marketing and recruitment post in adoption now appointed. Fostering marketing and recruitment post advertised.	G	Childcare Managers
101.			Head of LAC (JK)	The recruitment strategies across the West Mercia have been developed and are due to be signed off in September.	October 2014	Completed.	G	Childcare Managers
102.	41. (110, 111)	Ensure that all pathway plans are up to date, are of good quality, are based on a robust analysis of need, with clear and agreed goals and are regularly reviewed.	Head of LAC (JK)	Development of Pathway plan with young people and partners	July 2014.	Pathway plan is now at point of sign off through Corius. Training delivered Nov 2014	G	QA Framework
103.			Head of Children with Disabilities and Practice Development	Audit activity with respect to the impact and quality of pathway plans will be undertaken as part of the QA framework and any learning	March 2015	Completed	G	QA Framework

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
			(DC)	will be incorporated.				
104.			Mentoring and Participation Officer (DB)	In conjunction with the above process a survey of young people will take place to understand their experience of the pathway planning process.	March 2015	On track	G	QA Framework
105.	42. (112)	Ensure that all care leavers receive a copy of their health records.	Head of LAC (JK)	Development of health passport for care leavers.	January 2015	Best practice example identified and being adapted for Herefordshire. Children and young people moving from foster care are continuing to use the full health passport, care leavers will be more condensed but will include advice and medication details for life limiting illnesses.	G	Childcare Care Managers QA Framework
106.	43. (82, 117, 137)	Ensure that all looked after children and care leavers understand their rights, responsibilities and entitlements and receive the guidance, support and resources to realise them.	Head of LAC (JK)	Refresh of Corporate parenting strategy to include the rights and children and young people, incorporating monitoring and evaluation arrangements to ensure all children are enabled to understand their rights.	January 2015	Corporate parenting strategy to be updated for January 2015. A monitoring mechanism will be incorporated with the review of the LAC review of frameworki module and will also link to the Voice of the Child Group. Rights of the child will also feature on the young people website.	G	Corporate Parenting Panel
107.	44. (135)	Ensure that learning from complaints and representations from children and young people, parents and carers and service users is systematically collated and analysed and is used to improve service delivery and	Head of Children with Disabilities and Practice Development (DC)	Children's social care complaints procedure and guidance has been revised and incorporated within the QA and Compliance Service to strengthen accountability, knowledge, understanding, learning and dissemination of learning	March 2015	Completed. Following a recent analysis of complaints, further guidance needs to be produced in relation to documentation that independent investigating	G	Quarterly reports to Heads of Service Half yearly report to Joint SMT and members Statutory Annual Complaints Report will be produced for year end March 2015 and presented to Audit and

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
		development.				officers have access to ensure that Data Protection legislation is not breached and what they have received.		Governance Committee, HSCB Steering Group
108.			Head of Children with Disabilities and Practice Development (DC)	New integrated QA and SW academy service will enable learning from complaints to be built into training and development plan.	March 2015	Completed	G	Childcare Managers

HSCB OFSTED INSPECTION MAY 2014 – IMPROVEMENT PLAN

Key:

- HSCB is the Herefordshire Safeguarding Children's Board
- Ofsted Para Number refers to the Area of Improvement identified in the Ofsted Inspection Outcome of 30 June 2014

	Ofsted Para No	Business Plan Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	Monitoring and Evaluation
1.	149	4.1	Ensure that governance arrangements between the LSCB and the Improvement Board are clarified.	Independent Chair of HSCB	Agree protocol which sets out the governance arrangements between HSCB and Improvement Board.	October 2014	Protocol signed agreed at the October Strategic Board and Improvement Board. Completed	G	Chairs of HSCB Strategic Board and Improvement Board
2.	150	2.2	Ensure that LSCB policies and procedures are up to date and incorporate issues specific to Herefordshire.	Chair of Policy and Procedures	West Mercia independent chairs to agree sub regional approach to policy and procedure development.	January 2015	Review of existing procedures has been undertaken and a programme for revision developed. Meeting with West Mercia peers was postponed and due to be re-arranged for the new year.	A	HSCB Steering Group
3.		2.2		Chair of Policy and Procedures	In consultation with Tri-x, three year timetable to be agreed on a regional basis for a systematic review and update of bespoke policy and procedures in consultation. This should be informed by current, and known about future, national and local priorities.	January 2015	Meeting with West Mercia peers was postponed and due to be re-arranged for the new year.	A	HSCB Steering Group
4.		2.2		Chair of Policy and Procedures	Priority to be given to child sexual exploitation and Children Missing procedures on the basis of Ofsted recommendations.	October 2014	Operational processes effective in MASH from 5 November 2014 and performance reporting into the CSAR operational and intelligence group has now commenced.	G	HSCB Steering Group
5.	151	1.4	Ensure that the LSCB receives accurate and relevant performance information from its partners to enable it to assure itself on the quality of	Chair of the QA Sub Group	Develop a multi-agency child's journey scorecard. This will clearly define what data will be received, the format and the frequency.	January 2015	The contents of a draft scorecard has been agreed and reporting against it is still in development. This will need to be reviewed against any recommendations from the LGA peer diagnostic on the	A	HSCB Steering Group



MEETING:	Cabinet
MEETING DATE:	26 February 2015
TITLE OF REPORT:	Delivering the strategic approach for children & young people with disabilities and special educational needs
REPORT BY:	Chris Baird, Assistant Director, Children's Wellbeing Directorate

Classification

Open

Notice has been served in accordance with Part 2, Section 5 (Procedures prior to private meetings) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (Regulations) 2012.

Key Decision

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function to which the decision relates.

And

This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising one or more wards in the county.

NOTICE has been served in accordance with Part 3, Section 9 (Publicity in connection with key decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Wards Affected

County-wide

Purpose

To consider the children & young people with disabilities (CWD) and special educational needs (SEN) transformation programme. The partnership-wide programme will target available resources to deliver the strategic approach for CWD and SEN, and their families for 2015-2018 in Herefordshire.

Recommendation

THAT:

- (a) **Cabinet endorses the 2015-2018 children & young people with disabilities and special educational needs services transformation programme**
- (b) **Cabinet delegates the approval of the detailed work packages to the Director of Children's Wellbeing**

Alternative Options

- 1 The transformation programme takes a 'whole system approach' across education, health and social care services for children and adults. The programme is also aligned with the directorate's Children of Herefordshire Improvement and Partnership Programme (CHIPP). An alternative approach would be to operate a number of projects focussed on individual issues or pieces of work. However, this could lead to 'silo-thinking', whereas children with disabilities (CWD) and special educational needs (SEN) and their families rarely access individual services in isolation, and therefore expect that services operate in a joined-up way.

Reasons for Recommendations

- 2 Progress has been made in developing support for children with disabilities and their families since the strategic review of 2010. However, families continue to report that accessing some aspects of the support that they need can be challenging and that further work is needed to redesign the way different services and agencies work either individually or in partnership to provide a holistic approach. The transformation programme provides the vehicle to address these issues in a strategic and partnership way.
- 3 Delivery of the transformation programme will enable the council and partners to target available resources to meet the requirements of the Children and Families Act 2014 and the Care Act 2014. One of the key aims of the Children and Families Act is to help children and young people with special educational needs and disabilities (SEND) to achieve well in their early years, at school and in college; find employment; lead happy and fulfilled lives; and have choice and control over their support. The SEND reforms seek to join up help across education, health and care from birth to 25. At the same time, the Care Act 2014 addresses adult social care requirements for anyone over the age of 18. This means there will be a group of young people aged 18-25 who will be entitled to support though both pieces of legislation. The two acts have the same emphasis on outcomes, personalisation, and the integration of services. It is therefore essential that the planning and implementation of both of these acts is joined up at a local level by education, health and social care services that support both children and adults.

Further information on the subject of this report is available from
Richard Watson on Tel (01432) 383047

Key Considerations

- 4 The transformation programme, attached as Appendix 1 describes the objectives for the continuous improvement of services for children and young people with disabilities and special educational needs in Herefordshire by 2018 within the resources available. This work is one of the five priorities of Herefordshire’s children and young people partnership for the next 3 years.
- 5 Development of the programme has been led by the council and involved the clinical commissioning group (CCG), NHS providers, adult social care and Carers’ Support. It follows extensive work since 2010 that had engaged the views of families of children with disabilities and also a range of providers including schools. The consensus from the different stakeholders was that they wanted a clear plan that delivered action and did not want further rounds of consultation.
- 6 Delivery of the programme will be achieved through seven main work streams within a project management framework:



The work programmes are at different stages of development and implementation and will benefit from strong programme management and governance. The partnership will be using the Children in Herefordshire Improvement and Partnership Programme approach to provide this, under the Children and Young People’s Partnership and Health and Wellbeing Board. This transformation programme will form one of the priority areas of work for Herefordshire’s Children and Young People’s Partnership.

- 7 Elements of the work have been progressing over the last 18 months, with additional work recently commencing or scheduled for early 2015. Key highlights of the progress so far include:
 - a. Implementation of education, health and care (EHC) processes. 25 new assessments began between September and November 2014, in addition to the publication of plans to convert the existing 600-800 special educational needs statements to EHC plans
 - b. Phase 1 of the local short breaks programme has been reviewed with

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recommendations going forward to either extend or terminate current contracts. Planning for the delivery of Phase 2 of the programme, including overnight short breaks is being progressed by the council and clinical commissioning group

- c. The local offer has been published on-line, and will continue to be developed and improved. It can be accessed at:
<https://www.herefordshire.gov.uk/education-and-learning/local-offer>
- d. Draft personal budgets and direct payments guidance for children and families has been produced ready for approval and publication
- e. Existing pathways and decision-making process across child and adult education, health and social care services have been mapped with a view to simplifying a more coordinated pathway

8 Benefits to be delivered in 2016 include the following:

- a. Families are informed and able to make choices about the support for their children and themselves, including universal services.
- b. 450 children supported by a coordinated education health and care plan
- c. 200 families supported by an improved social care children with disabilities team
- d. Communities and markets are supported to innovate and invest into short breaks that families can directly access themselves
- e. Families are able to take-up direct payments and choose their own support package, with the option of a personal budget
- f. 10,500 hours of day-time short breaks for 100 children and their families
- g. New overnight short breaks services will be jointly commissioned
- h. Children and families are actively involved in shaping improvements

9 Longer term benefits will include the following:

- a. 620 children and young people aged 0-19, and their families will have access to suitable specialist childcare provision that meets their needs
- b. Children and families experience effective multiagency assessment and planning from services designed and organised around an integrated pathway
- c. Reduced reliance on institutionalised care as more children are supported at or closer to home
- d. A coordinated approach with adult services will ensure smooth transitions and reduced costs

Community Impact

10 The transformation programme support the principles outlined by the Children and

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Young People's Partnership, Health and Wellbeing Strategy, including:

- Enabling residents to be independent and lead fulfilling lives by improving outcomes for children and young people.
- Thinking family by promoting family stability and, where ever possible, enabling children, young people and families to live 'ordinary lives'
- Making best use of the resources available in order to meet the council's priorities

- 11 Our vision for children and young people with disabilities and/or special education needs is the same as for all of Herefordshire's children and young people – that they are healthy, safe and achieve well; and that they go on to lead happy and fulfilled lives with choice and control. This is a challenging and high aspiration for all partners involved.
- 12 Delivery of the vision in Herefordshire is based on the national Early Support principles, set out in the transformation programme, Appendix 1 which support community engagement.

Equality and Human Rights

- 13 The recommendations of this report pay due regard to the public sector equality duty by ensuring that children with disabilities and their families are able to lead as far as possible normal family lives by accessing support and opportunities.
- 14 Development of the transformation programme has been informed by Herefordshire's 2010 review of Children with Disabilities and the 2014 Children's Integrated Needs Analysis. A key work stream of the programme will be undertake additional strategic analysis work to further enable the authority and partners to address the equality and human rights of children and young people with disabilities and special educational needs, and their families.

Financial Implications

- 15 Delivery of the transformation programme will have to be achieved within the resources available and may be required to contribute to changes in national policy and funding arrangements. Initial analysis of the Local Authority and CCG budgets relating to services for Children with Disabilities or Special Educational Needs has identified the following indicative spend for 2014/15:

Local Authority:

SEN Team	£265,133
Short Breaks and Respite	£445,150
Hfds Childrens Disabilities Team	£302,016
Section 17 Disability	£10,000
Direct Payments - Children	£185,000
CWD Respite/Transport	£2,500
Placements Child Dis (CNS)	£1,497,570
Post 19 LLDD education	£637,602
Post 19 LLDD adult care & therapy	£227,796

CCG:

Short Breaks and Respite - CCG	TBC
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Further information on the subject of this report is available from
Richard Watson on Tel (01432) 383047

Placements Child Dis (CNS)	£499,082
Services for CWD	TBC
Total 2014/15	£4,071,849

Legal Implications

- 16 This is a key decision to be taken by Cabinet in line with part 3 section 3 of the council's constitution.
- 17 Delivery of the draft transformation programme will support the council and partners to meet the statutory duties and requirements set out in the Children and Families Act 2014, the Care Act 2014 and the associated regulations and statutory guidance.

Risk Management

- 18 If the transformation programme is not approved and services delivered by the council and partners are developed in isolation, there is a risk that:
- a. Services are not coordinated in the best way to meet the needs of individual children and families
 - b. In the absence of an effective integrated pathway, which focusses on prevention and early help, the reliance on high-cost specialist services, such as residential accommodation, is likely to continue
 - c. Opportunities for joint commissioning, service redesign and cost reduction could be missed
 - d. Reputation damage to the council and partners if parents and families do not believe that improvements are being made
- 19 These risks will be partly mitigated by work managed through the wider CHIPP transformation project for council projects. However, non-approval of the transformation programme would make it more challenging to achieve the level of integration required by the Children and Families Act 2014 and the Care Act 2014.

Consultees

- 20 The voices of children and families, which have been collected since 2010 via consultation, collaborative commissioning exercises, parent carer events and service contract monitoring have helped to inform the development of the transformation programme.

Appendices

Appendix 1: Children & Young People with Disabilities and Special Educational Needs Services Transformation Programme

Background Papers

- None identified.

Further information on the subject of this report is available from
Richard Watson on Tel (01432) 383047

Children & Young People with Disabilities and Special Educational Needs Services Transformation Programme



Delivering the strategic approach for children & young people with disabilities and special education needs for 2015-2018

PROGRAMME BRIEF

Date: January 2015

Author: Richard Watson

Programme Sponsors: Cllr J Millar & Chris Baird, Assistant Director

Client: Children's Wellbeing

Document Number: CHIPP-Px-WPx-WPB_v1

Version Control

Ver.	Date	Changed By	Change	Sections
1.1	23/04/2014	R Watson	Initial draft	
1.2	06/05/2014	R Watson	Draft for CWD strategy Group	
1.3	08/05/2014	R Watson	Incorporate changes suggested by CWD strategy Group	2.4, 3.2, 7.7, 12, 14.1, 17
1.4	11/06/2014	R Watson	Incorporate changes suggested by CWD strategy Group	2.1, 2.3, 2.4, 3.1, 4, 5, 6, 8, 11, 12, 13, 14.1
1.5	30/07/2014	R Watson	Incorporate changes suggested by CWD strategy Group	2.4 (j, k, l, & m), 6 (c & e), 8.4, 15
1.6	11/08/2014	R Watson	Incorporate changes suggested by CWD strategy Group	1, 2.4 (j), 5.6, 17.4, 17.5
1.7	14/10/2014	R Watson	Incorporate changes suggested by CWD strategy Group	1.1, 2.4, 3.2 (c), 4.2, 5.2, 5.3, 8.4, 12
1.8	17/11/2014	R Watson	Incorporate changes suggested by CWD strategy Group	2.4, 3.2 (d & e), 8.8, 11.1, 12 (table), 13,14
1.9	26/11/2014	R Watson	Final draft for governance process	1, 2.2, 2.3, 2.4, 3.1 (c, g), 3.2 (d, f, g), 4.1, 4.2, Table 4.2, 5, 6.6, 7.1, 8.2, 8.6, 13.1, 14.1, 15.1, 15.2
1.10	16/12/2014	R Watson	Updated governance timetable	14.1
1.11	05/01/2014	R Watson	CHIPP Branding	All
1.12	09/01/2015	R Watson	Updated programme plan & governance timetable	Table 13.2, 14.1
1.13	15/01/2015	R Watson	Incorporate changes suggested by Management Board	2

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9	Preliminary Risk Assessment
10	Customers Quality Expectations
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12	Acceptance Criteria
13	Outline Programme Plan
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15	Financial Requirements
16	Formal Sign-off

1. Purpose

- 1.1 This document sets out the scope and anticipated outcomes for the transformation of services for children and young people with disabilities and special educational needs, and their families, through the key stages of their lives and to prepare them for transition adulthood. This work is one of the five priorities of Herefordshire's children and young people partnership for the next 3-years.

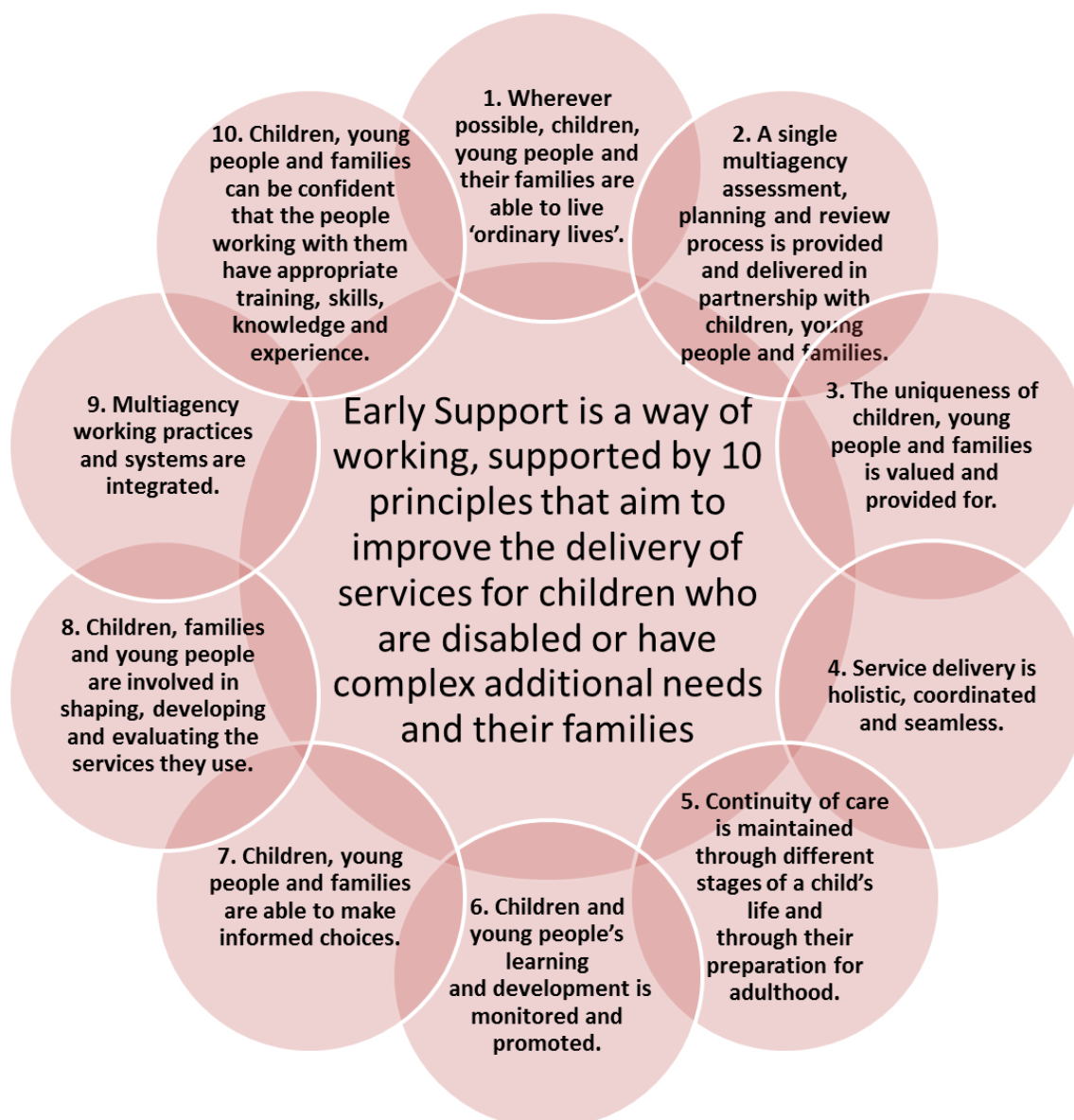
2. Background, Vision and Principles

Our vision for children and young people with disabilities and special education needs is the same as for all of Herefordshire's children and young people.

***This means that they
are healthy, safe and achieve well;
go on to lead happy and fulfilled lives with choice and control;
are supported by families, communities and organisations within sustainable
resources***

- 2.1 Progress has been made in developing support for children with disabilities and their families since the strategic review of 2010. However, families continue to report that accessing some aspects of the support that they need can be challenging and that further work is needed to redesign the way different services and agencies work either individually or in partnership. Agencies across Herefordshire recognise this and are committed to working collectively to address the improvements required.
- 2.2 The Children and Families Act (2014) reforms the systems for adoption, looked after children, family justice and special educational needs. One of the key aims of the Act is to help children and young people with special educational needs and disabilities (SEND) to achieve well in their early years, at school and in college; find employment; lead happy and fulfilled lives; and have choice and control over their support. From September 2014, the SEND reforms provide a new approach which seeks to join up help across education, health and care from birth to 25. The emphasis is on help being offered at the earliest possible point, with children and young people with SEND and their parents or carers fully involved in decisions about their support and what they want to achieve.
- 2.3 Importantly, the Children and Families Act 2014 introduces a system of support which extends from birth to 25, while the Care Act 2014 addresses adult social care requirements for anyone over the age of 18. This means there will be a group of young people aged 18-25 who will be entitled to support through both pieces of legislation. The two Acts have the same emphasis on outcomes, personalisation, and the integration of services. It is therefore essential that the planning and implementation of both of these Acts is joined up at a local level.
- 2.4 The transformation programme set out here has been developed by the children with disabilities strategy group. This group has been led by the council and involved the CCG (clinical commissioning group), NHS providers, adult social care and carer's support. It builds on extensive work over a period of time that has engaged the views of families of children with disabilities and also a range of providers including schools. The consensus from the different stakeholders was that they wanted a clear plan that delivered action and did not want further rounds of consultation.

2.5 Delivery of the vision in Herefordshire is based on the national Early Support principles:



3. Objectives

3.1 By 2017, the way services are provided for children and young people with disabilities and special educational needs will have been transformed so that they:

- a. Offer clear advice, signposting and information to enable children, young people and their families to make informed choices and be supported in arranging education, opportunities and support.
- b. Provide effective early support to prevent needs escalating and reduce the proportion of families that ultimately enter the Child in Need, Child Protection or Looked After systems

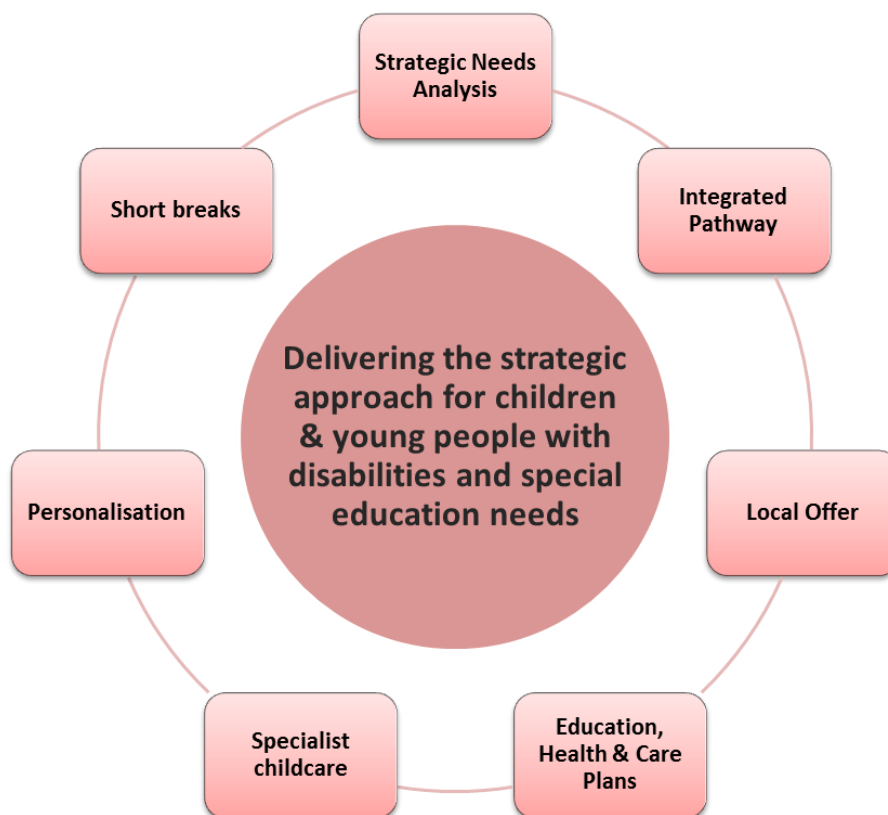
- c. Provide a 'whole system approach' across the child's major transition points, including moves to adulthood that delivers seamless and straightforward pathways and support from the child's and family's point of view
- d. Reduce duplication of effort and promote integration
- e. Are based on a shared understanding of need at the individual and population level
- f. Are judged to be 'good' by relevant regulatory agencies
- g. Are delivered within the resources available

3.2 To deliver these objectives, the transformation programme will coordinate the following work:

- a. Publish and maintain the Herefordshire 'Local Offer' for children and young people with disabilities and special educational needs, live from September 2014
- b. Implement a project to design and deliver integrated multiagency pathway. The pathway will inform service re-design and joint commissioning arrangements within and between partner agencies. It will include the key transition points for children, young people and families, including transition to adulthood
- c. Build on the implementation of new EHC (Education, Health & Care) planning from September 2014 and a plan for conversion of existing Statements and Learning Difficult Assessments within 3 years
- d. Publish initial 'Personal Budgets' arrangements advice and guidance and implement a Herefordshire approach that enables the personalisation of services
- e. Complete phase 2 of short breaks re-commissioning by March 2016 to further develop the use of community or family based, rather than institution based, respite care
- f. Complete needs analysis of specialist childcare requirements and develop provision that meets those needs
- g. Enhance the Children's Integrated Needs Analysis to focus specifically on children and young people with disabilities to inform a joint commissioning strategy to be agreed by September 2015. The updated strategic needs analysis will be informed by a review of Herefordshire's most complex cases with a view to improving multiagency practice and developing early intervention approaches to prevent the need for later residential placement.

4. Programme Deliverables (Final Products)

4.1 The transformation programme will be delivered through seven work streams, illustrated below.



4.2 Table 4.2 (below) provides further detail of what each work stream will deliver. This programme is undertaken through the CHIPP transformation approach. Each work stream will be linked to one or more projects within the wider CHIPP transformation programme.

Table 4.2

Work stream	Deliverable	CHIPP Projects
Integrated Pathway	Children and families experience an integrated pathway that covers different stages of life, including the transition to adulthood, ensuring that they have access to the right information and support at the right time	<ul style="list-style-type: none"> ▪ Design and deliver integrated multiagency pathway that identifies opportunities for improved coordination, integration and service redesign ▪ Review arrangements for the transition to adult life including exploring greater co-ordination of 16+ arrangements across all agencies
The Local Offer	Easy to understand information, advice and guidance about the support available to families in Herefordshire, and how it can be accessed	<ul style="list-style-type: none"> ▪ Enhance the content and usage of local offer including SENDirect and e-brokerage and the links with information advice and guidance for adults

Education, Health and Care Plans	Frontline services work effectively together with children and families to agree a coordinated plan and package of support that will meet their needs	<ul style="list-style-type: none"> ▪ Evaluate the impact of early EHC changes since September 2014 ▪ Develop greater coordination, integration and efficiency within multi-agency assessment within the Education, Health and Care Plan developments
Specialist Childcare	Ensure Herefordshire addresses the need and demand for specialist childcare places	<ul style="list-style-type: none"> ▪ Implement action plan for specialist childcare requirements based on a robust needs analysis
Personalisation	Enable families to have more choice and control of the services that they access through the development of an effective approach to personal budgets and direct payments	<ul style="list-style-type: none"> ▪ Publish initial 'Personal Budgets' arrangements advice and guidance ▪ Develop Herefordshire's approach across agencies, incorporating children and adults arrangements
Short Breaks	Develop the use of community or family based respite as part of the Herefordshire short breaks offer	<ul style="list-style-type: none"> ▪ Review Phase 1 contracts to recommend extension or termination ▪ Produce joint Phase 2 market development and commissioning plan with CCG and deliver revised arrangements from March 2016
Strategic Needs Analysis	<p>Build on the 2010 Children with Disabilities review and the 2014 Children's Integrated Needs Analysis to further understand the:</p> <ul style="list-style-type: none"> ▪ needs of children with disabilities and special educational needs populations ▪ impact of local services on delivering positive outcomes for children and families ▪ alternative evidence based ways of working 	<ul style="list-style-type: none"> ▪ Analyse the needs and trends of the CWD and SEN populations to update the Children's Integrated Needs Analysis to focus more on children with disabilities and inform a joint commissioning strategy to be agreed by September 2015 ▪ Undertake an analysis of the most complex cases with a view to developing early intervention approaches to prevent the need for later residential care

5. Interfaces

- Adult Disability Strategy
- Adult Wellbeing transformation plan
- Anticipatory Care Planning arrangements
- Better care fund
- CAMHS Strategy
- Care Placements Strategy
- Childcare Sufficiency Strategy
- Children's Integrated Needs Analysis (CHiNA)
- Clinical Commissioning Group 2 and 5-year plans
- Complex Needs Solutions arrangements
- Families Strategy (including Early Help for CWD & SEN)
- Healthy Child Programme
- Housing
- Joint Commissioning Strategy
- Looked After Children & Complex Needs Placements Sufficiency Strategy
- Personal Health Budgets arrangements
- SEN Sufficiency Strategy
- Strategic Education Plan
- Voice of the child

6. Constraints

- 6.1 Previous needs analysis work has been based on some assumptions, and is now several years old.
- 6.2 Delivery of Education, Health and Care Plans, the Local Offer and Personal Budgets are required by legislation from September 2014
- 6.3 Requirement to convert Statements and EHC Plans within a 3 year period
- 6.4 There are capacity gaps in particular in relation to the lead and development of personalisation for children and young people
- 6.5 Significant wider transformation programme for children's services and in particular for safeguarding which stretches capacity across agencies
- 6.6 Funding landscape for Council, CCG and partners for next 2-3 years, including funding pressures associated with transition to adult services
- 6.7 Decisions regarding the extension of Phase 1 and commissioning of Phase 2 of Herefordshire's short breaks programme will be dependent upon the completion of social care needs assessments for children already known to social care and/or health services

7. Assumptions

- 7.1 Plans to deliver the transformation programme and individual projects have been informed by the following assumptions:
 - a. Phase 2 commissioning of short breaks provision will continue the Phase 1 joint approach of the Council and Clinical Commissioning Group
 - b. The social care children with disabilities team is undergoing a programme of development that will enhance the quality of its work
 - c. The new intensive placement support model commissioned in Herefordshire in 2014 (known as HIPSS) is targeted at children and young people in the looked after system and is not a suitable model to meet the needs of most children or young people with complex education, health and care needs. A different model will be needed to prevent institutionalised care of children and young people with disabilities.
 - d. Children currently in receipt of a statement of special educational needs (600-800) will all have transferred to new EHC plans by September 2018
 - e. Delivering increasing personalisation will require significant change, which will require a phased and methodical approach to full implementation. It will be important to learn from experience elsewhere, develop proposals and test new ways of working to ensure that families can receive the best experience possible.

8. Business Benefits

- 8.1 Information, advice and guidance for families and professionals is more accessible and useful
- 8.2 Children and their families are enabled to have a greater control and say in the services that support them. They recognise that improvements are being made in Herefordshire
- 8.3 Closer working and collaboration between services and organisations in 'team around the child/family' arrangements

- 8.4 The needs of more children, young people and families will be prevented from escalating further
- 8.5 The proportion of children and young people with disabilities or special educational needs that enter the child in need, child protection or looked after systems will decrease in the long-term
- 8.6 A more coordinated approach with adult services will reduce the current cost pressures
- 8.7 Resources of all agencies can be increasingly diverted to preventative services as the need to support child in need, child protection or looked after child arrangements decreases over time
- 8.8 Reputational benefit of services that are rated as 'Good' by families and regulatory agencies
- 8.9 Development of the local markets will help to achieve social return on investment

9. Preliminary Risk Assessment

- 9.1 Projects focus on process change without making the necessary cultural and practice changes within services that will make a real difference to children, young people and families
- 9.2 Projects focus on implementing change within current resources and structures, missing opportunities for service redesign or integration
- 9.3 Education, Health & Care plans are 'launched' in order to comply with multi-agency sign-off requirements and meet the September 2014 deadline without fully delivering the vision of cultural change
- 9.4 Insufficient resource is earmarked for the delivery of the statutory requirements
- 9.5 Priority setting and project implementation could be delayed as improving social care assessment processes and practice informs strategic needs analysis
- 9.6 Lack of project ownership or project management resources further delays effective delivery of personalisation for children and young people with disabilities or special educational needs
- 9.7 Partnership working at operational and strategic levels is underdeveloped
- 9.8 Governance, awareness of, and commitment to the programme at a senior strategic level is not sufficiently developed
- 9.9 ICT systems are not sufficiently robust to support integrated systems

10. Customer's Quality Expectations

- 10.1 The primary customers of this transformation programme are Herefordshire's children and young people with disabilities or special educational needs and their families. For them, the key product of the transformation programme is improved quality of:
 - a. Early help, information, advice and guidance that provides choice and control
 - b. Multiagency working, so they only have to tell their story once and they aren't 'bumped' around services
 - c. Service delivery, at times and places that meet their needs and of sufficient quality that they are safe and consistent

- 10.2 The secondary customers of this transformation programme are the main commissioning agencies, including the Council and Clinical Commissioning Group. In addition to the key quality products described above, commissioners also need to see the delivery of value for money:
- a. Services are re-designed based on evidence of what works and an understanding of local needs
 - b. Projects and services are delivered within available resources to meet agreed priorities
 - c. The outcomes of projects and services in preventing poor outcomes, and therefore managing cost, is clearly measurable

11. Programme Tolerances

- 11.1 The projects can run at two weeks behind schedule without the need for intervention. If the project reaches two weeks behind schedule the Programme Manager will be notified.

12. Acceptance Criteria

12.1 Phase 1: Development, design & launch from September 2014 – March 2015

- a. Project plans for the key deliverables signed off by strategy group
- b. Launch of initial EHC Plan processes, integrated pathways, local offer and personal budget arrangements
- c. CCG short breaks redesign proposals confirmed
- d. Council decision to extend or re-commission short breaks contracts made

12.2 Phase 2: Implementation September 2014 – September 2016

- a. Implementation of any service redesign or restructuring to deliver the new arrangements
- b. Transfer of children and young people with SEN statements to EHC Plans
- c. Cases of new children and young people follow integrated pathways and receive EHC Plans
- d. Delivery of personal budgets system
- e. Ongoing review and improvement of the Local Offer
- f. Ongoing delivery and review of short breaks needs and provision
- g. Needs analysis and delivery of sufficient specialist childcare places
- h. Refresh strategic needs analysis for children and young people with disabilities or special educational needs

12.3 Phase 3: Evaluation, Acceptance and Forward Planning April 2016 – March 2017

- a. Undertake evaluation of project management and delivery
- b. Undertake evaluation of service delivery and outcomes
- c. Sign off the 2014-17 transformation programme
- d. Draft strategy and programme beyond 2017

13. Outline Programme Plan

- 13.1 Each of the seven work streams described above will have a project plan. Each project plan will be signed-off by the Children with Disabilities Strategy Group. Project plan progress will be reviewed by the Children with Disabilities Strategy Group at least every six-weeks. Project plans will make explicit links to any other internal or external governance requirements that may be necessary before proceeding with full implementation. This forms part of the CHIPP Transformation programme arrangements.
- 13.2 Some of the work streams (table 13.2) have already begun and have delivered some important changes (for example the local offer and education health and care plans). Other work is at an early stage. To help provide improved coordination and accountability, project plans will be updated using the CHIPP framework from January 2015.

