

AGENDA

Health & Social Care Overview and Scrutiny Committee

Date: **Wednesday 1 October 2014**

Time: **3.30 pm**

Place: **Shire Hall, Hereford**

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

For any further information please contact:

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

Membership

Chairman

Councillor CNH Attwood

Vice-Chairman

Councillor MD Lloyd-Hayes

Councillor PA Andrews

Councillor JM Bartlett

Councillor PL Bettington

Councillor KS Guthrie

Councillor Brig P Jones CBE

Councillor JLV Kenyon

Councillor NP Nenadich

Councillor CA North

Councillor SJ Robertson

Councillor J Stone

Councillor GA Vaughan-Powell

Councillor DB Wilcox

AGENDA

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence.</p>	
2.	<p>NAMED SUBSTITUTES (IF ANY)</p> <p>To receive details of any Members nominated to attend the meeting in place of a Member of the Committee.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive any declarations of interest by Members in respect of items on the Agenda.</p>	
4.	<p>MINUTES</p> <p>To approve and sign the Minutes of the meeting held on</p>	7 - 12
5.	<p>SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</p> <p>To consider suggestions from members of the public on issues the Committee could scrutinise in the future.</p> <p><i>(There will be no discussion of the issue at the time when the matter is raised. Consideration will be given to whether it should form part of the Committee's work programme when compared with other competing priorities.)</i></p>	
6.	<p>QUESTIONS FROM THE PUBLIC</p> <p>To note questions received from the public and the items to which they relate.</p> <p><i>(Questions are welcomed for consideration at a Scrutiny Committee meeting so long as the question is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it no later than two working days before the meeting to the Committee Officer. This will help to ensure that an answer can be provided at the meeting).</i></p>	
7.	<p>OUTCOME OF CHILDREN'S SAFEGUARDING OFSTED INSPECTION AND ACTION PLAN</p> <p>To receive a report on the outcome of the Ofsted Inspection of Children's Services and the Action Plan.</p>	13 - 80
8.	<p>HEREFORDSHIRE SAFEGUARDING CHILDREN BOARD (HSCB) ANNUAL REPORT AND BUSINESS PLAN (TO FOLLOW)</p> <p>To receive the Herefordshire Safeguarding Children Board (HSCB) Annual Report and Business Plan.</p>	
9.	<p>CHILDREN'S SAFEGUARDING PERFORMANCE DATA</p> <p>To examine and challenge the Performance Data on Children's Safeguarding.</p>	81 - 122
10.	<p>CHILDREN IN CARE COUNCIL</p> <p>To examine and comment on the Council's progress on establishing an</p>	123 - 128

effective Children in Care Council.

11. HEALTHWATCH

To receive a verbal report on any issues of concern

12. WORK PROGRAMME

To receive the Committee's Work Programme.

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The Public's Rights to Information and Attendance at Meetings

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HEREFORDSHIRE COUNCIL

Shire Hall, St Peter's Square, Hereford. HR1 2HX.

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Health & Social Care Overview and Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Friday 1 August 2014 at 3.00 pm

Present: Councillor CNH Attwood (Chairman)
Councillor MD Lloyd-Hayes (Vice Chairman)

Councillors: JM Bartlett, PL Bettington, KS Guthrie, JLV Kenyon, NP Nenadich, CA North, J Stone and GA Vaughan-Powell

In attendance: Councillors WLS Bowen, JW Millar, GJ Powell and AJW Powers. Mr R Beeken (Chief Executive, Wye Valley NHS Trust (WVT)), Ms M Clark (Director of Nursing and Quality (WVT), Mr A Dawson (Head of Programme Management, WVT), Mr D Farnsworth (Herefordshire Clinical Commissioning Group) and Mr P Deneen (Healthwatch).

Officers: G Hughes (Director for Economy, Communities and Corporate) H Coombes (Director for Adults Wellbeing); J Davidson (Director of Children’s Wellbeing); C Baird (Assistant Director, Education and Commissioning, Children’s Wellbeing), A Coyle (Head of Service, Early Help and Safeguarding); E Edwards (Special Educational Needs and Disability Implementation Manager); Mr L Knight (Head of Provider Services (Additional Needs)); J King (Head of Looked After children)

10. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors PA Andrews, Brig P Jones CBE and SJ Robertson.

11. NAMED SUBSTITUTES (IF ANY)

None.

12. DECLARATIONS OF INTEREST

None.

13. MINUTES

The Minutes of the Meeting held on the 11 June 2014 were signed and approved as a correct record.

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

Ms P Allen, the Arts and Older People Project Manager at the Courtyard suggested that the Committee receive a presentation on the work undertaken by the Courtyard on dementia care in the community.

15. QUESTIONS FROM THE PUBLIC

None.

16. WYE VALLEY NHS TRUST ACCOUNTABILITY SESSION

The Chairman welcomed the Mr R Beeken, Chief Executive, Ms M Clark, Director of Nursing and Quality and Mr A Dawson, Head of Programme Management, Wye Valley NHS Trust, to the meeting. In his presentation, the Chief Executive highlighted the following areas:

- That external concern over the quality of services at the hospital had resulted in a Rapid Response Review from NHS England, and an improvement plan had been put in place to address issues that had arisen.
- Modernisation of the management of urgent care had resulted in the standardisation of care across the Trust.
- That nursing levels had successfully been increased, and an additional eighteen posts had been delivered into the A&E Department.
- That there was a 5% growth in pressure on the system and as a result the Trust was seeking to ensure services were more efficient. Work was in hand to change the shape and function of care services across the County.
- Areas of risk included the increase in activity levels related to the urgent care pathway which had seen a rise of 13% in June on the previous year. Elective care referrals in urgent care areas such as gastroenterology had increased 100% on the previous year.
- That the Trust was a small organisation and had significant clinical vacancies which made it hard to offer a seven day a week service in all areas as the recruitment and retention of senior staff was problematic.

In the ensuing discussion, the following points were made:

- That as part of the Community Services, the district nursing service was working well with GP surgeries, but in many parts of the County the co-ordination of care could be improved.
- That a societal change was required in order to help meet the expectations of the elderly regarding end of life care. The Trust was monitoring the percentage of people who died in hospital as opposed to their preferred choice.

The Chief Executive, 2gether NHS Foundation Trust, said that there was more emphasis to ensure people were better informed as to how to stay healthy and how to manage their own care. Neighbourhood hubs were used to prevent situations arising and minimise concerns for service users. The focus of care was being shifted to target patients earlier in the care pathway thereby making both economic and health gains.

- That £1m had been invested as part of the Trust's long term strategy.
- That 15% of the Trusts income came from Welsh funders, who were reliant on the services offered by the hospital. They worked to different outcomes in areas such as waiting times for elective surgery, which meant that the Trust had to manage different systems for patients.
- European nurses had been recruited into the Acute Hospital and ten newly qualified staff would also be starting shortly. There were twenty vacancies in Community hospitals, which were proving difficult to recruit to. Alternative ways of

staffing them would have to be considered, with different skill mixes of staff. Risk was being mitigated by the use of a bank system of nurses, or through staff working additional hours.

The Director of Adults Wellbeing commented that adults with learning disabilities tended to have poor health outcomes, and a self-assessment undertaken on behalf of the Department of Health had found that the health system did have areas that needed significant work including access to primary care and preventative screening programmes. Commissioners and providers would be asked what stage this work had reached. The Chief Executive, 2gether NHS Foundation Trust added that the Department had considered the Winterbourne Review, and had set up a national piece of work to address the issues raised.

- That urgent care pressure was experienced by the Trust all year round, and savings that were usually made in the summer months to balance winter pressures had been evened out. The Government had already issued additional resilience funds for the winter period, and the Trust was working with the Council and other partners to put this to the most effective use. Part of the aim would be to avoid admissions and improve discharge arrangements
- That the Minor Injuries Units were commissioned by the Herefordshire Clinical Commissioning Group, and a public consultation had already been undertaken concerning them. Re-procurement of the service would be undertaken by the end of 2015, and would include direct public consultation.
- That there had not been an increase in complaints during the recruitment of staff, but there had been an increase in response times to the complaints that had been made as internal processes had been improved to ensure that the complainant received a more rounded response. Detailed reports of complaints were included in quarterly reports to the Trust's Board. Complaints were learnt from and an improvement plan had been put in place based on complaints. Pharmacists were now in uniform, a move that had been well received by patients. Communication skills had been worked on, and doctors were expected to introduce themselves when dealing with patients.

The Chairman of Healthwatch said that the Trust had been very inclusive when dealing with Healthwatch. There had been good case studies at the Trust's AGM, and regular meetings between Healthwatch and the hospital. The management of the hospital were in a listening mode, and all issues that had been raised had been acted upon. He added that he believed that it was important that communication across the whole social care system be improved, but work in this area was in hand.

- That no formal proposals had yet been received regarding the Worcestershire Acute Hospitals NHS Trust service alterations, so it would not be possible to comment on this. Of greater concern was potential hospital reconfiguration across the border in Wales.

A Member suggested that as education for the public to ensure that they used services correctly was a paramount issue, consideration could be given to including a leaflet with the Council Tax bills when they were sent out each year. It was noted that there were a number of different schemes in place to ensure patients were using the correct services.

- That discharge arrangements within the hospital were proving to be complex for even the nursing staff to manage, so a discharge bubble had been introduced which provided a stable, effective and consistent approach for patients no matter which ward they were on. Assessments for discharge by social care did not need

to be undertaken in a hospital ward, but could be done in a nursing home or a place of safety.

- That a GP triage in A&E was in place at week-ends, and was proving to be particularly effective in the evenings. Patients were seen and discharged quicker than if there had been no GP present. Support was being sought from Taurus and Primecare to instigate this in the evenings during the week.
- That whilst there was nothing that the hospital could do regarding the car parking charges, as the car park was sub-contracted to an external company through the PFI agreement. Whilst this company were entitled to do so, it had decided not to raise the price of parking this year. This was a recognition from the PFI partners that parking prices were a matter of concern. Concessions were offered wherever possible to regular patients and those with long running conditions.

The Chairman thanked Mr Beeken for his candid and open approach to the Committee.

17. HEREFORDSHIRE COUNCIL'S IMPLEMENTATION OF THE CHILDREN AND FAMILIES ACT 2014

The Committee received a report on the Council's Implementation of the Children and Families Act 2014.

During the subsequent discussion, the following areas were raised:

- A new approach to Special Educational Needs (SEN) provision would be provided from the 1st of September which would involve significant cultural changes of practice in education, health and social carer. For example, the Council would be expected to offer personal budgets for service users, and the scale of this offer would be increased over the next two years.
- That case loads for social workers were being reduced, and matters were now being resolved within 26 weeks.
- That work was underway with parent groups in order to facilitate the introduction of the new processes, and parents would be contacted individually before receiving formal letters.
- That the joint commissioning arrangements would include a requirement for internal dispute resolution between agencies.
- That statemented children, and those with education, health and care plans, should be reviewed on an annual basis, but it was incumbent on schools to provide the Council with updated information on individuals. There was a need to ensure that there was greater clarity regarding the reviewing process to ensure it addressed the needs and development of each child.

In reply to a question regarding the confidence within the Council to be able to effect a change in culture, the Assistant Director, Education and Commissioning, Children's Wellbeing said that they were confident that it could be achieved, but that it would be two to three years before a more holistic approach would be embedded.

RESOLVED: That the report be noted and that the committee review progress in implementation of the Act in eight months' time, focusing particularly on the

response to the Act by health services in Herefordshire, both commissioning and provider services.

18. PUBLIC HEALTH UPDATE (Verbal Report)

The Director of Adults Wellbeing provided a verbal update on the changes in the management structure for public health. She highlighted the following areas:

- That whilst there was no designated Director of Public Health in post, the functions of the Director of Public Health were being covered and the Council was legally compliant. The Council was receiving weekly support from Public Health England and informal support from Shropshire Council in order to ensure compliance. Appointment of the functions would need to be jointly agreed between Public Health England and the Local Authority, but there would be someone designated to undertake the functions.
- An additional full time consultant in Public Health would be appointed, as well as a part time post.
- The focus over the next few weeks would be on commissioning of services, and discussions would be undertaken as to how the Committee should be involved in this process.

In reply to a question from a Member as to whether the Council had strong leadership and a clear vision to deliver public health, the Director said she was confident that it had both.

RESOLVED: That the report be noted

19. WORK PROGRAMME

The Committee received its Work Programme.

RESOLVED: that the following items be included in the Work Programme:

- a) **That a Workshop with Communication Leaders from Partner Agencies would be held on the 18th September.**
- b) **That the impact of housing developments in Herefordshire on Hereford Hospital and other social services, presently on the work programme as an unallocated item, should be considered before debates around the Planning Inspector considers the core strategy.**
- c) **That an update on Care Homes should be provided by Adult Social Care; and;**
- d) **That an update on the implementation of the Children's and Families Act should be provided to the Committee in 9 months' time.**

The meeting ended at 5.05 pm

CHAIRMAN



MEETING:	Health and Social Care Overview and Scrutiny Committee
MEETING DATE:	1 October 2014
TITLE OF REPORT:	Outcome of Children's Safeguarding Ofsted Inspection and Action Plan
REPORT BY:	Director for Children's Wellbeing

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

County-wide

Purpose

To note the outcome of the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers, which was conducted between 29 April and 21 May 2014.

To comment on the council and HSCB's response to the areas for improvement identified.

Recommendation

THAT:

- (a) note the outcome of the inspection attached at Appendix 1;
- (b) make recommendations for any further actions to be added to the action plan

Alternative Options

- 1 No alternative options listed as this is a report to enable Health and Social Care Overview and Scrutiny Committee to consider and make further recommendations for inclusion in the action plan.

Reasons for Recommendations

- 2 To enable the Health and Social Care Overview and Scrutiny Committee to comment and make any additional recommendations on the proposed actions to address the areas for improvement identified by Ofsted . The council is required to submit an action plan to Ofsted within 70 days of the publication of their report (which is 7 October 2014), outlining how it intends to address each of the identified areas for improvement, the timescales for action to be undertaken, and the monitoring and evaluation arrangements.

Key Considerations

- 3 The previous Ofsted inspection of children's safeguarding in Herefordshire took place in September 2012, at which time services were found to be inadequate, with children potentially left at risk of significant harm in the county. The Department for Education (DfE) placed Herefordshire under an improvement notice, and has overseen the council's improvement plan implementation and associated actions since, through the Herefordshire Safeguarding and Protecting Children's Improvement Board.

The inspection

- 4 Ofsted returned on 29 April 2014 to undertake a combined inspection of services for children in need of help and protection, children looked after and care leavers, which also incorporated an inspection of fostering and adoption services, under the terms of their new inspection framework, implemented in November 2013.
- 5 The outcomes of the inspection were as follows:
 - The experiences and progress of children who need help and protection – Requires Improvement
 - The experiences and progress of children looked after and achieving permanent homes and families for them – Requires Improvement, including:
 - Adoption performance – Good
 - Experience and progress of care leavers – Requires Improvement
 - Leadership, management and governance – Requires Improvement
 - The Effectiveness of the Local Safeguarding Children's Board (LSCB) – Requires Improvement
- 6 Overall Judgement: Requires Improvement. (See Appendix 1 for full report)
- 7 As part of the inspection, Ofsted identified a number of strengths including the following:
 - Councillors and senior managers show commitment to improving services to children and families – backed by resource allocation
 - Social work caseloads are now more manageable, linked to investment in the project team to address work backlog

Further information on the subject of this report is available from
Jo Davidson, Director for children's wellbeing on Tel (01432) 260039

- Children and families are able to receive a wide range of early help support to prevent problems escalating
 - Children in need of protection are identified and assessed well.
 - Most children who are looked after live in high quality local foster placements
- 8 Ofsted also reported that at the time of the inspection there were no widespread or serious failures that create or leave children being harmed or at risk of harm.
- 9 These outcomes represented recognition from Ofsted as to the progress made by the council and its partners since September 2012. It also recognised that progress had in some areas been very recent, and need to be able to demonstrate sustainability. There are 28 specific areas for improvement, detailed in Appendix 1. Whilst many relate to specific operational and practice improvements, there are a number of strategic recommendations, including:
- Ensure elected members understand and effectively undertake corporate parent role
 - Ensure manageable caseloads
 - Robust audit and performance management
 - Ensure diversity issues assessed and addressed
 - Ensure partners and communities are aware of private fostering

The review of the Herefordshire Safeguarding Children Board (HSCB)

- 10 Under the new framework, the HSCB was reviewed by Ofsted. The Board is an important component of the governance arrangements for safeguarding work in Herefordshire. Details of findings are included in Appendix 1. Key findings for the Board include:
- Governance arrangements between the LSCB and the local authority are well established.
 - The terms of reference for the LSCB are clear, as are the roles and responsibilities of the Chair and board members. The role of the LSCB Chair is sufficiently independent. However the respective roles of the Improvement Board and the LSCB are not sufficiently clear, with no protocol established between them.
- 11 The Board also needs to submit an action plan, and Cabinet are invited to make any recommendations for change to the plan for the Board.
- 12 Whilst the council is no longer judged as being inadequate, the council remains in Government intervention. This is in recognition of the recent nature of many of the improvements and needed to be able to demonstrate sustainability.
- 13 However, the DfE are committed to a formal review of progress prior to the end of the calendar year, to establish whether progress has by that point been sufficiently embedded and sustained that they can recommend the lifting of the intervention notice to the minister. It is the progress against the attached action plans by both the Council and the HSCB which will be central to the DfE review and recommendation to the minister.
- 14 The council and its partners have made good use of external challenge and support to secure improvement, and the HSCB has commissioned a peer challenge for the

autumn to provide further input to strengthen and improve so that it is ready to take over fully from the Improvement Board.