Table 13.2

Work stream	Project start date	CHIPP Project Sign-off	Project end date	Project Manager/s
Integrated Pathway	Sept 2014	Jan 2015	First phase July 2015	Head of Additional Needs, Children's Wellbeing Directorate
The Local Offer	Dec 2013	Jan 2015	First phase completed Second phase review July 2015	Head of Additional Needs, Children's Wellbeing Directorate
Education Health & Care Plans	Jan 2014	Jan 2015	First phase completed Sept 2016	Special Educational Needs and Disability Implementation Manager, Children's Wellbeing Directorate
Personalisation	2012	Jan 2015	First phase Sept 2015	Head of Children with Disabilities & Practice Development, Children's Wellbeing Directorate
Short Breaks 2015 onwards	Jul 2014	Jan 2015	Mar 2016	CCG & Head of Commissioning, Children's Wellbeing Directorate
Specialist Childcare	Jan 2013	Jan 2015	Sept 2015	Head of Educational Development, Children's Wellbeing Directorate

Strategic Needs Analysis	Mar 2015	Mar 2015	Mar 2016	Public Health (to be confirmed)
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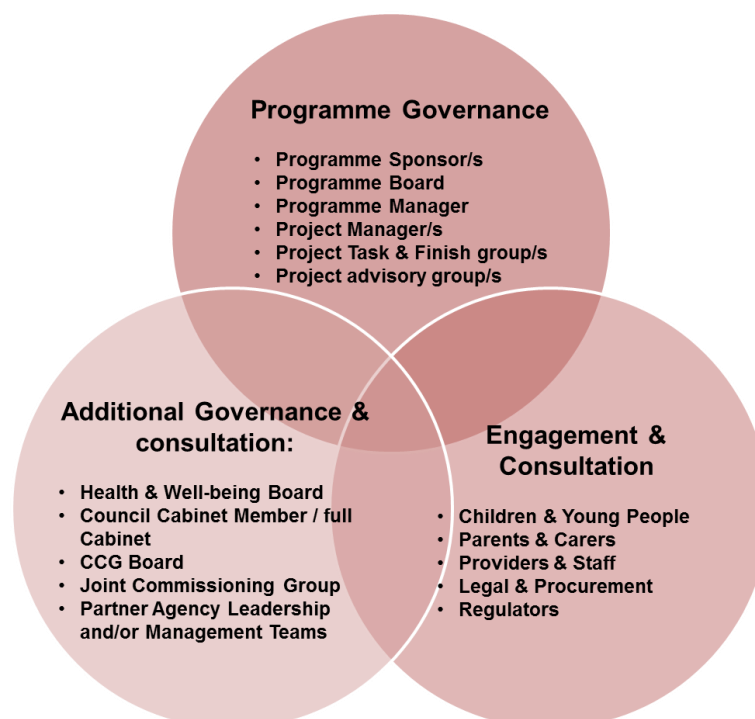
14. Governance and Reporting

14.1 **Approval** of this strategic transformation document will go through several stages:

Sign-off Stage	Timescale
Children with Disabilities Strategy Group	Oct 2014
Children & Young People's Partnership	08/12/2014
Children's Well Being Senior Management Team	10/12/2014
Joint Commissioning Group	18/12/2014
Council Management Board	13/01/2015
Cabinet Member Briefing	22/01/2015
Adults Wellbeing Commissioning Board	28/01/2015
Council Leader's Briefing	29/01/2015
Clinical Commissioning Group STIG	17/02/2015
Cabinet	26/02/2015

14.2 Governance:

Progress will be reported to The Health and Wellbeing Board via the Children & Young People's Partnership. Cllr Miller, Lead Cabinet Member for Children's Wellbeing, and Chris Baird, Assistant Director for Children's Wellbeing are co-sponsors of this strategy. The Children with Disabilities Strategy Group, chaired by Chris Baird, will act as Programme Board. Richard Watson, Commissioning Lead for Children and Families will act as Programme Manager. Where already in place, Project Managers are listed in Section 13 above, or will be appointed by the Programme Board.



14.3 In their action plans, project managers will set out any arrangements for task & finish or advisory groups. Each project plan will also set out any additional governance or consultation requirements that might be necessary before final sign-off can be agreed by the Programme Board. Any projects that have a multi-agency impact are likely to be required to be signed-off by Herefordshire's Health & Wellbeing Board, and may need to follow similar approval stages as those outlined in the table above.

14.4 Reporting:

The reporting arrangements for this transformation programme are that each Project Manager delivers a Highlight Report every 6 weeks to the Children with Disabilities Strategy Group for review and discussion. This should be provided by the Project Manager to the Programme Manager no less than 7 days before a scheduled Strategy Group Meeting, so that an assessment of the project can be obtained, based on past and future progress. The report will also reflect the voices of children, young people and families, and include any issues or risks that have evolved, and be drawn from the project's Risk Log.

15. Financial Requirements

15.1 Initial analysis of the Local Authority and CCG budgets relating to services for Children with Disabilities or Special Educational Needs has identified the following indicative spend for 2014/15:

Local Authority:

SEN Team	£265,133
Short Breaks and Respite	£445,150
Hfds Childrens Disabilities Team	£302,016
Section 17 Disability	£10,000
Direct Payments - Children	£185,000
CWD Respite/Transport	£2,500
Placements Child Dis (CNS)	£1,497,570
Post 19 LLDD education	£637,602
Post 19 LLDD adult care & therapy	£227,796

CCG:

Short Breaks and Respite - CCG	TBC
Placements Child Dis (CNS)	£499,082
Service spend	TBC
Total 2014/15	£4,071,849

15.2 Redesign of any services will have to be achieved within the resources available and there may be a requirement to achieve savings in light of future national government funding and policy changes. CCG short breaks resources will be confirmed.

16. Formal Sign Off

Approved by	Signature	Date
Cllr Millar, Programme Sponsor		
Chris Baird, Programme Sponsor		



Meeting:	Cabinet
Meeting date:	26 February 2015
Title of report:	Approval to undertake a procurement exercise in respect of pupil referral services for Herefordshire
Report by:	Head of Additional Needs

Classification

Open

Notice has been served in accordance with Part 2, Section 5 (Procedures Prior to Private Meetings) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (Regulations) 2012.

Key Decision

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function to which the decision relates.

NOTICE has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards Affected

Countywide

Purpose

To obtain Cabinet approval to undertake a procurement exercise utilising a tender procedure in line with section 4.6. of the council's contract procedure rules in order to identify a preferred provider of pupil referral services (includes Herefordshire's pupil referral function, behaviour outreach function and home and hospital education function)

Recommendation(s)

THAT:

- (a) **That the council undertakes a procurement exercise with a view to identifying a preferred provider of pupil referral services following the recent amalgamation of pupil referral services into a single pupil referral unit (PRU).**

Further information on the subject of this report is available from
Les Knight, Head of Additional Needs on Tel (01432) 261724

- (b) **Delegated authority is provided to enable the Director of Childrens Wellbeing to conclude the procurement process and authorise award of the resulting contract on the basis it is within the financial envelope described below.**

Alternative options

- 1 Maintain the current arrangements. Seek another short-term partner to line manage the pupil referral services as an executive headteacher. The current line management arrangement is not sustainable as the governing body of the current executive headteacher is not willing to continue the present arrangement. This was set up as a short-term arrangement four years ago. It would be difficult to find another headteacher with the required skill set who would be able to work within the current flexible arrangements.
- 2 Agree that the PRU should convert to academy status and join an academy chain with an executive headteacher. The disadvantage to this is that the academy conversion process is not reversible. PRUs can be very volatile environments, because of the nature of the students that attend, which need to be well managed. The council maintains the direct responsibility for pupils attending the PRU and if the sponsoring academy school was to experience a period of weak leadership and management, as recent experience has shown, the council would have difficulty in ensuring rapid improvement in a setting for which they do not have the direct responsibility. It should be noted that line management under the current line manager has been of high quality but there can be no certainty that this would necessarily be the case if there was a change of headteacher at the academy sponsor.
- 3 Take the responsibility for running pupil referral services back into direct council line management. The pupil referral services have benefitted greatly over the past four years from having a dedicated behaviour specialist as the senior line manager rather than a generic manager. It would be prudent to try to continue to maintain this degree of specialist knowledge and experience. There are also issues of capacity within a reducing council resource.

Reasons for recommendations

- 4 Undertaking a thorough procurement exercise will allow the council to seek a high quality specialist provider for Herefordshire's pupil referral services and for this to be delivered on a sustainable basis through a contract with a detailed service specification. This will allow the contract to be closely monitored and for the council to take rapid action if there are any difficulties in the delivery or quality of services.

Key considerations

- 5 Herefordshire's PRUs have recently been amalgamated into a single PRU on 2 sites (KS4 predominantly at the St David's Centre and KS3 at the Aconbury Centre). The Home and Hospital Teaching Team has been managed as part of the PRU system since 2011 and the behaviour outreach function (Behaviour Support Team) has been line managed on behalf of the council by the executive headteacher since 2012. The purpose has been to bring these complementary functions together into a single seamless behaviour system that addresses the continuum of need in this area of work. It is this group of services that it is recommended that we tender.
- 6 The council has a statutory responsibility for the provision of PRU places for pupils

Further information on the subject of this report is available from
Les Knight, Head of Additional Needs on Tel (01432) 261724

who are excluded. It also maintains places in the PRU for students where there is a strong likelihood that the pupil's outcomes will be enhanced by placement at a PRU that offers 25 hours of small group provision away from the site of a mainstream school. This falls under the council's duty to ensure the welfare of vulnerable children as set out in S19 (1) Education Act 1996 the council has a duty to make arrangements for the suitable provision of education a school or otherwise that at school for those children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them. S19(2) any school established ... and maintained by the council which a) is specially organised to provide education for such children, and b) is not a county school or special school shall be known as a "pupil referral unit". The LA also has a statutory duty to make provision for students who are unable to attend school because of their health needs. This duty is discharged by the Home and Hospital Teaching function. The value of these elements of the tender will have a value representing the number of PRU/Hospital School places maintained by the LA.

- 7 The Behaviour Outreach Function is a fully traded service and the tender value would be zero apart from a small DSG grant (18k) to cover council requests for work such as attendance at CAF meetings for individual children.
- 8 Since 2011, the arrangements for the overall line management of the PRU and the Home and Hospital Teaching Team have been through the appointment of an executive headteacher. This was initially for a two year period as a pilot project. The successful applicant was the headteacher of Brookfield School. The initial appointment was very successful in developing the PRU system and bringing together the whole of the behaviour system, including improving a number of key outcomes for PRU students. The appointment was extended for a further two years with the Behaviour Outreach function being added to the management responsibilities of the executive head.
- 9 Herefordshire's arrangements for young people with behavioural, emotional and social difficulties have been judged to be good or better by Ofsted with the Brookfield School being judged as Outstanding for the third successive time and its Headteacher being appointed as a National Leader in Education, supporting other similar schools nationally. The outcomes for this group of children in Herefordshire have steadily improved with both attendance and attainment for PRU students having improved and with the PRU system being able to offer a much broader curriculum offer including work-based learning. Average GCSE equivalent points scores have risen from 60 points per student in 2011 to more than 200 in 2014. More than 80% of students now take up the 25 hour entitlement with some students having greatly increased attendance once they join the PRU from mainstream. These have been recognised as some of the better outcomes nationally for this group of students. However, even with these successes, there remains much work to do to further improve outcomes for this extremely vulnerable group of young people, particularly in relation to their having the tools to access employment, education and training (EET) when they leave the PRU system. The successful bidder for this contract will be expected to continue this journey of improvement.
- 10 The governors of Brookfield School have asked that current arrangement be put on a longer-term, more formal basis which fully defines the specification for the work. The options to address this requirement have been considered by the council. The preferred option is the recommendation contained within this paper, which will also meet the council's procurement code.

Further information on the subject of this report is available from
Les Knight, Head of Additional Needs on Tel (01432) 261724

- 11 Suitable TUPE arrangements need to be undertaken for transfer of employment of the staff to the successful provider.
- 12 The contract will be awarded from 1 September 2015 for three years with a possible 2 year extension period.

Community impact

- 13 The procurement exercise is designed to identify a suitable preferred provider that will use the available resource to continue the positive trajectory for Herefordshire's pupil referral services. The aim is that the pupils covered by the specification will have outcomes in the top 25% of council's nationally and that we will not 'turn our back on any pupil'. This ambition is in line with goals of Herefordshire's Children's Well-being Directorate and the Guiding Principles of the Herefordshire Learning Community.

Equality duty

- 14 The procurement exercise will define contractual and financial arrangements to deliver the required pupil referral services. This exercise will not change the nature of the provision, access to services nor the policies governing these services in Herefordshire. The impact on groups with protected characteristics should therefore be unchanged.
- 15 The provision offered by the pupil referral services aims to meet the needs of those who cannot attend school because of their medical (including mental health needs), behavioural, social, emotional difficulties. It meets the requirement to offer an equivalent education to these children and young people compared to those who are in school. Hence it will advance equality of opportunity between persons who share a relevant protected characteristic (long-term health needs fulfil the definition of a disability) and persons who do not share it under Section 149, the "General Duty" on public authorities.

Financial implications

- 16 The value of the PRU element is circa £1.1m per annum. This includes the nationally determined and £10k per place paid at the start of the financial year (£800k guaranteed) together with an estimated 75% occupancy rate for the top-up tariff funding element which averages at £5k per pupil once they are on roll (£300k dependent on number of students taking up places).
- 17 The Hospital School places will give an additional value of £194k per annum. This is a fixed block grant.
- 18 A grant of £18k per annum is provided for the Behaviour Outreach work on behalf of the council. The remainder of the funding for this part of the service needs to be delivered through a traded model.
- 19 The contract will be funded from the Dedicated Schools Grant High Needs Block as is the current PRU provision.
- 20 These figures will be confirmed by the Herefordshire Schools Forum in advance of the tender being written but represents the potential for a contract value in excess of £6.56m over a maximum 5 year term.

Further information on the subject of this report is available from
Les Knight, Head of Additional Needs on Tel (01432) 261724

Legal implications

- 21 S19 (1) Education Act 1996 sets out the council's statutory duty to make arrangements for the suitable provision of education at school or otherwise than at school for those children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them. Any school established and maintained by the council which is specially organised to provide education for such children and is not a county school or special school is known as a PRU (S19(2) of the Act).
- 22 The duty to make arrangements can include contracting with an external provider. The service being procured is a Part B service (Education) for the purposes of the Public Contracts Regulations 2006 and as such is exempt from the full impact of the regime including publishing the contract notice in the OJEU.
- 23 Nevertheless, there are still minimum requirements arising out of the fundamental principles of the Treaty on the Functioning of the European Union, including those principles of transparency and equal treatment of tenderers.
- 24 The Council's contract procure rules must be complied with and the award of any contract be made by Cabinet once tenders have been received.

Risk management

- 25 There is a risk in setting out fixed criteria for the contract, i.e. number of commissioned places or the value of each place because it will necessary to vary these over the course of a 5 year contract. This will be mitigated by setting an annual review of the number of places into the contract along with a clause in the contract indicating that the value of the places will change if the national or local funding formula requires this.
- 26 There is a further risk in that there is the potential delay in awarding the contract if there are challenges to the process by one or more potential provider. This will be mitigated by having a clearly described tendering process and should delays occur, clear communication to those bidding for the contract where the delay is explained. A further possibility for delay might come from a delay in the political approval process with an election 'purdah' period operating. The approval route for the decision to hold the procurement exercise will be designed to avoid this if possible. Again, clear communication about this to bidders would be required if it is unavoidable.
- 27 If the proposal to procure is declined, it would lead to one of the options within the 'Alternative Options' section of the paper being implemented (this would also apply if there were no suitable bidders for the tender). The current line management arrangement is not sustainable as the governing body of the current executive headteacher is not willing to continue the present arrangement. The risks of each option are outlined above.

Consultees

- 28 The staff and management of St David's PRU, Hospital and Home Tuition Team and the Behaviour Support Team. An explanatory letter has been sent to the Headteachers of Secondary Schools as the main users of the service. The Herefordshire Schools Forum will be informed in March because this is funded from

Further information on the subject of this report is available from
Les Knight, Head of Additional Needs on Tel (01432) 261724

Dedicated Schools Grant although it is the council's responsibility to commission sufficient provision. The Trade Unions have been informed of the proposal.

Appendices

None

Background papers

None identified

Further information on the subject of this report is available from
Les Knight, Head of Additional Needs on Tel (01432) 261724



Meeting:	Cabinet
Meeting date:	26th February 2015
Title of report:	The future of Colwall C of E Primary school building
Report by:	Head of Education Development

Classification

Open

Key Decision

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function to which the decision relates.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Wards Affected

Hope End

Purpose

Agree the future arrangements for primary education in the Colwall area following the move of Colwall Church of England primary school in September 2014 into temporary accommodation adjacent to the existing school site.

Recommendation(s)

THAT:

- (a) it be noted that the existing Colwall school is considered unsuitable for repair;**
- (b) subject to development of a satisfactory business case a new school is built in Colwall to replace it, either on the existing site or at an alternative location in the parish; and**
- (c) delegated authority be given to the director for children's wellbeing to undertake all feasibility work necessary to develop a business case to inform a future decision, with a view to enabling a new school to be operational by**

Further information on the subject of this report is available from
Andy Hough, Head of Education Development on Tel (01432) 260920

September 2018.

Alternative options

- 1 Not to have a school in Colwall. Forecast pupil population data suggests there is a need for a one form entry school (210 places) in the village now and into the foreseeable future.
- 2 Return to the existing building that has a high risk of structural deficiencies including damp. The cost of minimising the risks associated with recurring damp and making the school suitable for the modern curriculum is such that it would be more appropriate to provide a new school that is fit for purpose.
- 3 Consider building a new larger school that would serve other local schools that might need repair or renewal in the future. The nearest schools are Bosbury C of E (NOR 126) and Cradley, VA school (NOR 108) both popular and relatively modern schools.
- 4 Continue in the current temporary buildings. The temporary buildings have been secured on a rental agreement for two years with temporary planning permission. It is considered unlikely that planning permission would be granted to continue beyond five years. The temporary buildings are not suitable on a long term basis and the cost of either purchasing or extending the rental is considerable.

Reasons for recommendations

- 5 The agreement for the relocation of Colwall school with a forecast budget of £2m, was only for up to 2 years (September 2016) pending the resolution of the significant damp problems in the permanent school buildings. The findings and conclusions of the subsequent investigative work are such that it is not considered appropriate to make repairs to the existing building. The remedial work could not confidently provide a suitable and safe school in the short medium or long term for the children of Colwall at a reasonable price.
- 6 The arrangements with the hire of the temporary buildings, which could be purchased or hired for longer than that period, possible land options including ownership and purchase are such that detailed and sensitive work will need to be undertaken to ensure the council secures value for money over suitable new school buildings. Providing delegated powers to officers allows the business case to be prepared.

Key considerations

- 7 The cabinet member for corporate strategy and finance agreed on 8 August 2014 the move of Colwall school into temporary buildings over summer of 2014. The existing school buildings were experiencing unexplained and increasingly serious damp problems. In order to make more detailed invasive investigative work into the nature of the problem the school moved into temporary buildings adjacent to the site at a cost of £2m over two years. The detailed hydrologist's report in October/November 2014 explained the challenges of building in the area and the risks and difficulties associated with the construction of the various extensions to the original building as they currently are. The make up of the ground and flows and levels of water in relation to the existing buildings will make repair costly and only provides limited assurances against further problems in the future.

Further information on the subject of this report is available from
Andy Hough, Head of Education Development on Tel (01432) 260920

- 8 Colwall school was originally built in the Victorian period around 1865. Extensions were added in 1981 and again in 1993 to improve the accommodation and meet the growing population of the village. Consideration was given to the building of a new school in the 1990s as the layout and buildings and facilities including toilets and hall were not wholly suitable. These were not progressed through lack of identifiable resource.
- 9 Analysis of the existing buildings shows the school to have classrooms that are smaller than those recommended, a smaller than considered suitable hall and insufficient toilets and storage areas. Additionally the school is in need of significant maintenance work including the updates to the heating and ventilation systems. Moving the school back into a repaired school building, without additional works to improve suitability and compliance, would have the school accommodated in lower than desirable standards of accommodation.
- 10 The situation at Colwall C of E School is highly unusual. It has been described by the insurance loss adjuster as a once in a life time incident. The building of a new school to address condition and suitability issues is also quite exceptional. The production of a school estate strategy by July 2015, as agreed by cabinet as part of the education strategy in October 2014, will provide a clear, well thought out programme to ensure the supply of school places along with renewal as necessary thus reducing the likelihood of similar type circumstances in the future.

Community impact

- 11 An important factor in the future economic prosperity and well being of the residents of Herefordshire is high quality education provision. School buildings play an important part in this and as such should be modern and suitable for delivery of a high quality relevant curriculum.

Equality duty

- 12 The old buildings had adjustments made to support children with disabilities but these could only be considered reasonable in the context of the existing buildings dating back to Victorian times and constructed on different levels, with classrooms that may have been too small for children with mobility difficulties. A new building would be compliant with current thinking on arrangements to support all children with learning difficulties and disabilities.

Financial implications

- 13 The cost of relocating the school to the temporary site is circa £2m over 2 years as set out in the cabinet report August 2014.
- 14 The cost of repair of the damp is estimated to be excess of £350,000 and provides, due to the location, pattern of the water table and existing design, only limited assurance of success. The school's temporary buildings that needed replacing and were removed would need to be reinstated at a cost in excess of £450,000. The repaired building would however be non-compliant with modern school building guidance in terms of number and size of classrooms, school hall size, and storage and circulation space. Additionally the existing building needs a programme of heater replacement, windows and roof work in the next 5 years with additional costs in excess of £300,000.

- 15 The cost of building a fully compliant one form entry primary school is estimated to be in the region of £6.5m including fees. There are however significant dependencies including land acquisition and its characteristics, building design and method and exceptional costs around groundworks.
- 16 The time taken to secure necessary land deals and undertake the building work is likely to require the school to occupy the temporary buildings beyond September 2016. The options on whether to continue with a rental or purchase and then resell are dependent on negotiations with the providers of the buildings.
- 17 The funding to support a new school would be met through grants and prudential borrowing over time. The Council capital programme has made provision for £7m.
- 18 The Education Funding Agency (EFA) announced on 9 February 2015 that under the Priority School Building Programme Phase 2 the application to support the improvement to Colwall has been successful. The detail of the funding provided under this scheme is subject to further survey. The Council will be working with representatives of the EFA over the course of the programme which runs from 2015 – 2021.

Legal implications

- 19 As a voluntary controlled school, the council is responsible for any major capital investment, and in these circumstances would be responsible for the provision of a new school or to ensure the maintenance and upkeep of the current building.
- 20 For the council to consider the closure of the school, a statutory process including a detailed consultation process would need to be complied with. The decision to close the school cannot be made within the context of this report.

Risk management

- 21 A project group of education managers, property services experts and financial managers have been examining the detailed options for continued education for the children of Colwall. This group will continue to review the situation and liaise with the managers and governors of the school to secure the best way forward. Key risks include:
 - a. Delay in securing a suitable site for the school – there are a number of options including rebuilding on the existing site but if agreement to build is not gained in a timely manner significant cost could be incurred in retaining the existing temporary buildings. The council's estate team is negotiating this.
 - b. Costs in excess of those identified in the corporate capital programme perhaps arising from exceptional build costs, land circumstances and delay. The project team are examining the options and will set out the reasons for the options chosen.
 - c. Planning permission – both on temporary solution and future. The development team are working with planning officers to secure a suitable compliant development and the options set out in the next report.

Consultees

- 22 In moving to temporary buildings over the summer detailed consultation was undertaken with staff, parents/carers, governors, local residents and service providers. All those consulted were keen to see the council resolve the damp issues at the school and recognised the challenges of the ground water conditions in the Colwall area. The area is renowned for flooding and the circumstances were not really a surprise to many local people. The parents and governors have been very supportive and appreciative of the actions taken by the council to secure continued education in the area.
- 23 The proposals for the school buildings will be discussed with governors, staff and parents and the community. There will be maximum involvement of the children young people, community and staff to ensure there is a fit for purpose building.

Appendices

None.

Background papers

Hydrogeo report into Groundwater flooding at Colwall Green, Malvern Herefordshire WR13 6DU



MEETING:	CABINET
MEETING DATE:	26 FEBRUARY 2015
TITLE OF REPORT:	Corporate performance report 2014/15: quarter 3
REPORT BY:	Assistant director, place based commissioning

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

County-wide

Purpose

To invite Cabinet Members to consider performance for the third quarter of 2014/15.

Recommendation(s)

THAT:

- (a) **Performance for the third quarter be considered.**

Alternative Options

- 1 Cabinet may: choose to review performance more or less frequently than quarterly; or request alternative actions to address any identified areas of under-performance, including referral to the relevant scrutiny committee.

Reasons for Recommendations

- 2 To provide assurance that progress is being made towards achievement of the agreed outcomes and service delivery targets, and that the reasons for important areas of actual or potential under-performance are understood and are being addressed to Cabinet's satisfaction.

Further information on the subject of this report is available from
Richard Ball, Assistant Director Place Based Community on Tel (01432) 260965

Key Considerations

- 3 Council approved the Corporate Plan 2013-15 in November 2012, framed around the two key priorities of: enabling residents to be independent and lead fulfilling lives with resources focussed on supporting the most vulnerable; and creating and maintaining a successful economy. The supporting delivery plan for 2014/15 was approved by Cabinet in April 2014.
- 4 Cabinet receive quarterly in-year reviews of performance, followed by an annual report in June.
- 5 Progress is measured through a number of performance measures. These have been selected because they demonstrate progress towards achievement of the council's priorities and also provide an overview of the council's performance from a resident's perspective. Where monitoring information is available only on an annual basis, these measures will be reported at the point that it becomes available. Appendices A, B and C contain the latest performance outturn available.
- 6 As regards the council's forecast outturn for the year, based up until the end of December, an underspend of £658k is predicted across the council.

Adults and Wellbeing

Impact that has been made during the last quarter

- 7 Since receiving the finalised regulations and guidance for the 2015 aspects of the Care Act at the end of October 2014, local implementation activity has stepped-up as we now have a more detailed understanding of the requirements the council must comply with. Through regional and national engagement and the recent association of directors of adult social services (ADASS) quarterly stocktake, Herefordshire is very much on a par with other authorities. Key areas of progress include:
 - Information and advice hub put out to tender in January 2015;
 - Agreement to extend existing advocacy contract for one year to allow time to monitor and model demand change to inform re-commissioning of the service in 2016;
 - Discussions underway with provider to develop online information and advice and self-service capabilities (e.g. self-assessment) to improve demand management;
 - Deferred payments policy and process drafted and awaiting sign-off;
 - Joint project with children's services established to ensure there is sufficient capacity and competency to improve the outcomes for young people transitioning to adults;
 - Safeguarding board and structure established, with work programme in development;
 - All staff in AWB briefed on the Care Act and the changes it will bring, in-house training for certain staff groups underway and external training providers commissioned; and
 - Continued engagement with staff, members, providers and partners, most recently in relation to the national communications campaign.

- 8 Adults Services are providing more detailed operational performance information to support the Alamac work alongside the Clinical Commissioning Group. This is using daily data and identifying trends to better understand issues within the wider system with the goal of reducing the number of 4 hour A&E breaches within the acute hospital. This is also enabling adults and wellbeing to better understand internal performance.
- 9 During the last quarter, we have confirmed the re-introduction of a number of staff currently seconded to 2Gether. This will bring mental health staff back to the council to work more closely alongside our current operational staff. This will happen in March and before then we will be working to ensure that systems and training are in place for them to improve our ways of working with this client group.
- 10 A refreshed better care fund plan was submitted on time for the national January deadline. The aim is to move from a plan that was assured with one condition, to a fully assured plan. The outcome will be known in early February 2015. The BCF pooled budget is now £47,590k and the bulk of the budget is allied to three key schemes: the minimum protection of social care, community health and social care redesign and managing the care home market.
- 11 Public health went out to tender for the stop smoking and health checks services. This was a combined tender, configured in two separate lots (one for each service). The pack was released to the market just before the Christmas break and seeks applications in the form of an 'any qualified provider' basis.
- 12 A procurement process was also commenced in December to appoint a delivery partner for the assist programme (a programme to reduce smoking prevalence in secondary school children).
- 13 A quotation process to secure a provider to undertake a dental health survey has just been completed. Local authorities have a statutory responsibility under the Care Act for the local implementation of the national dental survey programme. This programme comprises an annual survey of the dental health of a specified population group. The 2014/15 survey is of the dental health of 5 year old children. In addition, resources from within public health have been targeted to complete a dental health improvement programme targeting schools and pre-schools within the top 25%-10% deprivation of Herefordshire.
- 14 The formal consultation on the pharmacy needs assessment has commenced, and the health and wellbeing strategy consultation is also underway.
- 15 Contract award for a web based chlamydia screening and testing service for 16-24 year olds has been made.
- What is going well?*
- 16 The number of admissions to residential and nursing care for clients under the age of 65 continues to meet targets. Further work is being done to understand our rates of clients being admitted into residential and nursing care homes, during this year and in previous years, in order to better understand trends, particularly for admissions for over 65 year old clients.
- 17 As a result of the intense pressure within the hospital system, the local authority has had to offer increased support for prevention of admission and discharges from hospital. ASC has performed well with DTOC attributable to ASC continuing to be one

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of the lowest in the West Midlands.

- 18 The number of carers provided with a service in the year has increased a small amount on last quarter and now stands at 47%. This measure is now performing well over our current targets. In order to support the number of carers provided with a service, work is underway re-tendering carer related support service, with a view to the tender being issued within the next few weeks. This will deliver carers services post April 2015, linking in with the changes required as part of the Care Act implementation.
- 19 The use of temporary accommodation is fluctuating at present and although the provision was slightly higher at 58 at the end of Q3, during January this has reduced back to the target 55. The housing solution team continues to provide a planned approach to temporary accommodation without the need to place people in B&B for applicants approaching the team as homeless, and is owed a statutory duty. This remains the case despite the continuing increase in homeless presentations made to the housing solutions team.
- 20 The number of those sleeping rough has reduced from 22 recorded in November 2013 to 12 for the same time in 2014. This is below the reduced target of 15 which has been achieved through the continuation of the outreach service (rough sleepers) and also the introduction of the hospital discharge worker in January 2014 who has worked with in excess of 50 discharge cases, preventing homelessness and use of temporary accommodation.

What needs improving further?

- 21 There have been increases in the number of delayed transfers of care in the last quarter both for social care and wider system reasons. Increases in delays due to social care reasons were higher in both October and November and additional system pressures in this period were widely reported though still lower than the majority of the West Midlands.
- 22 The number of admissions into residential and nursing care in the over 65's has continued to grow in Q3 to a rate of 445.3 per 1000, which equates to 199 new permanent admissions into care placements during this year. Analysis of the figures for the year suggests that the number of people in residential has increased by around 3% on last years baseline, which is in line with demographics. However, the increase in nursing care placements is around 19% from the 2013/14 baseline. Further analysis will continue to work on understanding the causes of these increases.
- 23 Performance of safeguarding completions within timescales has continued at similar levels to last quarter. Whilst this is disappointing, it does reflect the continued reduction in backlog of the number of older safeguarding cases within the Frameworki system. The safeguarding improvement programme has now delivered a revised process to improve the performance of safeguarding and embed the person-centred making safeguarding personal principles within Herefordshire. Key to the changes is the involvement of the adult at risk of abuse earlier in the process; identifying what outcomes that person would like to achieve and at the end of the process measuring how well these have been achieved and whether the person feels safer as a result. The changes allow for better understanding of the process, for example more clarity around the performance of the decision to progress under safeguarding; early indications suggest that is performing at 95%. Also included within these changes are those required to ensure Care Act compliance from April.

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- 24 Whilst the number of affordable housing units delivered in the year to date is not meeting targets, this follows similar trends in previous years as detailed last quarter. Current development completions are expected to deliver a further 95 homes in the final quarter, exceeding the target by 31 homes.
- 25 Uptake of NHS Health check during Q3 improved significantly to 48.2% against a national uptake rate of 46.2%, but due to a slow start in 2014/15 the cumulative uptake in Herefordshire is 42.9% against the national uptake rate of 45.3%. In order to increase uptake further during Q4 another campaign is being undertaken to remind those people invited to make appointments for an NHS Health Check as it is free and will not be offered for a further five years.

Priorities for the next quarter?

- 26 Priorities for the next quarter in adults are:
- Care Act Implementation and ensuring a seamless customer journey;
 - Management re-structure of adults and wellbeing and re-introduction of the mental health service back into council services; and
 - Reviews, particularly those with high-cost placements.
- 27 Priorities for the next quarter in housing are:
- Housing and growth programme, extra care, affordable housing etc.; and
 - Draft housing strategy and implement housing related support contract.
- 28 Priorities for the next quarter in public health are:
- Contract awards for stop smoking and health checks;
 - Contract award and implementation of the assist programme;
 - Dental health survey completed;
 - Health and wellbeing strategy developed;
 - Pharmaceutical needs assessment – formal consultation completed;
 - Drug and alcohol tender issued; and
 - Sexual health tender issued.

Children's Wellbeing

Impact that has been made during the last quarter

Learning and Achievement

- 29 Despite a series of reforms designed to toughen up the exams system, Herefordshire is one of only six local authorities to have improved. Pupils in seven Herefordshire secondary schools, including Bishop of Hereford's Bluecoat School (65%), John Masefield High School (68%), Fairfield High School (74%), Queen Elizabeth Humanities College (61%), John Kyrle High School and Sixth Form Centre(64%) and Wigmore School (80%) attained better GCSE results, including English and maths, than their peers nationally.

- 30 Herefordshire's top performing secondary was St Mary's RC High School where 87% achieved at least five GCSE passes, including English and mathematics, and over half of all pupils attained at least 3 top A* and A grades.
- 31 The attainment gap between pupils eligible for free school meals and their classmates was slightly below national overall and lower than national in 12 secondary schools. At Fairfield High School these pupils outperformed their peers.
- 32 Pupils in eight schools made expected progress (3 levels of progress) in line or better than national in English; in mathematics pupils in nine schools made expected progress in line or better than national. The number of pupils making accelerated progress (4 levels of progress) was better than national in 7 schools in English and 8 schools in mathematics.
- 33 The national gender gap with girls outperforming boys was actually wider in nine secondary schools. Girls at Hereford Academy and Steiner Academy significantly underachieved. However, boys outperformed girls at Wigmore and Aylestone.
- 34 The latest ratings also included the results of the English Baccalaureate (EBAC). EBAC results for pupils at Aylestone Business and Enterprise College, Earl Mortimer College and Sixth Form Centre, Lady Hawkins' Academy and Sixth Form Centre and Whitecross High School and Specialist Sports College show significant improvement. At Hereford Academy and Steiner Academy pupils' attainment was below floor standards.

Not in education, employment or training (NEET)

- 35 The percentage of children and young people 16-19 who were NEET continues a downward trend. At the end of December 2014 it was 5.7% which is 45 less than at the same time last year and among the best in the west midlands region. The number of 16-19 year olds whose activity is unknown is at 3.8% with the vast majority of these being 19 years of age.

Specific support for vulnerable children/young people

- 36 The Multi-agency & Safeguarding Hub (MASH) performance is still affected by some staffing issues so whilst performing at an acceptable level has not yet fully returned to the performance levels that it was operating at in the earlier part of 2014.
- 37 We are ensuring that that there is effective leadership, practice, quality assurance and capacity within the independent reviewing officer service. IRO caseloads are reducing through recruitment and secondment of additional capacity. In addition new child protection business processes have assisted to streamline the system.
- 38 There has been a continued focus in the last quarter to ensure that child protection plans are appropriately in place. Child protection visits in this quarter were not performing as well as the previous quarter. Analysis has identified that this has been a recording issues and refresher training has been undertaken. Looked after children's visits continue to perform at a very high level.

What is going well?

- 39 Herefordshire's families first programme has been accepted into the second phase of the national troubled families programme. Phase one of the programme has now been achieved 'turning around' our target of 310 families (267 families have reduced

crime/anti-social behaviour and children are attending school regularly and 43 families have adults into continuous employment). This performance has secured an additional £1.2m funding into the county. Being part of the new extended programme will mean the council and partners supporting 1060 families over the next 5 years potentially securing a further £2.6m additional funding. Mainstreaming this approach though will have significantly greater impact on reducing demand on high cost statutory services provided by both the council and its partners.

What needs improving further?

- 40 As stated above the families first programme in Herefordshire is a significant local programme with the ambition to make lasting positive changes to the lives of some of the most vulnerable families and communities across Herefordshire. There are significant changes that now need to be made across the system to ensure we can deliver on the new programme – namely the large number of families needing to be supported, the data and reporting requirements and large scale transformation, co-ordination and integration of services that will be required.
- 41 Government figures released February 2015 on the September 2014 guarantee, which requires local authorities to enable, encourage and assist young people to access education and training places for 16 and 17 year olds, suggests that Herefordshire has performed poorly, as it shows a high number of young people, particularly in year 12, not progressing to education or training with employment and is the lowest performer on this measure in the West Midlands. Initial investigation into the data suggests that there has been variations in how the data has been recorded which has resulted in this picture. Herefordshire is shown to be performing well in its tracking of young people although there are clearly issues to be addressed to ensure Herefordshire improves. A report will go forward to the Strategic Education Board outlining the necessary action.
- 42 There has been an increase in the number of emergency placements of children in care and with this comes the significant cost of these placements. As the growth of the number of children in care continues there will continue to be a current and future cost pressure. In 2013/14 Herefordshire Council spent £8.6m on fostering, residential and complex needs accommodation placements. The looked after children population is significantly higher than statistical neighbours and is expected to rise further. A sufficiency strategy seeks to reduce placement costs and to reinvest the resources in a whole system approach.
- 43 In the previous quarter we reported that there were high caseloads within the children with disabilities team. Recruitment plans have been brought forward and a total of 5 new members of staff have been recruited since the last report.
- 44 Over the last quarter a number of council HR policies have been developed and are going through the approval process which will positively create additional recruitment and retention possibilities. There remain recruitment and stability issues within the MASH and children in need (CIN) teams.
- 45 The DFE have completed their review in the last quarter and have commented on the good progress and a further report will be presented in the next quarter.

Priorities for the next quarter are:

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- Development of Herefordshire's children and young people's plan 2015-18 to establish the strategic priorities and action plans to deliver positive change for children, young people and their families involving all partners;
- Consultation on the principles for the education estates strategy, part of the Herefordshire's education strategy;
- Delivering a balanced budget;
- Provide evidence to the Department for Education to lift the current intervention notice following our Ofsted inspection in May 2014;
- Delivery of the actions identified during the Ofsted inspection, and continue our improvement work;
- Refresh the recruitment and retention strategy to outline our approach to the recruitment and retention of social work staff;
- Implementing HIPSS to reduce the placement costs for some children in care; and
- Drive down the number of young people who are NEET, reducing this by 100 for the next year, to 250.

Economy, Communities and Corporate

Impact that has been made during the last quarter

- 46 Highways services rated as amongst the most efficient in the country. The assessment promoted by the Department for Transport used customer, quality and cost data gives assurance that the investment being made in the highway network is being spent well.
- 47 Herefordshire LEADER programme 2015-20 approved by DEFRA; 87 applications were submitted nationally, with 10 not approved.
- 48 HARC project delivered on time and in budget.
- 49 Old Market named as 'New Centre of the Year'. The development of the retail site has brought 1100 new jobs to the city.
- 50 New alternate weekly collection service in waste has been implemented successfully, and expected savings to the collection contract are being achieved.
- 51 Additional funding has been secured via the local economic partnership (LEP) for delivery of the next stage of Herefordshire broadband.

What is going well?

- 52 On-line council tax programme instigated leading to customers having greater control of managing their account. Council tax collection rates are marginally better than to the same period last year.
- 53 Significant progress is being made with public sector partners on co-locating with council services, e.g. Department of Work and Pensions; Fire and Rescue; and the

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Driver and Vehicle Standards Agency.

- 54 Good progress on the capital investment programme in Halo managed leisure facilities, and also in negotiations with the Courtyard.
- 55 Local plan submitted for independent examination. Feedback is waited from the inspector.
- 56 Route for South Wye transport package chosen.
- 57 Though some delays to the fibre roll-out, though seeing more homes able to take up broadband. Progress on digital inclusion through government funded 'faster women', business support programme and 'faster farms'.
- 58 Employment figures to the end of June show a further improvement in the percentage of the working age population in employment, and have consistently shown an increase since March 2013.

What needs improving further?

- 59 Devolved services still taking time to complete and not all anticipated transfers are yet to materialise, apart from the recent transfer of the market to Leominster Town Council.
- 60 Interest in surplus properties resulting from the accommodation strategy is starting to grow despite a slow start over the winter period.
- 61 The joint property vehicle (JPV) option to support the operational property service was not pursued. The Norse Group has been commissioned with a view to identifying how they might support ongoing project and programme management needs.
- 62 Mixed performance on planning applications, reflecting the significant increase in activity levels. Priority is being given to major applications and/or other proposals that contribute towards economic regeneration. New measures have been introduced to streamline registration procedures which otherwise will have the ability to create a bottleneck in the system.
- 63 Slight delay in LED street lighting project, but now progressing according to plan.

Priorities for the next quarter?

- Service redesign in customer services nearing completion; to be implemented in April. Pressure on phone contact being addressed (as call volumes are increasing despite increased opportunity to interact digitally);
- Direct debit (DD) campaign to raise awareness and create efficiencies by customer using DD to pay council tax;
- LDF enquiry;
- South Wye;
- Edgar Street lease;
- Masters House;
- HARC;

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- BBLP Annual Plan;
- Budget; and
- Election preparations.

Equality and Human Rights

64 There are no specific implications in the report. As regards demonstrating due regard to the council's public sector equality duty (PSED), as part of our decision making processes we ensure that individual directorates and service areas assess the potential impact of any proposed project, leading to fairer, transparent and informed decisions being made.

Financial Implications

65 Projects and activity within the delivery plan must be delivered within the budget agreed by Council in February 2014; they include projects and activity to deliver the cost reductions required for a balanced budget. Slippage in projects and activity to deliver cost reductions will impact on the overall council budget and will require remedial or mitigating actions to maintain financial stability. A detailed budget monitoring report appears elsewhere on the Cabinet agenda.

Legal Implications

66 None.

Risk Management

67 The corporate plan and its delivery plan are integral elements of the council's risk management framework. Risks associated with each objective and project are entered onto the relevant service or directorate risk register and escalated as appropriate. Risks are also considered in the 'what needs improving further' and 'priorities for the next quarter' sections of this report above.

Consultees

68 None in relation to this report. The development of the delivery plan was informed by the evidence base already gathered during the year and which includes user, resident and partner feedback where available.

Appendices

Appendix A – Adults and Wellbeing databook

Appendix B – Children's Wellbeing databook

Appendix C – Economy, Communities and Corporate databook

Background Papers

- None identified.

Performance Measure	Q1	Q2	Outturn Q3	Q4	2013-14	Target 2014- 15	Narrative (what is the data telling us)	Frequency	
ADULTS AND WELLBEING									
The percentage of people who use services and carers who find it easy to find information about support	Annual Survey				73%	70%		Annual	Bigger is Better
The percentage reduction of those registered on Homepoint	652 86%	734 84.4%	805 83.0%		4735	2841 (40%)	Register numbers have reduced, this is anticipated to increase as people get used to the new processes. Those in need are getting house more quickly.	Quarterly	Smaller is Better
(a) The percentage of people using social care who receive self-directed support, and	82%	84.2%	85.90%			85%	The proportion of people in receipt of a personal budget has increased throughout the year and is now meeting target.	Quarterly	Bigger is Better
(b) those receiving direct payments									
	17.4%	17.4%	17.8%			40%	The number of people in receipt of direct payments has increased since the last quarter, however the rate of change is not at required rates to meet the target. There is work currently underway looking to improve the DP process, which should make it quicker and easier for care managers to offer direct payments to potential users	Quarterly	Bigger is Better
Overall satisfaction of people who use services with their care and support	Annual Survey				65%	70%		Annual	Bigger is Better
The number of people on the waiting list for assessment and service	DD	DD	DD			<10%		Quarterly	Smaller is Better
Average time between care package authorisation to delivery to the service user	DD	8.5 days	10.3 days			28 days		Quarterly	Smaller is Better
The number of households in temporary accommodation	69	75	58			55	A reduction in the third quarter, which has subsequently reached target levels during January	Quarterly	Smaller is Better
The number of households in B&B (excluding use as a result of an emergency)	0	0	0			0		Quarterly	Smaller is Better
The number of rough sleepers (as reported to the DCLG)									
	NA	NA	12		22	15	The number of those sleeping rough has reduced from 22 recorded in November 2013 to 12 for the same time in 2014. This is below the reduced target of 15 which has been achieved through the continuation of the outreach service (rough sleepers) and also the introduction of the Hospital Discharge worker in January 2014 who has worked with in excess of 50 discharge cases, preventing homelessness and use of temporary accommodation.	Annual	Smaller is Better
(a) Delayed transfers of care from hospital, and	3.95	7.9	7.66		5.8		Data up to November only - December data is not yet available from NHS. In April-November, 93 people were delayed, only 40 of these were for reasons attributable to social care.	Quarterly	Smaller is Better
(b) those attributable to adult social care - rate per 100,000 adult population	2.63	2.5	3.3		2.7	2.7	As Above	Quarterly	Smaller is Better
Carer reported quality of life	Annual Survey				n/a	tbc		Bi-Annual	Bigger is Better
The percentage of carers who report that they have been included or consulted in discussions about the person they care for	Annual Survey				n/a	75%		Bi-Annual	Bigger is Better
The number of referrals to services arising from the breakdown of carer support	DD	DD	DD			<10%		Quarterly	Smaller is Better
The number of Carers' Assessments	225	484	700			80% of those eligible	This is only specific carer assessments; carer's needs are also considered in all client assessments.	Quarterly	Bigger is Better
Percentage of known carers receiving support	32.60%	44.80%	47.50%		n/a	30%	The number of carers provided with a service during the last quarter has increased. This measure is now performing well over our current targets.	Quarterly	Bigger is Better

The proportion of direct payment services users that have a pre-paid card	DD	DD	DD	DD	50%	Pre-paid cards are yet to be implemented	Quarterly	Bigger is Better
The percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	DD	DD	DD		85%	Herefordshire Council are currently in a transitional year with the commissioned reablement provider and we are working with the service provider to gather the information to respond to the target by the end of the financial year.	Quarterly	Bigger is Better
The percentage of support plans containing elements of assistive technology	DD	27.0%	29.2%		50%	Despite a net increase of 85 people during the last quarter, this measure is still some way short of reaching targets. An evaluation of the current telecare service and provision has recently been completed which will reinforce the future direction of telecare provision within the directorate	Quarterly	Bigger is Better
The percentage of people who use services who say that those services have made them feel safe and secure	Annual Survey			86%	90%			Bigger is Better
The percentage of completed safeguarding referrals where people report that they feel safe	DD	DD	DD		80%	New process went live in January, so the first reporting of this measure will be available at year end	Quarterly	Bigger is Better
Percentage of safeguarding investigations which were concluded within 28 days of the decision to investigate	46%	36.2%	35.70%		80%	Further cleansing of data in Q3 has seen performance stagnate at this level, however the changes of the Safeguarding Improvement Programme went live in January and this will improve outcomes as part of Making Safeguarding Personal, as well as improving completion times	Quarterly	Bigger is Better
The number of homes built for older and vulnerable persons	Annual Calculation				tbc		Annual	Bigger is Better
The number of new affordable homes built and acquired	21	39	76		140	A further 65 completions anticipated in Q4 which will meet year end targets	Quarterly	Bigger is Better
The percentage of DFGs provided within agreed timescales	87.5%	86.7%	80.90%		85%	Leave during December has negatively impacted on this performance. Further discussions are set to take place about potential performance issues within the service.	Quarterly	Bigger is Better
The percentage of people aged 18 and over suffering from a long term condition feeling supported to manage their condition	DD	DD	DD					Bigger is Better
The percentage of avoidable hospital admissions for both adults and children	DD	DD	DD					Bigger is Better
Permanent admissions to residential and nursing care homes for older people (65 and over), per 100,000 population *figures may vary from previous quarter due to data lag	210.4	335.7	445.3	607.5	503	The number of admissions for residential and nursing care in the over 65's has continued to grow in quarter 3. Growth in nursing placements is around 18%, significantly above anticipated demographic growth.	Quarterly	Smaller is Better
Permanent admissions to residential and nursing care homes for younger people (18-64), per 100,000 *figures may vary from previous quarter due to data lag	4.67	8.4	13.07	20.3	20		Quarterly	Smaller is Better
Reduce the alcohol attributable hospital-admissions (directly standardised rate per 100,000 population) (NI39)	N/A	496*	111 (Q1 2014) Source: LAPE	544	TBC	England benchmark rate of 638 in 2013/14 (LAPE). Approximately 13% reduction in rate locally since 2010/11. Local rate significantly lower than national equivalent in 2012/13.	Quarterly	Smaller is Better

Reduce the rates of syphilis (per 100,000 population)	N/A	N/A	5.0 (projected outturn rate based on Q1- Q3 2014) Source: GUMCAD	8.6 now based on actual 2013 mid- year estimate (2013) Source: GUMCAD	TBC	Rates fluctuate due to very small numbers. Highest rate in the region in 2013, although only 16 cases and not significantly different to England. 7 cases diagnosed in first three quarters of 2014.	Annual	Smaller is Better	
Reduce the rates of HIV: Late diagnosis: % of newly diagnosed patients whose CD4 count is low enough that they should have already started treatment	N/A	N/A	N/A	68.2% (2010-12)	TBC	Late diagnosis is the national PHOF indicator – the rationale being that its the most important predictor of morbidity & mortality among those with HIV infection and is essential to evaluate the success of expanded HIV testing. One of highest in region, although not statistically significant.	Annual	Smaller is Better	
Reduce the number of conceptions to girls aged under 18 years (rate per 1,000 15-17 year-old girls)	N/A	N/A		23.5 (Provisional)	TBC	Provisional quarterly figs published 14 months later.	Quarterly	Smaller is Better	
Increase uptake and achieve national target of NHS health checks	38%	53%	42.6%	49%	60%	Actual number of Health Check invites sent currently exceed target and whilst uptake of NHS Health Checks during Q3 improved the cumulative uptake in Herefordshire is 42.6% against the national uptake rate of 45.3%.	Quarterly	Bigger is Better	
PUBLIC HEALTH									
Reduce the alcohol attributable hospital-admissions (directly standardised rate per 100,000 population) (NI39)	N/A	496*		517	TBC	* Projected outturn based on April – July data 2013/14 significantly lower than 2010/11 and 2011/12. Significantly below England in 2011/12 and 2012/13; no national benchmark data available for 2013/14 yet.	Quarterly	Smaller is Better	
Reduce the rates of syphilis (per 100,000 population)	N/A	N/A		8.7 (2013)	TBC	Annual data only from Public Health England. Rates fluctuate due to very small numbers. Highest rate in the region currently, although only 16 cases and not significantly different to England. Described by PHE as an 'ongoing outbreak'; was significantly higher than national in 2011 (10.3 = 19 cases)	Annual	Smaller is Better	
Reduce the rates of HIV: Late diagnosis: % of newly diagnosed patients whose CD4 count is low enough that they should have already started treatment	N/A	N/A		68.2% (2010-12)	TBC	Late diagnosis is the national PHOF indicator – the rationale being that its the most important predictor of morbidity & mortality among those with HIV infection and is essential to evaluate the success of expanded HIV testing. One of highest in region, although not statistically significant.	Annual	Smaller is Better	
Reduce the number of conceptions to girls aged under 18 years (rate per 1,000 15-17 year-old girls)	N/A	N/A		24.5 (Provisional)	TBC	Provisional quarterly figs published 14 months later.	Quarterly	Smaller is Better	
Increase uptake and achieve national target of NHS health checks	38%	32%		49%	60%	2013/14 in line with national rate and more than region (45%). National target of 20% exceeded.	Quarterly	Bigger is Better	

Improvement Board Performance Report - December 2014

Please note;

Figures are accurate at time of Frameworki reporting, however, due to the live nature of the system, this can change subsequently. Reports were all run as at 31st December, 2014 and includes all data within Frameworki up to and including 31st December, 2014.

For further information please contact:-

Marcia Gilbert
Performance Information & Frameworki Transformation Manager
Childrens Wellbeing Directorate

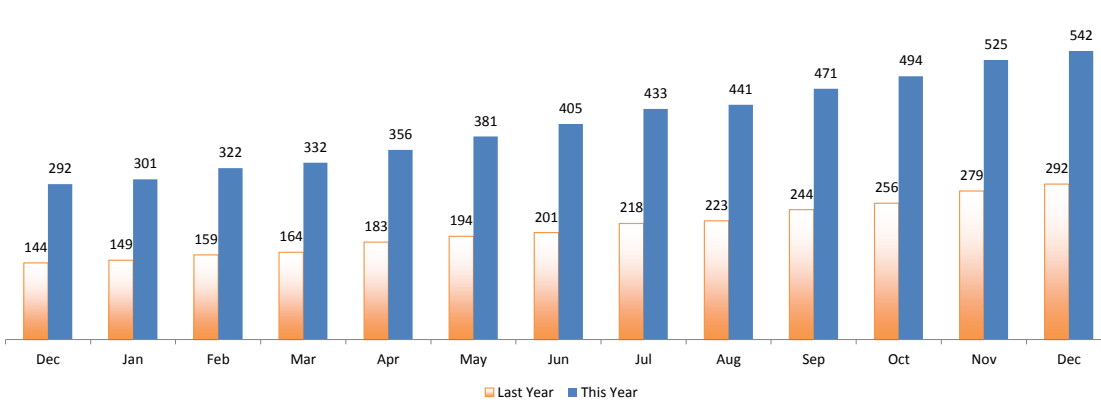
marcia.gilbert@herefordshire.gov.uk

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14th January, 2015

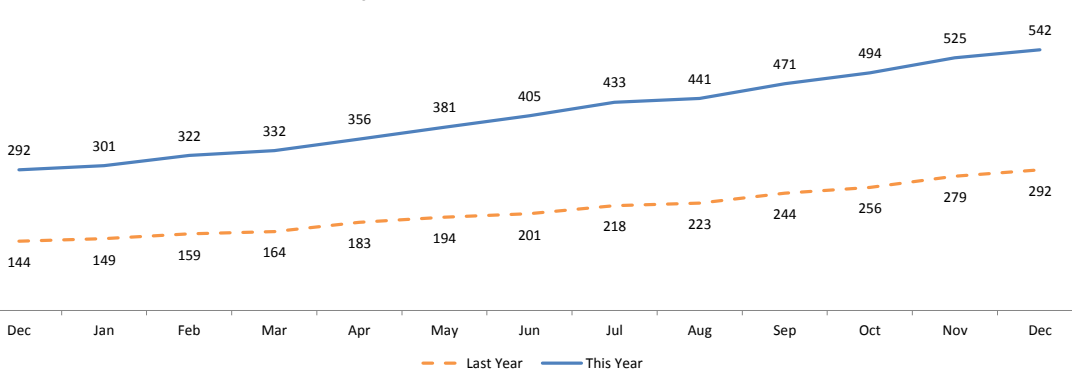
Code	1	Name	Open CAFs at Month End	Responsible officer	Nicola Turvey
Full Description	Total CAFs open at month end to show the level of new assessment activity in this area				
Measure	N/A	Indicator Guide	Looking to increase the numbers of CAFs offered to enquiries that do not meet the statutory thresholds or are being stepped down.		

Open CAFs at Month End



Last Update	December 2014
Current Value	542
Rate per 10,000	150.14
Overall assessment	
✕	
Target	N/A

Open CAFs at Month End - Trend



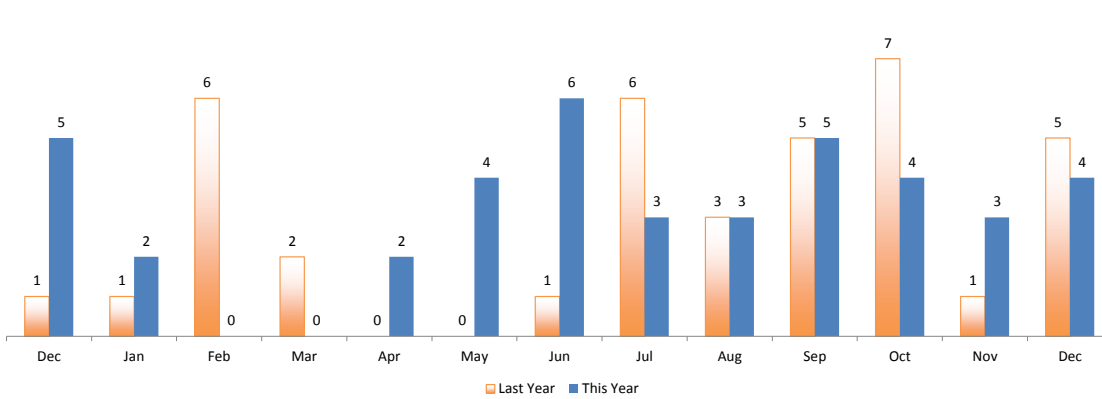
Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Dec-13	292
Dec-12	144
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
Q1 2014/15	221.6
Measure Period	
Month End (Snapshot)	

Comments

Data cleansing of the CAF Registry was completed during September 2014, and the figures throughout 2014 to date reflects improved data recording. New CAFs are being completed primarily by schools and health visitors. There are a range of identified needs including support with behaviour, parenting and mentoring for children and young people.

Code	2	Name	CAFs Stepped Down from Initial Assessment at Month End	Responsible officer	Nicola Turvey
Full Description	Total CAFs stepped down from Initial Assessment in month to show the level of new assessment activity in this area.				
Measure	N/A	Indicator Guide	Looking to increase the numbers of CAFs stepped down from Initial Assessment.		

CAFs Stepped Down from Initial Assessment at Month End

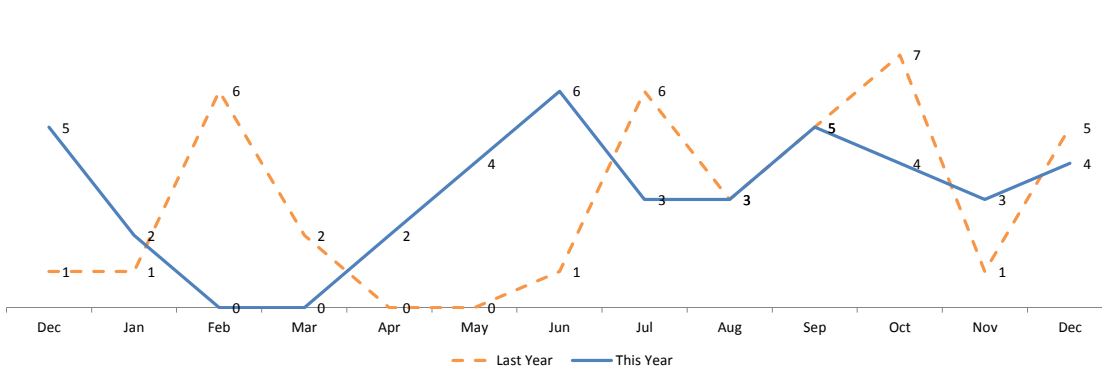


Last Update	December 2014
Current Value	4
Rate per 10,000	N/A
Overall assessment	



Target	N/A
--------	-----

CAFs Stepped Down from Initial Assessment at Month End - Trend



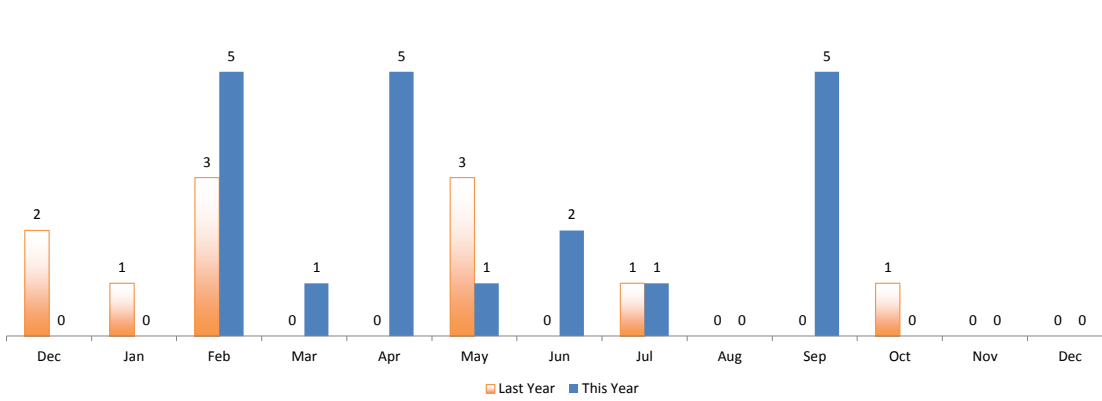
Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	5
Dec-12	1
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

The number of CAFs stepped down from initial assessment continues to be variable: this reflects the trend seen in the previous year. The number of CAFs stepped down from initial assessment is the highest from the MASH and social workers are supported by the I&A coordinator to complete these and produce an action plan which ensures a package of support is in place for the family and that there is a named lead professional.

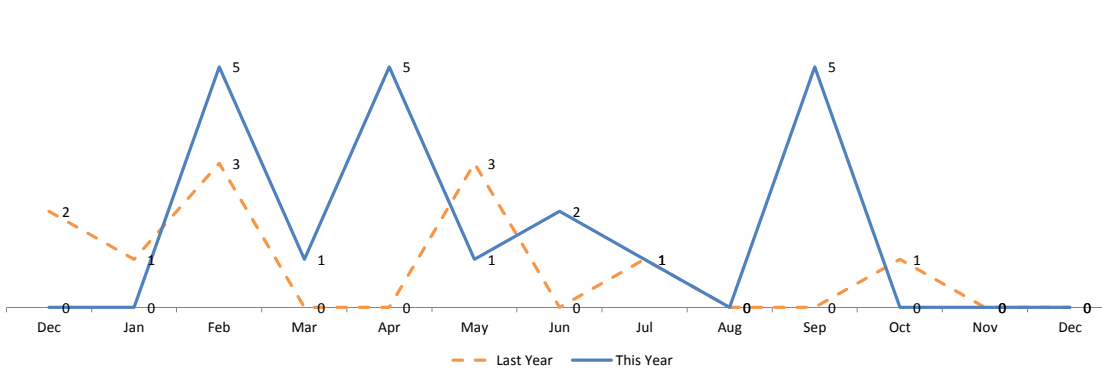
Code	3	Name	CAFs Stepped Down from Core Assessment at Month End	Responsible officer	Nicola Turvey
Full Description	Total CAFs stepped down from Core Assessment in month to show the level of new assessment activity in this area.				
Measure	N/A	Indicator Guide	Looking to increase the numbers of CAFs stepped down from Core Assessment.		

CAFs Stepped Down from Core Assessment at Month End



Last Update	December 2014
Current Value	0
Rate per 10,000 (YTD)	5.54
Overall assessment	
<input type="checkbox"/>	
Target	N/A

CAFs Stepped Down from Core Assessment at Month End - Trend



Direction of Travel (Comparator with last year)	
← →	
Previous Values	
Dec-13	0
Dec-12	2
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

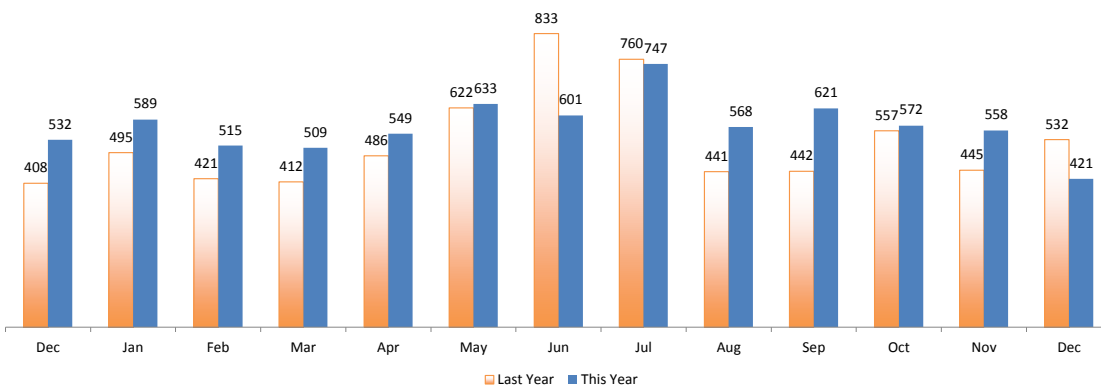
Comments

The trend of CAFs stepped down from core assessment mirrors that of the previous year. The numbers stepping down from core assessment to CAF are less than from initial assessments. The I & A Co-ordinators hold clinics in Bath Street to support workers in this process. A package of support tailored to the families needs is put in place and regularly reviewed.

2013 data showed that approximately 52% of cases stepped down from IAs and CAs to CAF have stepped back up since which shows the process has been positive for 48% of families which were open to social care. The aim is to improve this figure through closer monitoring through the MAG and more targeted support through Direct Work Services which also assesses whether families can sustain changes made when the support ends.

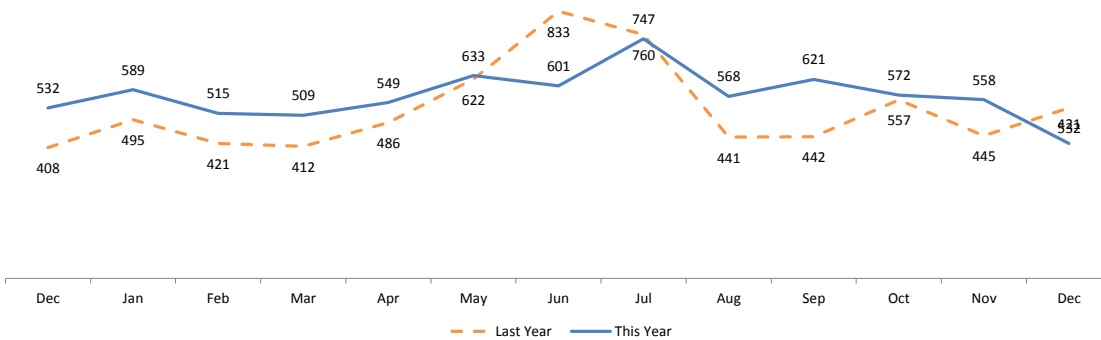
Code	4	Name	Contacts Received Per Month	Responsible officer	Kay Prescott
Full Description	Total number of contacts by month. This indicator is to ensure that all contacts are relevant and followed up where appropriate.				
Measure	N/A	Indicator Guide	Contacts are monitored to ensure relevance and identify trends in requests for services. Overall volumes will directly impact on the flow of work throughout Children's Wellbeing.		

Contacts Received Per Month



Last Update	December 2014
Current Value	421
Rate per 10,000	N/A
Overall assessment	
✕	
Target	
N/A	

Contacts Received Per Month - Trend



Direction of Travel (Comparator with last year)	
↓	
Previous Values	
Dec-13	532
Dec-12	408
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Cumulative)	

Comments

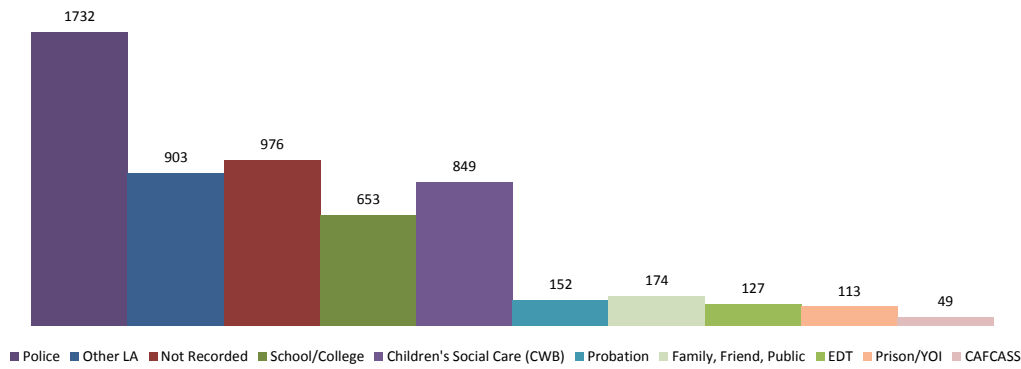
The figure of 421 contacts for December 2014 is a decrease of 43.64% from the peak figure of 747 in July 2014, and a decrease of 24.09% compared to the previous month.

A separate process to record Missing Children contacts went live in Frameworki on 5 November 2014, and this will have contributed towards a reduction in the overall number of contacts being received. 32 Missing Child notifications were received during the month and, if these were included in the overall contacts figure, the difference between November and December 2014 would be a decrease of 18.81%.

We are implementing a new system that will differentiate between notifications and contacts, and negotiating with the Police around new systems for managing information in relation to domestic abuse.

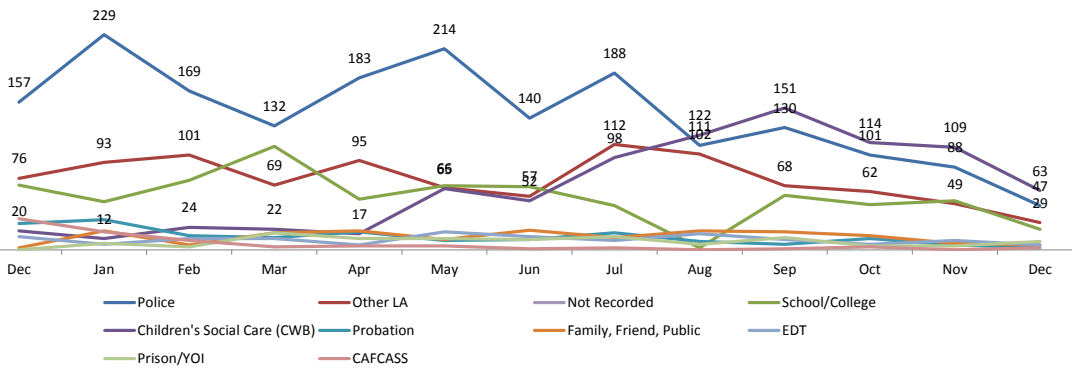
Code	5	Name	Contacts Received Per Agency - This Year	Responsible officer	Kay Prescott
Full Description	Total number of contacts per Team. This indicator is to ensure that all contacts are relevant and followed up where appropriate.				
Measure	N/A	Indicator Guide	Contacts are monitored to ensure relevance and identify trends in requests for services. Overall volumes will directly impact on the flow of work throughout Children's Wellbeing.		

Contacts Received Per Agency - This Year



Last Update	December 2014
Current Value	421
Rate per 10,000	N/A
Overall assessment	
Target	N/A

Contacts Received Per Agency - This Year - Trend



Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	532
Dec-12	408
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Cumulative)	

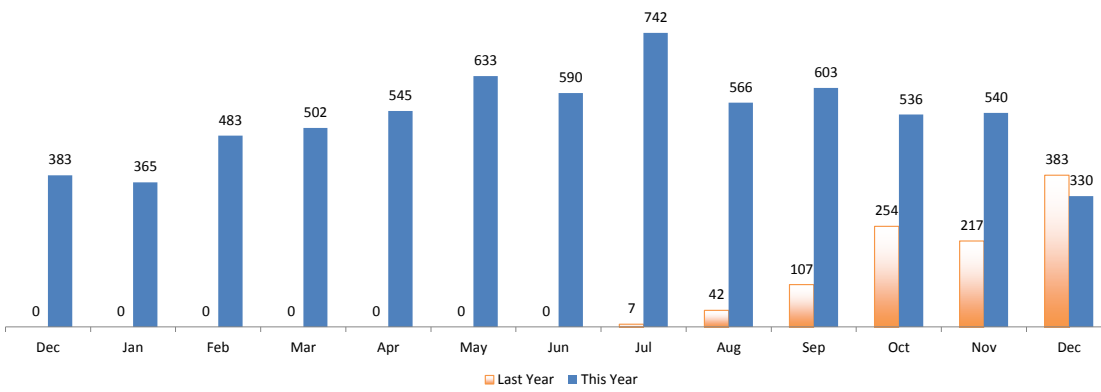
Comments

The highest percentage of contacts received in December 2014 were from the police at 19.48% and, of these, 43.90% were progressed to a referral. This compares to the CIN Census 2013-14 annual figure of 23.9% of referrals made by the Police across England.

19.00% of contacts were from Childrens Social Care (51.25% progressed to a referral), 12.59% were from other Local Authorities (9.43% progressed to a referral), 9.5% were from Health (45.00% progressed to a referral), and Schools/Colleges 7.84% (51.52% progressed to a referral)

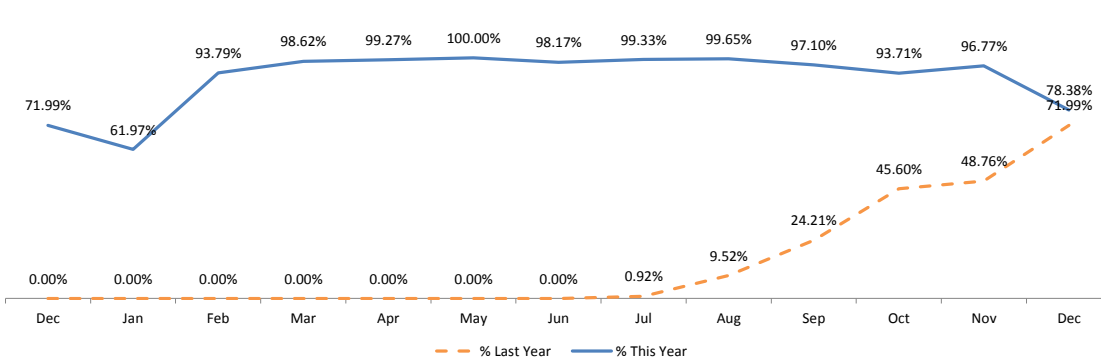
Code	6	Name	Contacts Screened by a Qualified Practitioner within 24 Hours	Responsible officer	Kay Prescott
Full Description	Number of Contacts screened by a qualified practitioner within 24 hours, in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Contacts screened by a qualified practitioner within 24 hours to a level at, or above benchmarks.		