The council's action plan and performance monitoring

- 15 The action plan, attached at Appendix 2 is iterative and will continue to be refreshed and updated. Cabinet and Scrutiny will be kept informed of progress against the action as part of the performance reporting process. The plan includes clear responsibilities and where changes are made this will only be following evidence of the reason for the changes.
- 16 As the Ofsted inspection took place in May, work has both continued and in some areas already commenced in connection with some of the actions as follows:
- A Looked After Children Pledge will be presented to Council in September for formal adoption.
 - The Cabinet member for children's services and cabinet support member have been speaking to local business leaders about apprenticeships and work experience for our looked after children.
 - A commissioning exercise has been undertaken and a contract awarded with respect to the development of the Herefordshire Intensive Placement Support Service (HIPSS) and Therapeutic Intensive Support Services (TISS), which will support vulnerable children and young people to remain in local placement settings as appropriate to their needs and reduce the need for high cost external placements.
 - The council has been quite clear that its ambition and expectation is for safeguarding services to be good by 2016/17. The Ofsted report and these action plans are important staging posts in monitoring progress to achieve this expectation and ensure that where child protection services are needed, they are of high quality.
 - The council has established its longer term strategy to secure good child protection services within an environment of reducing resources. The priorities for change are to build independence and self support within families and communities, including the use of volunteer activity; to target support services proactively in areas of need; and to change the models of delivery. These activities are set out in the children's transformation programme, Children of Herefordshire Improvement and Partnership Plan (CHIPP)
 - Governance of the Ofsted action plans lie on a multi-agency basis with the Herefordshire Safeguarding Children Board; Council oversight will be through the performance framework, specifically the monthly children's performance monitoring and the cross council quarterly performance reviews. Final challenge and assurance will occur through Cabinet, Scrutiny and the Health and Wellbeing Board, as appropriate. For the period that the Council remains in intervention, the Improvement Board will continue to monitor and secure assurance that change is continuing to take place and become embedded.

Community Impact

- 21 The successful implementation of the action plan will bring about further improvement

Further information on the subject of this report is available from
Jo Davidson, Director for children's wellbeing on Tel (01432) 260039

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 .

- 22 Vulnerable children and young people, their families and carers, will experience different approaches to service delivery as a consequence of the implementation of the actions set out in the plan and in the context of the plan's status within the wider children's change programme.

Equality and Human Rights

- 23 As the action plan is 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

- 24 The actions included in the plan in appendix 2 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

- 25 Section 137 of the Education and Inspections Act 1996, requires the Council following an inspection report to prepare a written statement of the action and the period within which they propose to take that action. The attached action plans comply with this.
- 26 The report must be published within 70 working days of receiving the inspection report and a copy must be available by either inspection at Council offices or by providing a copy upon payment of a reasonable fee.

Risk Management

- 27 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

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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.
- Delays in implementing the necessary structural changes to the HSCB business unit will undermine the Boards ability to demonstrate its effectiveness.

Consultees

28 All members of the Herefordshire Safeguarding and Improvement Board, management board, children's wellbeing directorate senior management team, HSCB board members and staff within children's wellbeing directorate have been consulted and their views have been incorporated within the action plan.

Appendices

Appendix 1- Ofsted inspection of services for children in need of help and protection, children looked after and care leavers. Published 30 June 2014

Appendix 2- Ofsted inspection May 2014 action plan

Background Papers

None identified.

Herefordshire Council

Inspection of services for children in need of help and protection, children looked after and care leavers

and

Review of the effectiveness of the local safeguarding children board¹

Inspection date: 29 April 2014 – 21 May 2014

Report published: 30 June 2014

<p>The overall judgement is requires improvement</p> <p>There are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. However, the authority is not yet delivering good protection and help and care for children, young people and families.</p> <p>It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.</p>	
1. Children who need help and protection	Requires improvement
2. Children looked after and achieving permanence	Requires improvement
2.1 Adoption performance	Good
2.2 Experiences and progress of care leavers	Requires improvement
3. Leadership, management and governance	Requires improvement
<p>The effectiveness of the Local Safeguarding Children Board (LSCB) requires improvement</p> <p>The LSCB is not yet demonstrating the characteristics of good.</p>	

¹ Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspection Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

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Section 1: the local authority

Summary of key findings

This local authority requires improvement and is not yet good because

1. Services for safeguarding children and young people in Herefordshire have only recently improved since they were judged to be inadequate in the Ofsted inspection of child protection in 2012. No widespread or serious failures were identified by this inspection that currently left children being harmed or at risk of harm. However, progress to improve how children are safeguarded has been slow and many improvements are very recent. Too many of the areas for development from the inspection in 2012 continue to be areas that require improvement.
2. Services for looked after children have not improved since they were judged to be good in 2012 and some of the work has got worse because many staff have left and the local authority has found it difficult to recruit experienced permanent social workers and managers. This has meant that many looked after children have experienced too many changes of workers and some have not received good quality support or been able to form relationships with their social workers.
3. In 2013 children's services in Herefordshire experienced many difficulties, such as high numbers of referrals, high caseloads for social workers, many social workers and managers moving jobs and poor electronic recording systems. As a result children and their families often received services that were not good enough.
4. Staffing remains fragile and a major challenge to maintaining improvements in the quality of work. More permanent social work and management staff have been recruited and many of the high number of agency staff who are being employed are on long term contracts. The use of agency social work staff is beginning to reduce from the September 2013 high of 50%.
5. During 2013 the local authority and other agencies joined together to form a multi-agency safeguarding hub to receive contacts and referrals about children and to decide what action needed to be taken. At first this did not function properly, but from the beginning of 2014 it has improved and now assesses the needs of children and families well; it is better managed and improves how staff from different agencies share information. However, the service is still at an early stage of development.
6. The authority's children's services have developed electronic systems to record details about children and families to allow managers and other agencies to understand what services are needed and how well they work. However, the information they contain is not accurate enough and managers often are not able to get the information that they need.

7. Herefordshire has a relatively small number of children and families from diverse ethnic and cultural backgrounds. Few services have been developed in the area tailored to their needs. The diverse cultural and ethnic needs of many children and families who are known to children's social care services are not properly assessed or met.
8. Child protection conferences are not well managed and child protection plans made at conference are too vague. Most agencies attend conferences, but few children are invited. People who attend conferences often do not get the reports or minutes quickly enough.

The local authority has the following strengths

9. From the beginning of 2014 the quality of social work and operational management has significantly improved and the morale of staff has risen.
10. Children and their families are able to receive a wide range of early help to prevent any difficulties that they experience from getting worse.
11. Children in need of protection are identified and assessed well. Many more children have been helped through child protection plans than in previous years, and not many are subject to a second or subsequent plan.
12. Most children who are looked after live in stable and supportive foster placements or in high standard residential accommodation that is in or close to Herefordshire. They are supported well by their carers and are helped to maintain positive contact with their families where this is best for them.
13. Where children cannot live with their families, adoption is promptly considered and court proceedings are rapidly completed so that the children can quickly settle into new permanent families. People interested in adopting children are well prepared and supported throughout and following the adoption process.
14. Local authority councillors and senior managers show commitment to improving services for children and families and have secured extensive financial and staffing resources. They have worked closely with partner agencies to improve how staff work together to prioritise the needs of children and young people in the area. The senior staff team in children's social care services is now established and increasingly has gained the confidence and commitment of staff.
15. Social work caseloads are now more manageable because an external agency has been temporarily brought in, until July 2014, to finish off work with some children and families. This has given space for the authority's social work teams to improve their work.

What does the local authority need to improve?

Priority and immediate action

16. There are no areas of priority action.

Areas for improvement

17. Ensure that caseloads in children in need and looked after children's teams remain manageable and 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.
18. Ensure that the electronic case and performance management system in children's social care provides accurate performance information.
19. 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.
20. 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.
21. 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.
22. 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.
23. Ensure that the independent reviewing officers effectively structure and manage child protection conferences and develop specific and measurable child protection plans. Ensure that there is effective leadership, practice, quality assurance and capacity within the Independent Reviewing Officer service.
24. 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.
25. Ensure that information about children who go missing is effectively shared and robustly analysed between partner agencies.
26. Ensure that the partner agencies and the community are aware of the need to notify children's social care services of private fostering arrangements.
27. 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.

28. Fully utilise Family Group Conferences to inform care planning, particularly where care proceedings are being considered.
29. Ensure that diversity issues and the ethnic and cultural identity of children and their families are thoroughly assessed and addressed.
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.
31. Ensure that plans for permanency are made and clearly recorded at children's second looked after review in line with national guidance.
32. 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.
33. Ensure that regular analysis and reporting from the advocacy service provides an accurate account of emerging themes.
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.
35. 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.
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.
37. Develop and implement working arrangements with local Child and Adolescent Mental Health Service providers to enable better access to treatment for looked after children.
38. 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.
39. Ensure all local authority elected members understand and effectively undertake their role as a corporate parent.
40. Refresh and re-launch the recruitment strategy to increase the number of adopters for children with complex needs and for larger sibling groups.

41. 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.
42. Ensure that all care leavers receive a copy of their health records.
43. 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.
44. 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 development.

Information about this inspection

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people who it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the local safeguarding children board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of seven of Her Majesty's Inspectors (HMI) from Ofsted and an additional inspector (AI).

The inspection team

Lead inspector: Pietro Battista

Team inspectors: Shirley Bailey, Brenda McLaughlin, Susan Myers, Lynn Radley, Judith Nelson, Lisa Williams (AI) and Steven Gauntley.

Information about this local authority area²

Children living in this area

- Approximately 36,000 children and young people under the age of 18 years live in Herefordshire. This is 19% of the total population in the area.
- Approximately 10% of the local authority's children are living in poverty.
- The proportion of children entitled to free school meals:
 - in primary schools is 10.5% (the national average is 19.2%)
 - in secondary schools is 9% (the national average is 16.3%).
- Children and young people from minority ethnic groups account for 6.3% of all children living in the area, compared with 20.2% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are White other (1.62%).
- The proportion of children and young people with English as an additional language:
 - in primary schools is 6% (the national average is 18.1%)
 - in secondary schools is 4.3% (the national average is 13.6%).

Child protection in this area

- At 31 March 2014, 1,269 children had been identified through assessment as being formally in need of a specialist children's service. This is a reduction from 1,444 at 31 March 2013.
- At 31 March 2014, 237 children and young people were the subject of a child protection plan. This is an increase from 208 at 31 March 2013.
- At 31 March 2014, four children lived in a privately arranged fostering placement. This is an increase from two at 31 March 2013.

Children looked after in this area

- At 31 March 2014, 242 children are being looked after by the local authority (a rate of 67.24 per 10,000 children). This is an increase from 216 (60 per 10,000 children) at 31 March 2013. Of this number:
 - 65 (27%) live outside the local authority area
 - 14 live in residential children's homes, of whom 92.86% live out of the authority area

² The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data where this was available.

- None live in residential special schools³
 - 148 live with foster families, of whom 11.5% live out of the authority area
 - 11 live with parents, of whom one is living out of the authority area
 - There are no unaccompanied asylum-seeking children.
- In the last 12 months:
- there have been 17 adoptions
 - nine children became subjects of special guardianship orders
 - 95 children have ceased to be looked after, of whom three subsequently returned to be looked after
 - 19 children and young people have ceased to be looked after and moved on to independent living
 - No children and young people have ceased to be looked after and are now living in houses of multiple occupations.

Other Ofsted inspections

- The local authority does not operate children's homes.
- The previous inspection of Herefordshire's arrangements for the protection of children was in October 2012. The local authority was judged to be inadequate.
- The previous inspection of Herefordshire's services for looked after children was in October 2010. The local authority was judged to be good.
- The previous inspection of Herefordshire's fostering services was in March 2013. The local authority was judged to be adequate.
- The previous inspection of Herefordshire's adoption services was in July 2011. The local authority was judged to be good.
- The previous inspection of Herefordshire's services for private fostering was in March 2009. The local authority was judged to be inadequate.

Other information about this area

- The Director of Children's Services has been in post since January 2012.
- The chair of the LSCB has been in post since February 2012.

³ These are residential special schools that look after children for fewer than 295 days.

Inspection judgements about the local authority

The experiences and progress of children who need help and protection requires improvement

45. Children and their families who need early help are able to access a wide range of services that offer support to prevent their problems escalating. The recent reconfiguration of early help services into a more holistic family support service for children and young people up to 19 years of age is enhanced by co-location with children's social care teams.
46. The stability of the workforce in Families First enables children to build relationships with workers and to make positive changes in their lives; for example, to improve school attendance and to improve relationships at home. In the majority of cases seen, age-appropriate direct work with children was undertaken and used to inform case planning. Preventive work with children and young people is appropriately targeted to those at risk of becoming looked after. A large proportion of these children are subject to child protection plans or have recently been removed from such plans.
47. The Common Assessment Framework (CAF) is embedded across the county and its use is slowly increasing. At the time of the inspection there were 950 active CAFs. A further 400 CAFs had been completed and were waiting to be closed. Practitioners engaged in CAFs understand their roles and staff from many partner agencies take on the role of the lead professional. Information sharing at monthly Multi Agency Meetings (MAGS) ensures that children receive additional support when they need it from a range of agencies.
48. The Multi-Agency Safeguarding Hub (MASH) has contributed to the recent improvement in multi-agency information sharing across the partnership. This enables partners to better identify children in need of help and protection. Currently the local authority and Herefordshire's Safeguarding Children's Board (HSCB) are reviewing their thresholds for services as they are not being consistently applied by staff across partner agencies, resulting in some inappropriate referrals to children's social care services.
49. Since January 2014, decisions by managers on contacts and referrals in the MASH are timely and in the majority of cases are appropriate with clear case direction. The process for managing referrals has been clear and most decisions to take action are made within 24 hours. Referrals that meet the threshold for an assessment are allocated to social workers promptly.
50. Assessments of children's needs by social workers in the MASH are prompt in the majority of cases, and most assessments result in the delivery of appropriate services. However, in a small number of cases, assessments focused primarily on mothers and failed to sufficiently consider adult males in the households. A few assessments were overly optimistic about what can be achieved by some families, leading to re-referrals and delay in understanding

the children's experiences. In some cases, inconsistent use of chronologies and recording resulted in key information not being effectively used to inform the analysis.

51. In nearly all cases seen by inspectors, assessments did not demonstrate any meaningful consideration of the religious, ethnic or cultural needs of children or their families. Planning is not informed by the child's diverse needs and children and their families are often treated as having the same needs.
52. Neglect was a major factor in most cases seen by inspectors. Recent improvements in early help services have enabled early recognition of signs of neglect in families and more timely work to tackle the causes. However, in a few cases where management oversight was poor, delay in recognising the impact of chronic neglect on children resulted in an approach that was too focused on the needs of adults or on the presenting incident. The local authority's own audits identify the need to improve the quality of assessment for children and young people who suffer neglect. Staff are beginning to be trained in a variety of methods to measure the impact of neglect.
53. Since January 2014 management oversight of casework has become more robust. This has resulted in some improvement in practice and in the timeliness of work undertaken with children and families. However, inspectors saw many cases where the standards of social work assessment, support and case planning and management oversight were inadequate throughout 2013. This was confirmed by audits undertaken by the local authority, LSCB and partners in that period.
54. Since January 2014 referrals that meet the threshold for a child protection enquiry have been appropriately undertaken by suitably qualified social workers. Child protection strategy discussions that include relevant partner agencies are timely. Follow-up strategy meetings are fully recorded and result in well coordinated arrangements to protect children. No cases were seen of children and families being subjected to child protection investigations unnecessarily and none where children were left at risk of harm. Two cases were brought to the attention of children's social care services by inspectors where necessary child protection enquires had not been undertaken. Appropriate immediate action was taken to ensure that the children were safe.
55. The majority of child protection case conferences are appropriately held within timescales, are quorate and have good multi-agency attendance by partners. This results in the timely progression of child protection plans by core groups. However, conferences observed were poorly managed and meetings were too long and unfocused. Lack of capacity in administrative support for conferences results in unacceptable delays in distributing invitations to meetings, minutes and plans. In one case a parent reported receiving the conference minutes and child protection plan at the review conference six months later.

56. Outline plans made at initial child protection conferences are not sufficiently specific and measurable. They are too long and lack clarity on actions and timescales. However, most core groups are developing more robust child protection plans. Core groups are regularly held and are well attended by a range of agencies. Children subject to child protection plans are seen regularly and are seen alone where appropriate.
57. The local authority has taken decisive action to reduce social work caseloads to a manageable level. Caseloads have reduced from an average of over 30 in October 2013 to an average of 18 at the time of the inspection. This has been achieved by commissioning an external agency social work team to complete some work, provisionally until July 2014. The impact has been positive on staff morale and now social workers have time to spend with children which enables them to improve the quality of direct work with children and families. Improvements in practice are evident, particularly in the last three months, but have yet to be sustained.
58. Management oversight of social work practice and clarity of managers' decision making and direction in cases has begun to improve slowly. However management decisions and the reasons were not recorded well enough in the majority of cases. Supervision of social work staff is improving in regularity, but remains inconsistent in its quality. The local authority has recognised this and has recently provided supervision training to managers.
59. Children and their families have experienced frequent changes in social workers, often at short notice. For example, in two cases seen there had been eight different social workers in a two year period. This negatively affects the development of meaningful relationships with their social workers and has led to drift and delay. Where relationships with social workers have been sustained, inspectors saw examples of effective work leading to good outcomes for those children.
60. Inspectors reviewed 11 cases where children were living in households where there are concerns about parental mental health, domestic abuse and substance abuse. Similar significant improvement was evident from January 2014, with good child-focused direct work and assessment using research-based analysis and risk assessment. Collaborative partnerships working with the Drug & Alcohol Services, the adult mental health service and police in these cases resulted in timely intervention and better outcomes for those families.
61. The Multi-Agency Risk Assessment Conference (MARAC) is well established to consider children in families where domestic violence is known, with good representation and input from partner agencies. Inspectors saw evidence of appropriate communication between the police and children's social care services through the MARAC with strong links to the Multi-Agency Public Protection arrangements.