Contacts Screened by a Qualified Practitioner on Same Working Day



Last Update	December 2014
Current Value	78.38%
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	
100%	

Contacts Screened by a Qualified Practitioner on Same Working Day - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	71.99%
Dec-12	0.00%
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Cumulative)	

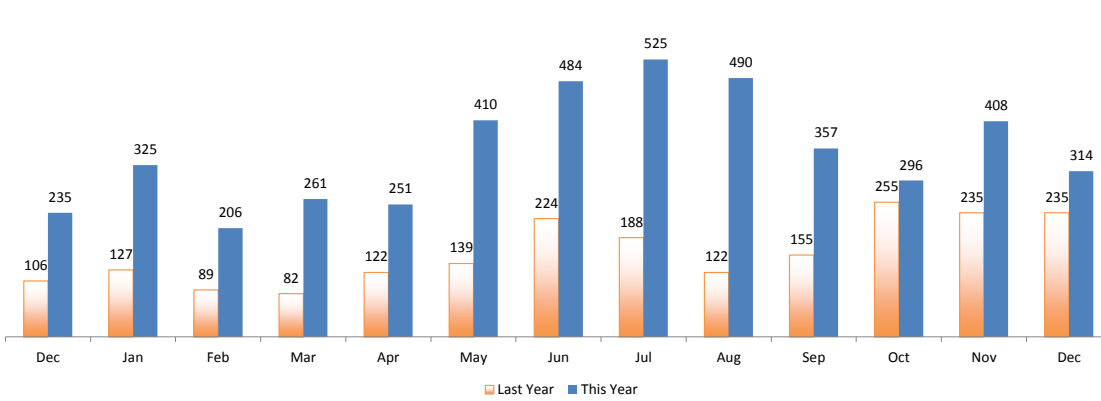
Comments

The drop in performance from the previous month is due to data recording issues within Frameworki as a result of the introduction of new staff to the computer system. This has been investigated by the Head of Service Fieldwork who audited the non-performing cases, and evidenced that all contacts had been screened on the same working day, but this had not been correctly entered on to the computer system.

Staff have received supplementary training and it is envisaged the issue will not recur. It is noted that this performance indicator operates at a higher level than the national indicator, which only requires referrals to be screened within 24 hours and not on the same working day of receipt as is the case here.

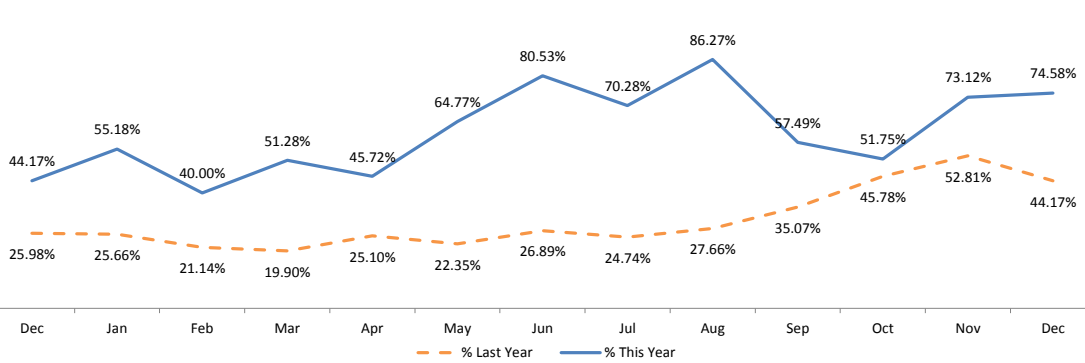
Code	7	Name	Contacts Progressed to Referral	Responsible officer	Kay Prescott
Full Description	Number of Contacts which have progressed onto a referral in the month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Contacts Progressed to Referral



Last Update	December 2014
Current Value	74.58%
Rate per 10,000	N/A
Overall assessment	
✕	
Target	N/A

Contacts Progressed to Referral - Trend

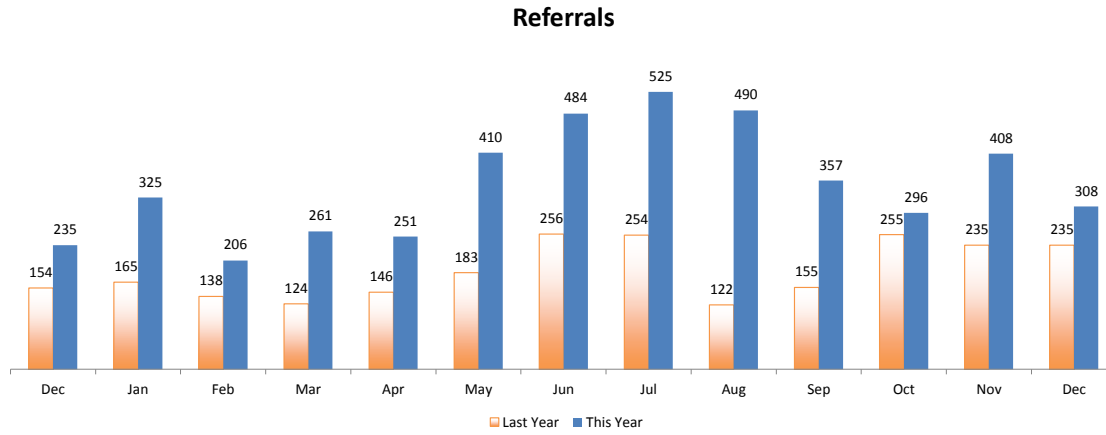


Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Dec-13	44.17%
Dec-12	25.98%
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Cumulative)	

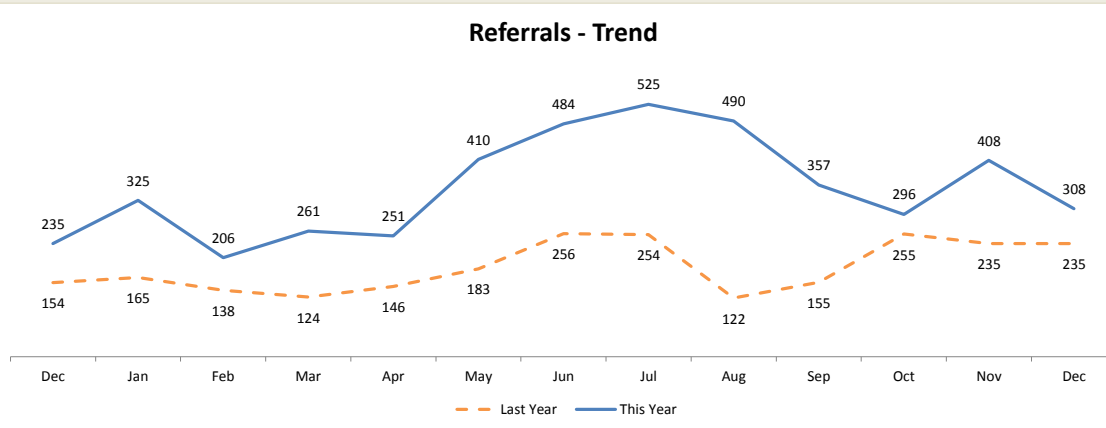
Comments

The number of contacts progressed to a referral follows the previous month, and is 40.19% less than the highest peak to date which was in July 2014.

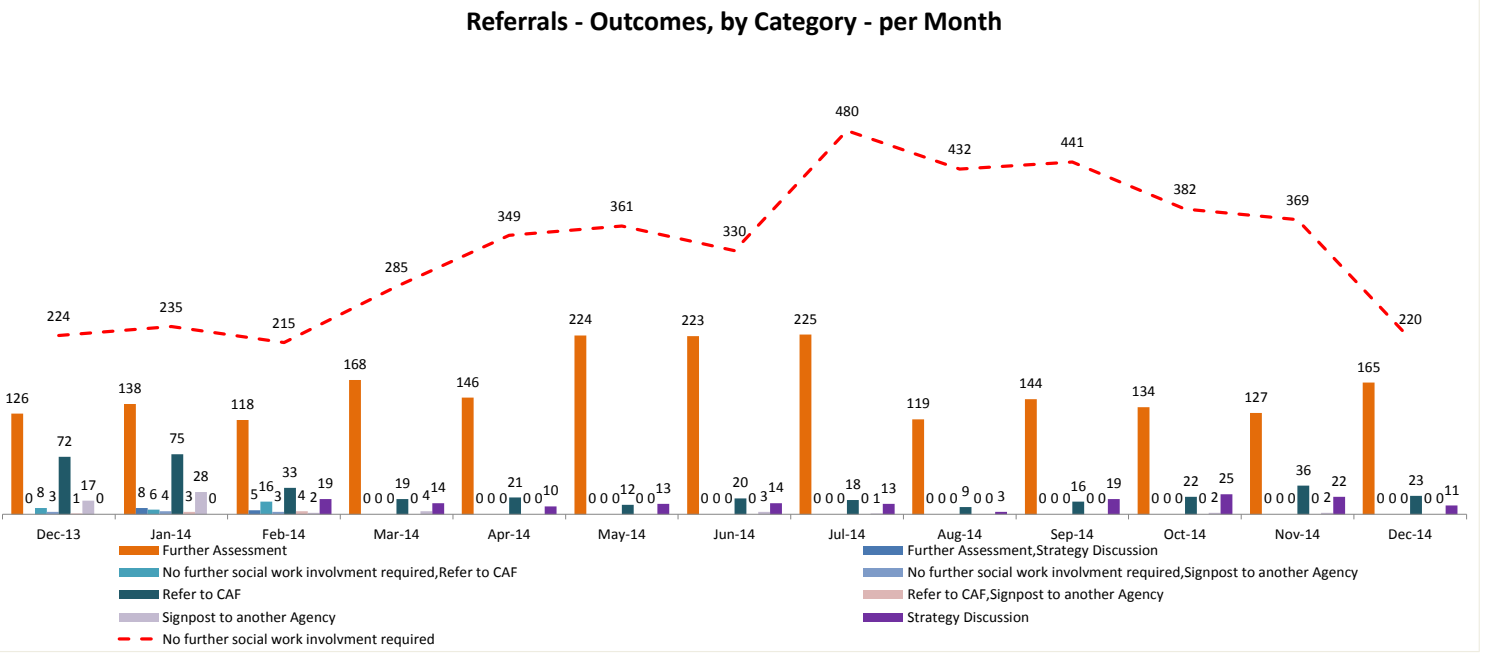
Code	8	Name	Referrals	Responsible officer	Kay Prescott
Full Description	Total number of referrals to social care teams by month. This indicator is to ensure that all referrals to Children's Wellbeing are followed up where appropriate. It is reported in the Children in Need Census.				
Measure	To Target	Indicator Guide	Referrals should directly reflect level of demand for statutory responses in the authority. It should also reflect the confidence of partners to appropriately identify children who are potentially at risk. The rates should be in line with authorities experiencing similar levels of deprivation and need.		



Last Update	December 2014
Current Value	308
Rate per 10,000 (YTD)	
Overall assessment	
Target	



Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	628.25
Dec-12	414.40
England	
2013/14	573
Statistical Neighbours	
2012/13	464.2
West Midlands	
2013/14	614.9
Measure Period	
Month End (Cumulative)	



Comments

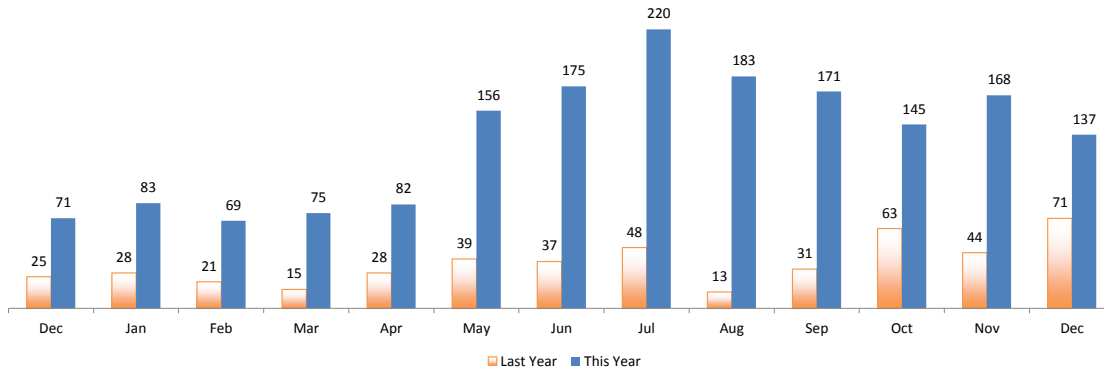
The number of referrals in December 2014 was 24.50% less than those in November 2014. This is in line with the drop in the number of contacts during December of 24.09%. The referral rate rose following the Peer Review and again following the OFSTED inspection in May 2014. CIN Census data for 2013-14 shows the largest increase in referrals for a number of years, and anecdotal evidence from local authorities is that this is as a result of increased media attention on child protection.


The percentage of contacts received from primary agencies progressed to referral during December 2014 were:

Childrens Social Care = 51.25%
Health = 45.00%
Police = 43.90%
Schools/Colleges = 51.52%
Ambulance Service = 66.67% (6 contacts)
CAMHS = 66.67% (9 contacts)
Adults Mental Health = 40.00% (5 contacts)
Probation = 50% (2 contacts)
Nursery = 100% (2 contacts)

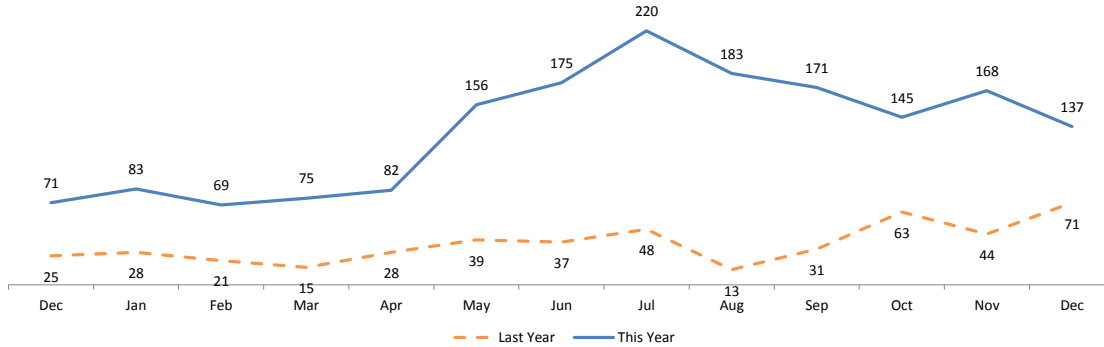
Code	9	Name	Re-Referrals	Responsible officer	Kay Prescott
Full Description	Total number of Rereferrals to social care teams by month. This indicator is to ensure that all referrals to Children's Wellbeing are followed up where appropriate. It is reported in the Children in Need Census.				
Measure	To Target	Indicator Guide	ReReferrals should directly reflect level of demand for statutory responses in the authority. It should also reflect the confidence of partners to appropriately identify children who are potentially at risk. The rates should be in line with authorities experiencing similar levels of deprivation and need.		


Re-Referrals



Last Update	December 2014
Current Value	44.48%
Rate per 10,000 (YTD)	460.94
Overall assessment	
	
Target	
N/A	

Re-Referrals - Trend



Direction of Travel (Comparator with last year)	
	
Previous Values	
Dec-13	41.18%
Dec-12	48.99%
England	
2013/14	23.4
Statistical Neighbours	
2012/13	23.65
West Midlands	
2013/14	20.7
Measure Period	
Month End (Cumulative)	

Comments

The number of re-referrals in December 2014 has dropped from the previous month by 18.45%, and is the lowest rate since April 2014.

A sample audit of 148 re-referrals has been completed. This has indicated that 89 (60.14%) of either the original referral or the subsequent referrals had been incorrectly coded on the computer system. So contacts were being coded as referrals and they did not meet the criteria for progression to a referral. The elements relating to this are:

- the contact was for information only
- the outcome of the contact was no further action
- on some cases there were numbers of contacts relating to the same issue
- there were a significant number of police contacts where there had been a domestic abuse incident which did not necessitate progression to a referral
- some contacts were in relation to missing persons

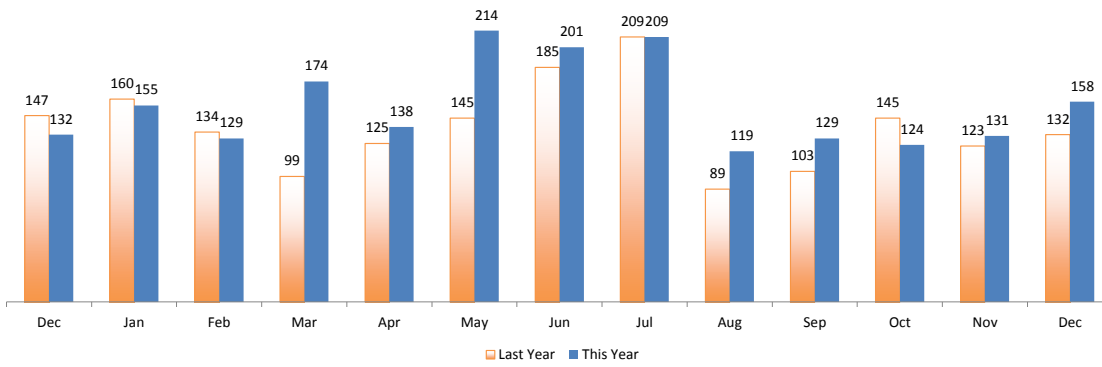
This has led to the inflated figure identified above. However, the actual number of genuine re-referrals in the sample was 19.93% slightly below the national average of 23.4%. In order to remedy this situation the following actions are underway:

- the new Missing Persons module has been introduced and these are now counted separately
- refresher training is being organised for all involved staff
- an updated monthly audit process has commenced

The audit concluded that there was no evidence of systematic poor case decision making, nor any evidence of a child left at direct risk.

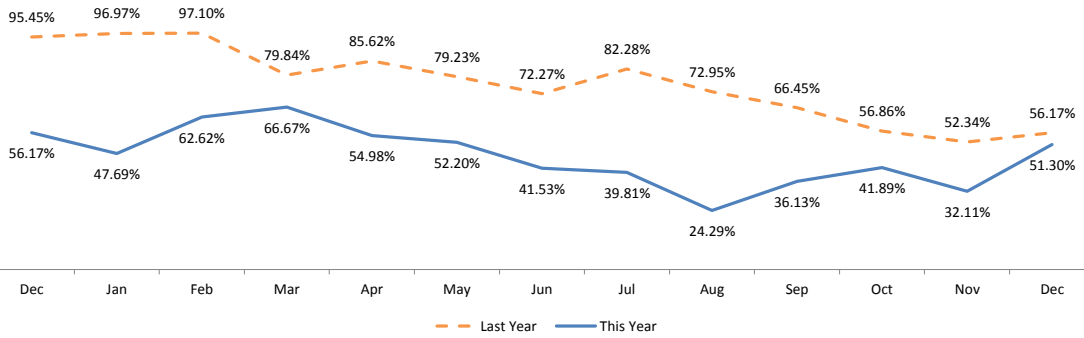
Code	10	Name	Referrals to Initial Assessment	Responsible officer	Kay Prescott
Full Description	Total number of referrals to social care which lead to completion of an initial assessment.				
Measure	N/A	Indicator Guide	Looking for highest possible % of referrals to the MASH team to lead to an initial assessment. This is to ensure that all referrals are relevant and any unnecessary referrals are limited.		

Referrals to Initial Assessment



Last Update	December 2014
Current Value	51.30%
Rate per 10,000 (YTD)	521.05
Overall assessment	
Target	N/A

Referrals to Initial Assessment - Trend



Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	56.17%
Dec-12	95.45%
England 2013/14	86.0%
Statistical Neighbours 2012/13	62.4%
West Midlands Q2 2014/15	81.77%
Measure Period	Month End (Cumulative)

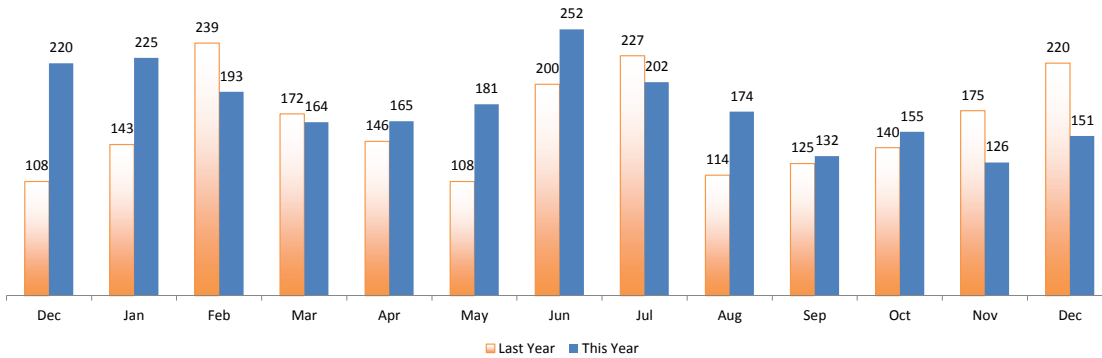
Comments

The number of referrals leading to an initial assessment has steadily increased since August 2014, and there was an increase in December 2014 of 20.61% compared to the previous month. During December, there were 4 sibling groups of 4 children, and 4 sibling groups of 3 children who were the subject of an initial assessment.

The very low conversion rate at 51.3% compared to the national average of 86% provides further evidence of the inappropriate classification of contacts as referrals as highlighted earlier.

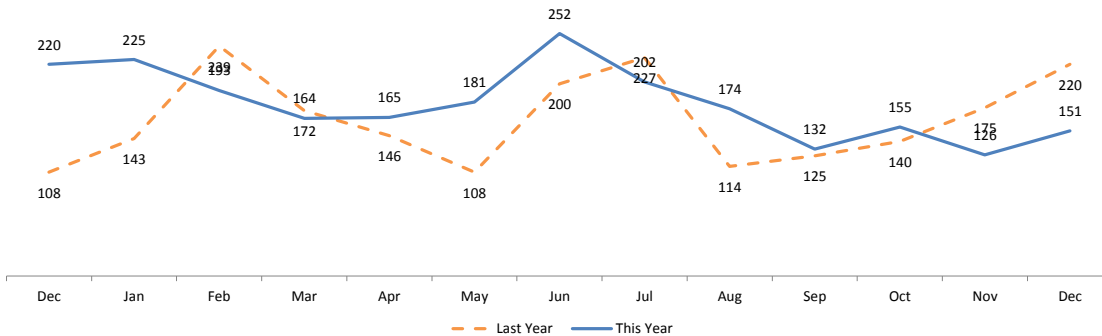
Code	11	Name	Initial Assessments Completed	Responsible officer	Kay Prescott
Full Description	Initial Assessments completed per month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Initial Assessments Completed



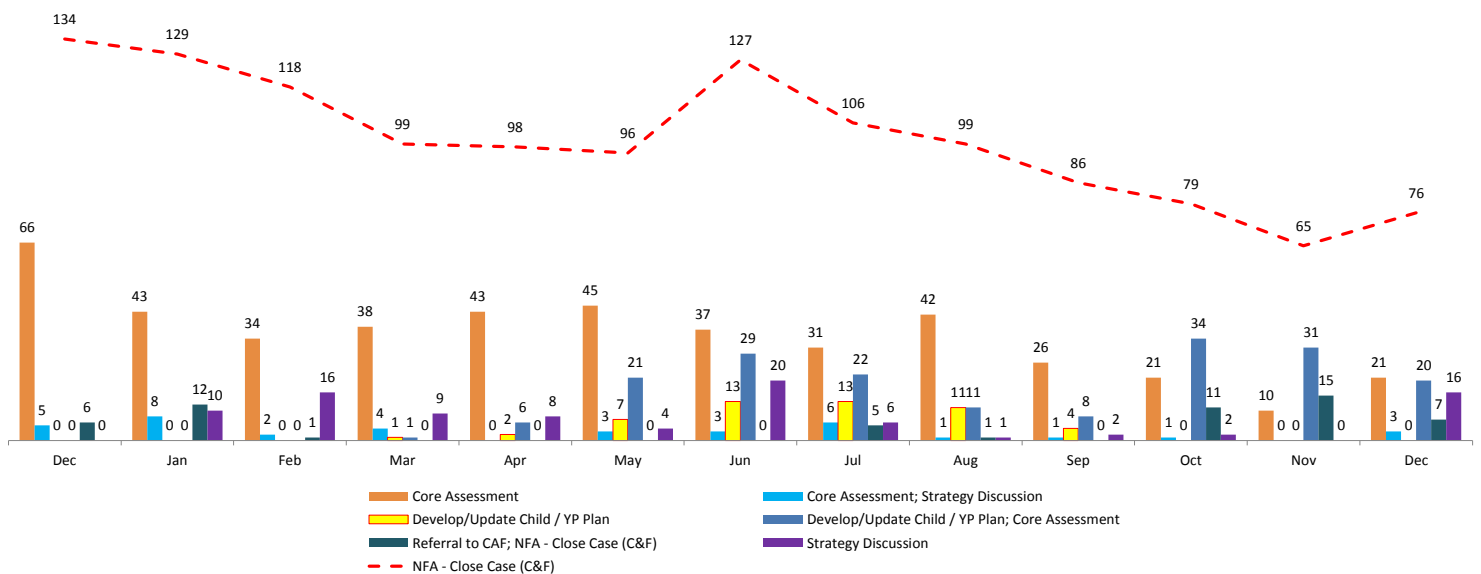
Last Update	December 2014
Current Value	151
Rate per 10,000 (YTD)	587.26
Overall assessment	
Target	

Initial Assessments Completed - Trend



Direction of Travel (Comparator with last year)	↑
Previous Values	
Dec-13	556.51
Dec-12	352.08
England	
2013/14	267.45
Statistical Neighbours	
2012/13	281.32
West Midlands	
2013/14	309.87
Measure Period	
Month End (Cumulative)	

Initial Assessments Completed - Outcomes, by Category - per Month



Comments

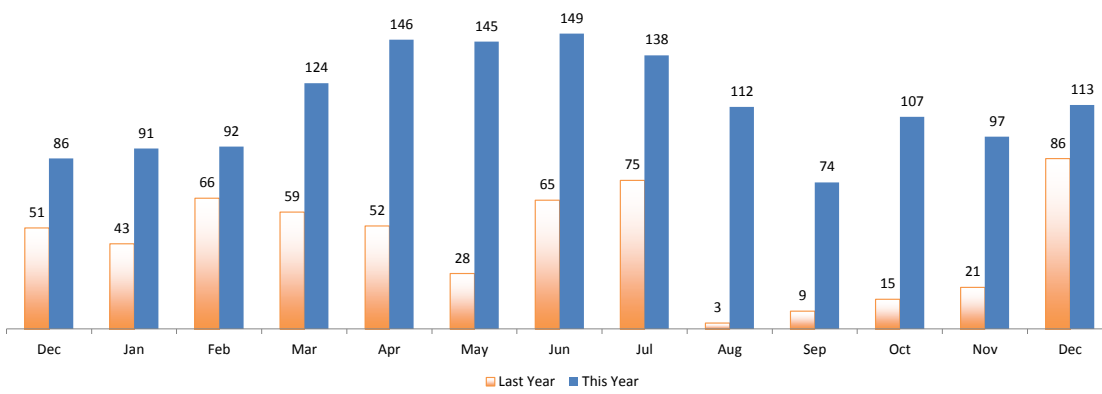
There has been a steady decline in the number of initial assessments completed since June 2014, although there has been an increase of 19.84% in the number completed in December 2014 compared to the previous month. This was due to the high number of sibling groups referred. However, the number of initial assessments per 10,000 children continues to be higher than that of our statistical neighbours and the all England average.

The number of initial assessments in December 2014 which resulted in no further action was 50.33%. This is a considerably higher rate than the recently published 2013-14 figure for all England of 19.4% and 22.2% for West Midlands authorities.

We will be undertaking further analysis of this shortly

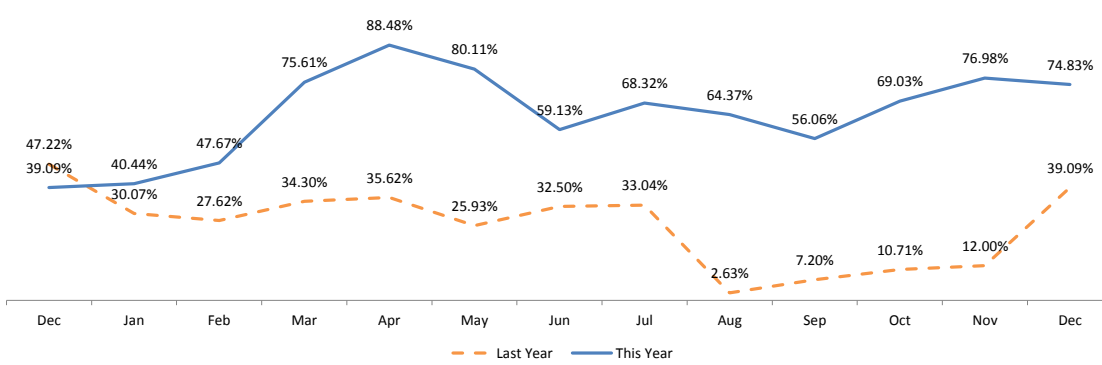
Code	12	Name	Initial Assessments Completed within 10 Working Days	Responsible officer	Kay Prescott
Full Description	Percentage of Initial Assessments completed within 10 working days (completed is when the family has agreed to the assessment and the manager has authorised it)				
Measure	Higher is Better	Indicator Guide	Looking for the highest possible % of Initial Assessments to be completed within 10 days.		

Initial Assessments Completed within 10 Working Days



Last Update	December 2014
Current Value	74.83%
Rate per 10,000 (YTD)	384.49
Overall assessment	
Target	85%

Initial Assessments Completed within 10 Working Days - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	39.09%
Dec-12	47.22%
England	
2013/14	69.57%
Statistical Neighbours	
2012/13	56.87%
West Midlands	
Q2 2014/15	25.20%
Measure Period	
Month End (Cumulative)	

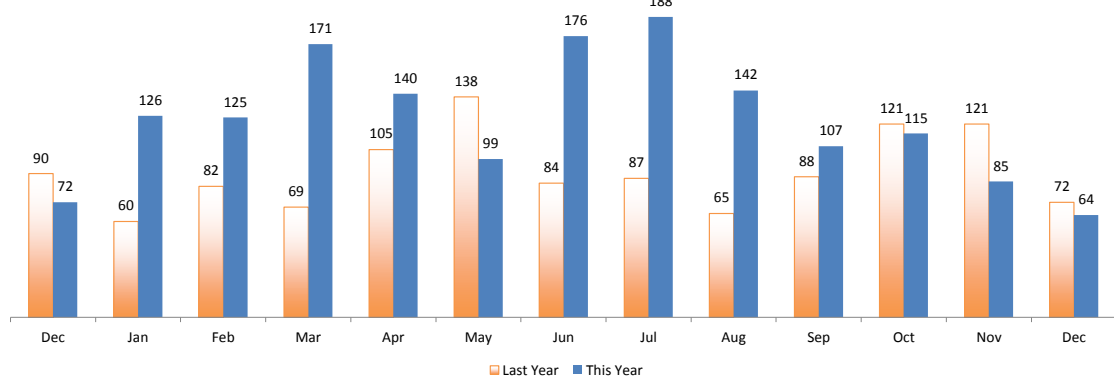
Comments

Whilst the direction of travel compared to last year continues to improve, our local target of 85% was not met. However, performance is better than the 2013-14 all England average, our statistical neighbours and the West Midlands local authorities for the completion of initial assessments within 10 working days.

Of the 38 initial assessments completed out of timescales, 28 were completed within 15 working days and 9 within 21 working days. The one initial assessment which was completed in 22+ working days was part of a wider investigation around concerns in relation to child sexual exploitation involving a 15 year old girl. These concerns were unsubstantiated, and the case was closed in December 2014.

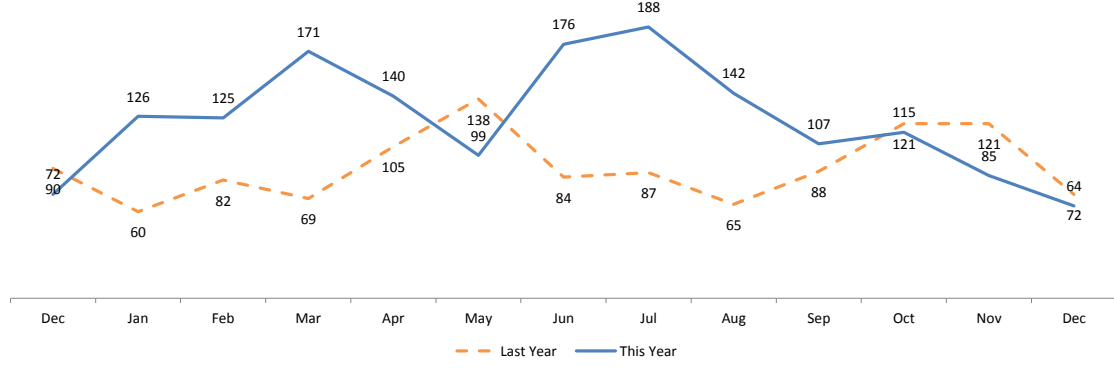
Code	13	Name	Core Assessments Completed	Responsible officer	Kay Prescott
Full Description	Core Assessments completed per month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Core Assessments Completed



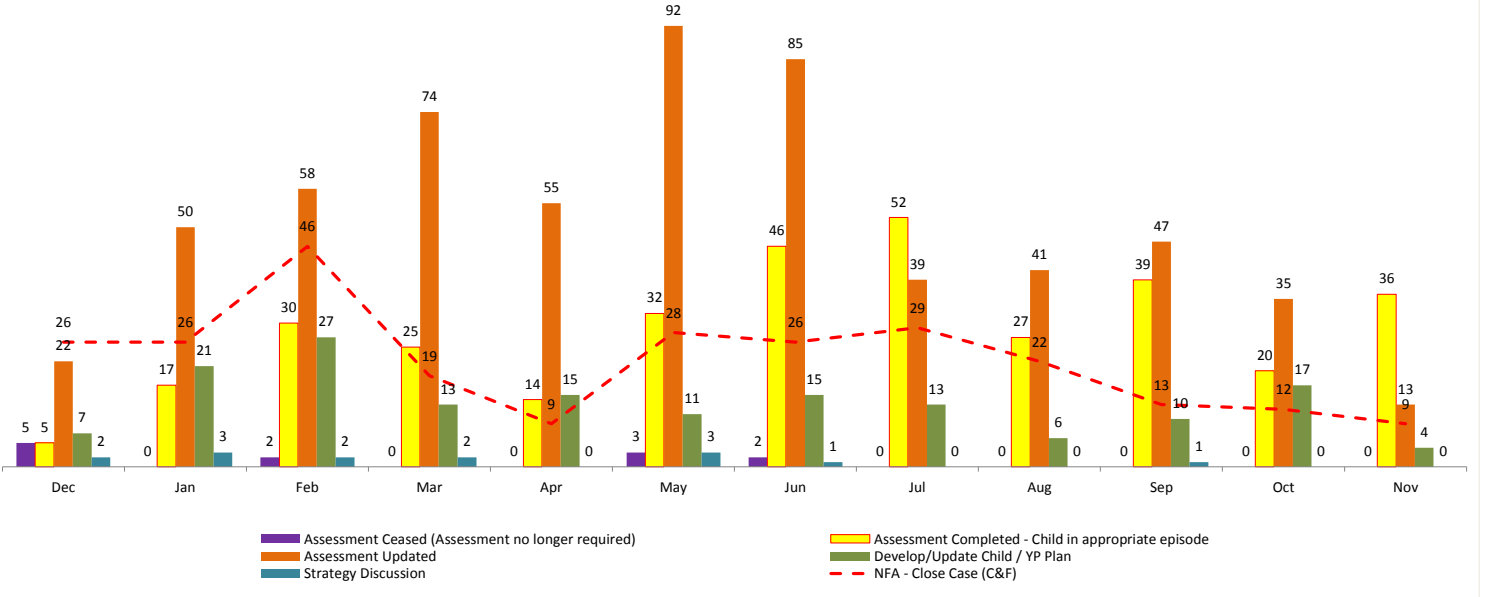
Last Update	December 2014
Current Value	64
Rate per 10,000 (YTD)	426.04
Overall assessment	
Target	

Core Assessments Completed - Trend



Direction of Travel (Comparator with last year)	↑
Previous Values	
Dec-13	302.49
Dec-12	237.67
England	
2013/14	147.93
Statistical Neighbours	
2012/13	107.7
West Midlands	
2013/14	117.64
Measure Period	
Month End (Snapshot)	

Core Assessments Completed - Outcomes, by Category - per Month



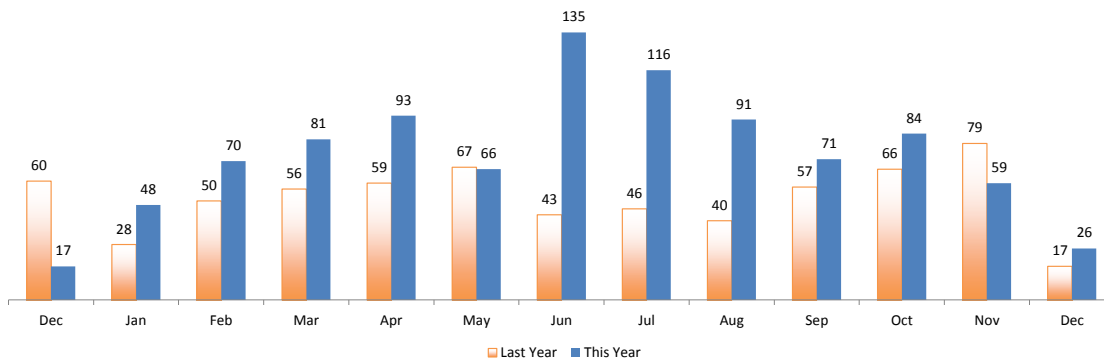
Comments

Please note that due to technical issues, the figures in the chart above showing the number of core assessments completed are transposed. The number of core assessments completed in December 2014 was 64.

There has been a drop of 24.7% in the number of core assessments completed in December 2014 compared to the previous month, and also a reduction in the number of updated core assessments completed during November and December 2014. This is due to the new, streamlined child protection processes which went live in Frameworki in November 2014 and is in line with our updated definitions of when a core assessment is required. This brings us more in line with the national average.

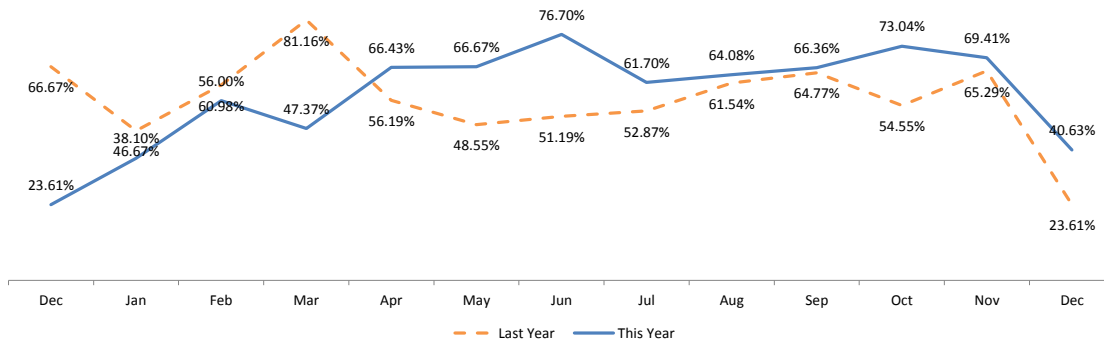
Code	14	Name	Core Assessments Completed within 35 Working Days	Responsible officer	Kay Prescott
Full Description	The indicator measures the percentage of Core Assessments completed within 35 working days. Core Assessments are in-depth assessments of a child, or children, and their family, as defined in the Framework for the Assessment of Children in Need and their Families. They are also the means by which s47 (Child Protection) enquiries are undertaken following a strategy discussion.				
Measure	Higher is Better	Indicator Guide	Looking for the highest possible % of Core Assessments to be completed within 35 working days.		

Core Assessments Completed within 35 Working Days



Last Update	December 2014
Current Value	40.63%
Rate per 10,000 (YTD)	260.39
Overall assessment	
Target	
85%	

Core Assessments Completed within 35 Working Days - Trend



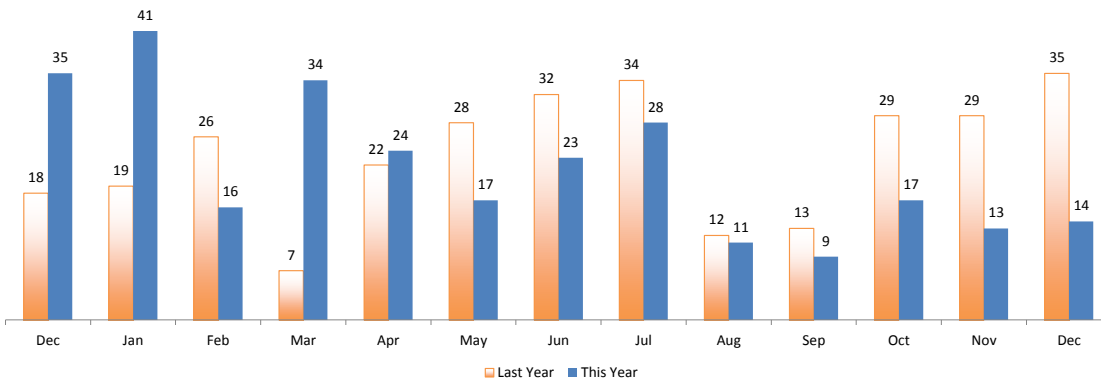
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	23.61%
Dec-12	66.67%
England	
2013/14	72.84%
Statistical Neighbours	
2012/13	68.72%
West Midlands	
2013/14	68.3%
Measure Period	
Month End (Snapshot)	

Comments

There has been a drop in performance of 55.93% in December 2014 compared with the previous month, and this is a repetition of performance over the same period in 2013. The number of core assessments completed within 41 days in December 2014 was the same as the previous year at 12.5%, and there was a significant improvement over 2013 in the number of core assessments completed within 50 days during December 2014 at 18.75%.

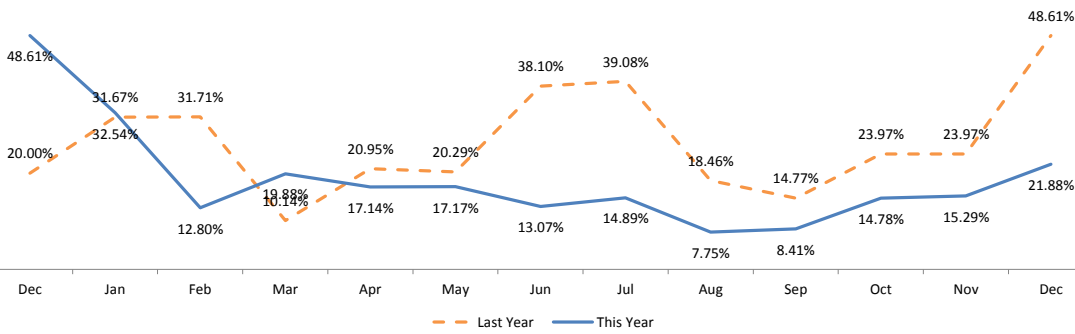
Code	15	Name	Core Assessments Completed in 61+ Working Days	Responsible officer	Kay Prescott
Full Description	Core Assessments completed in 61+ working days.				
Measure	Lower is Better	Indicator Guide	Looking for the lowest possible % of Core Assessments to be completed in 61+ working days. Ideally, all Core Assessments should be completed within 35 working days.		

Core Assessments Completed in 61+ Working Days



Last Update	December 2014
Current Value	21.88%
Rate per 10,000 (YTD)	68.42
Overall assessment	
☹️	
Target	
N/A	

Core Assessments Completed in 61+ Working Days - Trend



Direction of Travel (Comparator with last year)	
↓	
Previous Values	
Dec-13	48.61%
Dec-12	20.00%
England	
2013/14	13.16%
Statistical Neighbours	
2012/13	26.54%
West Midlands	
2013/14	19.37%
Measure Period	
Month End (Cumulative)	

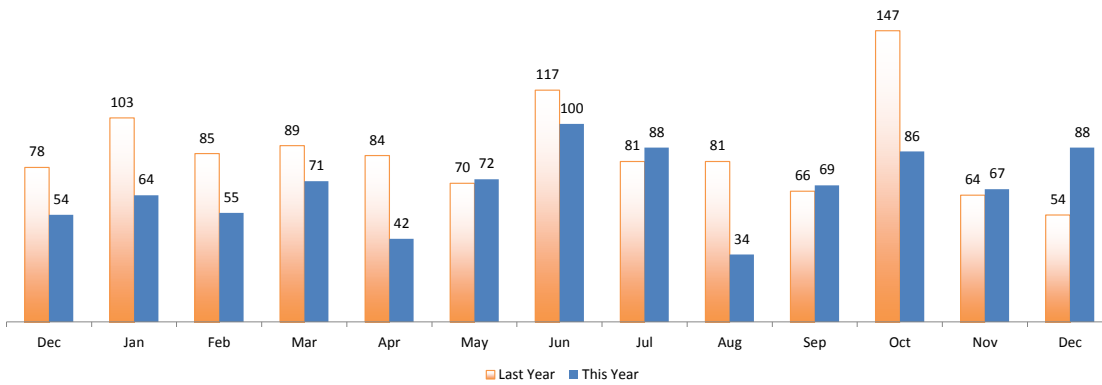
Comments

Performance in completing core assessments within 61+ working days has continued to improve during 2014 as, although the percentage has remained relatively flat since February 2014 the actual number of assessments being completed in this timescale has dropped since January 2014. The dip in performance in December 2014 mirrors the performance in 2013. A total of 14 core assessments were involved.

However, this situation will continue to be closely monitored.

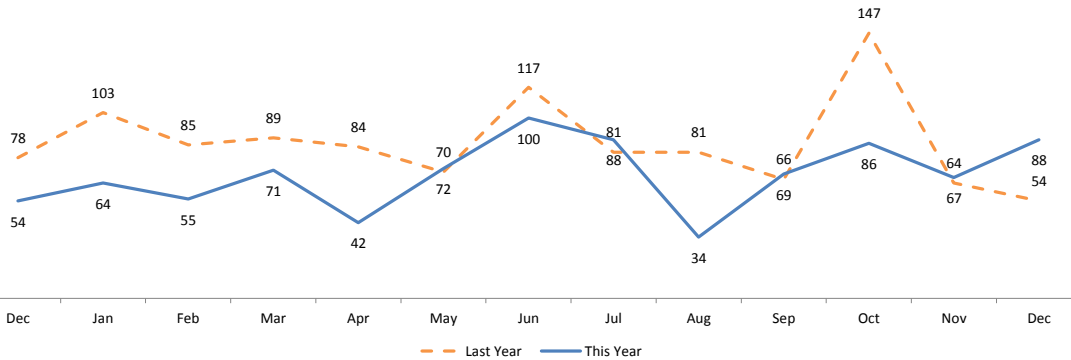
Code	16	Name	Strategy Discussions Started	Responsible officer	Paul Meredith
Full Description	Strategy Discussions started in month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Strategy Discussions Started



Last Update	December 2014
Current Value	88
Rate per 10,000 (YTD)	N/A
Overall assessment	
✕	
Target	N/A

Strategy Discussions Started - Trend



Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Dec-13	54
Dec-12	78
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

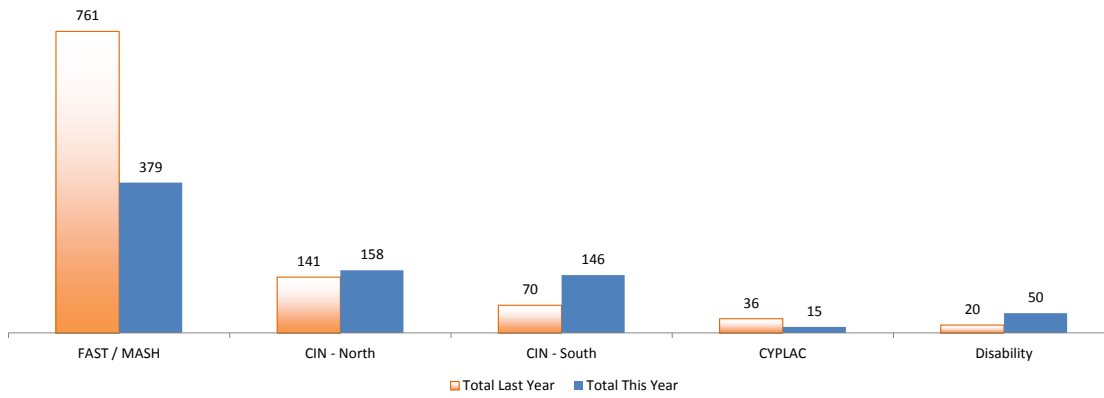
Comments

The increase of 31.34% in strategy meetings being started during December 2014 is due to sibling groups being subject to a strategy meeting during the month, including a sibling group of 9 children and another of 5 children. The increase in the number of meetings/discussions should be viewed as a positive indicator that managers appear to have more case oversight and are applying a safeguarding threshold appropriately.

As anticipated, the number of strategy meetings being started and completed in any one month has risen following the implementation of a robust child sexual exploitation (CSE) risk assessment process embedded within Frameworki, which went live on 5 November 2014. A total of 8 children were the subject of a strategy meeting following completion of the CSE risk assessment tool during December 2014.

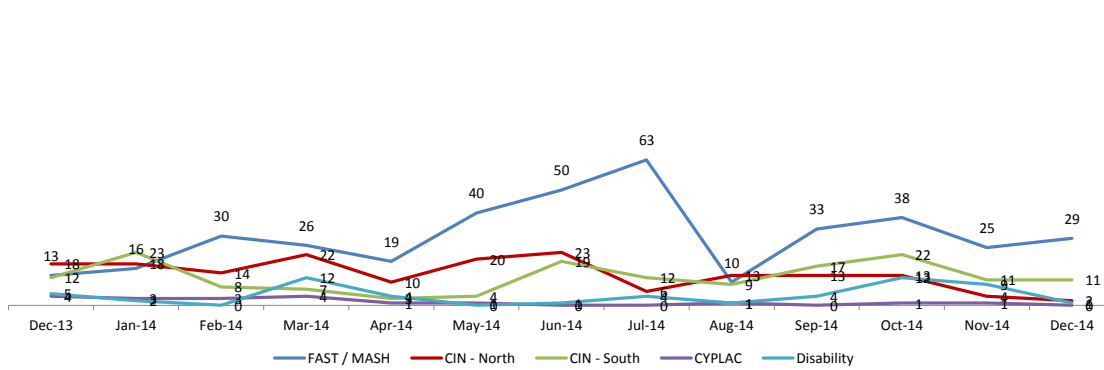
Code	17	Name	Strategy Discussions Started Per Team - by 5 Most Common Teams	Responsible officer	Paul Meredith
Full Description	Strategy Discussions started per team - by the 5 most common teams, per month/year.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks. Allows potential to focus on any problematic areas.		

Strategy Discussions Started Per Team - by 5 Most Common Teams



Last Update	December 2014
Current Value	88
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	N/A

Strategy Discussions Started Per Team - by 5 Most Common Teams - Trend

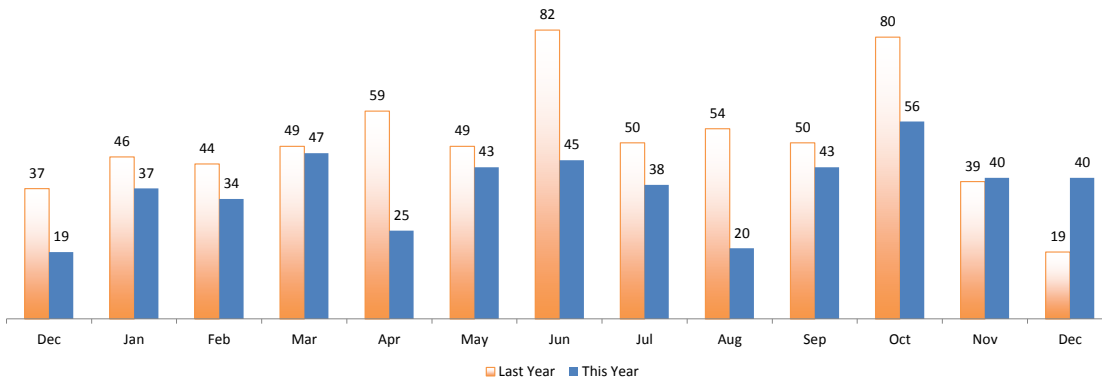


Direction of Travel (Comparator with last year)	↑
Previous Values	
Dec-13	54
Dec-12	78
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments
As is to be expected, MASH continue to be the primary team responsible for initiating strategy discussions and meetings.

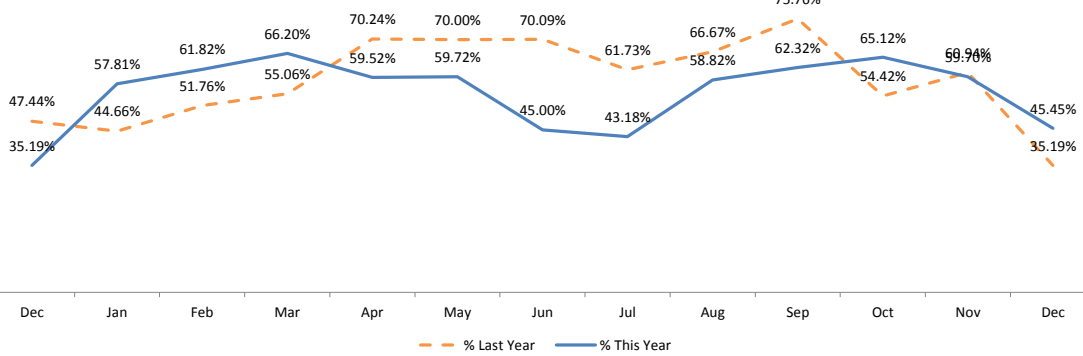
Code	18	Name	Strategy Discussions Leading to Section 47 Investigations	Responsible officer	Paul Meredith
Full Description	Of the total number of Strategy Discussions that took place in the month, the total number which went onto s47 Investigations.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Strategy Discussions Leading to Section 47 Investigations



Last Update	December 2014
Current Value	45.45%
Rate per 10,000 (YTD)	
Overall assessment	
Target	N/A

Strategy Discussions Leading to Section 47 Investigations - Trend

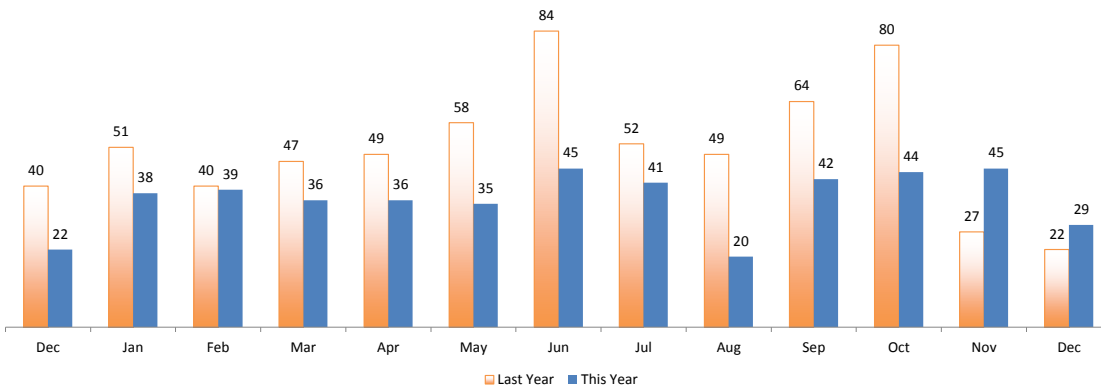


Direction of Travel (Comparator with last year)	↑
Previous Values	
Dec-13	35.19%
Dec-12	47.44%
England	
2013/14	124.1
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	125.8
Measure Period	
Month End (Snapshot)	

Comments
 The number of strategy discussions leading to s47 investigations has been steady since August 2014.

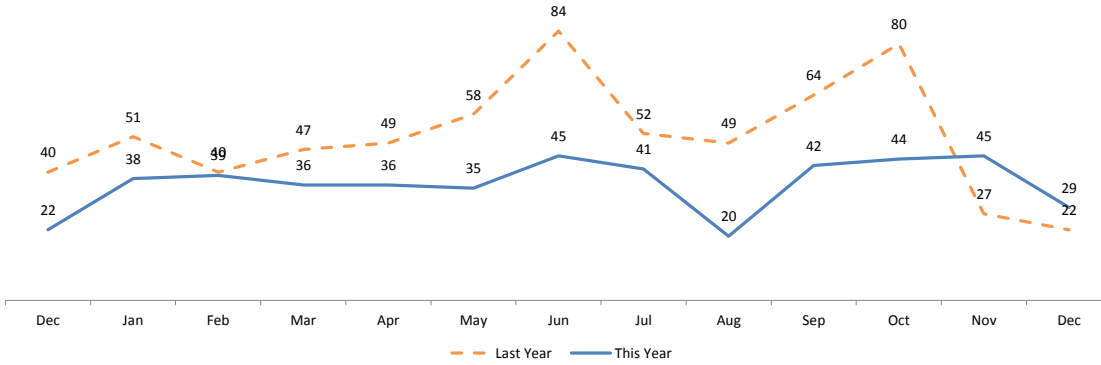
Code	19	Name	Section 47 Enquiries Started	Responsible officer	Paul Meredith
Full Description	Reports on number of Section 47 Enquiries started in each month.				
Measure	Lower is Better	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Section 47 Enquiries Started



Last Update	December 2014
Current Value	29
Rate per 10,000 (YTD)	124.65
Overall assessment	
Target	N/A

Section 47 Enquiries Started - Trend



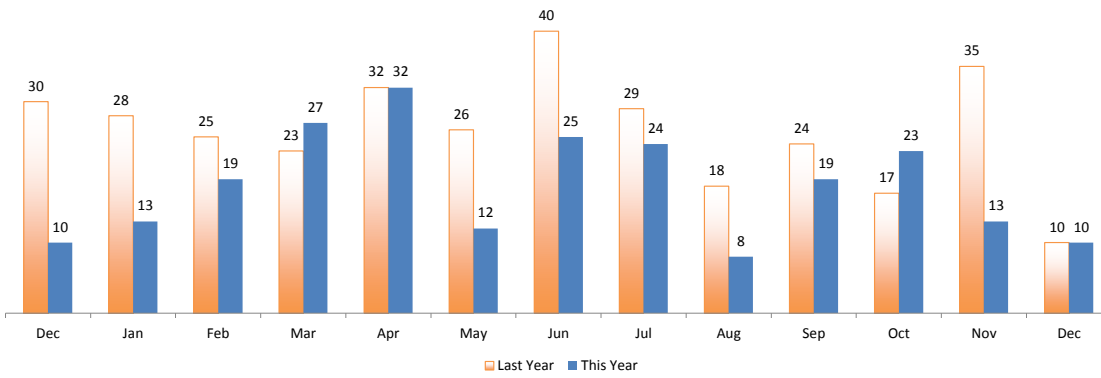
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	623
Dec-12	585
England	
2013/14	124.1
Statistical Neighbours	
2012/13	98.2
West Midlands	
2013/14	125.8
Measure Period	
Year End (Cumulative)	

Comments

The CIN Census data for 2013-14 shows that there has been an increase in the number of s47 investigations undertaken of just over 10% across England as a whole. The 2013/14 rate per 10,000 population in Herefordshire was 152.8, and it is encouraging to note that the year to date rate 124.65 per 10,000 is becoming more aligned with the national average.

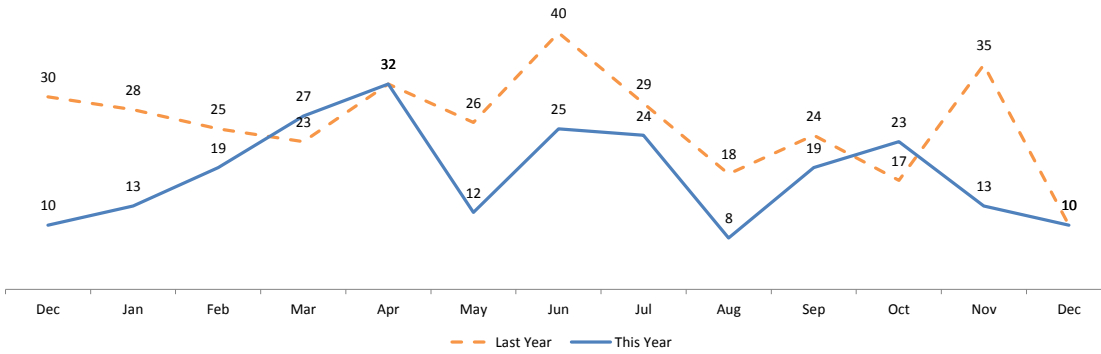
Code	20	Name	Child Protection Plans Starting in Month	Responsible officer	Reg Marriott
Full Description	Children subject to a Child Protection Plan during the year.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be more in line with benchmarks.		

Child Protection Plans Starting in Month



Last Update	December 2014
Current Value	10
Rate per 10,000	62.33
Overall assessment	
✘	
Target	

Child Protection Plans Starting in Month - Trend



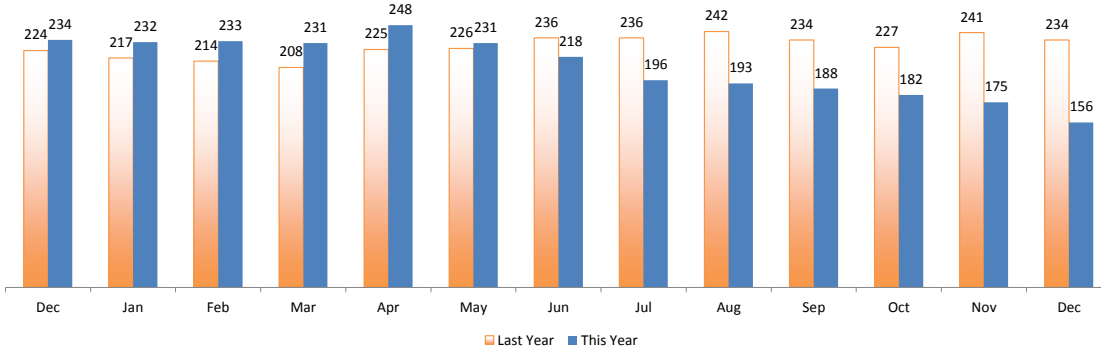
Direction of Travel (Comparator with last year)	
↓	
Previous Values	
Dec-13	85.04
Dec-12	70.91
England	
2013/14	52.1
Statistical Neighbours	
2012/13	49.73
West Midlands	
2013/14	55
Measure Period	
Month End (Snapshot)	

Comments

13 children were considered at initial child protection conferences during December 2014, resulting in 10 children becoming subject to a Child Protection Plan.

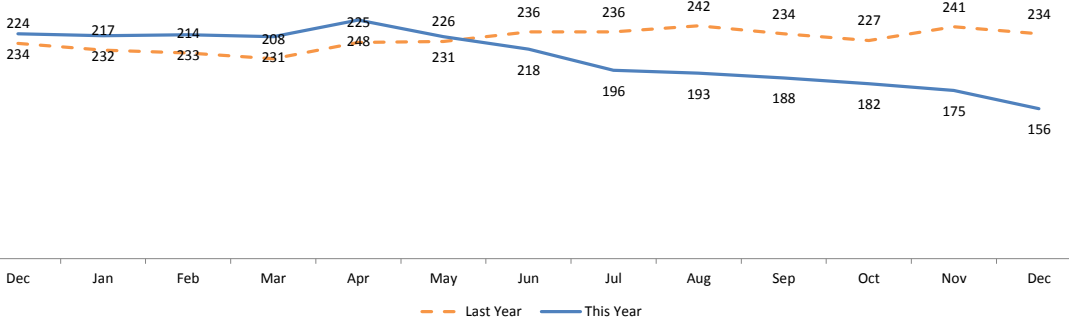
Code	21	Name	Child Protection Plans @ Month End	Responsible officer	Reg Marriott
Full Description	Children subject to a Child Protection Plan during the year.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be more in line with benchmarks.		

Child Protection Plans at Month End



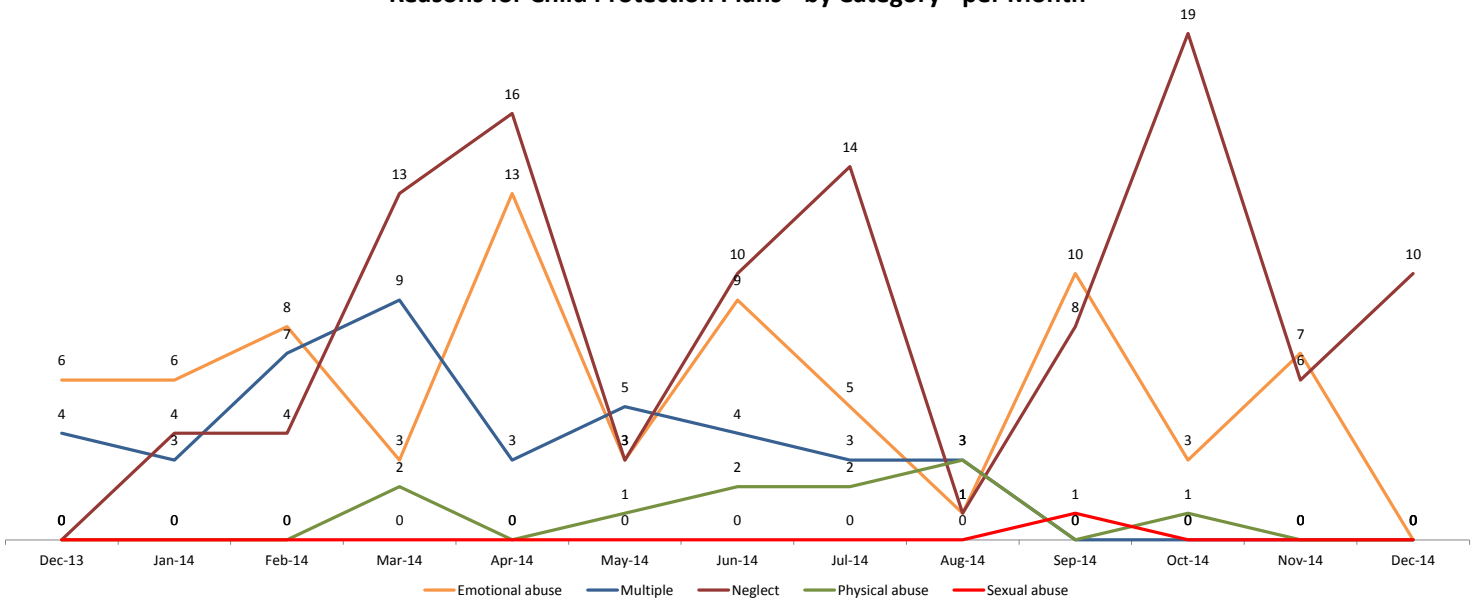
Last Update	December 2014
Current Value	156
Rate per 10,000	43.21
Overall assessment	
Target	

Child Protection Plans at Month End - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	64.82
Dec-12	62.05
England	
2013/14	42.1
Statistical Neighbours	
2012/13	39
West Midlands	
2013/14	44.7
Measure Period	
Month End (Snapshot)	

Reasons for Child Protection Plans - by Category - per Month



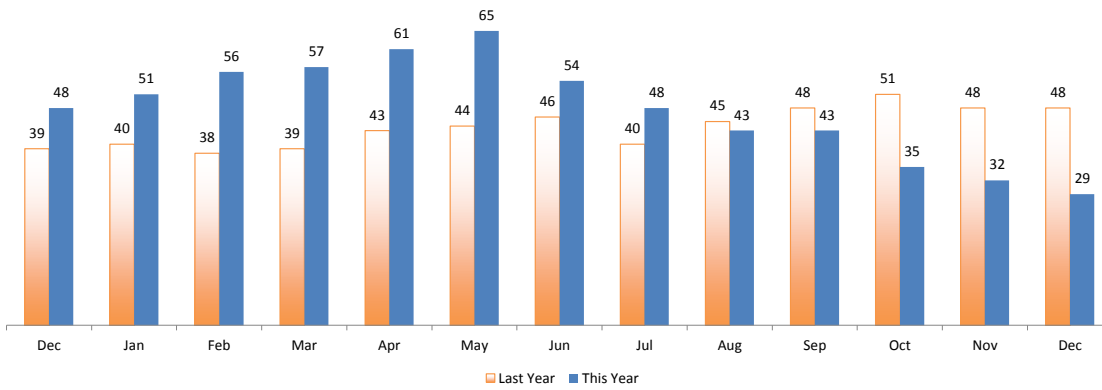
Comments

There continues to be a month on month decrease in the number of children subject to a Child Protection Plan since April 2014, with an overall reduction since this time of 37.09%. The rate per 10,000 children subject to a Plan in Herefordshire as at 31 December 2014 is 43.21, which is within range of the all England rate of 42.1 for 2013-14. The current Herefordshire rate is lower than the West Midlands 2013-14 rate of 44.7.

Whilst it is anticipated that the overall trend of this figure will come down over time, it is likely that there will be some fluctuations in rate, reflecting week to week variance in child protection cases coming to light.

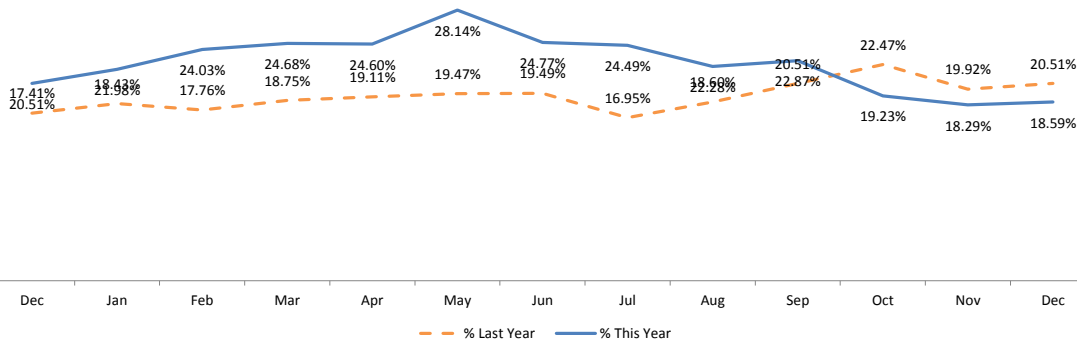
Code	22	Name	Second or Subsequent Child Protection Plans @ Month End	Responsible officer	Reg Marriott
Full Description	Children becoming the subject of a Child Protection Plan for a second or subsequent time.				
Measure	Lower is Better	Indicator Guide	Decrease the number of children becoming subject to a Child Protection Plan for a subsequent time. Good performance is generally low, between 10% and 15%. However, a very low level may mean that a local authority is not submitting some children to a Child Protection Plan who are in need.		

Second or Subsequent Child Protection Plans at Month End



Last Update	December 2014
Current Value	18.59%
Rate per 10,000 (YTD)	N/A
Overall assessment	<input type="checkbox"/>
Target	

Second or Subsequent Child Protection Plans at Month End - Trend



Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	20.51%
Dec-12	17.41%
England	
2013/14	15.80%
Statistical Neighbours	
2012/13	18.53%
West Midlands	
2013/14	16.40%
Measure Period	
Month End (Snapshot)	

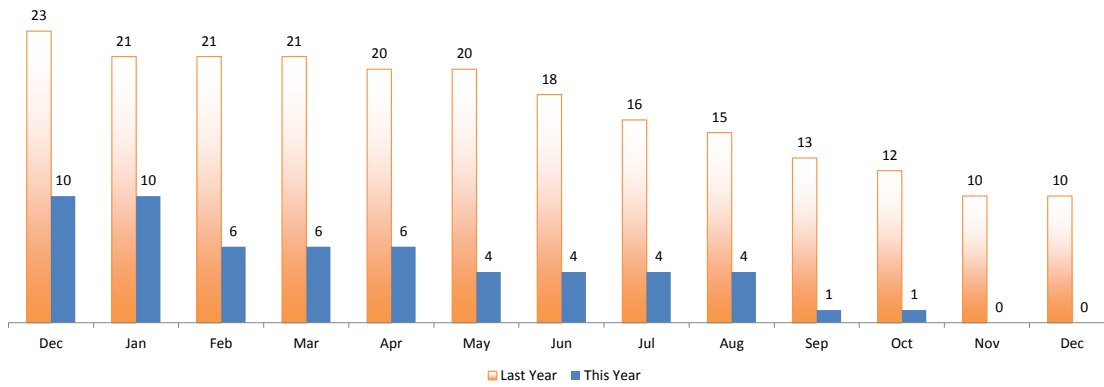
Comments

29 children are currently subject to a Child Protection Plan for the second or subsequent time as at 31 December 2014. The primary factors that compromise parenting in these cases are domestic abuse, drug misuse and mental health issues. 13.79% of these children were subject to a Plan in 2009: 10.34% in 2010: 24.14% in 2011: 31.03% in 2012: 17.24% in 2013, and just one young person (3.45%) in 2014.

The young person concerned was a 16 year old whose Plan was discontinued in September 2014, with her two young siblings remaining subject to a CP Plan. However, in light of mother's mental health issues, difficulties in coping and increasing difficulties in the relationship between them, the young person was again made subject to a CP Plan in December 2014.

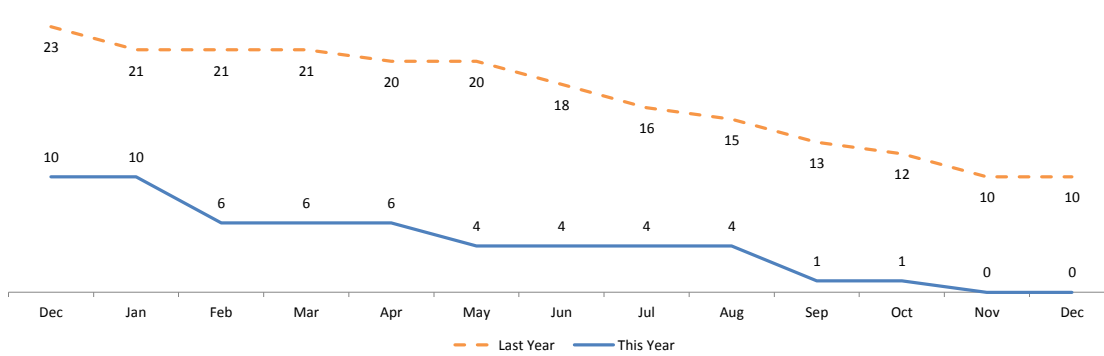
Code	23	Name	Child Protection Plans Open for 2+ Years @ Month End	Responsible officer	Reg Marriott
Full Description	The length of time children are on a Child Protection Plan.				
Measure	Lower is Better	Indicator Guide	Reduce the number of children on a Child Protection Plan for 2+ years. Good performance is measured by a lower percentage, however some children will need Child Protection Plans for longer than 2 years and are not necessarily expecting a zero percentage return.		