62. Arrangements for identifying and tracking individual young people who are missing from home are now managed and progressed well by the MASH team. A return interview takes place within 48 hours by staff from the early help service. Interviews are recorded and address issues of safety and vulnerability to sexual exploitation. However, information from return interviews is not routinely collated or analysed to understand trends, and is not shared with the police to enable them to develop local intelligence.
63. Effective work is undertaken to identify and respond to individual young people at risk of child sexual exploitation. In most cases seen, strategy meetings and child protection conferences were held where it was appropriate to do so.
64. Children who are missing from care, particularly those children placed in the area by another authority, do not receive a consistent response. Data on the number and type of incident is not robustly maintained or analysed. The number of reported missing episodes of looked after children is rising, as are the number of children who go missing three or more times in a 90-day period. The lack of a robust multi-agency approach means that for most children this is being managed on a case-by-case basis without consistent collaborative information sharing.
65. At the time of the inspection 17 children were missing from education. Clear protocols are in place between schools, the fair access panel and children's social care services. As a result, children missing from education receive a consistent response and any children not found within 14 days are referred to the MASH and are appropriately assessed. There are currently 100 children home educated, who are subject of robust safeguarding consideration.
66. The eligibility criteria for children with disabilities (CWD) lacks clarity and this means that children who have a disability are not always appropriately identified. Some children in receipt of respite care who meet the criteria are not currently being reviewed by the Independent Reviewing service. In one case, a young person in a joint-funded placement had not been reviewed by the local authority for five years. Inspectors reviewed all the current children with disabilities where there were child protection concerns, and recent risk assessments are robust. However, in one case child protection concerns had not been properly considered in 2013, and the local authority acknowledged this.
67. Few children are enabled or encouraged to attend child protection conferences. Advocates are available for children over ten who do effectively represent their views, although this support is not extended to representation at core groups. The voice of younger children is not independently represented as there is no advocacy service offered to children under ten years old.

68. Arrangements to identify and support children who are privately fostered are underdeveloped and issues identified in previous inspections of Herefordshire's private fostering have not been fully addressed. During the inspection the local authority reported they were aware of seven private fostering arrangements. All four cases seen by inspectors had a private fostering assessment and appropriate visits had been undertaken. There is an on-line private fostering training module and a poster campaign in schools and children's centres, but little evidence that awareness raising initiatives are having any impact.
69. Arrangements for managing and responding to allegations of abuse or mistreatment of children by professionals and carers, through the Local Authority Designated Officer (LADO) have recently been reviewed. All cases seen by inspectors were responded to appropriately. Outcomes of referrals to the LADO are reported to the Local Safeguarding Children Board.
70. The Emergency Duty Team (EDT) for children is commissioned from a neighbouring authority. Effective systems are in place which ensure good communication between the EDT and the social work teams and access to electronic case files. However, arrangements for young people detained in police custody needing alternative accommodation out of office hours are poor. There is no local authority emergency accommodation for children held by the police. The EDT do not always sufficiently explore all options, resulting in young people being detained in police cells overnight unnecessarily. This was identified in previous inspection by HMIC in September 2013 and has not been resolved.

The experiences and progress of children looked after and achieving permanence requires improvement

71. For children where family breakdown is likely, intensive support services provided by the early help team work well and improve outcomes for the majority of children. Targeted youth support working in partnership with social workers also provides help for those at risk of becoming looked after. Edge of care services are located within the children in need service. The placement panel provides routine oversight, case guidance and monitoring of edge of care work.
72. Where legal processes are required to secure a safe future for children improvements have, in most cases, resulted in effective use of the public law outline (PLO) and legal planning meetings. However, in four cases out of six seen children did not become looked after promptly enough as a result of delay in taking assertive action prior to 2014.
73. Family Group Conferences (FGC's) are not used to inform legal planning. The service is under-resourced and poorly developed, and generally staff in children's services are unaware of the benefits that FGC's bring to effective care planning. Early identification of children requiring permanence is

achieved by adoption managers' routine attendance at legal planning meetings.

74. The development of the court team over the last year is positive, and where children need the protection of legal orders work is timely and delays are the exception. Nearly all cases are completed within 30 weeks and performance in the timeliness of court proceedings continues to improve. The Judiciary and CAFCASS report that Herefordshire is raising its practice standards, although they acknowledge that some social work court reports are still insufficiently analytical.
75. Where looked after children are returned to their families, reunification plans are not consistently robust. In three cases out of the 15 seen work was well planned and structured to support children's return home. However, in others children returned home in an unplanned way, without planned support, and in one case a young person moved in and out of care several times in a short period.
76. Enabling children to maintain positive contact with their families is a priority in care planning, and social workers take a flexible approach to ensure that children benefit from and enjoy contact. When contact is being planned or reviewed children's views are sought and taken into account. They are able to influence how often they see their relatives and for how long. Resourcing supervision of contact remains a challenge for the local authority, and recent improvements include the provision of additional staffing and an in-house manager to oversee and co-ordinate arrangements.
77. The vast majority of the 65 children who are placed outside of Herefordshire are not disadvantaged and their needs are currently met. 42 are placed in adjoining authorities. Children are only placed at distance to meet their individual, specific needs, for example to be with family members or because of complex disabilities. Social workers visit children regularly and routine monitoring of provider standards is undertaken by a contracting team. A young person living out of the area reports very good care, access to specialist help and high levels of satisfaction with the support that they receive.
78. Permanence plans are not always made as promptly as they should be. Managers acknowledge that these plans are not always made at the second review and can be significantly delayed. A small number of plans were seen which were not prompt or focused where young people were accommodated on an emergency basis.
79. Care plans are reviewed in a timely way and the views of children and young people are sought and are included. An advocacy service is available and either a young person or their carer can make a referral. The number of times advocacy is used for children looked after appears high at 116 in the last year; no analysis has been undertaken to determine how effective the

service is or what issues it helps to address. In addition young people report there can be a long wait to see an advocate.

80. Independent Reviewing Officers (IROs) routinely see children prior to their review and very occasionally between review dates. Where plans for permanence are not made promptly enough or use of the PLO is prolonged, IROs do not always challenge practice. Some reviews are chaired well by IROs, who are sensitive to the needs and emotions of children and family members. Managers acknowledge that substantial work is required to fully implement the requirements of the IRO handbook. The quality assurance role of IROs is underdeveloped and currently the IRO team does not have sufficient capacity to progress and develop its work as swiftly as it needs to. The drive and leadership required to ensure the IRO service becomes fully effective is not evident.
81. For some brothers and sisters with permanence plans a specialist therapist within the adoption team provides good quality assessments of whether they should live together or separately. For other children, placement planning meetings make these decisions and the minutes seen were poorly recorded and did not reflect the significance of the decisions made. Where children achieve permanence through long-term fostering the match to their carer is thoroughly considered at Placement Panel. Matching reports are good and the significance of the event is marked by a letter and certificate for the child from the Head of Service.
82. The vast majority of children live in good quality, stable foster care and appropriate use of Independent Fostering Agencies ensures that there is sufficient placement choice. Placement stability is good, with only 7% of children having three or more placement moves in a year in 2012–13 compared to a national average of 11%. Children seen understand why they are in care and what their care plans mean for them. They all say that they feel safe at home and school. Whilst children make meaningful and positive relationships with their carers, often they experience many changes in social worker without any warning or reason being given. Further, they are not always made aware of and sure of their rights and entitlements.
83. Performance in securing permanent arrangements for children through the use of special guardianship (SGO) is good. In 2012–13, 21% of children left care through SGO compared to statistical neighbours at 9%. Currently 65 children are subject to special guardianship and a full review of their placements and support plans is taking place. Plans are well advanced to implement a kinship and special guardians' unit to centralise and improve standards of support.
84. The local authority meets its duty to ensure that there are sufficient suitable placements to meet children's needs through the use of in-house and purchased placements. A well-planned sufficiency strategy is in place and future projections of need are realistic. Placement costs are benchmarked

against both neighbouring authorities and national averages. Managers have appropriate plans to increase their in-house provision and demonstrate success through an additional 14 carers in the last year. Kinship care is routinely used, underpinned by appropriate assessments, and numbers are steadily increasing.

85. Family-finding strategies for children who require permanence through long-term fostering are effective and are informed by a detailed knowledge of children's needs. Placement support is good and meets the child's and carer's needs. Fostering files are clear and well-maintained. Training for carers is good, wide-ranging and easily accessible. Children receive effective individual support when needed from a specific family support worker who is a member of the fostering team. Delegation of day-to-day authority to enable foster carers to make decisions about children is clear. Foster carers receive good management oversight. Routine reviews of foster carers, unannounced visits, and required reference checks are all undertaken and are recorded well in case files.
86. An experienced, independent chair of the Fostering Panel works well with the Agency Decision Maker (ADM) to ensure that safe decisions are made about the approval and review of foster carers. The panel is appropriately constituted, has a measured approach and provides robust quality assurance of the work it oversees.
87. The majority of looked after children are now making the educational progress expected of their age, taking into account their often low starting points when they enter care. In 2012/3, however, progress and attainment at Key Stage 2 dropped well below the national average for looked after children because only 5 out of 15 children achieved as expected. At Key Stage 4, most made good progress and seven out of 14 gained five or more good GCSEs, following improvement on the previous two years performance. Most of the remainder gained at least five A-G grades at the same level. The proportion achieving good grades in English and mathematics remains in line with the national average for looked after children and, therefore, the gap in attainment with all children in Herefordshire is not closing.
88. School attendance of looked after children is good. Those with a history of persistent absence prior to coming into care improve their attendance rapidly. Behaviour of looked after children at school is good and resulted in a low level of fixed-term exclusions that has fallen further this year, with 20 incidences to date. There were no permanent exclusions of looked after children in the two school years to 2013, however, one child has been excluded this year.
89. The virtual school has had a positive impact on raising the profile of looked after children, in partnership with a well-established network of designated teachers. The large majority of looked after children are in schools judged to be good or outstanding by Ofsted. Additional support has been put in place

for the 24 children already attending two local schools when they were not judged good by Ofsted. Progress in all education placements is monitored, including for the seven children receiving alternative education or less than 25 hours education for medical reasons. No looked after child was missing from education at the time of the inspection. The virtual school's active involvement in care placement planning enables suitable education to be found swiftly, in or outside the county, and most children enjoy good continuity in schooling throughout their time in care.

90. Good quality personal education plans (PEP) underpin the tracking of individual pupil attendance, behaviour, progress and attainment. Children play an active part in PEP meetings and plans are readily available to social workers and IROs to use in looked after children reviews. Nine of 12 plans seen by inspectors were good, comprehensive and meaningful for all concerned, including children and young people. Suitable attention is paid to personal and social development as well as behaviour and learning goals. However, academic target setting does not always focus sufficiently on rapidly improving the progress of children who are, or are at risk of, falling behind.
91. The virtual school's capacity to directly provide targeted support to children has been strengthened this year by retaining a proportion of the pupil premium which is delegated to schools. There is keen awareness that more needs to be done to close the attainment gap and additional education psychology support, group and individual tuition and activities to raise aspirations are underway. Children benefit from a diverse range of recreational activities and opportunities in and outside of school. The participation project within the virtual school runs popular weekly Fun Clubs and recently enabled a group of young people to make an excellent hard-hitting film about bullying, working alongside professionals in the media industry.
92. Improving the health outcomes for looked after children is appropriately prioritised. Within the last six months, very rapid improvement in the capacity to offer timely appointments for initial health assessments means that 82% of looked after children were seen promptly. General practitioners are now notified when a child becomes looked after, facilitating the prompt sharing of information if a child has an existing medical condition. Improved performance is also demonstrated, with 92% of immunisations completed and clear reasons for those not completed. Partnerships with health professionals work well to provide specific examinations and assessments that contribute to child protection processes.
93. Access to Child and Adolescent Mental Health Service (CAMHS) treatment is inconsistent. While many referrals are made to CAMHS very few looked after children and young people meet the threshold for treatment so do not receive the help requested. Managers are placing reliance on the Therapeutic Intervention Support Service due to be operational in September 2014 to fill

the gap in support for the emotional and mental wellbeing of looked after children.

94. The children in care council is underdeveloped, but the recent appointment of a dedicated participation worker as part of the virtual school has brought new direction, commitment and energy to developing the council. Over the last six to nine months a small but enthusiastic group of young people are starting to make a difference in representing looked after children and have engaged in revising the pledge, staff recruitment and the development of a website.
95. The quality of management oversight in the looked after children team is too variable. Case records demonstrate some improvements in recording manager's directions in the last few months. Managers in the fostering and adoption teams demonstrate good oversight, clearly recorded on case files. The placement panel provides an additional and beneficial layer of oversight to managing looked after children's work. The complex needs panel meets routinely and oversees and makes decisions about joint-funded placements for children requiring the highest levels of support and care.
96. Performance management across looked after children services is poor, and is not supported by effective management information. This means that strategic and operational managers do not have an accurate overview or contemporaneous knowledge of what is happening in their services. The adoption and fostering teams have compensated for this through the use of effective manual systems and benefit from an in-depth knowledge of their service.

The graded judgment for adoption performance is good

97. When children cannot live with their parents, or within their extended family, adoption is appropriately considered as a permanence option. Adoption plans were made within six months of the child coming into care for the vast majority of the 15 children who are currently waiting for adoption. For seven of those children a potential match has been identified but has not yet progressed to the adoption panel. Legal planning meetings thoroughly consider the thresholds for legal proceedings. The decision for adoption and seeking a placement order by the agency decision maker (ADM) is made in a timely way, which helps children move into their adoptive placement as quickly as possible.
98. The local authority's improving performance in relation to the Adoption Scorecard is good. Court timescales currently average 30 weeks and make a good contribution to helping children move in with their adoptive family as soon as possible once their placement orders are granted. Good performance is also demonstrated in the time it takes for children to move to their prospective adopter from coming into care. In January 2014 Herefordshire was one of only 36 authorities meeting its target in this area. Since then,

based on the local authority's unvalidated data to March 2014, performance has improved further with the time taken now standing at 15 months. This is significantly better than the current national average of 21 months and, if performance is sustained, is in line to achieve the DfE target for 2016 of 14 months.

99. When there are delays in adoption these are clear and appropriate, for example in some cases the reason for delay relates to legal processes such as an appeal against the placement order. In other cases evidence clearly demonstrates that there is continued and persistent family finding activity. The adoption team do not like to 'give up' and their commitment, combined with their expertise in family finding, means that only three children have had their plans changed away from adoption in the last year. In those cases children have remained with existing carers or moved to extended family.
100. Applicants are routinely informed during their training about the benefits for children of concurrent planning and fostering to adopt. They are encouraged to consider this during their assessment and good evidence was seen of this in Prospective Adopter Reports and panel minutes. However, no concurrent or foster to adopt placements have been made.
101. Co-location and good information sharing between the adoption and fostering teams helps social workers to build a detailed knowledge of the children who may need an adoptive family. Information gathered is used well to develop children's profiles which are circulated within the team, neighbouring authorities, the Adoption Register and more widely as the family finding process progresses.
102. Adoption service managers effectively oversee the progress of family finding for all children who are waiting for an adoptive placement. This is supported by effective (manual) management information systems. Monthly progress reports are made to adoption panel and six monthly reports to senior managers which set out progress and the local authority's performance against the adoption scorecard.
103. Rates of recruiting adopters are satisfactory and numbers have increased year on year. The authority acknowledges that more targeted recruitment is needed to better meet the needs of children who are waiting too long. Some progress has been made but continued negotiations to develop a regional approach, through the West Mercia project, has added delay.
104. Prospective adopters have good, prompt access to preparation and training. Stage 1 of the application process is completed promptly and within required timescales. The content of the training is appropriate and applicants report positively about the learning they have gained, particularly in relation to attachment issues. Stage 2 is also timely and compliant with national guidance. Assessments are thorough; reports are of good quality and increasingly analytical.

105. The adoption panel and the panel chair ensure good standards of practice, robust quality assurance of reports and constructive feedback to applicants. The panel chair provides challenge to improve assessment practice and to ensure appropriate levels of adoption support for children. A strong working relationship between the adoption panel chair and the ADM ensures that the matches between children and prospective adopters are thorough and timely.
106. Adopters spoken to said that adoption social workers are professional, approachable and very skilled in making the assessment process feel thorough, probing but not intrusive and a 'two way process'. Case files are compliant with regulations and case recording is up to date and detailed. Adoption team social workers provide good, highly-valued support to adopters throughout the process and this is evidenced in routine post-adoption order feedback. The part-time child and adolescent therapist attached to the team provides good individual support for children and families from assessment to post-adoption. One adopter said that work done with their child had made the difference between having 'a happy family and one that was just about coping'.
107. Post-adoption order support is good. The service is responsive to all parties in post-adoption arrangements. Adopters appreciate being able to access advice and more extensive support when they need it. 21 children have received adoption support in the past year, not including children who have been in receipt of financial support only. A dedicated Letterbox coordinator provides a good service to support contact with birth relatives post-adoption for 125 children. The adoption team also provides valued counselling for birth parents and, in the last year, for 22 adopted adults. Good use is made of learning from this aspect of their practice by enriching preparation of adopters and undertaking life story work with children.