Child Protection Plans Open for 2+ Years @ Month End



Last Update	December 2014
Current Value	0.00%
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	2.30%

Child Protection Plans Open for 2+ Years @ Month End - Trend



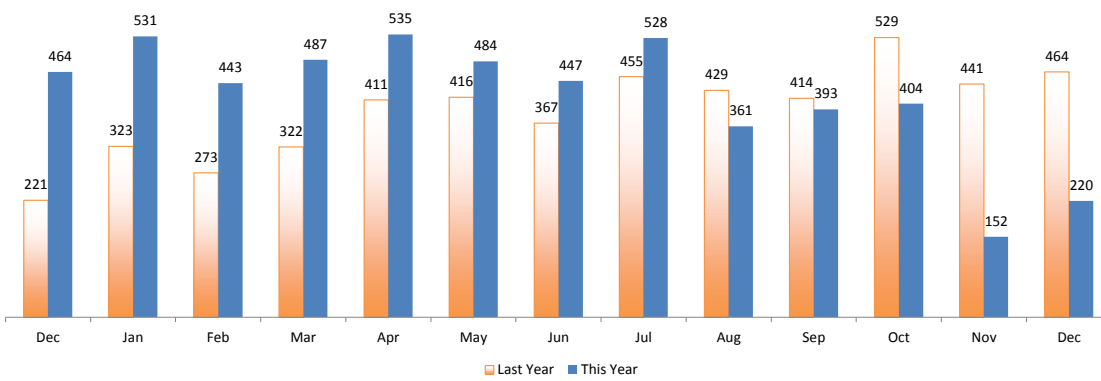
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	4.27%
Dec-12	10.27%
England	
2013/14	2.60%
Statistical Neighbours	
2012/13	2.7%
West Midlands	
2013/14	2.20%
Measure Period	Month End (Snapshot)

Comments

The above data shows a very positive trend over the past 12 months, and the current position reflects the rigour and greater scrutiny around children who have been subject to plans over a longer timescale. The current rate per 10,000 is below that of the all England average of 2.6%

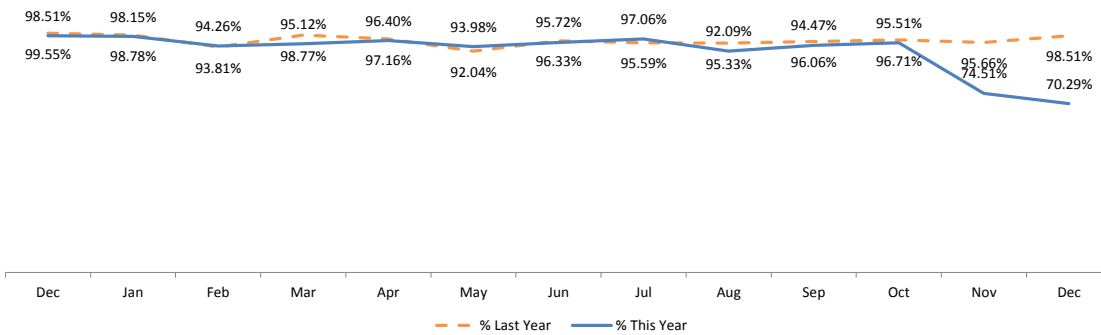
Code	24	Name	Child Protection Visits Within Timescale in Month	Responsible officer	Kay Prescott
Full Description	Number of Child Protection Visits carried out within timescale in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Child Protection Visits that are being undertaken within timescale to a level at, or above benchmarks.		

Child Protection Visits Within Timescale in Month



Last Update	December 2014
Current Value	70.29%
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	100%

Child Protection Visits Within Timescale in Month - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	98.51%
Dec-12	99.55%
England	
2012/2014	58.40%
Statistical Neighbours	
2012/13	69.80%
West Midlands	
2013/14	65.80%
Measure Period	
Month End (Snapshot)	

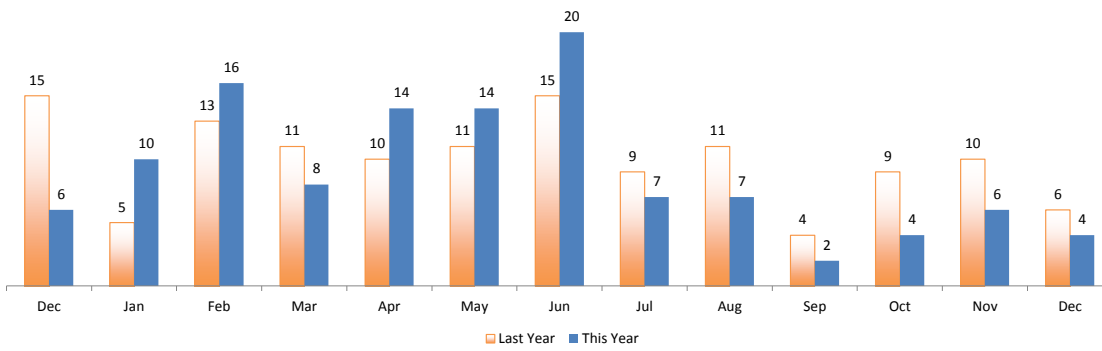
Comments

Despite the drop in the numbers of children subject to a Child Protection Plan over the past six months of 25.8%, this is not reflected in performance with regard to the timeliness of child protection visits. However, whilst Herefordshire's local target of 100% has not been met over the past 12 months, performance has consistently been higher than the all England performance of 58.40% and the West Midlands authorities performance of 65.80% during the year 2013-14 (CIN Census data 2013-14).

As predicted in October 2014, performance in how child protection visits have been recorded in Frameworki in November and December 2014 has been compromised whilst new processes have bedded in, and practitioners familiarise themselves with the new recording processes. A meeting to discuss recording issues is scheduled for 13 January 2015.

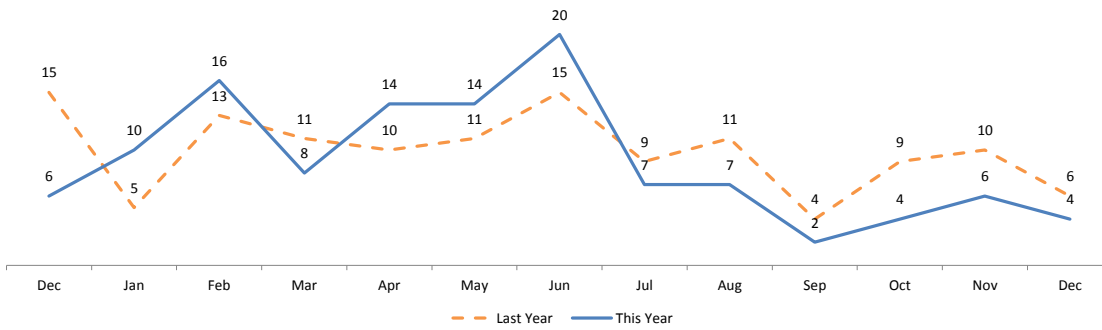
Code	25	Name	Dual Registered Children - (LAC & CPP)	Responsible officer	Reg Marriott
Full Description	Children subject to a Child Protection Plan during the year.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be more in line with benchmarks.		

Dual Registered Children - (LAC & CPP)



Last Update	December 2014
Current Value	4
Rate per 10,000	1.11
Overall assessment	
Target	

Dual Registered Children - (LAC & CPP) - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	6
Dec-12	15
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

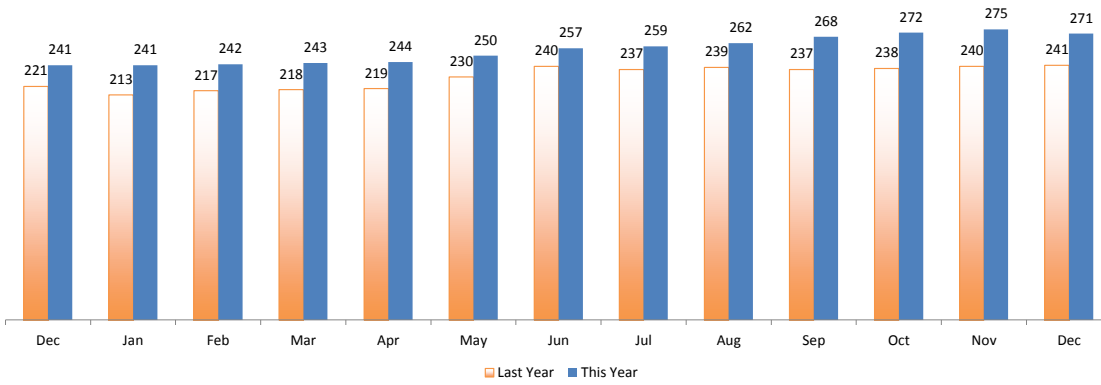
Comments

The four children who were accommodated and also subject to a Child Protection Plan as at 31 December 2014 included two siblings who were accommodated under s20 (CA1989) shortly after the initial child protection conference. They continued to be subject to a Child Protection Plan whilst accommodated due to mother's historical pattern of agreeing to the children being accommodated and then withdrawing her consent, her mental health problems and risks posed to the family by others.

The third child's Child Protection Plan was discontinued in January 2015, and the fourth child was accommodated whilst continuing to be subject to a Child Protection Plan in order to meet her specialist health needs, and parenting skills work is undertaken with her primary caregivers.

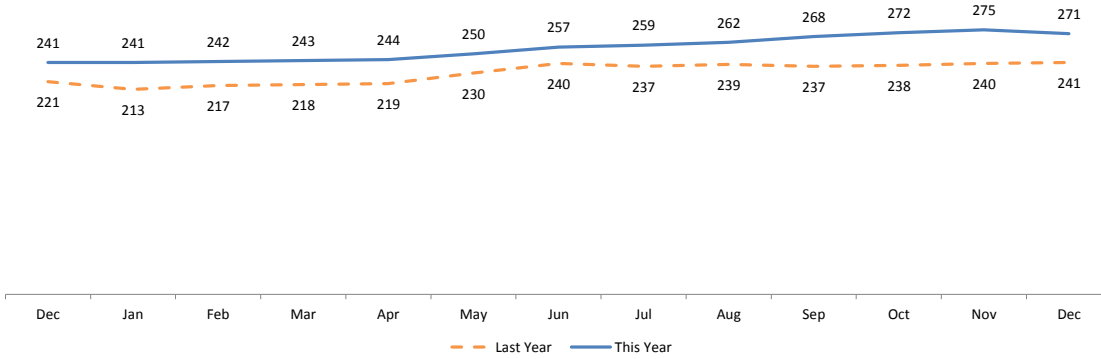
Code	26	Name	Looked After Children @ Month End	Responsible officer	Jo King
Full Description	Number of children in care on the last day of the month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

Looked After Children at Month End



Last Update	December 2014
Current Value	271
Rate per 10,000	75.07
Overall assessment	
✕	
Target	

Looked After Children at Month End - Trend



Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Dec-13	241
Dec-12	221
England	
2013/14	60
Statistical Neighbours	
2012/13	48.2
West Midlands	
Q1 2014/15	88.6
Measure Period	
Month End (Snapshot)	

Comments

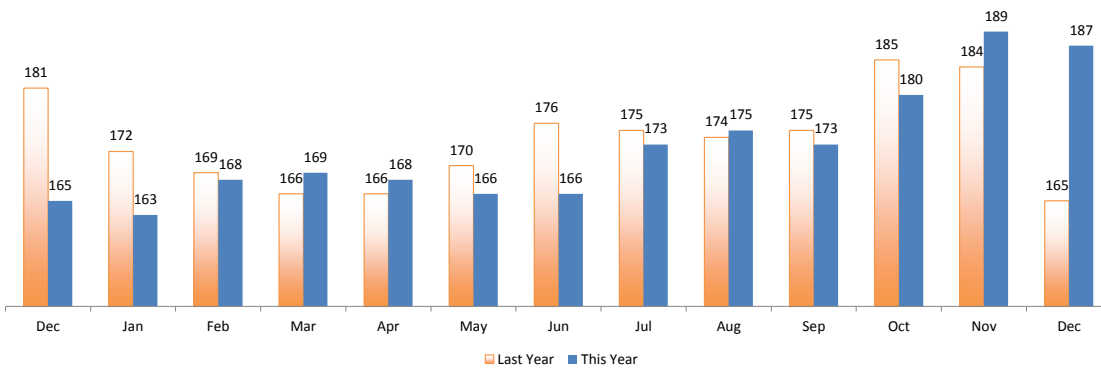
Nationally, the number of children looked after rose by 5% as at 31 March 2014. The all England rate is 60 per 10,000 children but, at a local authority level, this rate varies significantly.

In Herefordshire, the number of children looked after has steadily risen throughout 2014 (12.45% across the 12 month period) and the rate per 10,000 as at 31 December 2014 was 75.07. Whilst this is higher than the all England rate, it is lower than the Q1 figure for the West Midlands local authorities.

One of the areas we have noticed is a comparatively high number of young people aged 16+ years who are accommodated, and we are undertaking further investigation as to whether this is related to the Southwark judgement.

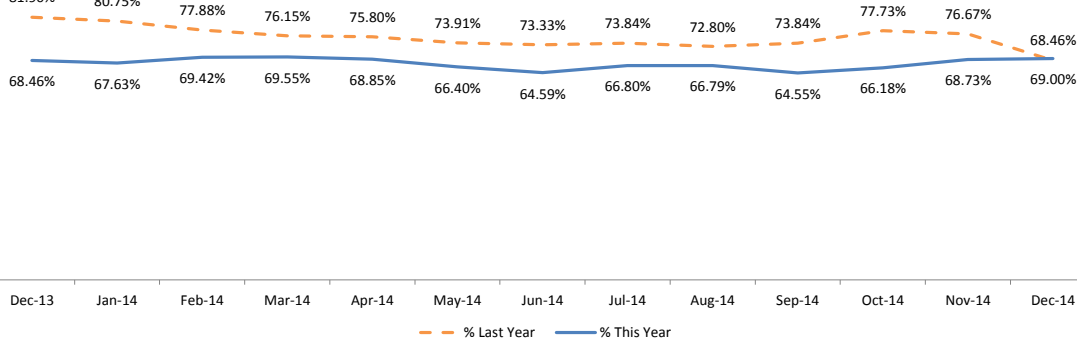
Code	27	Name	Looked After Children in Same Placement for 2 Years or More	Responsible officer	Jo King
Full Description	Looked After Children staying in one placement for 2 years or more. Figures are a snapshot at the end of each month.				
Measure	Higher is Better	Indicator Guide	To increase the numbers of children in care, who reside in the same placement for 2 years or more.		

Looked After Children in Same Placement for 2 Years or More



Last Update	December 2014
Current Value	69.00%
Rate per 10,000	51.80
Overall assessment	
Target	N/A

Looked After Children in Same Placement for 2 Years or More - Trend



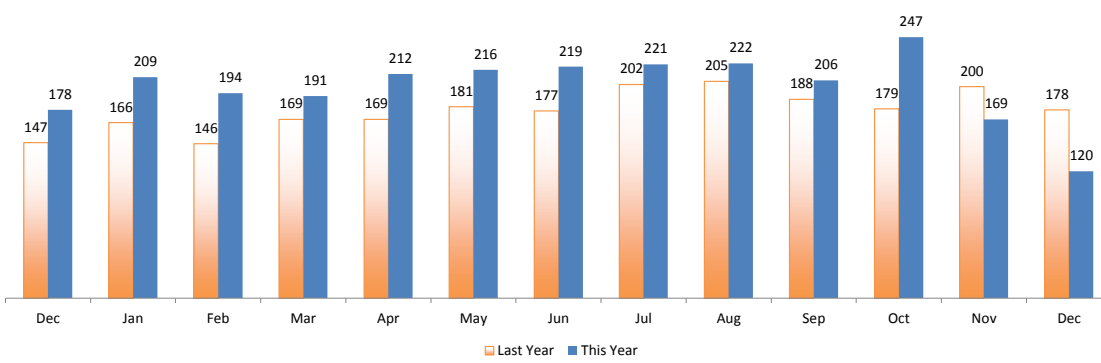
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	68.46%
Dec-12	81.90%
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

Although placement stability in Herefordshire is better than in the same month in 2013, performance was at a higher level in March and April 2014.

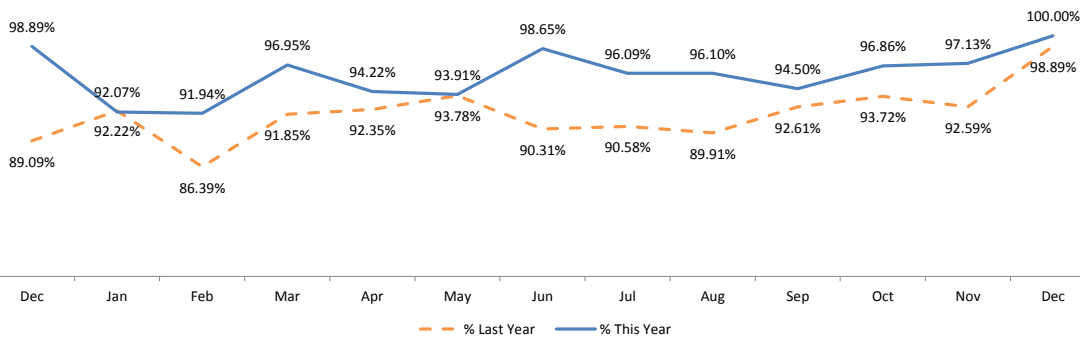
Code	28	Name	Looked After Children Visits Within Timescale in Month	Responsible officer	Jo King
Full Description	Number of Looked After Children Visits which were carried out within timescale in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Looked After Children Visits that are being undertaken within timescale to a level at, or above benchmarks.		

Looked After Children Visits Within Timescale in Month



Last Update	December 2014
Current Value	100.00%
Rate per 10,000	33.24
Overall assessment	
Target	100%

Looked After Children Visits Within Timescale in Month - Trend



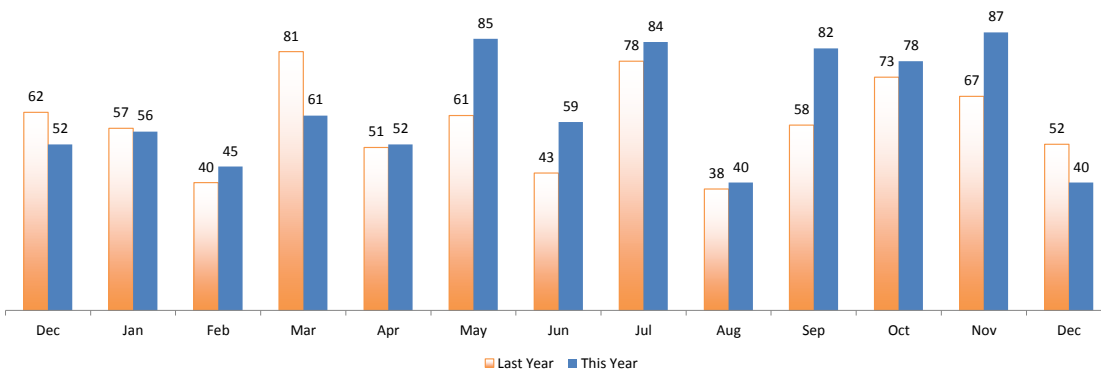
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	98.89%
Dec-12	89.09%
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
Month End	N/A
Measure Period	
Month End (Snapshot)	

Comments

The timeliness of visits to Herefordshire looked after children continues to be within our locally set target, and is an improvement over 2013.

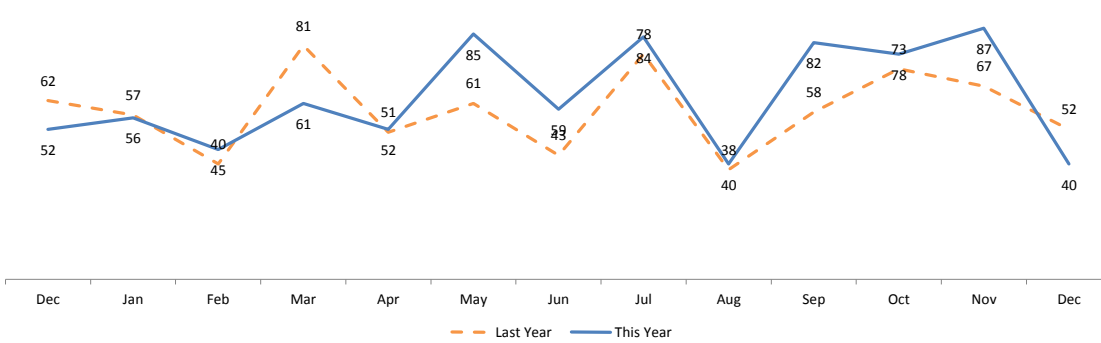
Code	29	Name	Looked After Children Reviews Held in Month	Responsible officer	Reg Marriott
Full Description	Number of Looked After Children Reviews held in month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

Looked After Children Reviews Held in Month



Last Update	December 2014
Current Value	40
Rate per 10,000	11.08
Overall assessment	
Target	N/A

Looked After Children Reviews Held in Month - Trend



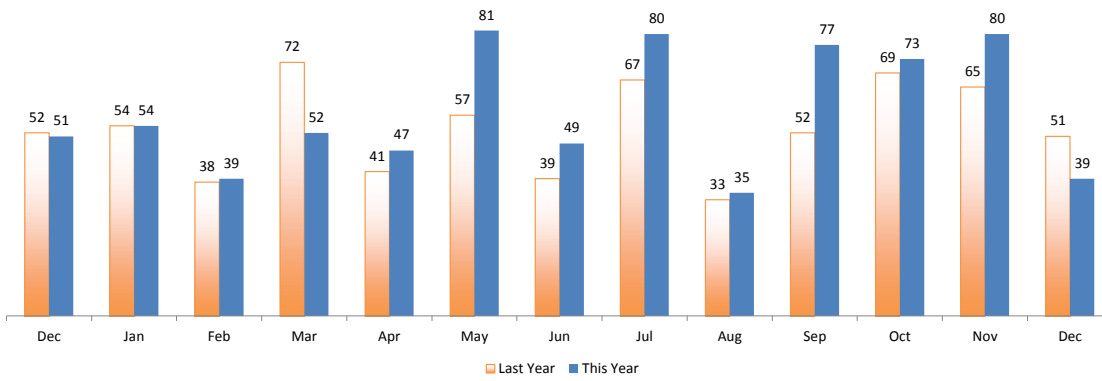
Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	52
Dec-12	62
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

The drop in the number of LAC reviews held in December 2014 is due to the holiday period and schools not being available to attend reviews

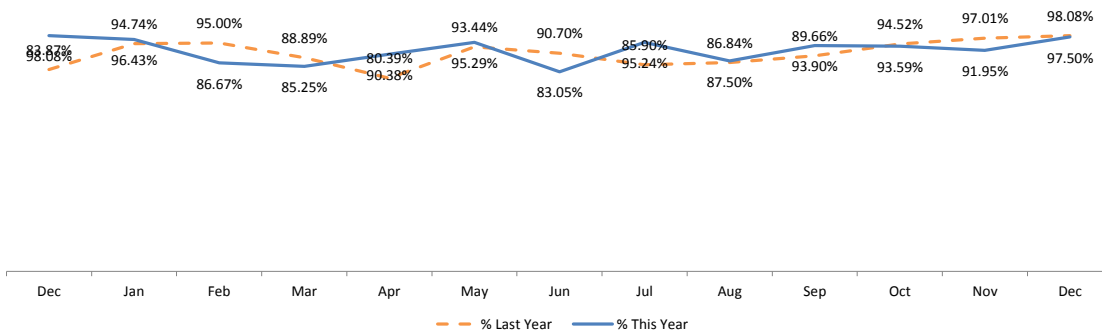
Code	30	Name	Looked After Children Reviews Within Timescale in Month	Responsible officer	Reg Marriott
Full Description	Number of Looked After Children Reviews held within timescale in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Looked After Children Reviews that are being undertaken within timescale to a level at, or above benchmarks.		

Looked After Children Reviews Within Timescale in Month



Last Update	December 2014
Current Value	97.50%
Rate per 10,000 (YTD)	195.57
Overall assessment	
Target	100%

Looked After Children Reviews Within Timescale in Month - Trend



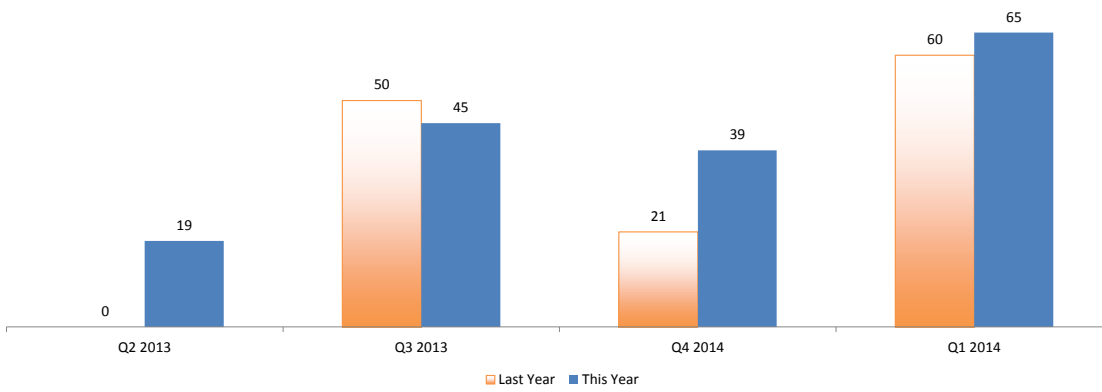
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	98.08%
Dec-12	83.87%
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

One LAC review was out of timescale due to the IRO having to attend hospital for an urgent medical matter

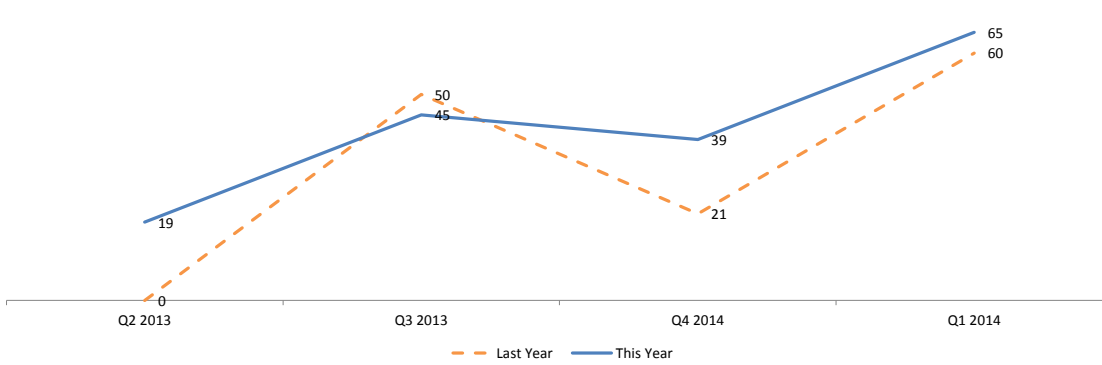
Code	31	Name	Health Referrals to Social Care	Responsible officer	Lynne Renton
Full Description	Number of Referrals to Social Care from Health.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

Health Referrals to Social Care



Last Update	December 2014
Current Value	65
Rate per 10,000	46.54
Overall assessment	
Target	N/A

Health Referrals to Social Care - Trend



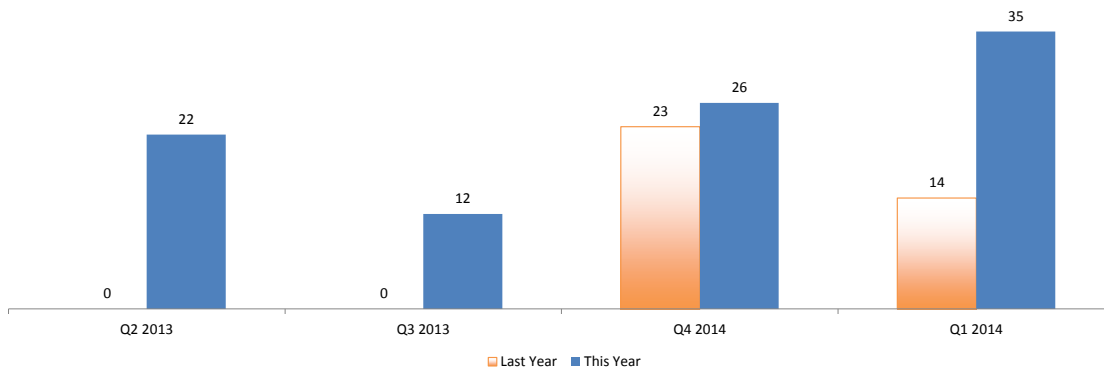
Direction of Travel (Comparator with last year)	↑
Previous Values	
Q1 2013	60
Q1 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

The number of contacts/referrals from Health to Social Care needs to be better reflected in table 5 above

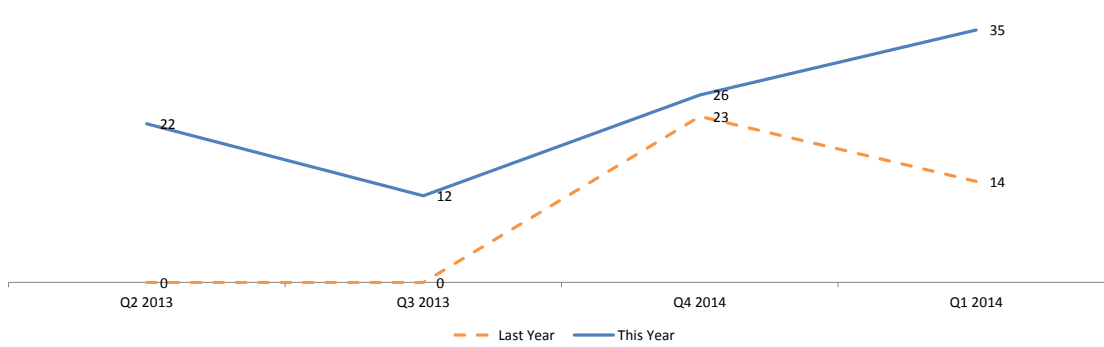
Code	32	Name	CAFs Where Health is Lead Professional	Responsible officer	Lynne Renton
Full Description	Number of CAFs which have stemmed directly from a Health Professional.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

CAFs Where Health is Lead Professional



Last Update	December 2014
Current Value	35
Rate per 10,000	26.32
Overall assessment	
Target	N/A

CAFs Where Health is Lead Professional - Trend

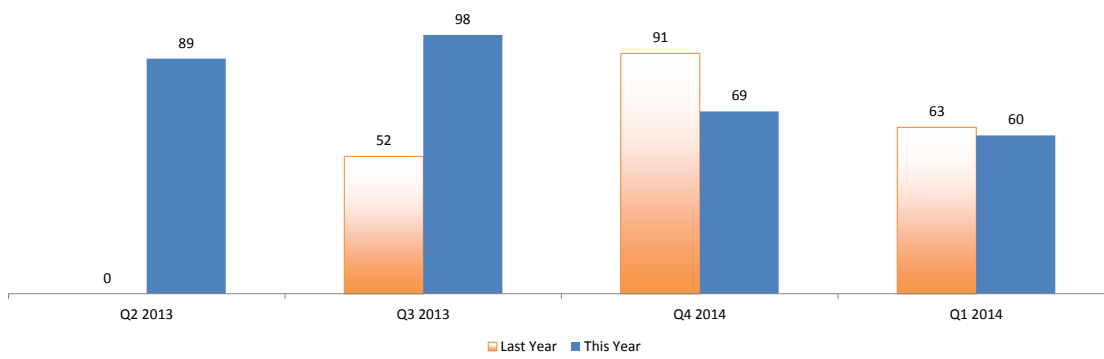


Direction of Travel (Comparator with last year)	↑
Previous Values	
Q1 2013	14
Q1 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

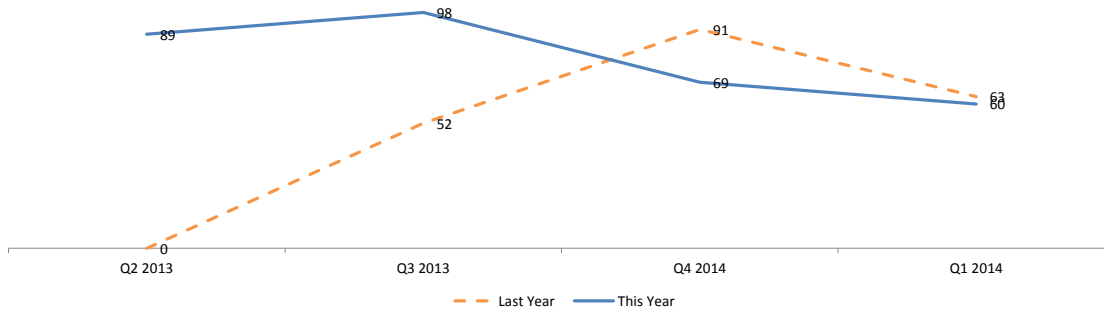
Code	33	Name	CP Medicals Undertaken	Responsible officer	Lynne Renton
Full Description	Number of Child Protection Medicals Undertaken.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

CP Medicals Undertaken



Last Update	December 2014
Current Value	60
Rate per 10,000	87.53
Overall assessment	<input type="checkbox"/>
Target	N/A

CP Medicals Undertaken - Trend



Direction of Travel (Comparator with last year)



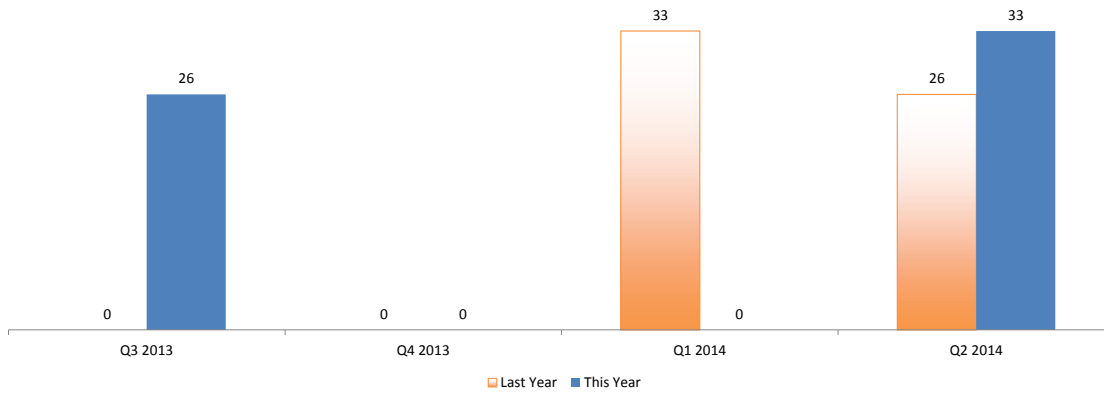
Previous Values	
Q1 2013	63
Q1 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

The drop in the number of child protection medicals being undertaken correlates the the drop in the number of children being subject to a Child Protection Plan

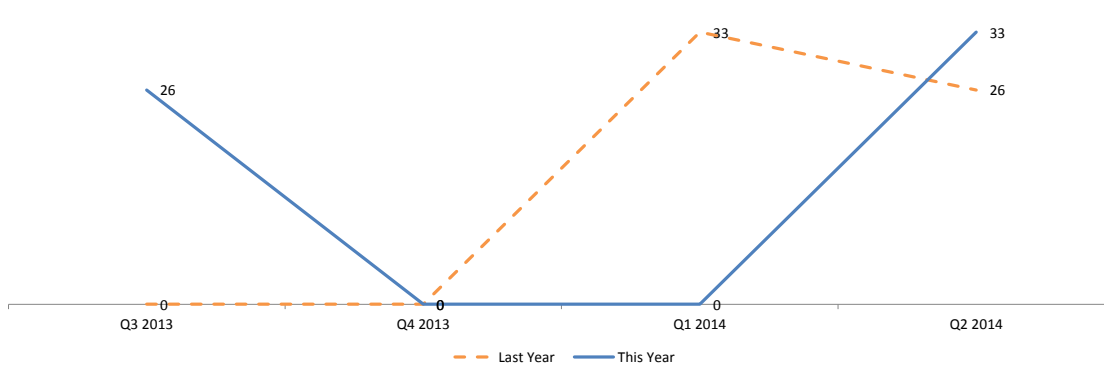
Code	34	Name	IHAs Attended	Responsible officer	Lynne Renton
Full Description	Number of IHA's attended.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of IHAs.		