The graded judgment for the experiences and progress of care leavers is requires improvement

108. The 16+ team, which provides services for older looked after young people and care leavers, is emerging from a long period of instability, management changes and a legacy of under-resourcing, well below the national average. Over the last year, clear direction from a new team manager, development of the No4 centre as a team base and centre for young people, and additional qualified staff, have all had a positive impact on the service. Staff morale is now high and a strong team ethos is developing. However, many policies, procedures and practices are new and their impact on improving outcomes for care leavers has not yet been fully demonstrated.
109. In the last six months, improvements in transition arrangements from looked after children teams to the 16+ service are helping to support young people as they progress through and out of care. All young people, including those with learning difficulties and disabilities, have named personal advisors who

provide good continuity at key stages towards independence or transition to adult services. Care leavers with learning disabilities also have a lead worker in the adult learning difficulties service to facilitate joint planning.

110. The majority of young people have a pathway plan based on an assessment of their needs. However, nine of the 12 plans seen required improvement and two were inadequate or were out of date. This was a key area for improvement at the last inspection of looked after children's services and remains so. Different planning and risk assessment tools, for example in relation to drug use or sexual exploitation, are used but do not link together coherently. A much-improved interactive electronic planning tool is being developed to address this. Young people contribute to their plans and reviews, but few plans reflect their aspirations or individual needs sufficiently. Partner agencies, who often provide key services and support to care leavers, are not routinely involved in plans.
111. The quality of plans contrasts sharply with the views that young people expressed to inspectors, which were positive about the care, support and practical help provided by the 16+ team. One young person said 'They go the extra mile for you'. Workers build trusting relationships over time through regular contact and reviews.
112. Young people are encouraged to live healthy life-styles and make informed choices about their health, relationships and behaviour. The looked after children nurse runs a weekly drop-in session at No4, with the option of a full health assessment for all aged under 18. The take-up is currently low but is improving and non-attendance is followed up. Young people have good access to youth counselling, substance misuse and sexual health services. Ten young people make regular use of the free gym membership that is available to all care leavers. Personal advisors ensure that young people have relevant identity documents, national insurance numbers and birth certificates. Only three young people currently have a copy of their full health record and action is being taken to ensure that they all do.
113. A range of suitable accommodation and housing meets the needs of young people and this includes supported housing, foyer provision and tenancies. 91% of care leavers are in suitable accommodation, which is above the national average of 88%. Young people told inspectors that they felt safe where they lived and benefited from practical support and regular contact with personal advisors and housing workers, helping them to develop independent living skills. The Staying Put policy has increased choice for those who want to remain in foster care with a level of support well matched to individual need. Eleven young people have chosen this so far, with carers trained for three more. The 16+ team works well with the youth offending service to meet the needs of young people in custody in preparation for their return to the community.

114. As a result of learning in 2013 from a local serious case review, no young people are placed in bed and breakfast accommodation. Improved partnership work and information sharing between children's social care, the housing department and key partners ensures that 16 and 17 year-olds who present as homeless and cannot return home safely are found suitable accommodation which meets their needs. However, a gap remains in specialist provision locally for the small number of highly vulnerable care leavers with complex needs and often chaotic life-styles, who are more likely to be placed out of the area at a greater distance from support networks. The local authority is exploring how to meet this need locally.
115. The virtual school supports all young people well in their initial transition into further education. A post-16 personal education plan is available, but only a few are currently in place and arrangements are informal and ad hoc. Although the majority of care leavers are engaged positively in education, training or work, 14 out of 50 aged 16 to 19 years are not. Care leavers in Herefordshire are four times more likely to be out of work, not in education or training than their peers locally. The local authority recognises that more targeted and independent information, advice and careers guidance is needed. Work experience, mentoring opportunities and two apprenticeships have been identified specifically for care leavers and are being developed as part of the local authority's New Belongings programme.
116. Care leavers attending university are well supported. Seven young people are currently on degree courses and four more have places in September 2014. The virtual school is working with foster carers, linked to a number of other new activities, to raise young people's aspirations in relation to higher education.
117. Care leavers are not always aware of their legal entitlements and this is not a routine part of pathway planning. A small, committed and active group of care leavers are supported well to raise the profile of care leavers and to champion their views within the local authority, partner agencies and with other young people. Care leavers are involved in recruitment and selection processes, support the work of the children in care council, and undertake voluntary work in the community. They are engaged in the development of a new website designed to provide helpful information and advice.

Leadership, management and governance requires improvement

118. Progress has been made in improving the quality of front-line practice since Ofsted judged the local authority as inadequate in an inspection of local authority arrangements for the protection of children in October 2012. However, until very recently this has been too slow and erratic. Many of the improvements in front line practice are as recent as January 2014.
119. Services for looked after children and care leavers have deteriorated since the child protection and children looked after inspection in 2010 which

judged the services as good. In contrast, adoption services have been maintained at a good level.

120. Following the issue of an improvement notice by the Department for Education (DfE) in February 2013 the local authority engaged in a comprehensive improvement plan which was subsequently refined and more sharply focused as a result of learning from a rigorous peer review undertaken in October 2013.
121. Despite high levels of self-knowledge and activity demonstrated at every level in the local authority, too many areas for improvement identified in the child protection inspection of 2012 have not resulted in positive progress prior to January 2014. Throughout 2013 there were significant concerns in relation to poor standards of practice and management throughout children's services which left children at risk.
122. Ensuring that the senior leadership team within the local authority has sufficient capacity and skill to lead organisational change has been a key challenge that has slowed the pace of improvement. Since the appointment of a permanent Chief Executive in March 2013 and a lead member with specific responsibility for children's services the pace of change has accelerated. Senior management capacity has been increased by separating the previously combined role of Director of Children's Services and Director of Adult Services in August 2013. Other key posts in the current children's services senior leadership were filled in October 2013 and the team in its current establishment has been fully operational since January 2014.
123. Senior leaders in the local authority, strategic partners and key elected members now demonstrate a detailed and consistent understanding of the service's strengths and weaknesses based on learning from the inspection of 2012, a rigorous Local Government Association (LGA) peer review conducted in October 2013 and reviewed in February 2014, and on-going monitoring and evaluation of its progress by the independent Improvement Board. However, progress has been hampered by the persistently poor quality of performance management information available within the children's services, from electronic case file and data systems which are still being developed. Also, many of the plans that have been developed to improve services are in draft form or have only recently been implemented, making it too early to evaluate their effectiveness.
124. Protecting children and giving them a great start in life is a key priority for the local authority and across partnerships, who now ensure that the focus on protecting children is not lost in the light of competing priorities in a time of severe financial austerity. Despite challenging reductions required in the council expenditure over the next three years, children's services as a whole has been largely protected in the savings identified for other council services and there are no plans to cut front-line social care services. Efficiency savings in other parts of the organisation, such as in business support, have

had a negative impact, for example resulting in delayed distribution of invitations and minutes of child protection conferences. This was identified in recent multi-agency audits and is being closely monitored by the senior leadership team.

125. Leadership, management and governance arrangements comply with statutory guidance and are well understood by all key stakeholders including elected members, the Chief Executive and other members of the senior management team. They discharge their individual and collective responsibilities diligently and with effect. The Chief Executive meets regularly with the Director of Children's Services (DCS), the chair of Herefordshire Safeguarding Children's Board (HSCB) and the lead member for children's services. There is mutual constructive debate and challenge within these meetings that shapes the development of children's services.
126. The local authority makes good use of its links with the LGA and is active in seeking out new opportunities to learn from good practice elsewhere. For example a group of councillors recently visited another local authority to explore how to improve their role as corporate parents.
127. The establishment of a Multi- Agency Safeguarding Hub (MASH) during early 2013 for the contact, referral and assessment service was ineffectively overseen and significant practice, management and resource issues amongst the contributing partner agencies were not recognised or resolved. A Peer review of October 2013 identified that significant urgent changes were required in relation to the consistency, timeliness, and the quality of partnership working within the MASH. This resulted in the local authority and its partners taking prompt, decisive remedial action. As a result, since December 2013, more timely and effective assessment and safeguarding of children has been supported by increasingly effective partnership working at the front door in the MASH. Since January 2014 there is evidence of appropriate management oversight of cases within the MASH in almost all cases. However, the quality and regularity of management oversight in the rest of children's services remains too variable.
128. The local authority invested in supervision training for all frontline managers in April 2014. Staff report that they receive regular formal and informal supervision. However, the use of regular formal written supervision as a tool for reflection, support and management of performance is inconsistent. In 13 of 26 supervision records seen there were gaps in the frequency of supervision and records were brief. Inspectors saw few examples of good supervision records, demonstrating appropriate challenge and support. Prompt recording of supervision is not prioritised in all teams. The Local Authority had already identified this issue prior to this inspection and an audit of supervision is planned for July 2014.
129. Staff report that senior managers are visible and supportive. The Chief Executive and elected members visited social care teams following the last

Ofsted inspection and members of the senior leadership team regularly visit teams. A staff forum has been held to consult with staff formally and to keep them apprised of developments. Another, which was planned for the time of this inspection, was postponed. Staff told inspectors that senior managers, after a period of many changes, are now making an 'emotional investment' in the authority as well as a financial investment in improving and developing their service. As a result staff express confidence and commitment to the service.

130. Almost all the areas for improvement identified in the inspection of child protection services in 2012 have been addressed, albeit at a slow pace, and some, such as the screening and prioritisation of referrals in the MASH, are now working well. However, performance monitoring and quality assurance arrangements continue to pose significant challenges, as does the number of changes of social worker experienced by children and their families. Both were identified as areas for development in that inspection.
131. Performance management is not embedded in management culture. The local authority's ability to evaluate its own performance is compromised at every stage of the child's journey due to inaccuracies and gaps in its data collection. The local authority struggled to provide prompt, accurate data to inspectors during the course of this inspection.
132. Improvements and adjustments to the authority's electronic systems were identified as an area for further improvement by the DfE following the twelve month review meeting on the 12 March 2014. There is a clear work plan to address the issues by July 2014.
133. There has been improvement since January 2014 in the accuracy of data within the MASH team which enables managers to monitor the timeliness of work. However, across the rest of the service accuracy of data remains poor. The most easily accessible and accurate data seen by inspectors were those held in the adoption and fostering teams, which is collected manually.
134. The quality of case file audits undertaken by the local authority for the purpose of this inspection was good, using a comprehensive audit tool. Findings were aspirational, and where deficits in practice had been identified appropriate plans with clear priorities had already been put in place. However, routine case auditing at a team and service level is not sufficiently established and learning from those audits that have taken place has not been used to collate themes.
135. Learning from complaints is anecdotal, and insufficiently robust. The local authority identified in October 2013 that the complaints process in relation to children's services was ineffective and required fundamental changes to ensure it is meeting statutory guidance. There are plans to transfer responsibilities to the quality assurance team in June 2014 in order to streamline the process and improve robustness of investigation and

response. The current arrangements, although improving, remain insufficiently detailed to assist analysis of themes arising from complaints. Similarly, qualitative evaluation of the impact of the advocacy service across looked after children and child protection provision is not undertaken, and there is no collation of themes to inform organisational learning.

136. The local authority acknowledges that until very recently corporate parenting was not given sufficient priority. The creation of a dedicated health and social care overview committee, supported by a permanent operational safeguarding group, has resulted in increased focus on children's services. This group has made a series of key recommendations to strengthen elected members' understanding of the role of corporate parent, including mandatory training as part of the induction process for newly elected members. This has not yet taken place. The number of cross-party councillors in the corporate parent group has been increased. This newly reconstituted group has made some progress. They have refreshed the Pledge which is now written by young people, and held events to raise awareness of children in care, including the planning of a looked after children celebration event. Many recent developments are standard practice in most local authorities and much further work is required for the local authority to achieve its goal of becoming 'good' corporate parents.
137. There has recently been substantially increased investment in the leaving care service, which was significantly under-resourced compared to statistical neighbours and national averages. This was the result of learning from a recent serious case review. Expenditure on care leavers has increased from 2% to 7% of the children's services budget this year, which is now in line with the national average. The leaving care grant has been increased and a contract for commissioned services to improve levels of support to young people with complex needs in supported accommodation is being tendered.
138. The retention and recruitment of a suitable workforce with sufficient capacity to deliver good quality services for children remains a key risk to the sustainability of improvements in practice and management of the local authority children's services. Until as recently as March 2014 caseloads were too high, in part due to increased referral rates. Attempts to address the balance by transfer of cases between teams were ineffective. This, combined with high staff turnover, caused delay and uncertainty for some children. Leaders took decisive and effective action and, in March 2014, engaged a short-term project team provided by an external agency to reduce caseloads and to ensure that children now receive a prompt and effective service. Caseloads in the Children with Disabilities team remain too high and have been compounded by an increase in children subject to child protection processes within that service as a result of improved recognition of risk.
139. A period of destabilisation and high turnover of staff followed the findings of the Ofsted inspection in 2012. The ratio of agency staff to permanent rose sharply due to a variety of factors, including positive moving on of both

permanent and agency staff who were unable to provide the standard or work required. As a result, many children have had too many changes of worker and this has negatively affected the quality and consistency of practice in the past two years. Some workers report that they have had up to three changes of manager in a year. This has begun to stabilise through securing more permanent staff and through securing suitable agency staff on longer-term contracts.

140. The local authority workforce strategy is comprehensive, realistic, and is based on a detailed analysis of local market forces. It incorporates financial and professional development incentives to make working in the authority competitive. It acknowledges the inevitability of use of interims and minimises disruption to children by the use of long-term contracts with skilled agency staff. Finance to support sustainability is agreed. The current ratio of agency to permanent staff is improving, but remains high. The local authority has recently recruited a further eight newly qualified social workers as part of a 'grow our own' initiative.
141. The local authority has developed effective strategic partnerships with the Children and Court Advisory Service (Cafcass) and the judiciary and protocols with health partners which have resulted in a substantial reduction of timescales in court proceedings to avoid delay in securing outcomes for children. Targets set under the Public Law Outline of within 26 weeks are nearly met. A member of the judiciary commented that the local authority has done 'astonishingly well' to reverse the position they were in 2009–10, when Herefordshire had nine out of ten of the longest running cases placed before courts locally to now having the fewest.
142. The Children and Families Joint Commissioning Group, with the local authority and health partners, commissions services based on the priorities of the Children and Young People's Partnership forum. The priorities are consistent across strategic groups and ensure that vulnerable children and those known to children's social care services remain at the forefront of joint commissioning arrangements. Priorities drawn from the Joint Strategic Analysis (JSNA) are recognised by the group to have insufficient detail about children, and this is being addressed through a further analysis of the needs of vulnerable children commissioned to report in June 2014. The local authority and partners are improving the targeting of services through more robust analysis of need. For example, a domestic abuse needs analysis resulted in increased services commissioned from Women's Aid and a review of the effectiveness of the CAHMS service, which has recently been completed.
143. The looked after children commissioning strategy is robust. It is based on trend analysis and an understanding of gaps in provision, and good team level knowledge of the young people known to children's services. It is informed by best practice considerations, statutory requirements and case law.

144. Within local authority commissioned services recent consultation with service users and other interested stakeholders have enabled young people and their carers to be actively involved in the drawing up of service specifications and evaluation panels, ensuring that the tendering process is fully inclusive and relevant to the needs of specific groups. Monitoring of contracts across services that are commissioned is informed by unannounced visits to providers, user feedback and short-term evaluation of impact based on case studies which, whilst appropriate and informative, is insufficiently robust.
145. Current services commissioned are relevant to the local authority's statutory duties. Stakeholder events with third sector providers and private business have been held to promote development of alternative funding to maintain services which, whilst helpful and enriching to children's lives, do not meet the threshold for statutory intervention. Events were well attended but it is too early to measure effectiveness.
146. Commissioning of short breaks for children with disabilities to move from a medical model of respite care has been too slow. The identified service in place since January 2014 has so far recruited only one carer and received two referrals neither of which was suitable. Currently, therefore, there is insufficient choice and flexibility of provision available to support disabled children and their families.
147. The local authority has not effectively addressed the diverse needs of the children and families that its supports at either a strategic level or when assessing or meeting the diverse needs of individual children. Strategic planning is hampered by poor information collection and by the relatively small number, but wide range, of families from cultural and ethnically diverse groups. This also poses a challenge for staff to gain knowledge and experience to understand and engage with children and young people from diverse backgrounds. However, inspectors saw two good examples of careful and sensitive work that took into account children's individual identity needs.

What the inspection judgements mean: the local authority

An **outstanding** local authority leads highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** local authority leads effective services that help, protect and care for children and young people and those who are looked after and care leavers have their welfare safeguarded and promoted.

In a local authority that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the authority is not yet delivering good protection, help and care for children, young people and families.

A local authority that is **inadequate** is providing services where there are widespread or serious failures that create or leave children being harmed or at risk of harm or result in children looked after or care leavers not having their welfare safeguarded and promoted.

Section 2: The effectiveness of the Local Safeguarding Children Board (LSCB)

The effectiveness of the LSCB requires improvement

Priority and immediate action

148. There are no areas for priority or immediate action.

Areas for improvement

- 149. Ensure that governance arrangements between the LSCB and the Improvement Board are clarified.
- 150. Ensure that LSCB policies and procedures are up to date and incorporate issues specific to Herefordshire.
- 151. Ensure that the LSCB receives accurate and relevant performance information from its partners to enable it to assure itself on the quality of safeguarding work.
- 152. Ensure that the work of the LSCB operational groups is manageable and prioritised.
- 153. Ensure that learning from multi-agency case audits is actioned and the impact is reviewed through repeat audits.
- 154. Ensure that robust strategies and intelligence in relation to specific vulnerable groups are developed and implemented, in particular missing children and those at risk of child sexual exploitation.
- 155. Ensure that multi-agency safeguarding training is sufficient, taken up by partners and is robustly evaluated.
- 156. Ensure that the LSCB business unit is effectively able to support the work of the LSCB.