IHAs Attended



Last Update	December 2014
Current Value	33
Rate per 10,000	16.34
Overall assessment	
✕	
Target	N/A

IHAs Attended - Trend

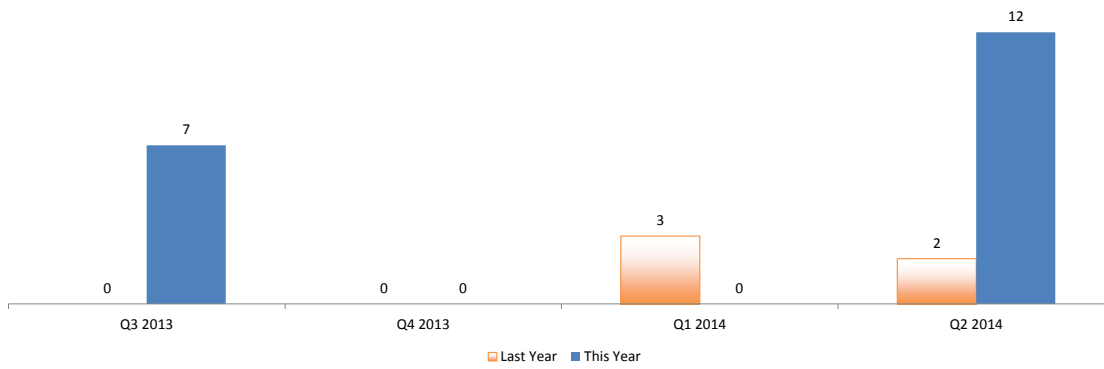


Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Q2 2013	26
Q2 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

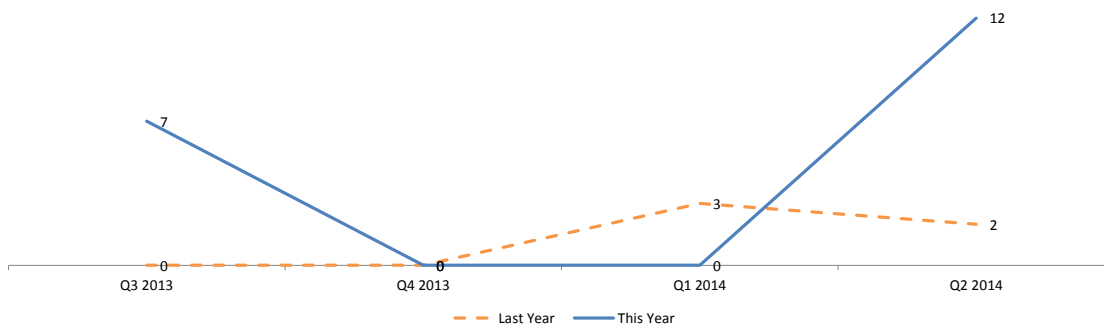
Code	35	Name	IHAs Completed Within Timescale	Responsible officer	Lynne Renton
Full Description	Number of IHAs completed within timescale.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of IHAs that are being undertaken within timescale to a level at, or above benchmarks.		

IHAs Completed Within Timescale



Last Update	December 2014
Current Value	12
Rate per 10,000	5.26
Overall assessment	
✘	
Target	100%

IHAs Completed Within Timescale - Trend

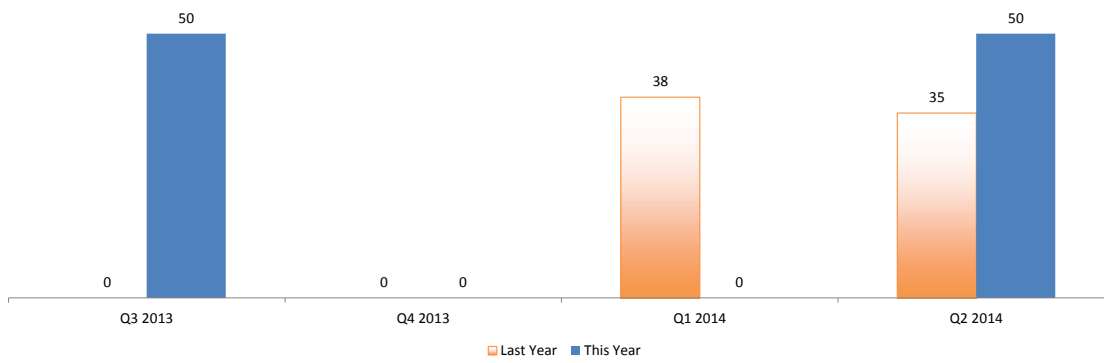


Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Q2 2013	2
Q2 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

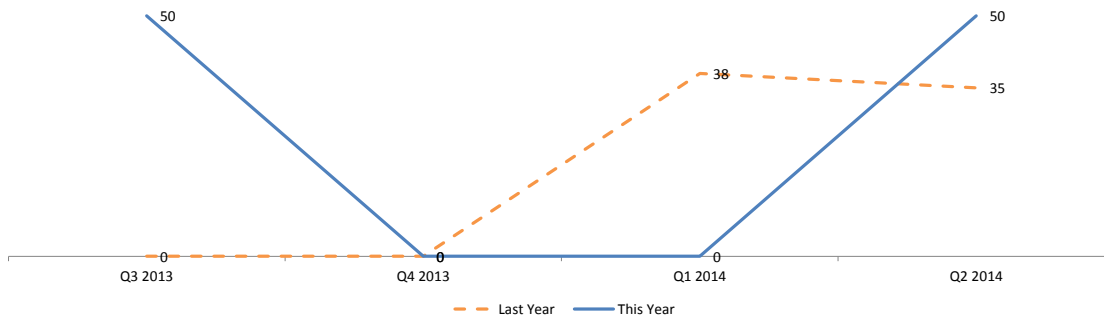
Code	36	Name	RHAs Attended	Responsible officer	Lynne Renton
Full Description	Number of RHA's attended.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of RHAs.		

RHAs Attended



Last Update	December 2014
Current Value	50
Rate per 10,000	27.70
Overall assessment	
✕	
Target	
N/A	

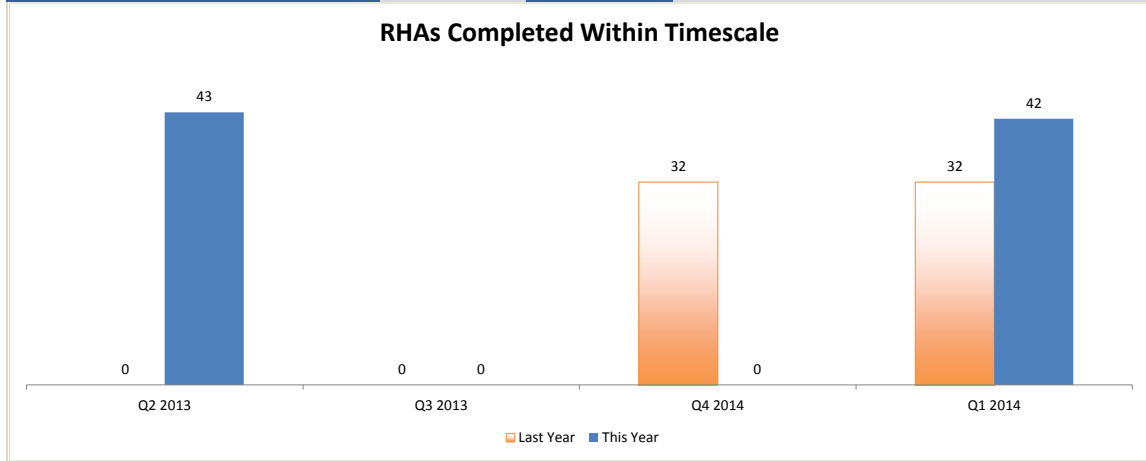
RHAs Attended - Trend



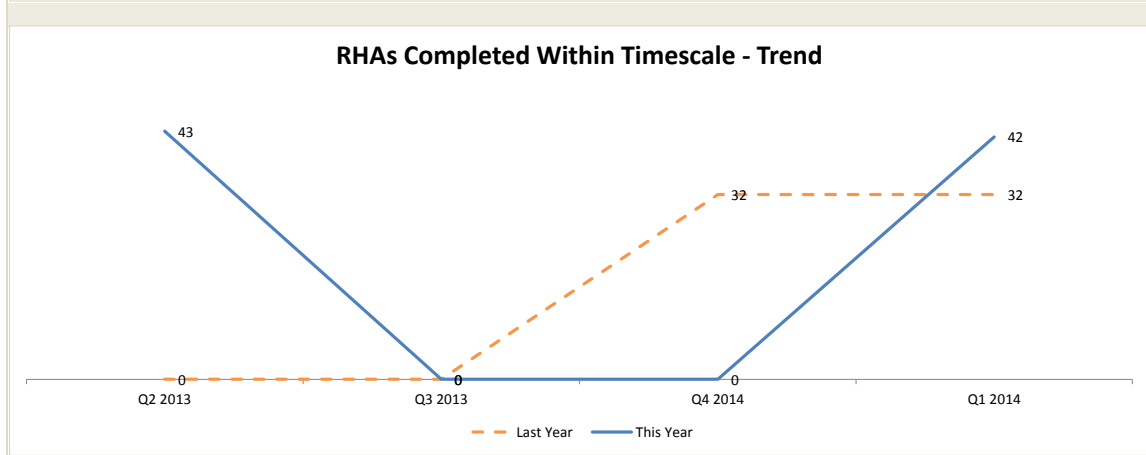
Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Q2 2013	35
Q2 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

Code	37	Name	RHAs Completed Within Timescale	Responsible officer	Lynne Renton
Full Description	Number of IHAs completed within timescale.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of RHAs that are being undertaken within timescale to a level at, or above benchmarks.		



Last Update	December 2014
Current Value	42
Rate per 10,000	23.55
Overall assessment	
Target	100%



Direction of Travel (Comparator with last year)	
Previous Values	
Q1 2013	32
Q1 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

Historical Data																
Date	Service Managers			Team Managers			Social Workers			Other Roles			Total Employees			
	Permanent	Interim	SM Interim Staff as % of total workforce	Permanent	Interim	TM Interim Staff as % of total workforce	Permanent	Interim	SW Interim Staff as % of total workforce	Permanent	Interim	SW Interim Staff as % of total workforce	Permanent	Interim	All Interim Staff as % of total workforce	Grand Total
31/10/2012				13	4	23.5	50.28	9	15.2				63.28	13	17.0	76.3
31/03/2013				11.59	10.1	46.6	51.93	18	25.7				63.52	28.1	30.7	91.6
30/04/2013				9.59	9	48.4	53.24	20	27.3				62.83	29	31.6	91.8
31/03/2014				11	6	35.3	48.75	26.98	35.6				59.75	32.98	35.6	92.7

Updated Data for Last Quarter (Q3) - 30/09/2014																
Date	Service Managers			Team Managers			Social Workers			Other Roles			Total Employees			
	Permanent	Interim	SM Interim Staff as % of total workforce	Permanent	Interim	TM Interim Staff as % of total workforce	Permanent	Interim	SW Interim Staff as % of total workforce	Permanent	Interim	SW Interim Staff as % of total workforce	Permanent	Interim	All Interim Staff as % of total workforce	Grand Total
CIN North	1	0	0.0	3	0	0.0	6.49	8	55.2	1	0	0.0	11.49	8	41.0	19.5
CIN South	1	0	0.0	1	2	66.7	7.19	5.31	42.5	2	0	0.0	11.19	7.31	39.5	18.5
MASH	0	1	100.0	2	0	0.0	3	7	70.0	4.81	0	0.0	9.81	8	44.9	17.8
LAC	1	0	0.0	1	1	50.0	11.23	8	41.6	1.99	0	0.0	15.22	9	37.2	24.2
16+				1	0	0.0	3	2	40.0	7	0	0.0	11	2	15.4	13.0
CWD				1	0	0.0	0	5	100.0	2.81	0	0.0	3.81	5	56.8	8.8
Safeguarding										4.81	4.61	48.9	4.81	4.61	48.9	9.4
Quality Assurance										1	2	66.7	1	2	66.7	3.0
Adoption	1	0	0.0	0.61	0	0.0	5.31	0	0.0	2.26	0.22	8.9	9.18	0.22	2.3	9.4
Fostering				2	0	0.0	7.45	1.81	19.5	1	0	0.0	10.45	1.81	14.8	12.3
Total	4	1	20.0	11.61	3	20.5	43.67	37.12	45.9	28.68	6.83	19.2	87.96	47.95	35.3	135.9

FTE Summaries - Updated for Last Quarter (Q3) - 30/09/2014						
Date	Employees (FTE)	Interims (FTE)	Vacancies/ Confirmed New Starters	Current Total (FTE)	Budget	Total Over/Under Headcount
CIN North	11.49	7.00	1.00	19.49	20.99	1.50
CIN South	11.19	7.31		18.50	20.59	2.09
MASH	9.81	5.00	3.00	17.81	13.81	-4.00
LAC	15.22	9.00		24.22	24.59	0.37
16+	11.00	2.00		13.00	13.00	0.00
CWD	3.81	5.00		8.81	5.62	-3.19
Safeguarding	4.81	4.61		9.42	8.19	-1.23
Quality Assurance	1.00	2.00		3.00	3.00	0.00
Adoption	9.18	0.22		9.40	11.43	2.03
Fostering	10.45	1.81	2.00	14.26	12.42	-1.84
Total	87.96	43.95		137.91	133.64	-4.27

QPR data series

Q3 2014

Provision across Herefordshire

Phase	Provision	Count
Pre school		
2- 5 years	Active providers of childcare on domestic and non-domestic premises on the Early Years Register (EYR)	104
Primary		
5- 11 years	Community	28
	Voluntary aided	21
	Academy	14
	Voluntary controlled	12
	Foundation	3
	Academy sponsor led	1
	Free school	1
Secondary	Academy	7
11-16 years	Community	4
	Voluntary aided	2
	Academy sponsor led	1
	Free school	1
All through	Academy sponsor led	1
Special schools	Academy Special school	2
	Community Special school	2
Pupil referral units	Community Pupil Referral Unit	1

Provision across Herefordshire (cont)

National Curriculum year group	No. pupils as at Autumn School Census 2014 (Oct)
N1	6
N2	337
R	1,873
1	1,868
2	1,892
3	1,861
4	1,782
5	1,786
6	1,809
7	1,760
8	1,682
9	1,747
10	1,795
11	1,909
12	382
13	354
14	29

Provision	Ofsted rating	%	No.s
Child-minders	Good or Outstanding provision	85.4%	82
	Inadequate providers	3.1%	3
Active providers of childcare on domestic and non-domestic premises on the Early Years Register (EYR)	Good or Outstanding provision	87.1%	88
	Inadequate providers	2.0%	2

Provision across Herefordshire - Watchsted

		Q1	Q2	Q3*
Primary schools	% of children attending good or outstanding schools	85.7%	87.6%	87.6%
	Number of outstanding schools	12	12	13
	% outstanding schools	15.6%	15.2%	17.5%
	Number of inadequate schools	0	0	0
	% inadequate schools	0.0%	0.0%	0.0%
	LA rank nationally			45
Secondary schools	% of children attending good or outstanding schools	87.6%	87.6%	83.0%
	Number of outstanding schools	2	2	2
	% outstanding schools	13.3%	13.3%	13.3%
	Number of inadequate schools	1	1	1
	% inadequate schools	6.7%	6.7%	8.6%
	LA rank nationally			51

* data was revised by RM following errors detected in calculations

		Q1	Q2	Q3*
Overall post 16 (Herefordshire based establishments only)	% of good or outstanding provision for Herefordshire students	83.3%	83.3%	83.3%
Colleges (Herefordshire based colleges)	Number of out standing	1	1	1
	% outstanding	33.3%	33.3%	33.3%
	Number inadequate	0	0	0
	% inadequate	0.0%	0.0%	0.0%
Training providers (Herefordshire based establishments only)	Number of out standing	2	2	2
	% outstanding	25.0%	25.0%	25.0%
	Number inadequate	0	0	1
	% inadequate	0.0%	0.0%	0.0%
Schools (6th forms) (Herefordshire based 6th forms only)	Number of out standing	2	1	2
	% outstanding	28.6%	14.3%	14.3%
	Number inadequate	1	1	2
	% inadequate	14.3%	14.3%	14.3%

Percentage of pupils:

WATCHSTED ANALYSIS	Q1 snapshot 02-07-2014			Q2 snapshot 01-10-2014			Q3 snapshot 01-01-2015 **		
	PRIMARY			PRIMARY			PRIMARY		
	National	W.Mids	Herefordshire	National	W.Mids	Herefordshire	National	W.Mids	Herefordshire
RANK (Good or Outstanding)	49	2		58	2		45	2	
Outstanding	18.1%	14.5%	15.9%	18.0%	14.6%	16.8%	18.2%	15.2%	17.5%
Good	61.9%	63.1%	69.8%	62.6%	63.8%	68.3%	63.3%	63.3%	70.1%
Requires Improvement	17.6%	18.2%	14.3%	16.9%	17.7%	14.9%	16.8%	18.4%	12.4%
Inadequate	2.4%	4.2%	0%	2.5%	3.9%	0%	1.7%	3.0%	0%
Good or Outstanding	79.9%	77.6%	85.7%	80.6%	78.4%	85.1%	81.5%	78.5%	87.6%

WATCHSTED ANALYSIS	Q1 snapshot 02-07-2014			Q2 snapshot 01-10-2014			Q3 snapshot 01-01-2015 **		
	SECONDARY			SECONDARY			SECONDARY		
	National	W.Mids	Herefordshire	National	W.Mids	Herefordshire	National	W.Mids	Herefordshire
RANK (Good or Outstanding)	33	1		32	1		51	3	
Outstanding	25.4%	23.1%	9.4%	25.1%	23.3%	9.4%	25.0%	24.4%	9.4%
Good	48.9%	47.9%	78.2%	49.3%	48.2%	78.2%	50.6%	46.8%	73.6%
Requires Improvement	20.3%	21.6%	3.9%	20.1%	21.0%	3.9%	19.5%	20.8%	8.4%
Inadequate	5.5%	7.4%	8.6%	5.5%	7.5%	8.6%	4.8%	8.0%	8.6%
Good or Outstanding	74.3%	71.0%	87.6%	74.5%	71.5%	87.6%	75.7%	71.2%	83.0%

Percentage of schools:

WATCHSTED ANALYSIS (Sept14)	Q1 snapshot 02-07-2014			Q2 snapshot 01-10-2014			Q3 snapshot 01-01-2015 **		
	PRIMARY			PRIMARY			PRIMARY		
	National	W.Mids	Herefordshire	National	W.Mids	Herefordshire	National	W.Mids	Herefordshire
RANK (Good or Outstanding)	72	2		80	4		48	2	
Outstanding	17.3%	14.3%	15.6%	17.3%	14.5%	16.0%	17.6%	15.1%	17.3%
Good	63.3%	64.0%	67.5%	64.0%	64.8%	66.7%	64.6%	64.7%	69.3%
Requires Improvement	17.1%	18.2%	16.9%	16.4%	17.5%	17.3%	16.2%	17.9%	13.3%
Inadequate	2.3%	3.5%	0.0%	2.3%	3.3%	0.0%	1.5%	2.2%	0.0%
Good or Outstanding	80.7%	78.4%	83.1%	81.4%	79.2%	82.7%	82.2%	79.8%	86.7%

WATCHSTED ANALYSIS (Sept14)	Q1 snapshot 02-07-2014			Q2 snapshot 01-10-2014			Q3 snapshot 01-01-2015 **		
	SECONDARY			SECONDARY			SECONDARY		
	National	W.Mids	Herefordshire	National	W.Mids	Herefordshire	National	W.Mids	Herefordshire
RANK (Good or Outstanding)	20	1		21	1		49	3	
Outstanding	21.7%	20.2%	13.3%	21.6%	20.5%	13.3%	21.7%	21.6%	13.3%
Good	48.9%	49.5%	73.3%	49.3%	49.9%	73.3%	50.5%	48.7%	66.7%
Requires Improvement	23.0%	23.6%	6.7%	22.7%	22.6%	6.7%	22.3%	22.7%	13.3%
Inadequate	6.4%	6.8%	6.7%	6.4%	7.0%	6.7%	5.4%	7.0%	6.7%
Good or Outstanding	70.6%	69.6%	86.7%	70.9%	70.4%	86.7%	72.3%	70.3%	80.0%

** data was revised by RM following change to methodology for all through schools

Monthly statistics: December 2014

DfE National Curriculum (NC) year

	Dec-14	Nov-14	Oct-14	Sep-14	Aug-14	Jul-14	Jun-14	May-14	Apr-14
Adjusted NEET%	5.7%	5.6%	5.2%	4.9%	6.0%	5.9%	6.1%	6.5%	6.1%
NEET Total	304	290	259	187	332	323	333	362	339
EET Total	5045	4990	4873	4325	5183	5202	5165	5176	5190
In Learning Total	4432	4416	4407	4118	4472	4481	4507	4529	4534
Not Known Total	214	289	444	1092	141	132	166	131	148
Other (Not In EET or NEET)									
	2	2	1	0	1	1	1	0	0
Not Known %	3.8%	5.2%	8.0%	19.5%	2.5%	2.3%	2.9%	2.3%	2.6%
In Learning %	79.6%	79.3%	79.0%	73.5%	79.1%	79.2%	79.6%	79.9%	79.9%

	Mar-14	Feb-14	Jan-14
Adjusted NEET%	6.8%	6.9%	6.7%
NEET Total	375	378	371
EET Total	5140	5088	5141
In Learning Total	4538	4559	4589
Not Known Total	173	249	200
Other (Not In EET or NEET)	0	0	0
Not Known %	3.0%	4.4%	3.5%
In Learning %	79.8%	79.8%	80.3%

December 14 cohort Broken down by NC year group

	Year 12	Year 13	Year 14	Year 12-14
Adjusted NEET%	1.9%	5.5%	9.6%	5.7%
NEET Total	35	94	175	304
EET Total	1766	1642	1637	5045
In Learning Total	1733	1509	1190	4432
Not Known Total	15	56	143	214
Other (Not In EET or NEET)	1	1	0	2
Not Known %	0.8%	3.1%	7.3%	3.8%
In Learning %	95.4%	84.2%	60.9%	79.6%

Latest Statistical Neighbour comparator data

Local Authority	Mar-14			Jun-14			Dec-14		
	Academic Age16-18 (Y12-Y14) NEET %	Academic Age 16 - 18 (Y12-Y14) Not Known %	Academic Age 16 - 18 (Y12-14) In Learning %	Academic Age16-18 (Y12-Y14) NEET %	Academic Age 16 - 18 (Y12-Y14) Not Known %	Academic Age 16 - 18 (Y12-14) In Learning %	Academic Age16-18 (Y12-Y14) NEET %	Academic Age 16 - 18 (Y12-Y14) Not Known %	Academic Age 16 - 18 (Y12-14) In Learning %
Somerset	5.3%	5.0%	80.5%	9.5%	43.9%	41.0%	4.5%	5.8%	79.8%
Devon	5.4%	2.5%	81.7%	7.9%	40.4%	45.0%	4.2%	2.4%	83.3%
Shropshire	5.0%	6.8%	80.8%	4.4%	4.7%	83.0%	4.0%	10.1%	79.4%
Cornwall	4.5%	1.8%	86.9%	5.9%	32.2%	57.0%	4.2%	2.3%	86.2%
Suffolk	6.7%	7.9%	79.1%	7.0%	9.4%	79.2%	5.7%	8.6%	79.4%
Norfolk	5.7%	8.2%	77.4%	Not reported	Not reported	Not reported	Not reported	Not reported	Not reported
Wiltshire	4.8%	6.8%	82.4%	4.3%	5.5%	84.4%	3.8%	24.3%	71.5%
Dorset	3.9%	1.9%	83.6%	3.7%	2.0%	83.6%	4.1%	4.1%	81.4%
Gloucestershire	5.2%	9.8%	77.2%	5.4%	11.8%	78.2%	4.4%	12.5%	77.4%
East Sussex	7.9%	5.8%	79.6%	7.6%	7.3%	78.8%	5.4%	6.9%	80.5%
Herefordshire	6.8%	3.0%	79.8%	6.1%	2.9%	79.6%	5.8%	3.9%	79.6%

ANNUAL OUTURN*

16 - 18 year olds NEET and not known - summary (End 2013)			
16-18 year olds known to the local authority	16-18yr olds NEET		% whose activity is Not Known
	Estimated no.	%	
17,405	870	5.0%	4.8%
24,744	1,360	5.5%	2.1%
9,375	490	5.2%	15.1%
17,904	820	4.6%	1.5%
23,892	1,480	6.2%	8.2%
26,711	1,550	5.8%	8.1%
14,474	680	4.7%	18.2%
12,822	500	3.9%	3.0%
19,508	940	4.8%	11.6%
15,970	1,260	7.9%	9.8%
5,715	370	6.4%	4.9%

*2013 data are an average at the end of November 2013, December 2013 and January 2014.

The age of the learner is measured at the beginning of the academic year, 31 August.

The number and proportion of young people NEET has been adjusted using an established formula to assume a proportion of those whose records are no longer current are NEET. The formula used to estimate the number and proportion NEET, and guidance for local authorities on collecting the information used in these tables is contained in the 2013-14 NCCIS Management Information Requirement at:

<https://www.gov.uk/government/publications/nccis-management-information-requirement-2014-to-2015>

QPR - Families First Outcomes

Families "turned around"	2012/13	2013/14	2014/15 Q1	2014/15 Q2	2014/15 Q3	2014/15 Q4	TOTAL
Original target profile	103	155	52				310
Outstanding no. families to reach 3yr target of 310				-242			
Achieved 2014-15	91	35	27	21	68		242
Payment By Results achieved to Oct 2014*	£53,200	£35,800	£17,600	£43,800	£84,300		£234,700

Potential shortfall of families claimed based on 2014-15 performance:

68

Performance Measure	Outturn				2013-14	Target 2014-15	Narrative (<i>what is the data telling us</i>)	Frequency	
	Q1	Q2	Q3	Q4					
Improved road conditions:									
a) Length of road treated/fixed (miles)	33.17	155.2	187.2 (to			138.68	The programme of highway improvement works is being delivered according to plan.	Monthly in arrears	Bigger is Better
b) No of road defects and potholes completed/repaired	4,694	14,297	Oct.)			67,000			
c) No of road defects (potholes) repaired by resurfacing the roads			17,282			-			
Minimise the number of people killed and seriously injured in road traffic collisions in Herefordshire	40	51 (to Aug)	78 (to Nov)		61	<85	There were 78 KSIs between January and November 2014, compared with 55 for the same period in 2013. Note that KSI figures are subject to change. Of note are a larger number of "multiple casualty" KSI incidents with 3 / 4 casualties per collision compared to last year, which has increased the casualty per collision ratio. There also appears to be a general increase in the numbers of KSI incidents involving the younger 16 – 25 age group users, and Fatalities for this group have increased compared to the previous 2 years where this group noticeably reduced. Early indications show that the Winter "Quarter 4" KSI figures also appear to be exhibiting an increase as was the case in 2013. This will hinge on the final December figures which are expected in February 2015.	Monthly in arrears	Smaller is Better
Reduction in residual waste per household	145.23kg	289.45kg	381.83kg (to Nov)		554kg	<600kg	The roll out of Alternate Weekly Collection continues to be well managed and successfully delivered since commencement in November 2014. This continues to be closely monitored to measure further reductions in the amount of residual household waste per household.	Monthly in arrears	Smaller is Better
Improved percentage of household waste sent for reuse, recycling and composting	40.45%	42.20%	40.8% (to Nov)		40.20%	>41%	is expected that there will be a slight improvement in the % of household waste recycled. Currently	Monthly in arrears	Bigger is Better
The % of municipal waste going to landfill	57.10%	55.30%	56.5% (to Nov)		56.40%	<60%	With the rollout of AWC, it is expected that there will be a slight reduction in the amount of waste sent to landfill. Currently slightly above the same position for the same period in 2013, but not statistically significant.	Monthly in arrears	Smaller is Better
Countywide carbon reduction		19.2% (2012)			19% (2011)	24.10%	The latest countywide CO2 emission data (2012) shows a 19.2% reduction on our 1990 baseline (target was 22%).	Annual (2 years in arrears)	Smaller is Better

The % of the working age population in employment	76.10%			75.30%	3.5% above the GB rate	Data to June 2014 shows a further improvement in the percentage of the working age population in employment in the county, and has consistently seen an increase since March 2013. Herefordshire is 76.1%, compared to West Midlands at 69.3% and GB rate of 72.1%.	Quarterly (3 months in arrears)	Bigger is Better
The % of premises within the eligible area of Fastershire with the potential to access NGA Broadband services	8.60%	17.18%			78% (by December 2016)	Data provided by BT for premises having access to Superfast (NGA) Broadband	Quarterly	Bigger is Better
Spend within the council's overall budget (forecast)	0% variance forecast	0% variance forecast	0% variance forecast	-0.3% variance	Spend to budget	Latest forecast shows a £658k underspend forecast outturn	Bi-monthly	To plan
Collection rates for Council Tax; and Business rates	31.57%	59.45%	87.32%	98.4%	98.5%	Council Tax collection rates show a slight improvement on 2013 figure (87.13%). Positive DoT.	Monthly	Bigger is Better
	30.39%	59.71%	86.01%	98.6%	98.8%	NNDR collection rates show a ytd collection rate of 86.01%, compared to 90.27% in 2013. Therefore a declining direction of travel.		
The number of days taken to:						Data for the same period last year was:	Monthly	Smaller is Better
deal with new claims and changes of circumstances	15.79	13.4	14.47	10.16	<13.5	12.01 days		
deal with new claims	14.48	13.00	15.24	14.00	<20	13.66 days		
deal with changes of circumstances	16.01	13.45	14.35	14.35	<11	11.71 days		
Increase in pay point transactions	30,614	62,234	94,486		10% monthly increase on December 2013 baseline	December figure consistent with November. This is positive as it shows customers have continued to use this channel over the December period. The year to date target was 19,935, therefore a significant improvement overall. Direction of travel is a comparison to the previous month (November)	Monthly	Bigger is Better
	184							
Increase in self serve web transactions	2,142	4,493	8,108		10% monthly increase on December 2013 baseline		Monthly	Bigger is Better
Reduce total council full time equivalent employees	1065.03	1,053.45	1,041.60	1,090.02	<1,090.02	FTE has decreased by 5 in the last month.	Monthly	Smaller is Better
Reduce the total cost of the workforce (rolling 12 months)	£3,251,658	£3,166,595	£3,146,370	£3,364,818	<£3,364,818 (2013-14 monthly average)	The average costs per FTE have increased to £37.2k per FTE. Pay costs have increased due to the one off payments associated with the pay award.	Monthly	Smaller is Better
Reduce the council's agency spend (rolling 12 months)	£494,170	£546,255	£603,866	£468,779	<£468,779 (2013-14 monthly average)	YTD the agency spend is 16.36% of total workforce.	Monthly	Smaller is Better
Reduce sickness absences (rolling 12 months)	8.3 days	8.6 days	10.06 days	8.02 days	<8.02 days		Monthly	Smaller is Better



MEETING:	Cabinet
MEETING DATE:	26 February 2015
TITLE OF REPORT:	Budget monitoring report – December 2014
REPORT BY:	Chief financial officer

Classification

Open

Key Decision

This is not a key decision

Wards Affected

County-wide

Purpose

To provide Cabinet with an updated position on the projected outturn for 2014/15.

Recommendation(s)

THAT:

- (a) Cabinet notes the council is projected to spend within its budget for this financial year;**
- (b) Cabinet notes the capital and treasury projected outturns; and**
- (c) Cabinet notes the performance to achieve 2014-15 savings plans;**

Alternative Options

- 1 There are no alternative options.

Reasons for Recommendations

- 2 The forecast outturn for the year, based on spend to the end of December 2014, is break-even position.

Further information on the subject of this report is available from
Peter Robinson, chief financial officer on Tel (01432) 383519

Key Considerations

Revenue outturn

- 3 This report sets out the forecast outturn position based on information as at the end of December 2014. Monitoring indicates a marginal improvement to the October position reported to Cabinet 18 December 2014, £658k under-spend. Directorate pressures in Adults have improved by £361k since October, the ECC underspend has reduced by £163k.

Directorate	Budget Exp.	Budget (income)	Net budget	December Forecast Outturn	Projected Over/ (under) Spend
	£000	£000	£000	£000	£000
Adults and Wellbeing	78,828	(23,422)	55,406	56,019	613
Children's Wellbeing	43,529	(21,678)	21,864	22,362	498
Economy, Communities & Corporate	125,009	(71,498)	53,511	53,432	(79)
Directorate total	247,366	(116,598)	130,781	131,813	1,032
Treasury management	16,060	(180)	15,880	15,190	(690)
Other budgets and reserves	6,514	(7,027)	(513)	(1,513)	(1,000)
Total	269,940	(123,805)	146,148	145,490	(658)

Adults and wellbeing

- 5 The latest forecast predicts an overspend of £613k at the year-end. This compares to a forecast overspend of £974k that was previously reported to Cabinet.
- 6 The forecast overspend within adult social care client groups has stabilised despite a significant increase in demand, particularly for nursing care, due to pressures in the hospital system. This has been achieved by proactive management of placements and financial challenge of all new placements as well as high cost existing packages.
- 7 The client forecast assumes that any further demand pressures will be managed and that new services such as re-ablement and tele-care, fully operational from November, are beginning to have an impact on growth in demand. This continues to be monitored within the operational teams, by AWB panel and by senior management.

Further information on the subject of this report is available from Peter Robinson, chief financial officer on Tel (01432) 383519

Children's wellbeing

- 8 The current projected overspend is £498k, a marginal increase from October.
- 9 The cost of agency staff continues to put pressure on the safeguarding budget. The new regional rates are now in place for new agency recruitment, monitoring has started to demonstrate the outcomes of this initiative. Savings arising from the successful recruitment of three permanent social workers and the next cohort of newly qualified social workers will begin to be seen in the last month of the year and in 2015-16. Work is on-going to recruit experienced social workers both from the UK and the EU.
- 10 The number of agency staff increased in month for children with disabilities, this reflects an accelerated programme to deal with a back log and address the service design, which was planned for 2015-16. This has been mitigated by bringing forward funds from reserves. There has been an increase in the numbers of claims for the 16 plus care leavers grant, due to the rise in the number of young people presenting as homeless. The impact of this on future financial years is being modelled and there is a project within the transformation programme to redesign our model of care.

Economy, communities and corporate

- 11 The projected underspend for December has reduced to £79k, a change since the October position of £163k.
- 12 Planning income of £347k from two major developments expected in 2014/15 will now be received in 2015/16. This has been partly mitigated by reductions in staff and other commitments of circa £184k.
- 13 There are risks on property maintenance budgets which will be managed within the overall directorate budget.

Treasury management

- 14 The treasury management budget is forecast to underspend by £690k this year as a result of deferring the take up of longer term prudential borrowing and obtaining short term loans at a lower interest rate. The budget includes provision for taking £10m in longer term loans, £5m has been taken at an interest rate of 2.7% during this period, further detail is provided in appendix C.

Other budgets and reserves

- 15 Earmarked reserves and contingency budgets were set aside for in year pressures. The £2m change management budget is forecast to underspend by £1m due to less than forecast redundancy costs falling due in year. The revenue contingency budget of £700k was allocated for additional grass cutting, Colwall school temporary accommodation and Adults transitions in the October Cabinet report.
- 16 General reserves are estimated to increase to £8.6m at year end, £4.2m above the minimum balance equivalent to 3% of the net budget requirement (£4.4m). This gives more resilience going into the new financial year where significant budget reductions are planned. A summary of estimated year-end reserves is set out below:

Further information on the subject of this report is available from
Peter Robinson, chief financial officer on Tel (01432) 383519

	31 Mar 2014	Transfer in(out) 2014/15	Estimate 31 Mar 2015
	£000	£000	£000
General reserve	5,053	3,580	8,633
Earmarked			
School balances	6,345	(845)	5,500
Waste Disposal	2,407	(550)	1,857
Risk Mitigation	3,500	(800)	2,700
Business Rate Smoothing	1,000	-	1,000
Other smaller reserves < £1m	4,909	(2,139)	2,770
Severe weather grant	2,120	(2,120)	0
Other unused Grants cfwd	3,662	(1,703)	1,959
Total Reserves	28,996	(4,151)	24,419

Capital

- 17 It is forecast that capital spending will be £6m higher than originally budgeted, £91m for 2014/15, due to additional grant funding post budget setting.
- 18 The slippage since the last report is in relation to the re-profiling of budgeted spend into 2015/16, further detail is provided in appendix B.

Community Impact

- 19 None

Equality and Human Rights

- 20 The recommendations do not have any equality implications.

Financial Implications

- 21 These are contained within the report.

Legal Implications

- 22 The chief financial officer has statutory duty (Local Government Finance Act 1988) to report if the expenditure and/or proposed expenditure of the council in a financial year is likely to exceed resources (including borrowing) available to meet that expenditure. When preparing the report the chief financial officer is under a duty to consult with the monitoring officer (LGHA 1989). After circulation of the report full council must decide if agrees or disagrees with the views contained in the report and decide if any actions are to be taken based on it.

Risk Management

- 23 Monthly reporting gives the Chief Finance Officer assurance on the robustness of budget control and monitoring, highlighting key risks and identifying any mitigation to reduce the impact of pressures on the council's overall position.

Consultees

None

Appendices

Appendix A - Revenue forecast

Appendix B - Capital Forecast

Appendix C - Treasury Forecast

Appendix D - Performance of Savings Plans 2014/15

Background Papers

None identified.