Key strengths and weaknesses of the LSCB

- 157. Governance arrangements between the LSCB and the local authority are well established, with the LSCB chair regularly meeting with the Director of Children's Services and Chief Executive Officer, to ensure that the authority is fulfilling its safeguarding responsibilities. The LSCB Chair is a member of the Children and Young People's Partnership, which helps to ensure that safeguarding children is appropriately considered in the wider context of services for children and families and is incorporated into the Children and Young People's Plan. Whilst the LSCB Chair has made presentations on safeguarding children to the Health and Wellbeing Board, safeguarding of children is not clearly prioritised by this board.

158. The LSCB complies with its statutory responsibilities. The LSCB minutes and the last published annual report provide sufficient account of the challenges faced by the Board and its partners in developing and promoting safeguarding issues and of the activity of the board. The 2013–14 report has not yet been completed. The board and its sub-groups have developed detailed actions plans which are specific and measurable. However, the extensive range of practice, policy and procedural issues that need to be addressed, revised or updated poses a significant challenge to partners on how well, quickly or systematically actions that have been agreed are progressed.
159. The terms of reference for the LSCB are clear, as are the roles and responsibilities of the Chair and board members. The role of the LSCB Chair is sufficiently independent. However the respective roles of the Improvement Board and the LSCB are not sufficiently clear, with no protocol established between them. The LSCB is described by members as 'reporting to' the Improvement Board and, particularly in the period following the last Ofsted inspection 2012, aspects of the LSCB work programme were established by the Improvement Board plan. Engagement by the LSCB in the Improvement Board has strengthened and enhanced the profile of the LSCB and secured commitment from senior officers from partner agencies. However, as the LSCB increases its effectiveness its lead statutory role in safeguarding children needs to be realigned with that of the Improvement Board.
160. The LSCB has received reports on the range of early help provision in the area, and in April 2014 began to consider proposed changes to early help services and to explore its governance role in relation to these. However, this is very recent and the Board has exerted little influence in the development or targeting of early help services or in the evaluation of the effectiveness of early help services in preventing the need for safeguarding children or children being subject to repeat plans of protection. The LSCB has appropriately maintained an overview of the safeguarding of looked after children, including those placed outside the area, and has challenged children's services to report to the Board on the effectiveness of these services.
161. The LSCB has focused appropriately on performance management, primarily through enhancing the role of its Quality Assurance sub-group, which has undertaken regular multi-agency audits of safeguarding practice. An extensive programme of themed audits has been scheduled, focused on key practice issues. However, repeat audits of the same themes, to ascertain whether actions resulting from the learning have improved practice, have not been achieved due to the extensive and overambitious work programme for this sub-group. One repeat audit on child protection conferences did not demonstrate significant improvements in the areas identified by the previous audit. The sub-committee also considers performance information from partner agencies, and is particularly dependent on data from the local authority children's services. Partners recognise that repeated inaccuracies in

performance data provided by children's services severely undermine their ability to robustly analyse safeguarding practice. The Board and its partners have continually challenged the local authority to provide accurate data. The LSCB and its sub-groups and partners had not identified the issues of concern in relation to practice in the Multi-agency Safeguarding Hub (MASH) as it was becoming established in 2013, which were identified by the Peer Review. The LSCB now more rigorously monitors the effectiveness of the MASH through an LSCB governance group.

162. The LSCB has responded to developments in child sexual exploitation through a case discussion group and working group tasked to develop local plans. A new sexual exploitation and trafficking strategic group was established in March 2014 to review local policies and to develop a new action plan, intelligence and information sharing. A new operational group is to be established to consider individual cases and themes arising from these. Similarly, strategic planning for missing children is underdeveloped. Whilst the LSCB uses the West Mercia Police joint protocol, this was last reviewed in 2011, is outdated and does not include local issues. The LSCB developed a missing children action plan in 2013. Whilst work with individual children who are vulnerable, at risk of going missing or of sexual exploitation is appropriate, this is not yet well supported by strategic oversight and intelligence sharing and is not sufficiently joined up.
163. The Child Death Overview Panel and the Joint Case Review Sub-Group are well-established, well-represented by partner agencies and robustly consider detailed information. One Serious Case Review has been recently completed and several single and multi-agency reviews have been appropriately undertaken, with learning shared at the Board and with partner agencies. Due consideration has been given to joining these groups with similar groups in neighbouring authorities, as the work programmes are low, commensurate with the size of the area, but the LSCB has decided to retain locally focused groups.
164. Safeguarding is appropriately prioritised by partner agencies and this is confirmed through the safeguarding audits that agencies completed in 2013, under Section 11 of the Children Act 2004. Partners from all agencies are well-represented at the right level on the Board and its sub-groups. Strong commitment and enthusiasm to work collaboratively to improve safeguarding services is now evident. The LSCB has implemented a range of safeguarding policies and procedures, many based on regionally agreed policies. However, few have been reviewed and updated to incorporate local and national emerging issues, and an LSCB policies and procedures sub-group has now been tasked to undertake this.
165. Board members recognise the need to engage with children, young people, families and the community to secure their views to influence the development of its work and safeguarding practice. However, little progress has been made in obtaining the views of children and their families who have

contact with safeguarding services. Several lay members have been appointed to the LSCB to represent the views of the community and are actively engaged in the LSCB and its sub-groups. The voluntary sector is extensively and well engaged in the work of the Board, which is currently considering how to ensure that third sector organisations in the area take responsibility for safeguarding children.

166. The LSCB is appropriately funded by contributions from member agencies. A significant proportion of funding is used to maintain the LSCB business unit that facilitates the operation of the Board. However, the business unit has a significant challenge in meeting the widespread demand of the ambitious LSCB work programme and supporting the LSCB and its operational groups. The business unit also supports the Adult Safeguarding Board in the area, whose business has significantly expanded. As a result, the business unit has struggled to effectively support both boards and this has been exacerbated by staff and role changes in the unit. The local authority and both boards are currently considering how to reconfigure and resource the unit.
167. The LSCB has an established multi-agency training programme, which underpins safeguarding training provided within individual partner agencies. This has recently been revised and commissioned from an external provider following the departure of the LSCB training officer. Significant effort has been put into developing e-learning for partners. However, there has been low take-up or completion of e-learning. For example, e-learning on leadership for representatives engaging in the work of the LSCB has had poor take-up, with the exception of voluntary sector representatives, even though there are increasing numbers of new representatives on LSCB groups. Evaluation of the quality and impact of training on improving practice and the experience of children is significantly underdeveloped. This is primarily based on basic feedback from training participants through short questionnaires, which are not effectively used to ensure the quality, content or relevance of training or to enable the strategic development of multi-agency training. A number of awareness raising seminars have been delivered on behalf of the board, for example on learning from case reviews. These have been well received and enhanced awareness and understanding of safeguarding issues across partners.

What the inspection judgements mean: the LSCB

An **outstanding** LSCB is highly influential in improving the care and protection of children. Their evaluation of performance is exceptional and helps the local authority and its partners to understand the difference that services make and where they need to improve. The LSCB creates and fosters an effective learning culture.

An LSCB that is **good** coordinates the activity of statutory partners and monitors the effectiveness of local arrangements. Multi-agency training in the protection and care of children is effective and evaluated regularly for impact. The LSCB provides robust and rigorous evaluation and analysis of local performance that identifies areas for improvement and influences the planning and delivery of high-quality services.

An LSCB **requires improvement** if it does not yet demonstrate the characteristics of good.

An LSCB that is **inadequate** does not demonstrate that it has effective arrangements in place and the required skills to discharge its statutory functions. It does not understand the experiences of children and young people locally and fails to identify where improvements can be made.

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OFSTED INSPECTION MAY 2014 - ACTION 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.

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
1.	17. (57, 138)	Ensure that caseloads in children in need and looked after children's teams remain manageable	Head of Fieldwork (KP)	Review of Medicare contract	August 2014	Completed. All cases now transferred back to the fieldwork teams.	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.	Safeguarding and Family Support Heads of Service
3.			Head of Direct Work Services (AC)	Forecasting of support services medium term staffing requirements based on assessment of performance data to inform direct work service development.	August 2014	A new Head of Direct Work Services (AC) post has been created and will be in post from September 2014.	Monitored through CHIPP. Health and Social Care Overview and Scrutiny Committee.
4.			Assistant Director: Safeguarding & Family	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	September 2014	The reconfiguration of senior management arrangements in Safeguarding and Family Support has been agreed and will be implemented as from 1	Directorate Leadership Team

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
			Support (PM)	management arrangements.		September. Heads of Service / Project Leads are currently reviewing budgets to inform service delivery for the next 3 financial years.	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 Fieldwork (KP)	Two additional social workers to be employed in the service	June 2014	Completed as at June 2014	
6.			Lead Manager for 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		Childcare Managers
7.			Lead Manager for Children with Disabilities and Practice Development (DC)	A comprehensive review of the CWD service to be undertaken over a 12 month period to consider 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	A lead manager for Children with Disabilities Review has been appointed and will be in post from 1 September 2014.	Directorate Leadership Team Children and Young People Partnership Health & Wellbeing Board Cabinet
8.			Lead Manager for 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.	September 2015		Safeguarding and Family Support Heads of Service

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
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	Completion of the reports repository in Framework took place 20 June 2014. Install of 5 outstanding reports for Framework repository have been tested and are now live. 8 outstanding upgrades to Framework care management system went live at the beginning of August 2014. Reconfiguration of the CP model is due to be finalised and implemented during August 2014.	QA Framework and performance management reports will focus on impact of changes to practice Service Manager – ICT Strategy and Commissioning
10.			Framework 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		CHIPP Joint Senior Management Team Service Manager – ICT Strategy and Commissioning
11.			QA & Compliance Manager (AT & LH)	Children's social care QA and performance framework is being integrated within the HSCB's framework following the journey of the child through the partnership and its systems and services	December 2014	HSCB QA sub group on 19 July 2014 agreed draft framework.	HSCB Steering Group HSCB QA sub group
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	QA & Compliance Manager (AT & LH)	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	September 2014	QA Managers presented the holistic draft QA Framework/Strategy to Head of Service on 14 July and will go to Directorate Leadership	Quarterly reports to Improvement Board HSCB QA Sub Group

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
		improve the quality of practice.		<p>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>	September 2014	<p>Team meeting September 2014</p> <p>QA & Compliance Manager (AT & LH)s have joined HSCB QA sub-group and joint framework agreed (19 July 2014).</p> <p>Thematic Audit of children subject to CP Plans for 2nd/Sub time completed and presented to HoS Meeting on 14 July 2014</p> <p>Overview Analysis Reports completed for 13/14 Audit Activity – to be used as a baseline from which to measure progress and impact through 14/15. Audit report presented to HoS meeting on 14 July 2014</p> <p>Overview and Analysis Report completed for 'As If Ofsted Audit and for actual Ofsted Audit – presented to HoS on 14 July 2014.</p> <p>Tracking of recommendations (i.e. have been implemented / progressed) has been completed for As If and Ofsted audits and evidenced in children's files.</p> <p>Overview Audit Issues Log has been introduced so that themes can be captured from monthly case audit activity.</p>	<p>HSCB Steering Group</p> <p>Safeguarding & Family Support Heads of Service</p> <p>Quarterly Performance Cabinet Reports</p>
13.	20.	Ensure that consistent and high quality formal supervision of social	Head of	All managers to be trained in reflective supervision and in line with the	September	Training for all social care managers took place in	QA Framework

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	(58, 128)	care staff is provided and that all staff have regular supervision that provides reflection and challenge.	Fieldwork (KP)	expectations of the supervision policy.	2014	March/April. Further training will take place in late 2014. As part of a new manager's induction there will be a requirement to complete the supervision training.	
14.			QA & Compliance Manager (AT & LH)	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	33 social workers have completed the survey and a sample of 8 social workers are being formally interviewed.	Childcare Managers Joint Senior Management Team
15.			QA & Compliance Manager (AT & LH)	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.	September 2014		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.	QA & Compliance Manager (AT & LH)	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 is shared at operational team meetings. 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 from childhood abuse.	Quarterly reports to Improvement Board HSCB QA Sub Group HSCB Steering Group Safeguarding & Family Support Heads of Service
17.			Head of Safeguarding and Review (JR)	QA and Compliance service capacity increased.	September 2014	Completed	

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
18.			Lead Manager for 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	Lead Manager will be in post from 1 September 2014	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	Currently under consultation across Children and Young People's Partnership and HSCB	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	HSCB Strategic Board has agreed funding to support thorough implementation.	HSCB Strategic Board Children & Young People's Partnership
21.			QA & Compliance Manager (AT & LH)	Regular thematic audits will be undertaken to establish the embedding and effectiveness of the guidance.	January 2015		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	Parental ICPC and RCPC Feedback forms introduced on 14th July 2014.	HSCB LGA Diagnostic
23.			Head of Safeguarding and Review	Introduction of time limited agency feedback mechanism. This will provide critical feedback on the quality and	October 2014	Agency Feedback Questionnaires forms implemented from 14 July	HSCB LGA Diagnostic

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			(JR)	effectiveness of CP Conferences to secure a strong evidence base to establish the scale of any issues identified and pinpoint the developmental needs.		2014 for a one month period.	
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		Chair's role and responsibility in formulating specific and measurable outline CP Plans in ICPCs discussed in Team Meeting of 2nd July. Revised Outline CP Plan templates circulated to Team for comment 3rd July. These will be trialed and inform the development of the revised CP Process module in FWi	HSCB LGA Diagnostic
25.			Framework Transformation Manager (MG)	Improve Framework to better support the formulation of a quality Outline CP Plan at Conference	December 2014	This will be delivered within the framework performance project plan	Performance framework
26.			Head of Safeguarding and Review (JR)	Direct observations of conference by service managers and key partner agencies (Named Nurse)	December 2014		HSCB LGA Diagnostic
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	LGA will be conducting their diagnostic on 17-19 November 2014 Health and Social Care Scrutiny will be asked to receive the results of the diagnostic and consider the outcome and further actions which may be needed.	HSCB Steering Group QA Framework Health and Social Care Scrutiny Committee
28.	23. (67?, 80)	Ensure that there is effective leadership, practice, quality assurance and capacity within the Independent Reviewing Officer	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.	September 2014	Ofsted feedback shared with the Safeguarding and Review Team and key priorities shared with the Team in writing 27th June in writing	Safeguarding and Family Support Heads of Service HSCB Steering Group

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		service.				and discussed in Team Meeting of 2nd July.	Directorate Leadership Team
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.			
30.			Head of Safeguarding and Review (JR)	Immediate recruitment to current vacancy underway.	August 2014	Completed	
31.			Head of Safeguarding and Review (JR)	Secondment of SM into the service with specialist expertise in LAC from August.	August 2014	Completed	
32.			Head of Safeguarding and Review (JR)	Self-assessment against IRO Handbook and Care Planning Regulations to be undertaken to establish where the gaps are and to prioritise the actions needed in order to ensure the service improvement.	April 2015		Childcare Managers Joint Senior Managers Directorate Leadership Team
33.			Head of Direct Work Services (AC)	Improve business process so that minutes are distributed in accordance with agreed timescales	September 2014	Completed. Full implementation as from September 2014	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.	Lead Manager for 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	This Ofsted recommendation will effectively be an action within the wider CWD service review and development	Complex Needs Panel Joint Group Commissioning Directorate Leadership Team
35.			Lead Manager for Children with	A comprehensive review of the CWD service to be undertaken in the context of the Care Act and the Children's and	September 2015	A lead manager for Children with Disabilities Review has been appointed and will be in	Directorate Leadership Children and Young

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			Disabilities and Practice Development (DC)	Families Act; Adults Wellbeing Transformation Wellbeing; health organisations; the innovation programme, personalization and the potential for a different integrated service model. .		post from 1 September 2014.	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 children data and identify specific themes, groups and trends which may identify risk areas within the county and regionally and develop an appropriate response.	September 2014	The HSCB Missing Action Plan has been signed off by the Board and is in the process of implementation. The analysis of the data will feed into the joint strategic needs assessment (JSNA)	HSCB Business Plan 2014/15 HSCB Strategic Board HSCB Sexual Exploitation and 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	Missing episode in FWi drafted and due to be discussed with key stakeholders 10th July with view to implementation during October 2014. Quick Reference Guide drafted and will be launched in line with the new FWi Module.	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)	Training of frontline staff around private fostering. 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.	December 2014	Practice standards drafted by QA & Compliance Manager (AT & LH) which need to be signed off. Meeting has taken place with Communication Unit to update current posters and publications.	HSCB Steering Group Scrutiny

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
39.			Head of LAC (JK)	Refresh of current posters and information leaflets and consider wider strategy as to information sharing and awareness sharing.	December 2014		Childcare Managers
40.			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.	December 2014		Corporate Parenting Panel
41.			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		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	December 2014	Monitoring of Private fostering added to the roles and responsibilities of SGO and Kinship Team Manager role to report to Childcare Managers at six monthly. . But process of referral will need to be agreed with the MASH in the interim.	Childcare Managers monthly
43.			Head of LAC (JK)	Update private fostering workflow on framework 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.	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 LAC (JK) and 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.	Joint Senior Managers HSCB Steering Group
45.			Head of Children's Commissionin	Review with YOS and police colleagues as to expectations and practice	November 2014	YOS Commissioning, Performance and Quality Assurance Manager is	HSCB Steering Group YOS Management Board

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			g (PG)			currently investigating issues around overnight detention of young people work with the West Mercia EDTs	
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.	Joint Senior Managers
47.			Head of LAC (JK)	Reporting arrangements to be discussed and agreed with police	October 2014		Childcare Managers
48.			Head of Looked Children	Develop clear strategy with police to trouble shoot such issues locally including definition of 'secure'.	October 2014		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	This will be delivered within the framework performance project plan	HSCB Steering Group YOS Management Board
50.	28. (73)	Fully utilise Family Group Conferences to inform care planning, particularly where care proceedings are being considered.	Head of Direct Work Services (AC) and 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		Childcare Managers
51.			Framework Transformation Manager (MG)	Performance reporting on FGC activity and outcomes developed.	December 2014	This will be delivered within the framework performance project plan	
52.	29. (51 , 147)	Ensure that diversity issues and the ethnic and cultural identity of children and their families are thoroughly assessed and addressed.	Lead Manager for 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		Cabinet Children and Young People's Partnership Health & Wellbeing Board
53.			Head of Safeguarding and Review	Engage with Equalities Manager to ensure that children's diversity issues are fully embedded within the council's	November 2014		Management Board

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
			(JR)	diversity strategy.			
54.			Lead Manager for 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		QA Framework
55.			Lead Manager for Children with Disabilities and Practice Development	Identification of good practice examples where diversity issues have been thoroughly considered.	October 2014		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)	Review of processes for decision making including resource panel, legal planning and CNS.	November 2014		Childcare Managers Directorate Leadership Team
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 module within Frameworki started at the beginning of August.	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		Childcare Managers
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	Currently in progress.	Policy approval: Cabinet/Cabinet Member
60.			Frameworki Transformation Manager	Performance measurement reports to be developed to evidence compliance	December 2014	Work on the looked after children module within Frameworki started at the beginning of August.	Performance to be reported within the broader performance framework

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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	
62.			Head of Safeguarding and Review (JR)	Revised LACR Records drafted and due to be trialed – these give greater focus to permanence planning and better evidence QA by IROs	September 2014	Documents completed and are being trialed.	QA Framework
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	Guidance documentation ready for dissemination within timescale.	QA Framework
64.			QA & Compliance Manager (AT & LH)	Ensure QA processes incorporate analysis of impact of use of this guidance in improving outcomes	August 2014	Completed	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, themes emerging as to how we capture and use intelligence to improve services.	Joint Senior Management Team Corporate Parenting Panel
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; this has been addressed with the provider and awareness now needs to happen with internal staff to make referrals	Joint Senior Management Team Corporate Parenting Panel

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67.			Head of Children's Commissioning	Analysis of resource required to achieve expectations of voice of child strategy	November 2014	Service specification for Voice of the Child Coordinator function has been drafted.	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	Analysis session with Education Liaison for LAC service planned for 12 th September	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 the barriers to learning of the individual child coming in to the care system is gathered and used to develop appropriate packages of support.	December 2014		Joint Senior Management Team Corporate Parenting Panel
70.			Virtual Head Teacher (SL)	Identification of critical friend to act as challenge to ensure robust strategy.	September 2014	The School Improvement Advisor will act as a critical friend. Regular series of meetings established and started. Role of critical friend to be developed formally provide agenda for meetings.	Joint Senior Management Team Corporate Parenting Panel
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, initial draft to Head of Service by 30 th September	Joint Senior Management Team Corporate Parenting Panel
72.			Virtual Head Teacher (SL)	Develop ICT monitoring to allow closer tracking of progress and attendance.	September 2014	Looked After Call engaged to provide data for those placed out of county. Set up meeting	Joint Senior Management Team

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73.			Virtual Head Teacher (SL)	Develop intervention strategies at county, school, group and individual level	November 2014	arranged for week commencing 14 th September. To follow from session on 12 th September.	Corporate Parenting Panel 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	Dependent on recruitment, advert placed with closing date 3 rd September.	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.	Joint Senior Management Team Corporate Parenting Panel
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		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		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.	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	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	Joint Senior Management Team Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
		children and all children in Herefordshire.					Panel
80.			Virtual Headteacher	Annual report to Corporate Parenting Panel on LAC attainment	November 2014		November Corporate Parenting Panel
81.				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		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		YOS Board Corporate Parenting Panel
83.			Framework 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 Framework 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 Framework which commenced in August.	Performance framework arrangements
84.			Head of LAC (JK)	Scoping of Prevent and deter work with LAC young people 11+	October 2014		YOS Board Corporate Parenting Panel
85.			Head of LAC (JK)	Development of Northumberland Risk Model.	October 2014		YOS Board Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
86.			Head of LAC (JK)	Development of Integrated youth approach with YOS/ 16+/ Youth Contract/Police/ Health.	October 2014	LAC and Care Leavers Group meeting on 11 July 2014 chaired by DCS to plan partnership working moving forward and resources needed across West Mercia.	Directorate Leadership Team Children & Young People's Partnership Health & Wellbeing Board Cabinet
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	Strategy in draft for completion in September 2014 and then to be taken forward through the Children and Young People's Partnership	Cabinet Children and Young People's Partnership provide monitoring Health & Wellbeing Board
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	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	Intensive placement support service commissioned based on therapeutic model. First LAC cases expected to be supported from December 2014. Fieldwork LAC services working with the	Children and Young People's Partnership provide monitoring Health & Wellbeing Board Joint Commissioning

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
90.						contracted provider to develop operational relationships with all CAMHS providers in Herefordshire	Group
	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	Meeting booked with Cabinet Support Member Children & Young People's and care champion.	Corporate Parenting Panel
91.			Head of LAC (JK)	As from September 2014, young people will have membership of corporate parenting panels	September 2014	Completed	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		
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	This will be signed at the fete on 9 August 2014 and then go to Council for adoption on 26 September.	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	Mentoring and Participation Manager has met with Communications Unit to develop webpages	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	Seminar organised for 15 September 2014	Corporate Parenting Panel Joint Senior Management Team
96.			Head of LAC (JK)	Programme of Members' Seminars in place up until February 2015. New rolling programme to be developed after 2015 local elections.	February 2015		Corporate Parenting Panel Joint Senior Management Team

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
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		Corporate Parenting Panel Joint Senior Management Team
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 is in draft form and will be completed by the end of August.	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		Cabinet Corporate Parenting Panel
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	Job description has been sourced and is being progressed. Role will be financed by Adoption Reform Grant.	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		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.	QA Framework
103.			QA & Compliance Manager (AT & LH)	Audit activity with respect to the impact and quality of pathway plans will be undertaken as part of the QA framework and any learning will be incorporated.	March 2015		QA Framework

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
104.				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		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.	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	A monitoring mechanism will be incorporated with the review of the LAC review of framework module and will also link to the Voice of the Child Group.	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 development.	QA & Compliance Manager (AT & LH)	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	Operational from 2 June 2014.	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 Governance Committee, HSCB Steering Group
108.			Lead Manager for 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	QA and SW Academy services are now integrated as from 1 September and will be co-located as from 1 October 2014.	Childcare Managers

HSCB OFSTED INSPECTION MAY 2014 - ACTION 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

Business Plan Reference refers to the HSCB Business Plan for 2014/15

	Ofsted Para No	Business Plan Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	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 drafted.	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 Policies and Procedures	West Mercia independent chairs to agree sub regional approach to policy and procedure development.	November 2014		HSCB Steering Group
3.		2.2		Chair of Policies 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.	October 2014		HSCB Steering Group
4.		2.2		Chair of Policies and Procedures	Priority to be given to child sexual exploitation and Children Missing procedures on the basis of Ofsted recommendations.	October 2014		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 safeguarding work.	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.	September 2014	Three meetings have taken place and a draft scorecard which is clear about sources and triangulation is being developed on a multi-agency basis.	HSCB Steering Group
6.		1.4		Chair of QA Sub	Effectiveness of audit programme to be reviewed to ensure that it provide	February		HSCB Steering

	Ofsted Para No	Business Plan Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
				Group	adequate assurance on accuracy of performance data.	y 2015		Group
7.	152	4.1	Ensure that the work of the LSCB operational groups is manageable and prioritised.	Chair of Steering Group	Terms of reference for the steering group and sub groups to be reviewed to ensure appropriate governance compliance and prioritisation.	October 2014		HSCB Strategic Board
8.		4.1		Chair of HSCB Steering Group	Establish a quarterly sub group chairs meeting to ensure that activity and priorities across the sub group are in line with business plan prioritized and steering group directives.	September 2014	Completed. Quarterly meetings have been established and the first meeting took place on 8 September 2014.	HSCB Strategic Board
9.		4.1		Chair of HSCB Steering Group	Support the chairs of the steering group and sub group to set agendas to ensure compliance with terms of reference and Business Plan / Ofsted improvement priorities.	September 2014		HSCB Steering Group
10.	153	1.4	Ensure that learning from multi-agency case audits is actioned and the impact is reviewed through repeat audits.	Chair of QA Sub Group	QA Sub Group is reviewing its work programme and the HSCB quality assurance framework, including revised data set and scorecard, to ensure focussed audit and review audits to assess progress.	October 2014	A draft data set has been finalised and the key triangulation points are being discussed.	HSCB Steering Group
11.		1.4		Chair of QA Sub Group	Learning generated through QA sub group to be reported to Steering Group who will identify the relevant vehicle for sharing the learning and action improvement activities to the appropriate sub group.	October 2014	The new governance arrangements and reporting mechanisms will ensure that learning is reported into Steering Group and SG holds the responsibility for directing next steps and who is responsible.	HSCB Steering Group
12.	154	3.2	Ensure that robust strategies and intelligence in relation to specific vulnerable groups are developed and implemented, in particular missing children and those at risk of child sexual exploitation.	Chair of Children at Specific Additional Risk	Undertake a self assessment against the requirement of the National SET Action Plan .	October 2014	The self assessment has been completed.	HSCB Steering Group

Ofsted Para No	Business Plan Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
13.	3.2			Develop a new Strategic Plan and Disruption Plan for Herefordshire		Work is in progress to develop a strategic plan and disruption plan.	HSCB Steering Group
14.	3.2		Chair of Children at Specific Additional Risk	Establish a CSAR Operational Group to drive forward the SET agenda in Herefordshire through the implementation of the Strategic Plan.	November 2014		HSCB Steering Group
15.	3.3		Head of Safeguarding and Review	HSCB is taking a leading and ensuring effective contributions across the partnership in connection with the West Mercia Joint Protocol on Missing Children and Young People.	October 2014	A number of pan West Mercia meetings have been held and the protocol is in development with a target completion date of October 2014	HSCB Steering Group
16.	3.3		Chair of children at specific additional risk	HSCB's Missing Children Action Plan to be fully implemented to ensure a high quality joined up approach to incidences of children missing from care or home.	October 2014	Work on the missing action plan will be built into the work plan for the Children at Specific Additional Risk sub group	HSCB Steering Group
17.	3.3		Chair of children at specific additional risk	Develop HSCB mechanism for the ongoing strategic oversight of coordinated multi-agency responses for children who go missing.	September 2014	A Children at Specific Additional Risk sub group has been established and the terms of reference agreed.	HSCB Steering Group
18.	4.5	Ensure that multi-agency safeguarding training is sufficient, taken up by partners and is robustly evaluated.	Chair of Training and Development	Immediate course evaluation processes, will have been developed and implemented to provide improved quality of information to HSCB to inform the development of its multi-agency safeguarding training offer.	October 2014	The training and workforce development sub group are currently progressing this and will report to the HSCB Steering Group in October 2014	HSCB Steering Group
19.	4.5		Chair of Training and Development	Impact evaluations for HSCB Training, will have been developed and implemented to provide improved quality of information to HSCB understand the impact of training on practice and to inform the development of its multi-agency safeguarding training offer.	February 2015		HSCB Steering Group

	Ofsted Para No	Business Plan Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
20.		4.5		Chair of Training and Development	Undertake a review of multi-agency training needs to assess the sufficiency of HSCB's multi-agency training offer.	April 2015		HSCB Steering Group
21.		4.5		Chair of Training and Development	The board will commit to a periodic systematic evaluation of all courses led by the Workforce Development Advisor (or equivalent post) with the process engaging workforce representatives.	March 2015		HSCB Steering Group
22.		4.5		Chair of Training and Development	A standard process for engaging the workforce in the development of HSCB training will have been implemented and used to inform the development of training for the education workforce and then applied to other courses later in the year.	March 2015		HSCB Steering Group
23.	156	4.3	Ensure that the LSCB business unit is effectively able to support the work of the LSCB.	Head of Safeguarding and Review/Head of Adults Safeguarding	Undertake a review of the Business Unit, the expectations upon it, and the resource available to it to ensure it is able to support an increasingly effective Board	August 2014	The review has been completed and the options papers has been drafted and is currently with the Commissioning Officer (Independent Chair of the HSCB) for comment and authorisation and next steps (August 2014)	HSCB Strategic Board
24.		4.3		Independent Chair of the HSCB & Chair of HSAB	Agree the response to the report ensuring an implementation plan is in place.	October 2014		HSCB Strategic Board
25.		4.3		Head of Safeguarding and Review	Implement the agreed outcome of the review, ensuring that a developed Business Unit is in place.	February 2015		HSCB Strategic Board



MEETING:	HEALTH & SOCIAL CARE OVERVIEW & SCRUTINY COMMITTEE
MEETING DATE:	1 October 2014
TITLE OF REPORT:	Children's Safeguarding Performance Data
REPORT BY:	Assistant Director Safeguarding & Family Support

Classification

Open

Key Decision

This is not an executive decision.

Wards Affected

County-wide

Purpose

To note the performance in relation to children's safeguarding for the month of August 2014, together with trend data over the previous 12 months.

Recommendation(s)

THAT:

- (a) **the performance of children's safeguarding be reviewed;**
- (b) **Comment on any other performance indicators which scrutiny would like to be included in future reports**

Alternative options

- 1 There are no alternative options as this is an opportunity for scrutiny to review and challenge the performance of children's safeguarding

Reasons for recommendations

- 2 To allow the committee to undertake effective scrutiny of the council's statutory functions in relation to safeguarding for children in need.

Key considerations

- 3 The attached report considers performance for the month of August 2014, together

Further information on the subject of this report is available from
 Marcia Gilbert, performance information & framework transformation mgr on Tel (01432) 261655

with trend data over the previous 12 months.

- 4 We believe the information being reported is more accurate than before and this is linked to the overall transformation of Frameworki, the social care case management system. However, this is still work in progress with anticipated further improvements over the next six to nine months. We now have a much better understanding as to how the whole system is operating than we have had previously, and this has enabled us to drive up standards and performance.
- 5 The overall trend is that the system is working much more efficiently and meeting contemporary practice standards and statutory guidance than has been the case in the previous 12 months. However, there are still further areas for attention in terms of improving our overall efficiency in meeting statutory expectations. Specific aspects which the committee are invited to consider in the report are as detailed below:
- 6 Performance in relation to all contacts received by children's safeguarding being screened by a qualified practitioner within 24 hours of receipt continues to be good, particularly since February 2014. Performance for August 2014 was 99.65%.
- 7 The overuse of contacts and referrals, whilst not compromising the safeguarding of children, could be creating unnecessary activity and further inefficiencies within the system. This area will be subject to detailed analysis as part of our quality assurance programme and we will report back to the committee in due course on the outcome of investigations.
- 8 The number of initial assessments completed per 10,000 child population is significantly higher than our statistical neighbours and we will need to investigate this further.
- 9 The number of initial assessments completed within timescales has significantly improved over the past 12 months, although there has been a drop in performance over the summer months.
- 10 Whilst the rate per 10,000 in Herefordshire of children subject to a child protection plan is higher than our statistical neighbours and the England average, the number of children subject to a plan has dropped from a high of 69.25 per 10,000 in April 2014 to 54.85 in August 2014 - a reduction of 20.8%. Whilst it is anticipated that this downward trend will continue, it is likely that there will be some fluctuations, reflecting week to week variance in child protection cases coming to light.
- 11 The number of children subject to a child protection plan for a second or subsequent time has reduced by 33.33% since May 2014, although Herefordshire's percentage rate is above that of the England average and that of our statistical neighbours. Following an audit of these cases, a new process is currently being introduced which will routinely examine all children who are subject to a plan following their second review conference and, should the plan be considered ineffective, the case will be presented to legal panel.
- 12 There has been a significant reduction in the number of children in Herefordshire subject to a child protection plan for two or more years. Performance is above that of our statistical neighbours, the England average and the West Midlands Consortium.
- 13 During August 2014, visits within timescales to children subject to a child protection plan and statutory visits to looked after children were 91.94% and 98.03% respectively. The target for both types of visits is 100%.
- 14 Particular emphasis is being given to performance in this area through meetings

Further information on the subject of this report is available from
Marcia Gilbert, performance information & frameworki transformation mgr on Tel (01432) 261655

involving the Leader, Cabinet members and senior management. Regular monthly meetings are held and reports are also provided to the Improvement Board and the HSCB.

Community impact

- 15 Information contained in the attached performance report will be used to inform service delivery and enable resources to be appropriately targeted in the community.

Equality and human rights

- 16 This report pays due regard to:

Note: Under Section 149, the "General Duty" on public authorities is set out thus:

"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

- 17 This report has no financial implications and is for information and comment only.

Legal implications

- 18 This report has no legal implications and is for information and comment only.

Risk management

- 19 There are no risks associated with this report which is for information only.

Consultees

- 20 Improvement Board and Herefordshire Safeguarding Children Board. Any actions arising from these consultations are incorporated into the main body of the report and any actions are also picked up as part of the overall improvement programme.

Appendices

- 21 Children's Safeguarding and Family Support Performance Report – August 2014.

Background papers

- None identified.

Improvement Board Performance Report - August 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 August, 2014 and includes all data within Frameworki up to and including 31st August, 2014.