Appendix A

Directorate Net Budget	Net Budget December £000	December Variance £000 Over / (Under)spend	October Variance £000 Over / (Under)spend	Change to forecast £000 Adv / (Fav)	Explanation
Adults and Wellbeing	55,406	613	974	(361)	Proactive management of placements and financial challenge of all new placements
Children's Wellbeing	21,864	498	472	26	
Economy, Communities & Corporate	53,511	(79)	(242)	163	Planning income of £347k from two major developments will now be received in 2015/16. Reductions in staff and other commitments £184k.
DIRECTORATES TOTAL	130,781	1,032	1,204	(172)	
Treasury Management	15,880	(690)	(630)	(60)	
Other budgets and reserves	(513)	(1,000)	(1,000)	0	
TOTAL	146,148	(658)	(426)	(232)	

Movement in respect of budget changes is comprise as follows: **£000**

ADULTS & WELLBEING

No budget amendments for Adults.

CHILDRENS WELLBEING

Movement from reserves for Colwall **200**

ECONOMY, COMMUNITIES & CORPORATE

No budget amendments for ECC.

Allocation form Revenue Contingency budget **200**

TOTAL **0**

Adults & Wellbeing

Service	Annual Budget			December Forecast Outturn	December	October	Change to forecast	Main reasons for change since October
	Budget Expenditure	Budget (Income)	Net Budget		Projected Over/ (Under)spend	Projected Over/ (Under)spend	Adv/ (Fav)	
	£000's	£000's	£000's		£000's	£000's	£000's	
Learning Disabilities	16,977	(1,692)	15,285	16,161	876	819	57	Net increase in the number of packages.
Memory and Cognition	6,332	(1,272)	5,060	5,101	41	126	(85)	Reduction in the number of packages and increase in income from joint funding.
Mental Health	3,152	(741)	2,411	3,063	653	675	(22)	
Physical Support	25,456	(4,953)	20,503	20,960	458	466	(8)	
Sensory Support	578	(107)	471	715	245	266	(21)	
Client Sub-Total	52,494	(8,766)	43,729	46,001	2,273	2,352	(79)	
Operations	8,122	(1,424)	6,697	5,890	(808)	(826)	18	
Commissioning	8,093	(1,171)	6,922	6,544	(379)	(303)	(76)	Additional health outcomes contribution from PH partially offset by shortfall in expected Day Opps income
Directorate Management	285	(4,036)	(3,751)	(3,354)	397	529	(132)	Reduction in forecast spend on winter pressures.
Public Health	8,109	(7,989)	120	120	(0)	0	(0)	
Transformation and Safeguarding	1,688	0	1,688	1,400	(288)	(200)	(88)	Reduction in forecast committed spend.
Use of one off reserves/grants	0	0	0	(581)	(581)	(581)	0	
Non Client Sub-Total	26,297	(14,620)	11,677	10,018	(1,659)	(1,378)	(281)	
Adult's Wellbeing	78,791	(23,386)	55,406	56,019	613	974	(361)	

Children's Wellbeing

Service	Annual Budget			December Forecast Outturn	December	October	Change to Forecast	Main reasons for change since October
	Budget Expenditure	Budget (Income)	Net Budget		Projected Over/ (Under) spend	Projected Over/ (Under) spend	(Favourable)/ Adverse	
	£000's	£000's	£000's		£000's	£000's	£000's	
Directorate Costs	7,408	8,266	(858)	(1,433)	(576)	(695)	119	Savings plans have been re-aligned to the correct service areas
Directorate Costs	7,408	8,266	(858)	(1,433)	(576)	(695)	119	
Additional Needs - less DSG	6,704	4,350	2,353	2,241	(112)	(112)	0	
Children's Commissioning	1,251	36	1,215	1,180	(35)	(4)	(31)	Provision for Children centre review now not required
Commissioning Management	591	83	508	508	(0)	(0)	0	
Development and Sufficiency-less DSG	9,134	7,661	1,473	1,508	34	35	(1)	
Education Improvement - less DSG	608	451	156	167	11	11	0	
Education & Commissioning	18,288	12,581	5,706	5,605	(102)	(70)	(31)	
Safeguarding & Review	696	81	615	659	44	47	(3)	Appointment of perm staff has meant a reduction in agency costs
Early Help & Family Support	2,384	477	1,906	1,752	(154)	(164)	10	The Hope Centre contract has not been reduced as planned however additional savings have been identified that mitigated 80% of the pressure
Fieldwork	3,092	5	3,087	3,688	601	560	41	Additional agency costs within the CWD team due to the need to bring forward the review of backlog of cases
Looked After Children	7,182	237	6,945	7,359	414	345	69	Increase in the costs of 16+ due to forecast being understated
LAC External placements	2,816	30	2,786	3,129	342	248	94	7 new placements which have been built in until the end of the financial year
Safeguarding Development	797	0	797	641	(156)	7	(163)	Decision to introduce optional retention payments for 2015/16 and not 2014/15
Management	879	0	879	962	84	194	(110)	The cost of the medicare contract to review the backlog of cases was not as much as expected.
Safeguarding & Family Support	17,846	831	17,015	18,190	1,175	1,237	(62)	
Children's Wellbeing	43,542	21,678	21,864	22,362	498	472	26	

Economy, Communities and Corporate

Service	Annual Budget			December Forecast Outturn	December	October	Change to forecast	Main reasons for change since November
	Budget Expenditure	Budget (Income)	Net Budget		Projected Over/(Under)spend	Projected Over/(Under)spend	Adv/(Fav)	
	£000's	£000's	£000's		£000's	£000's	£000's	
Economic, Environment and Culture	9,835	(8,896)	939	336	(603)	(955)	352	Planning income of £347k from two major developments will now be received in 15/16
Placed Based Commissioning	41,988	(4,024)	37,964	38,208	244	314	(70)	Use of redundancy provision of £50k within Public Realm contract.
Finance & ICT	56,702	(52,708)	3,994	3,896	(98)	74	(172)	Reduction in commitments of staff now transferred to DWP £116k, corporate management £30k and on-going Agresso costs £15k
Community and Customer Services	3,678	(659)	3,019	3,221	202	221	(19)	One-off grant funding used to support pay costs.
Governance	4,487	(826)	3,661	3,577	(84)	(101)	17	Reduction in land charges income due to fall in house moves.
Directorate Support	457	(36)	421	385	(36)	(45)	9	
Property Services	6,816	(4,267)	2,549	2,845	296	250	46	Planned maintenance for Halo Leisure centres to support new investment programme of £85k offset by reductions in business rates due to empty property exemption.
Economic, Communities and Corporate	123,963	(71,416)	52,547	52,468	(79)	(242)	163	
Public Relations Office	624	(80)	544	544	0	0	0	
Chief Executive	420	0	420	420	0	0	0	
Chief Executive	1,044	(80)	964	964	0	0	0	
Total ECC and Chief Executive	125,007	(71,496)	53,511	53,432	(79)	(242)	163	

2014/15 Capital Forecast Outturn

The revised capital outturn forecast for 2014/15 totals £91.05 million, as summarised below.

Table A –Summary forecast and sources of funding 2014/15

	Budget £'000	May Forecast £'000	August Forecast £'000	October Forecast £'000	December Forecast £'000
Directorate Forecast					
Adults Wellbeing	483	3,291	3,291	3,291	1,798
Children's Wellbeing	9,048	8,184	9,319	9,163	8,777
Economy, Communities & Corporate	75,501	72,239	81,469	82,465	80,379
Contingency	319	695	95	95	95
Total	85,351	84,409	94,174	95,014	91,049
Funding					
Capital Grants	24,905	30,049	34,848	34,954	34,221
Prudential Borrowing	57,237	49,457	53,123	53,662	47,499
Capital Receipts	3,209	4,903	4,903	5,098	8,029
Revenue (from Waste Reserve)	-	-	1,300	1,300	1,300
Total	85,351	84,409	94,174	95,014	91,049

Significant changes since the October report:

- Reduction in the forecast total for housing grants being made by Adults Wellbeing with unspent grant funding being carried forward to 2015/16.
- Forecast spend on LED street lighting and solar panels has fallen from £4.5m to £1.9m with a corresponding increase in projected spending for 2015/16.

Table B - Schemes with a forecast exceeding £500k in 2014/15

Scheme	Total Scheme Budget £'000	Budget for 2014/15 £'000	December Forecast £'000	Comments
Children's Wellbeing				
Leominster Primary School	10,617	5,729	5,300	New school has opened
Condition property works	-	-	1,462	Annual programme of works at various school sites committed on a highest need first basis, grant funding confirmed post MTFMS
Westfield's SEN school	184	184	675	Grant funded extension work
Disabled Facilities Grants	-	462	930	Individual grants awarded through an application process, enabling independent living. Grant funding confirmed post MTFMS
Colwall School	-	-	900	Budget vired from Condition Property Works (£300k) and Contingency (£600k)
Corporate accommodation	19,530	6,911	7,994	Works nearing completion at Plough Lane and continuing on the new heritage, archive and record centre and Civic hub.
Leisure Centre Improvements	8,670	2,000	5,300	Works at Leominster, Ross and Hereford leisure sites. Work progressing more rapidly and budget re-profiled.
Local Transport Plan	10,645	10,645	10,645	Annual programme of capital works to highways, footways and bridges. Additional grant funding received since initial budget was set.
Fastershire Broadband	20,200	7,600	10,093	Investment in broadband infrastructure includes re-profiled budget (grant funded)
Yazor Flood Alleviation	4,876	450	960	Continued improvement works.
Hereford Enterprise Zone	3,434	1,967	2,203	Utilities, access and Skylon Court works underway to enable plot sales and unit rentals
Link Road	27,000	10,708	6,500	Acquisition costs and start of construction works
Destination Hereford	3,261	1,054	1,044	Grant funded cycle improvement schemes
LED Street Lighting	5,655	5,655	1,501	Phased installation of LED street lighting
Solar Panel Installations	2,134	1,841	400	Photovoltaic instalment at various locations
Masters House, Ledbury	4,025	606	1,145	Continuing refurbishment works (re-profiled spend - scheme remains within total budget)

Road investment	20,000	15,000	15,000	Investment into the highway infrastructure
Pothole Funding	-	-	2,572	Additional grant funding received
Weather Repair Fund	-	-	1,299	Additional road grant funding received
EnviRecover	40,000	11,000	10,700	Energy from Waste plant construction
Wheeled Bins	-	-	1,300	Purchase of Wheeled Bins funded by transfer from Waste Reserve to be repaid by contract cost savings
Sub Total	180,231	81,812	87,923	
Schemes with a forecast <£500k in 2014/15	6,002	3,539	3,126	
Total	186,233	85,351	91,049	

This report ensures the council demonstrates best practice in accordance with CIPFA's recommendations in their Code of Practice for Treasury Management, by keeping members informed of treasury management activity.

1. The UK Economy

- 1.1. Little change in the UK economic climate and statistics since previously reported:
- The third estimate of GDP for the third quarter showed GDP growing by an unrevised 0.7%. The economy has now been growing by 0.7% to 0.9% for each of the last six quarters.
 - The year-on-year Consumer Price Index (CPI) was 0.5% in December 2014 (the lowest rate since May 2000), down from 1.0% in November.
 - The latest statistics released for the quarter to October 2014 show the UK labour continuing with employment gains, although the headline unemployment rate remains unchanged at 6.0% (the lowest since late 2008). Earnings growth accelerated again.
 - There has been no change in the Bank Base Rate.

2. Outlook for Interest Rates

2.1 The council's treasury advisers, Arlingclose, have issued the following forecast of the Bank Base Rate (forecast issued 10/12/14):

Bank Rate	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17
Upside risk				+0.25	+0.25	+0.50	+0.50	+0.50	+0.50	+0.50
Central case	0.50	0.50	0.75	0.75	1.00	1.00	1.25	1.25	1.50	1.50
Downside risk			-0.25	-0.25	-0.50	-0.50	-0.75	-0.75	-1.00	-1.00

Their central forecast is the same as in the previous report except that Arlingclose have now removed any upside risk until December 2015.

3. The Council's Investments

3.1 At 31st December 2014 the council held the following investments:

Investment	Term	Maturity Date	Interest Rate	Amount invested	
				£m	£m
<u>Instant Access Money Market Funds:</u>					
Ignis	N/A	N/A	0.47%	4.93	
Federated	N/A	N/A	0.45%	5.00	
Insight	N/A	N/A	0.36%	4.79	
Deutsche	N/A	N/A	0.37%	0.45	15.17
<u>1 Month Notice Account</u>					
Close Bros	N/A	N/A	1.00%	5.00	5.00
<u>Fixed Term Deposits:</u>					
Nationwide	298 days	23/01/15	0.72%	2.00	
Barclays	365 days	19/02/15	0.85%	1.00	
Nationwide	279 days	25/03/15	0.79%	2.00	
Barclays	279 days	25/03/15	0.79%	1.00	
Lloyds	364 days	27/03/15	0.95%	1.00	
Barclays	364 days	27/03/15	0.86%	1.00	
Bank of Scotland	364 days	30/03/15	0.95%	2.00	
Barclays	364 days	30/03/15	0.86%	1.00	11.00

Total			0.66%		31.17
No new term deposits made in the last two months.					

- 3.2 The council's current eligible UK counterparties and their associated maximum maturity periods (as recommended by the council's treasury advisers, Arlingclose) are as follows:

Counterparty	Maximum maturity period from:		
	01/04/14	01/07/14	16/10/14
Close Brothers Ltd, Goldman Sachs International Bank, 15 of the stronger building societies	100 days	100 days	100 days
Santander UK	6 months	13 months	6 months
Bank of Scotland and Lloyds TSB	12 months	13 months	6 months
Nationwide	12 months	13 months	6 months
Barclays	12 months	13 months	100 days
HSBC and Standard Chartered Bank	12 months	13 months	6 months
Nat West and RBS	Overnight	Overnight	Overnight
No change in counterparties or maturity limits since 16/10/14.			

- 3.3 The only non-UK counterparty that the council is using is Handelsbanken which had a recommended maximum maturity limit of 13 months but this was revised down to 6 months from 16th October when Arlingclose recommended a general tightening of limits following new banking regulations and deteriorating global growth prospects, particularly in the Eurozone.
- 3.4 The council has earned interest on its investments as follows:

Month	Average amount invested		Average rate of interest earned		Amount of interest earned / Forecast £	Budget £	Actual Surplus / Forecast £
	Actual / Forecast £m	Budget £m	Actual / Forecast %	Budget %			
Apr-14	35.09	20	0.68	0.60%	19,442	10,000	9,442
May-14	40.21	40	0.63	0.60%	21,584	20,000	1,584
Jun-14	33.96	40	0.68	0.60%	19,151	20,000	-849
Jul-14	37.30	40	0.66	0.60%	20,896	20,000	896
Aug-14	38.29	40	0.63	0.60%	20,652	20,000	652
Sep-14	32.90	40	0.66	0.60%	17,970	20,000	-2,030
Oct-14	29.72	30	0.70	0.60%	17,726	15,000	2,726
Nov-14	30.00	30	0.67	0.60%	17,148	15,000	2,148
Dec-14	30.00	30	0.63	0.60%	16,796	15,000	1,796
					171,365	155,000	16,365
Jan-15	20.00	20	0.60	0.60%	10,000	10,000	-
Feb-15	20.00	20	0.60	0.60%	10,000	10,000	-
Mar-15	10.00	10	0.60	0.60%	5,070	5,070	-
Budget and projected outturn					196,435	180,070	16,365

- 3.5 Interest earned in the last two months has been around levels forecast in the previous report

and therefore there is no change in the projected outturn for the year which is expected to be a surplus of approximately £16,000.

- 3.6 In December the council took out a £5m loan from the Public Works Loan Board which resulted in investment balances being higher than anticipated. As a result the council cancelled the notice it had given to withdraw the £5m investment with Close Brothers. It is anticipated that these funds will not now be withdrawn until the end of March.

4. The Council's Borrowing

Short-term borrowing

- 4.1 The council is continuing its policy of mainly using short-term borrowing from other local authorities to fund its capital programme and for short-term liquidity needs. These short-term interest rates are significantly below levels available from other sources.
- 4.2 Historically the council has always borrowed for longer periods at fixed interest rates. Whilst achieving stability in the amount of its interest payments, the council currently has a large cost of carry when comparing its fixed interest debt to current (variable) investment rates.
- 4.3 It is considered good practice to have an element of variable rate borrowing that removes or reduces this cost of carry and, to the extent that the level of short-term debt does not exceed the level of the council's investments, when interest rates rise increased investment income provides a hedge against increased borrowing costs.
- 4.4 The council can only borrow up to its Capital Financing Requirement, which represents the need to borrow for capital spend, and cannot borrow beyond this to finance the revenue budget.
- 4.5 At the end of December 2014 short-term borrowing from other local authorities consisted of fifteen loans totalling £40 million with an average interest rate of 0.53% (including brokers commission of between 0.03% and 0.10%). Loan periods ranged from 30 days to one year and averaged 206 days.

Long-term borrowing

- 4.6 On 12th December 2014 the council borrowed £5m from the Public Works Loan Board (PWLB). The loan is repayable in equal instalments of £125,000 every six months until December 2034. The interest rate payable is 2.70%.
- 4.7 At the time the loan was taken out the rate was the lowest since May 2013.
- 4.8 The current capital financing budget position is summarised below:

Summary of Borrowing Budget	Budget	Forecast	Savings
	£m	£m	£m
Minimum Revenue Provision	10.19	9.93	0.26
Interest on existing longer-term PWLB and bank loans	5.52	5.52	-

<u>Variable rate borrowing</u>			
<u>Budget</u> Borrowing required £68 million Rate 1.00%	0.55	0.17	0.38
<u>Fixed rate borrowing</u>			
<u>Budget</u> Provision for longer term-borrowing	0.10	0.07	0.03
Less capitalised interest (see 4.11 below)	(0.30)	(0.30)	-
Forecast savings compared to budget	16.06	15.39	0.67

4.10 The reduction in the Minimum Revenue Provision required for 2014/15 is due to slippage in the capital spending for 2013/14, as reported in June.

4.11 The council is able to capitalise interest costs relating to interest paid on borrowing used to fund large capital schemes that take substantial periods of time to get to the point at which the assets may be utilised. Such interest, incurred at the construction or installation phase, may be added to the cost of the associated asset. As can be seen from the table above, capitalised interest of £300,000 has been included in the 2014/15 budget for capital financing costs.

5. Summary of Outturn Position

5.1 The current net treasury position, compared to budget, is estimated to be a surplus of £690,000.

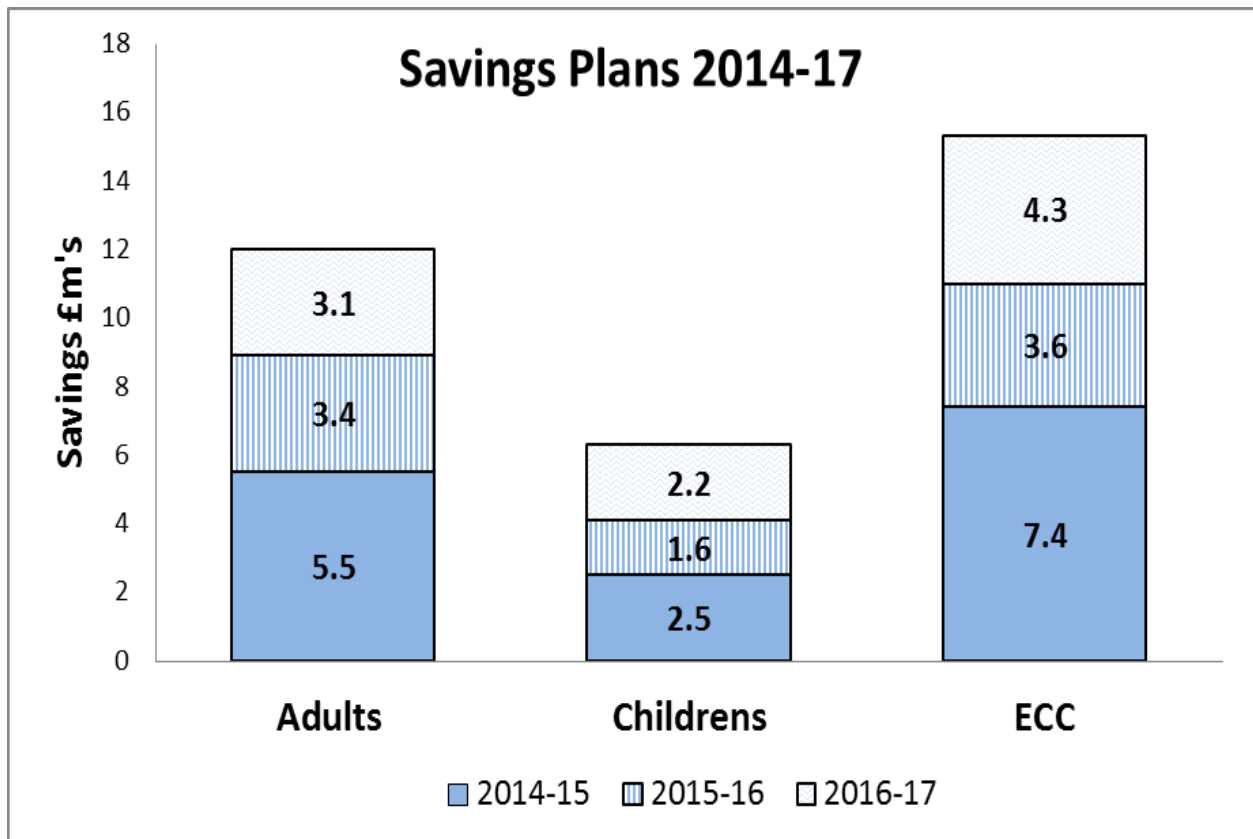
Summary of Budget Over/(Under) Spend	£m
Treasury Management investment income receivable	(0.02)
Interest payable on borrowing	(0.67)
Total savings	(0.69)

5.2 The savings will also be higher/lower if capitalised interest is more/less than £300,000.

Savings Monitoring 2014-2017

This report sets out performance against savings agreed by Council in February 2014. Savings plans are monitored on a monthly basis.

The savings targets for 2014-17 are £33.7m. The chart below shows the breakdown by directorate over the 3 years.



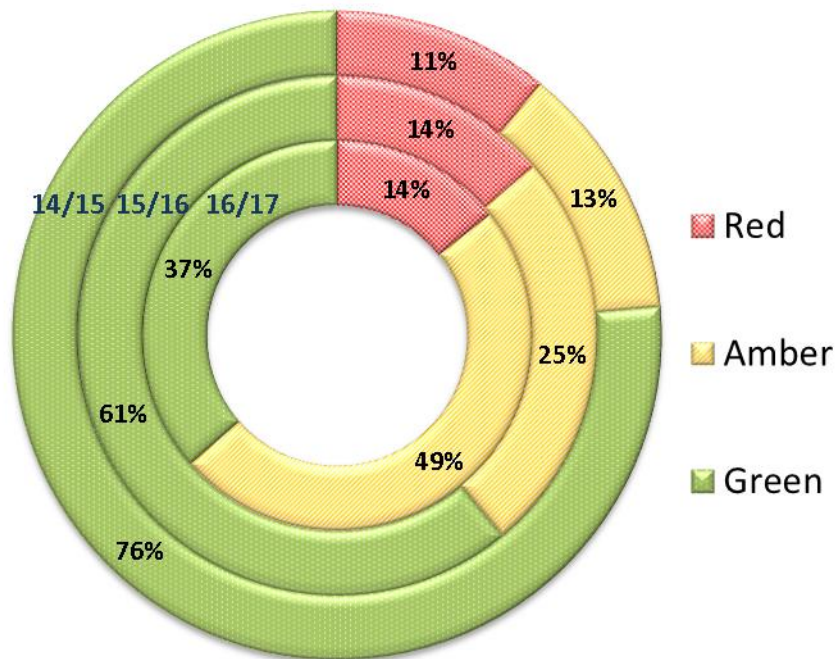
Performance against the Savings Plans in 2014-15

The performance against these targets has been RAG (Red, Amber, and Green). In 2014-15 76% of the £15.3m target will be achieved.

This table and diagram shows the performance for the Council in total.

	Red	Amber	Green	Total
	£000s	£000s	£000s	£000s
2014-15	1,656	1,951	11,695	15,302
2015-16	1,209	2,236	5,394	8,839
2016-17	1,382	4,754	3,515	9,651
	4,247	8,941	20,604	33,792

Herefordshire Council Savings 2014-17



The details of the savings plans can be reviewed on the following link

http://councillors.herefordshire.gov.uk/documents/s50016921/Appendix%205b_Equality%20Impact%20of%20Budget%20Proposals.pdf

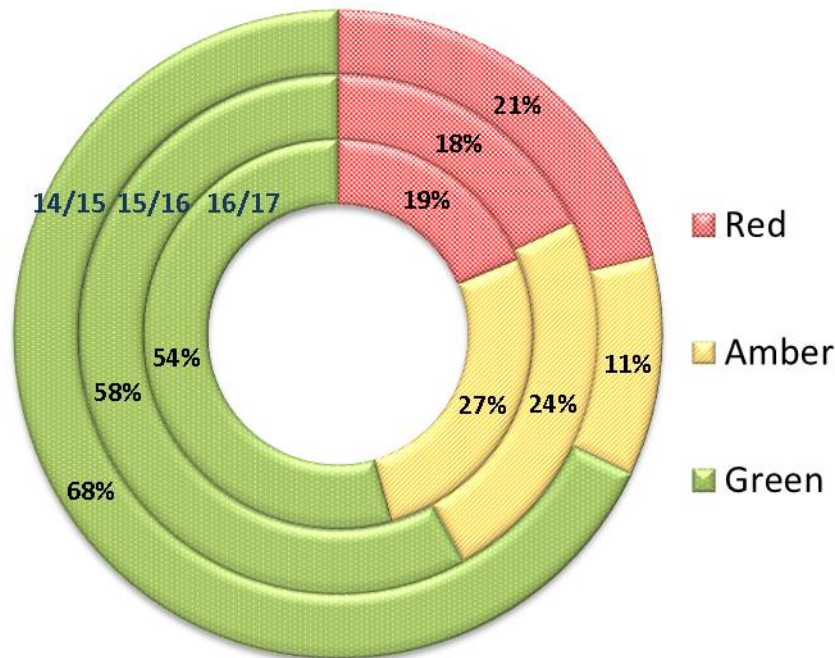
For each directorate the current savings plans have been rated, an explanation of red and amber targets.

Adults & Wellbeing

The Savings target for 2014-15 was £5.5m. The latest forecast is that at least 68% of this will be delivered in this financial year but this is off set by savings plans for 15/16 bene brought forward. This compares with a forecast delivery of 44% reported in October.

	Red £000s	Amber £000s	Green £000s	Total £000s
2014-15	1,160	600	3,730	5,490
2015-16	616	825	1,994	3,435
2016-17	588	845	1,713	3,146
	2,364	2,270	7,437	12,071

Adult's Wellbeing Savings 2014-17



2014-15 Savings Plan

Red

- **Managing Demographic Pressures** – AWB has experienced a growth in demand for services during the current year at a faster rate than the overall national level. This has been particularly high in relation to nursing care due to the pressures within the hospital system. Whilst effective management of the service has kept pace with the increase in demand and has generally reduced unit costs, it has been impossible to deliver the expected saving in addition. Alternative savings plans identified for 2015/16 have been brought forward to partially offset the impact of this within the current financial year.

Amber

- **Resource Allocation System (FACE RAS)** – Initial testing of assessments under the new FACE RAS showed an expected reduction of approximately 10% in the value of assessed need. Due to having to focus significant social work capacity on hospital discharge, high numbers of safeguarding adults and deprivation of liberty assessments, capacity for annual reviews of existing clients has been compromised. Change of circumstances reviews have been prioritised where most cases being reviewed / reassessed have been due to a change in circumstance which has often resulted in a higher assessment of need. This has also led to only partial delivery of the expected saving. Additional resources have been sourced to expedite the reassessments

required and it is hoped that this will help to deliver the forecast savings in 2015/16

- **Removal of funding for non-eligible users** – the introduction of FACE RAS was expected to result in a number of service users no longer being eligible for services. The removal of non-eligible users is reliant upon re-assessments and there is currently a delay in delivery due to competing project priorities which have led to workforce capacity issues resulting in delays, those reassessments that have taken place indicate that a lower proportion of service users will prove to be non eligible than was originally expected.
- **Next stage integration** – these contracts have all been awarded but will require strong contract management in order to ensure that the expected level of savings are achieved. Partial savings will definitely be realised but the community equipment contract, in particular, is putting full benefits realisation at risk.

2015-16 & 2016-17 Savings Plans

Red

- **Managing Demographic Pressures** – AWB has experienced a growth in demand for services during 2014/15 and demographic modelling shows that this trend is likely to continue into future years. Alternative savings plans have been proposed for 2015/16 as this saving is no longer considered to be deliverable.
- **FACE RAS** – Additional resources have been sourced to expedite the reassessments of service users whose needs have not changed significantly since the introduction of FACE RAS but who have not yet been reassessed. It is hoped that this together with a revised savings target for this project will make the savings outlined for future years achievable.
- **Removal of funding for non-eligible users** – the introduction of FACE RAS was expected to result in a number of service users no longer being eligible for services. The savings targets associated with this project have been reduced to a more realistic level as part of the 2015/16 budget setting process

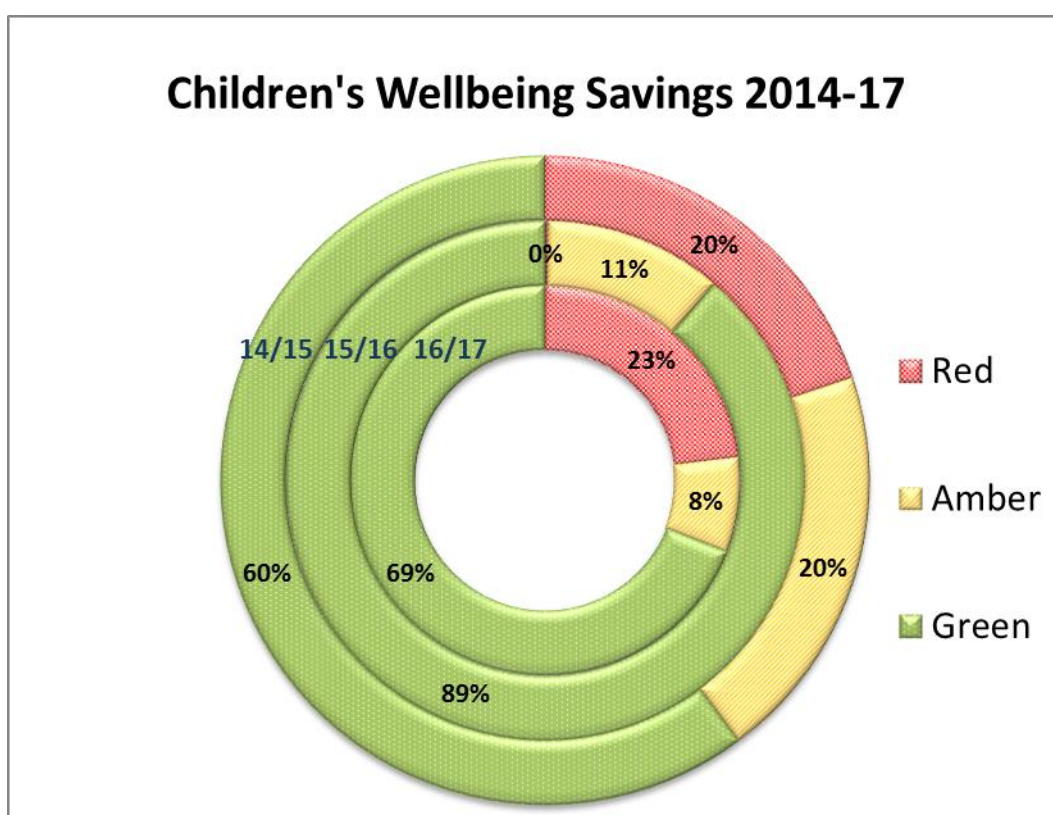
Amber

- **Next stage integration** – strong contract management will need to continue in future years to ensure that the expected level of saving is achieved and maintained.
- **High cost care packages** – delivery of this saving target is now being managed and monitored through a regular weekly placement panel. As long as this remains in place and accepts robust challenge of all high cost / above RAS package proposals it is expected that this savings target will be deliverable.

Children's Wellbeing

The savings target for 2014-15 is £2.5m, 60% has been delivered.

	Red £000s	Amber £000s	Green £000s	Total £000s
2014-15	496	499	1,505	2,500
2015-16	3	181	1,448	1,632
2016-17	516	176	1,544	2,236
	1,015	856	4,497	6,368



2014-15 Savings Plans

Red

- Despite an increase of 12% of the number of children in care, placement costs for Looked after Children have been maintained in year. However, as a result of this increase, additional savings have not been achieved. The start of the Herefordshire Intensive Placement Support Service (HIPSS) will support delivering future savings.

- The NQSW programme has been successful, enabling the release of agency staff. There has also been successful recruitment of permanent social worker staff. The decision to reduce caseloads for social workers together with a growth in cases in the Children with Disabilities service has meant that the number of agency staff has not reduced as fast as originally planned. A five point approach is being taken to identify how to accelerate a reduction in cost whilst maintaining manageable case loads, low turnover and better quality.

Amber

- 70% of the Business Support savings have been achieved. A review of the service has identified the need for resource to deliver an efficient service.
- Management restructure savings have not been fully implemented, these will be delivered in 2015-16.

2015-16 & 2016-17 Savings Plans

Amber

- The CHIPP Programme has reshaped the strategies to deliver the savings in 2015-16 and future years.
- Savings delivered through the Children in Need and Multi Agency Safeguarding Hub restructures relies on appointing permanent social workers rather than agency staff.
- The care strategy and adoption strategy both place reliance on finding carers who are able to provide places. Additionally identifying children suitable for the HIPSS approach will enable the savings to be delivered.

Red

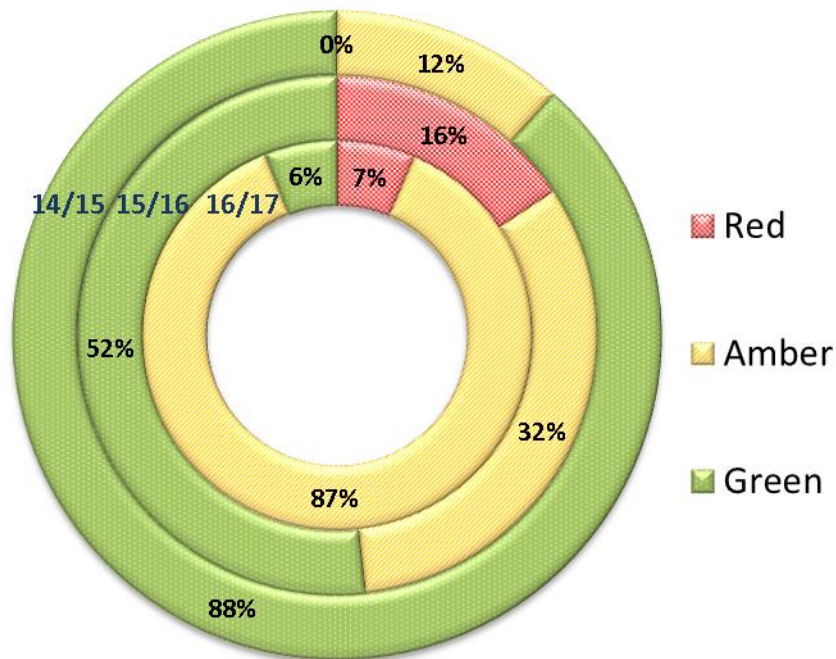
- The savings plans for Social Impact bonds have not been scoped.

Economy, Communities & Corporate

The Savings target for 2014-15 is £7.3m, 88% has been delivered.

	Red	Amber	Green	Total
	£000s	£000s	£000s	£000s
2014-15	-	852	6,460	7,312
2015-16	590	1,230	1,952	3,772
2016-17	278	3,733	258	4,269
	868	5,815	8,670	15,353

ECC Savings 2014-17



2014-15 Savings Plans

There are no savings plans currently rated RED and only 12% rated AMBER

Amber

- There are currently pressures on the Public Realm contract budget in relation to grass cutting. Whilst this is being met from the corporate contingency budget and in year underspends, this will need to be mitigated in future years.
- There are currently pressures on maintenance budgets within Property Services which are being managed within Directorate budgets but put risk on fully delivering the savings plan.

2015-16 Savings Plans

Red

- This risk mainly relates to the saving due from the Council Tax reductions scheme and is subject to Council decision in December 2014.
- There is also risk around the achievement of Home to School transport saving based on increasing parent/carer contributions for discretionary riders. This has not yet been agreed.

Amber

- Whilst Car parking income levels have improved and are likely to contribute £300k towards the savings target for 15/16 of £600k, further increases to parking charges are not yet agreed. There is also risk on the on-street parking project.
- Whilst progress has been made on identifying a Community Interest Company to manage the Queenswood and Bodenham Lakes site, this has not yet been agreed.
- There is a plan to deliver £500k savings over two years within the Transportation team currently £150k is delivered against the £250k target for 2015/16. .

2016-17 Savings Plans

Red

- This risk mainly relates to the saving due from the Council Tax reductions scheme and is subject to Council decision in December 2015.

Amber

- The risk in 2016/17 mainly relates to savings on borrowing cost as a result of achieving £60m capital receipts form sale of Council's smallholding and other surplus properties. This plan is currently being developed and is likely to lead to re-profiling of the saving over a longer period which has been included **in** the draft medium term budget plan.