For further information please contact:-

Marcia Gilbert
Performance Information & Frameworki Transformation Manager
Childrens Wellbeing Directorate

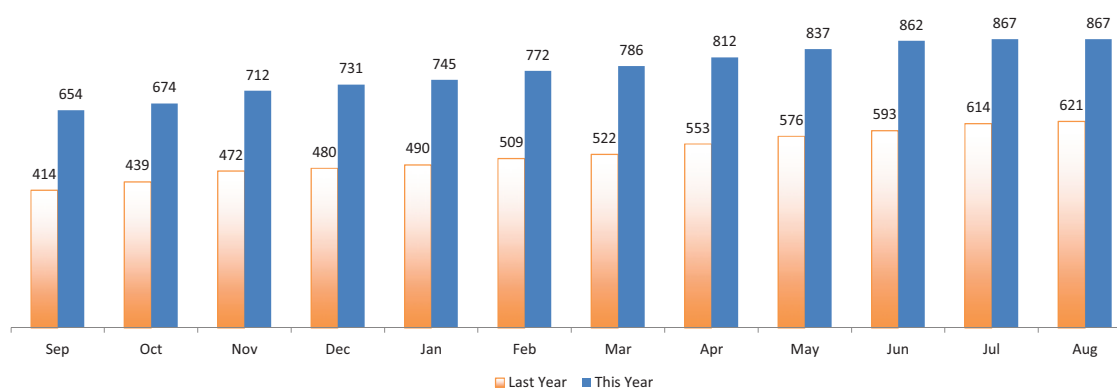
marcia.gilbert@herefordshire.gov.uk
01432 381655

15 September 2014



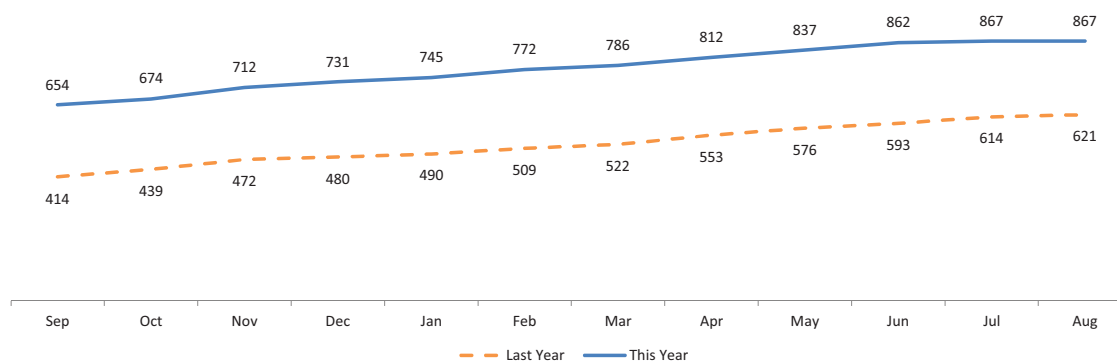
Code	1	Name	Open CAFs at Month End	Responsible officer	Nicola Turvey
Full Description	Total CAFs open at month end to show the level of new assessment activity in this area				
Measure	N/A	Indicator Guide	Looking to increase the numbers of CAFs offered to enquiries that do not meet the statutory thresholds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

Open CAFs at Month End



Last Update	August 2014
Current Value	867
Rate per 10,000	240.17
Overall assessment	
✕	
Target	N/A

Open CAFs at Month End - Trend



Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Aug-13	621
Aug-12	400
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

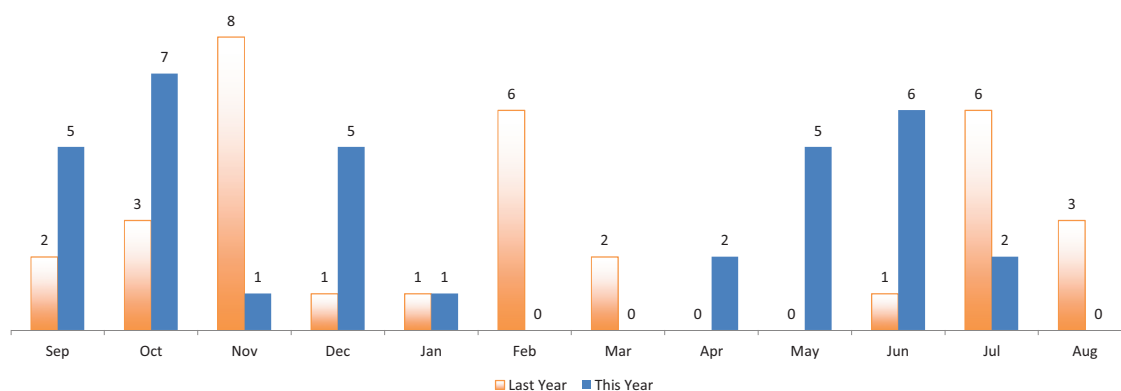
Comments

Data cleansing of the CAF registry commenced immediately following the OFSTED inspection in May 2014. 330 CAFs have been closed as part of the data cleansing action plan since May 2014 and this work is ongoing: 4 of the 8 localities have completed the data cleansing work, and the others have completed over 70% and are awaiting a response from CAF leads and recording the received response. These are primarily Education leads.

It needs to be noted that the data cleansing activity as described above has yet to be reflected in the charts above.

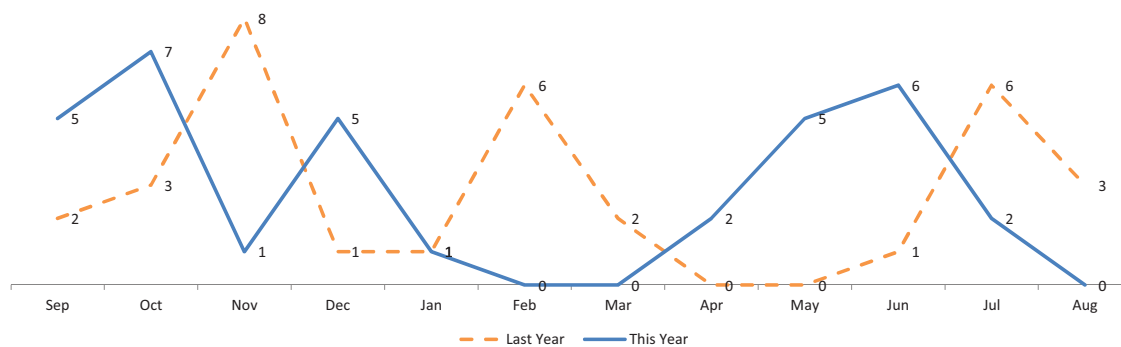
Code	2	Name	CAFs Stepped Down from Initial Assessment at Month End	Responsible officer	Nicola Turvey
Full Description	Total CAFs stepped down from Initial Assessment in month to show the level of new assessment activity in this area.				
Measure	N/A	Indicator Guide	Looking to increase the numbers of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

CAFs Stepped Down from Initial Assessment at Month End



Last Update	August 2014
Current Value	0
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	
Aug-13	3
Aug-12	1
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

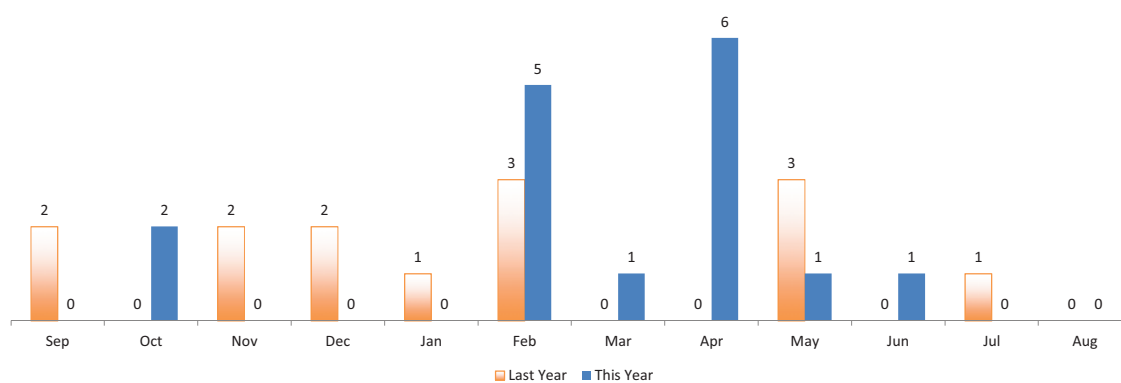
There have been 58 step downs during 2014 to date:

- 22 step downs from Initial Assessment
- 32 step downs from CIN
- 4 step downs from other social care arenas, such as from a Contact, Family Support or Intensive Family Support

- A further 8 CAFs are in progress:
- 4 step downs from Initial Assessment
 - 1 step down from IFS
 - 3 step downs from CIN

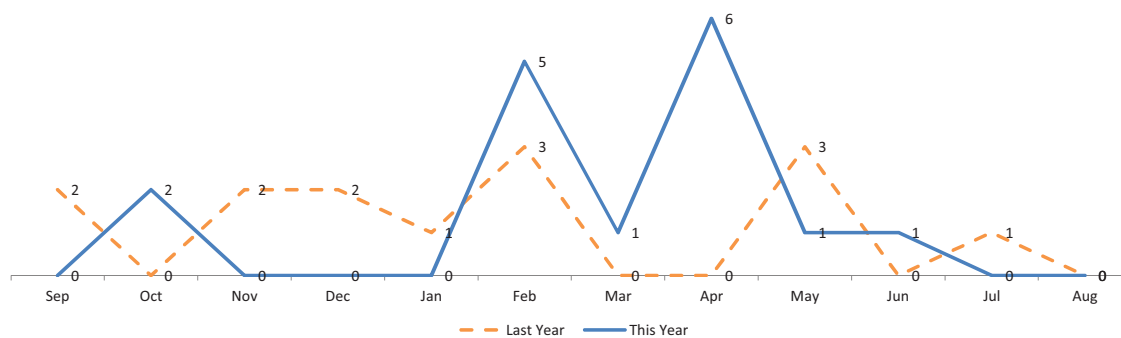
Code	3	Name	CAFs Stepped Down from Core Assessment at Month End	Responsible officer	Nicola Turvey
Full Description	Total CAFs stepped down from Core Assessment in month to show the level of new assessment activity in this area.				
Measure	N/A	Indicator Guide	Looking to increase the numbers of CAFs stepped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

CAFs Stepped Down from Core Assessment at Month End



Last Update	August 2014
Current Value	0
Rate per 10,000 (YTD)	4.43
Overall assessment	
Target	N/A

CAFs Stepped Down from Core Assessment at Month End - Trend



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

Comments

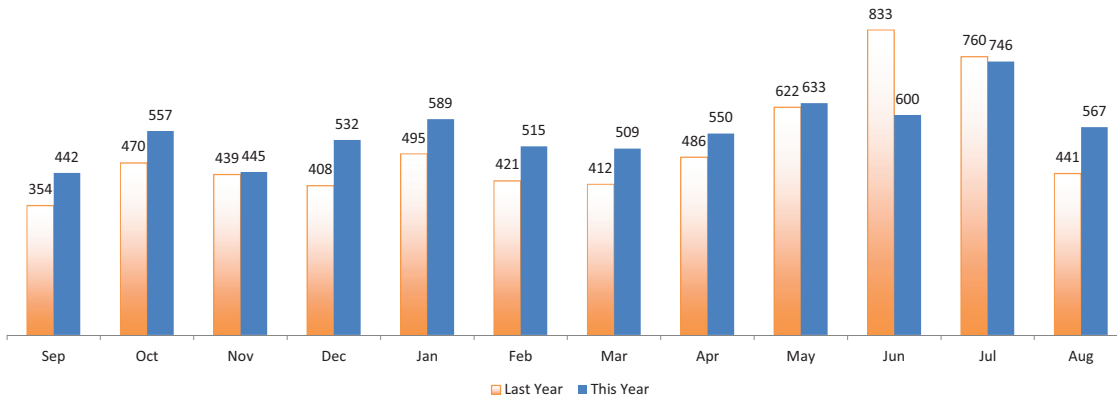
There have been 58 step downs during 2014 to date:

- 22 step downs from Initial Assessment
- 32 step downs from CIN
- 4 step downs from other social care arenas, such as from a Contact, Family Support or Intensive Family Support

- A further 8 CAFs are in progress:
- 4 step downs from Initial Assessment
 - 1 step down from IFS
 - 3 step downs from CIN

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

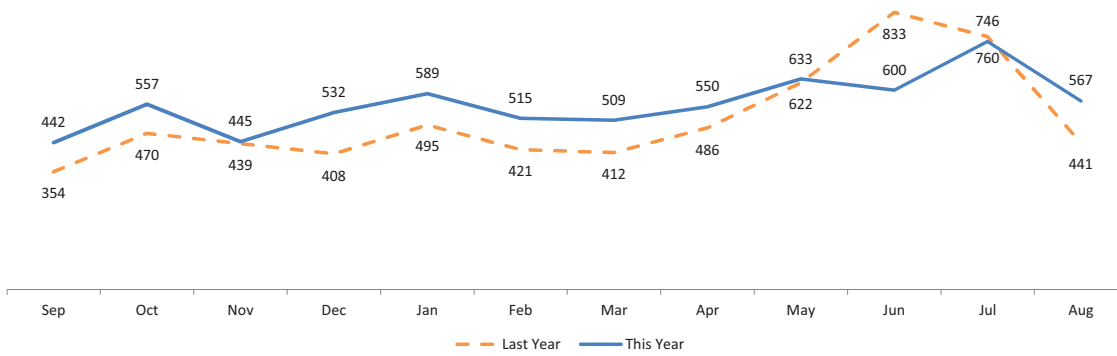


Last Update	August 2014
Current Value	567
Rate per 10,000	N/A
Overall assessment	



Target	N/A
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Contacts Received Per Month - Trend



Direction of Travel (Comparator with last year)



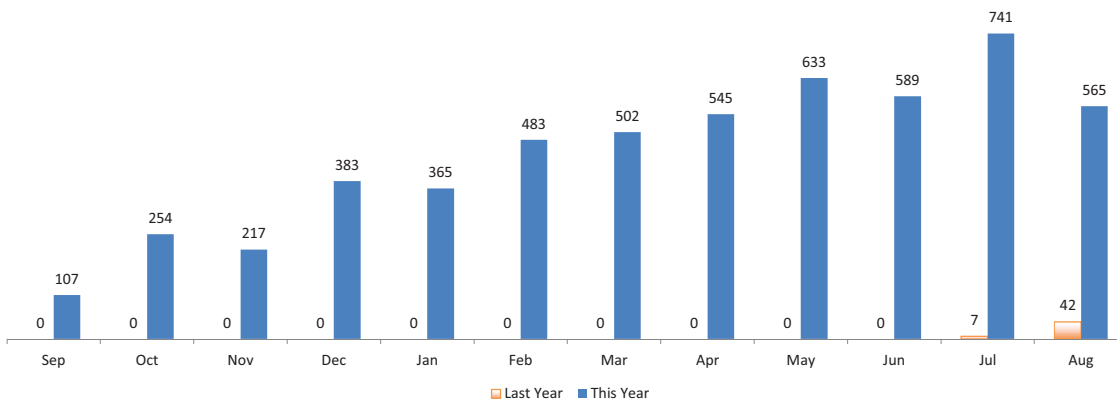
Previous Values	
Aug-13	441
Aug-12	257
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Cumulative)	

Comments

With the exception of June and July 2014, there has been a month on month increase in the number of contacts being received.

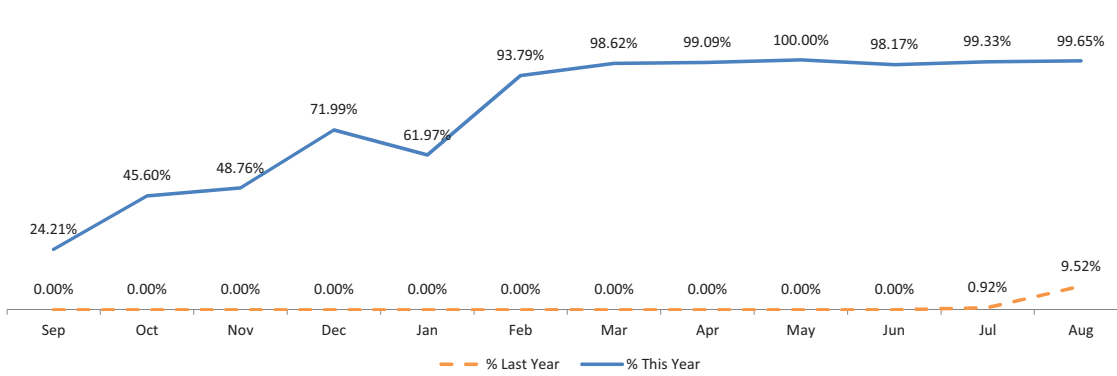
Code	5	Name	Contacts Screened by a Qualified Practitioner within 24 Hours	Responsible officer	Kay Prescott
Full Description	Number of Contacts screened by a qualified practitioner within 24 hours, in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Contacts screened by a qualified practitioner within 24 hours to a level at, or above benchmarks.		

Contacts Screened by a Qualified Practitioner within 24 Hours



Last Update	August 2014
Current Value	99.65%
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	100%

Contacts Screened by a Qualified Practitioner within 24 Hours - Trend

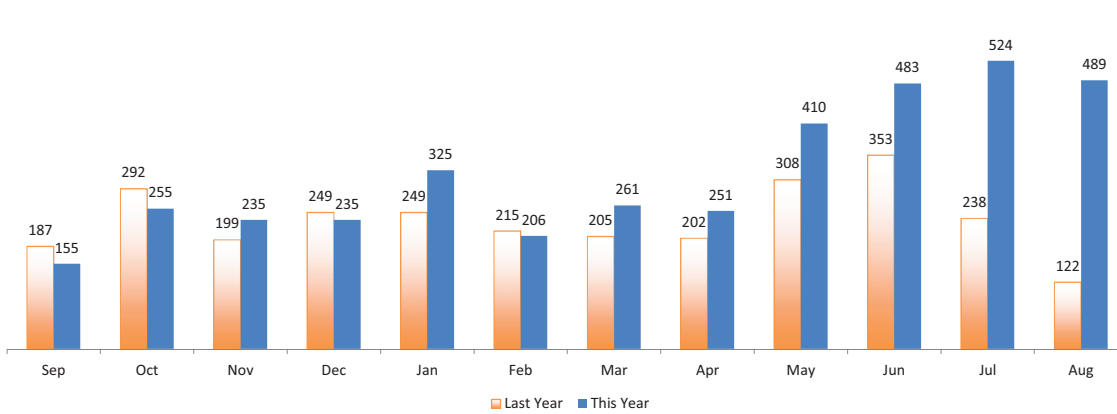


Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	42
Aug-12	0
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	Month End (Cumulative)

Comments

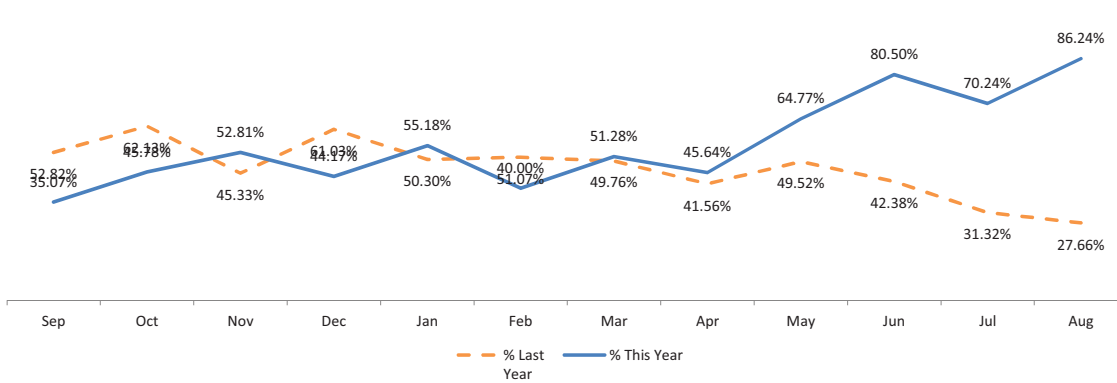
Code	6	Name	Contacts Progressed to Referral	Responsible officer	Kay Prescott
Full Description	Number of Contacts which have progressed onto a referral in the month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Contacts Progressed to Referral



Last Update	August 2014
Current Value	86.24%
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	
Aug-13	27.66%
Aug-12	39.69%
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Cumulative)	

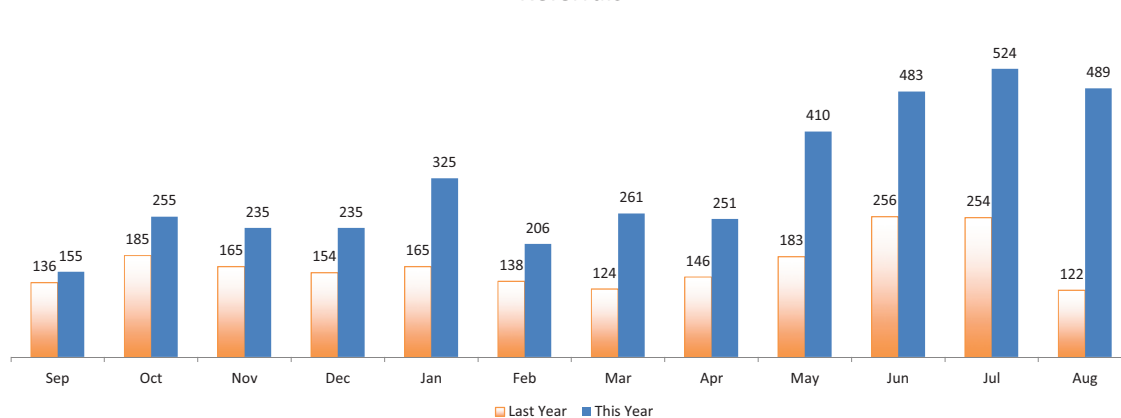
Comments

Over the past 12 months consistent managerial decision making in MASH was not embedded, with decisions around the application of thresholds being taken in isolation and predominantly by one manager who has since left the local authority. Since January 2014 there has been two MASH managers in post and it has taken some months to embed the Level of Need thresholds across both managers. The process is now clear within MASH as to when a contact becomes a referral and the situation should now stay stable for the future.

In addition, the way in which contacts and referrals were recorded on Frameworki was strengthened during May 2014, which has resulted in improved reporting. Nevertheless, the underlying reasons as to why there has been an increase in the number of contacts being progressed to a referral will be included in our audit programme.

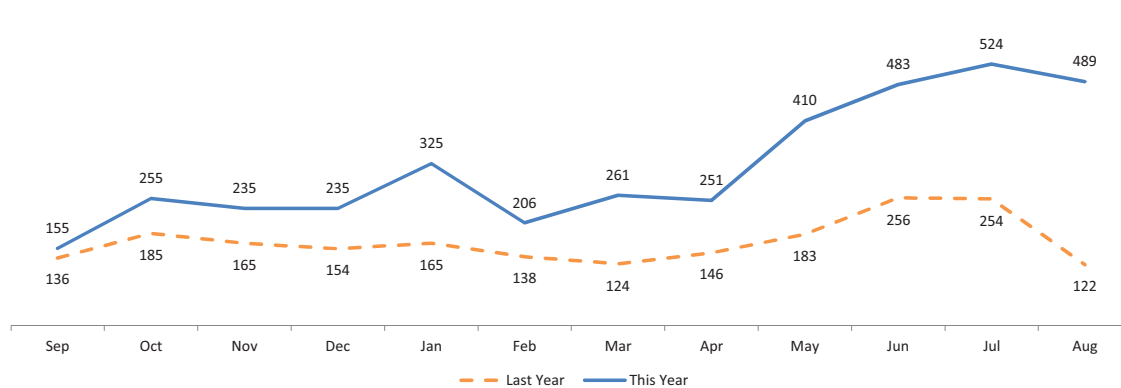
Code	7	Name	Referrals	Responsible officer	Kay Prescott
Full Description	Total number of referrals to social care teams by month. This indicator is to ensure that all referrals to Children's Wellbeing are followed up where appropriate. It is reported in the Children in Need Census.				
Measure	To Target	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.		

Referrals



Last Update	August 2014
Current Value	489
Rate per 10,000 (YTD)	1,060.66
Overall assessment	
Target	461.2 - 563.6

Referrals - Trend



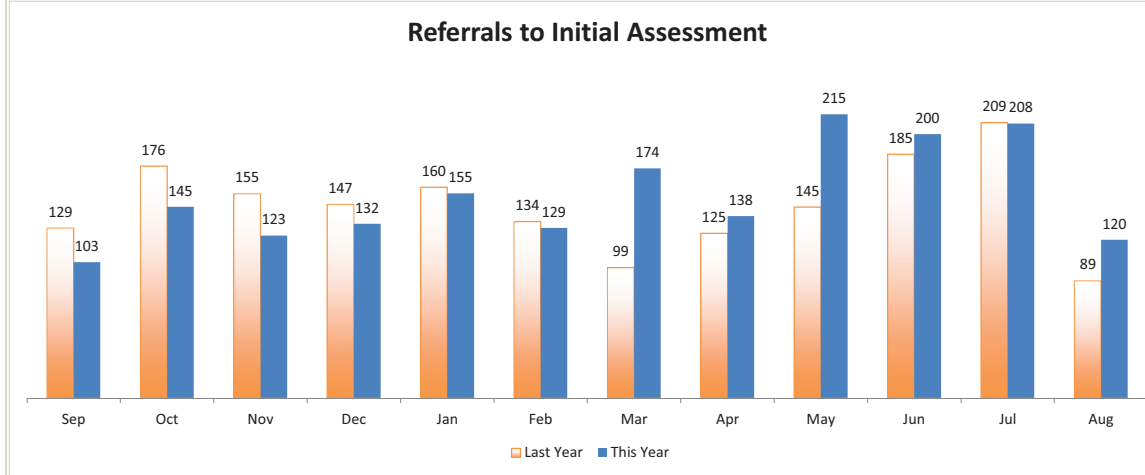
Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	122
Aug-12	69
England	
2012/2013	520.8
Statistical Neighbours	
2012/13	464.2
West Midlands	
2012/13	521
Measure Period	
Month End (Cumulative)	

Comments

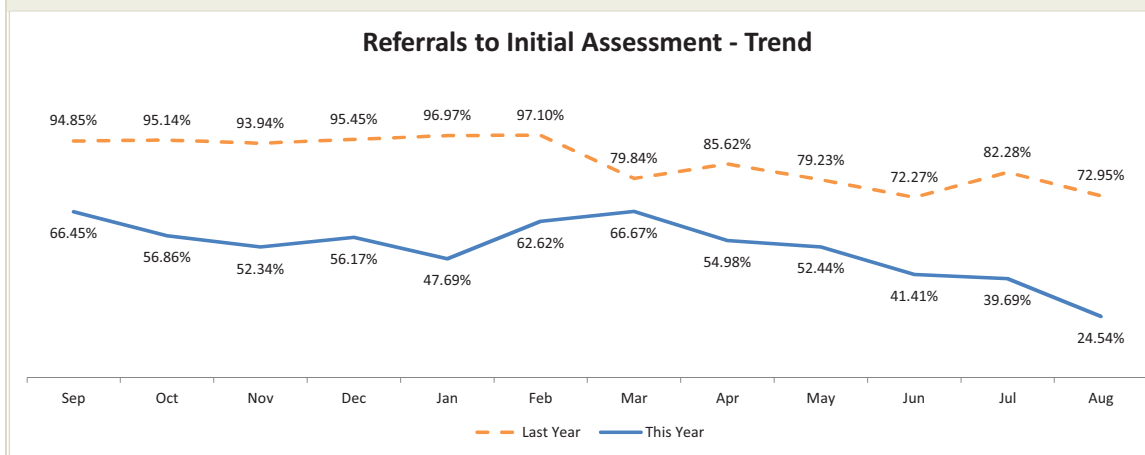
The current figure of 489 is in respect of the month of August 2014. The comparator is based on the rate per 10,000 over the year which is currently running at 1060.66, significantly higher than last year. This indicator has been assessed as red as we were within target at the same point last year with a 561.77 rate over the 12 month period.

The referral rate rose following the Peer Review and again following the OFSTED inspection in May 2014. A significant piece of work still needs to be done with partner agencies in respect of levels of need. Multi-agency training will be rolled out once the revised Levels of Need has been signed off, and planned outward facing work with partner agencies will also address the situation. Nevertheless, this rise in referral rate needs to be investigated in more depth, and will be included in our audit programme.

Code	8	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	Higher is Better	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.		



Last Update	August 2014
Current Value	24.54%
Rate per 10,000 (YTD)	510.25
Overall assessment	
Target	N/A



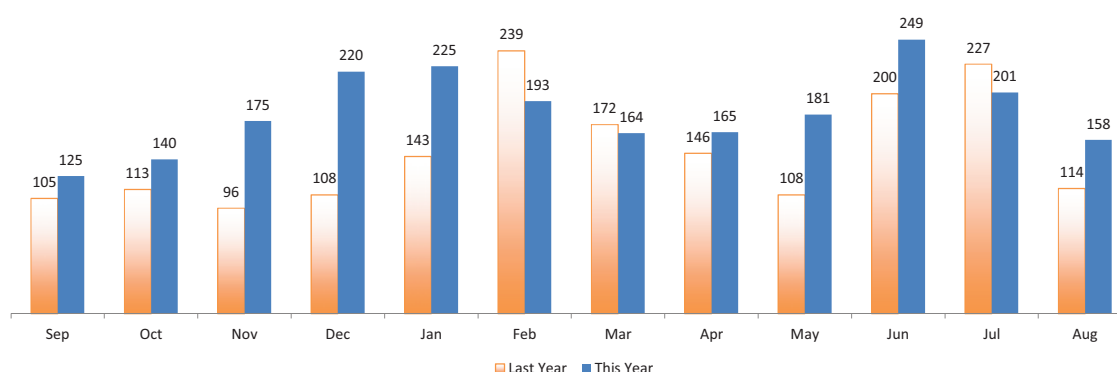
Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	72.95%
Aug-12	98.55%
England	
2012/2013	74.4%
Statistical Neighbours	
2012/13	76.7%
West Midlands	
2012/13	82%
Measure Period	
Month End (Cumulative)	

Comments

The reduction in the number of referrals progressing to an initial assessment is in keeping with how multi-agency safeguarding hubs (MASH) operate, and is in accordance with current Working Together guidance. There has, however, been a significant reduction in the number of referrals progressing to an initial assessment over the past 12 months, and the figure is also below that of our statistical neighbours. As a result, this indicator has been assessed as red, which may need further consideration as to whether this is appropriate.

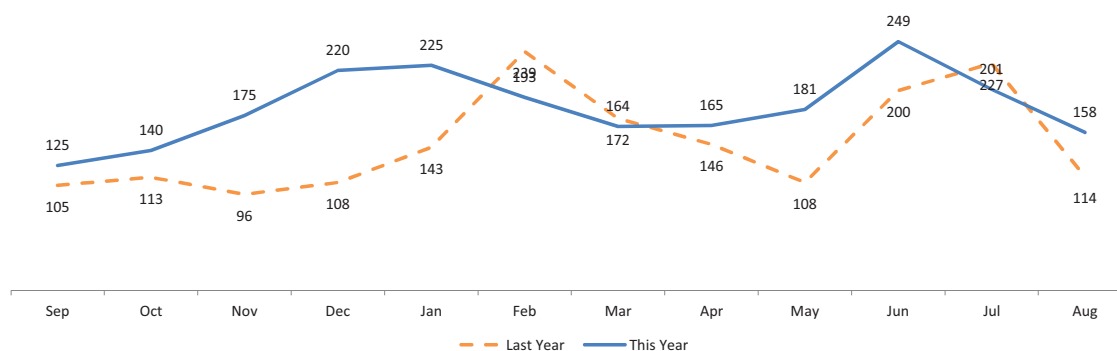
Code	9	Name	Initial Assessments Completed	Responsible officer	Kay Prescott
Full Description	Initial Assessments completed per month.				
Measure	To Target	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Initial Assessments Completed



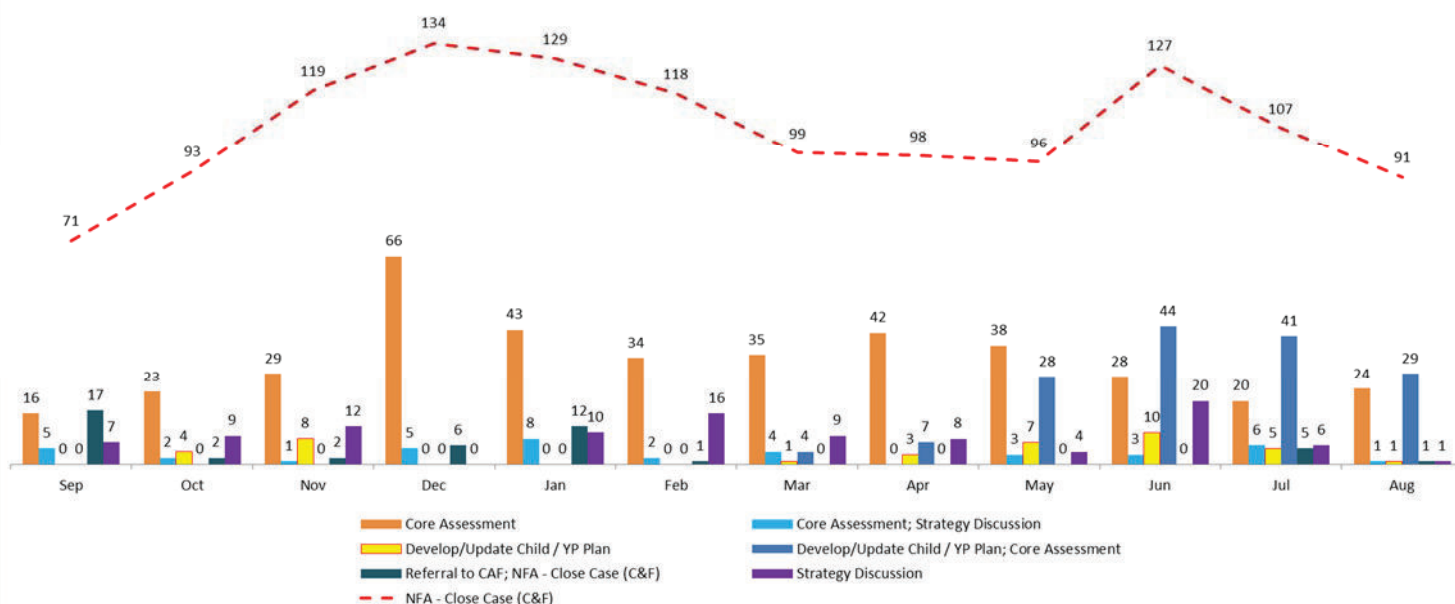
Last Update	August 2014
Current Value	158
Rate per 10,000 (YTD)	608.31
Overall assessment	
Target	326.8 - 399.4

Initial Assessments Completed - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	114
Aug-12	118
England	
2012/13	387.4
Statistical Neighbours	
2011/13	320.3
West Midlands	
2012/13	N/A
Measure Period	
Month End (Cumulative)	

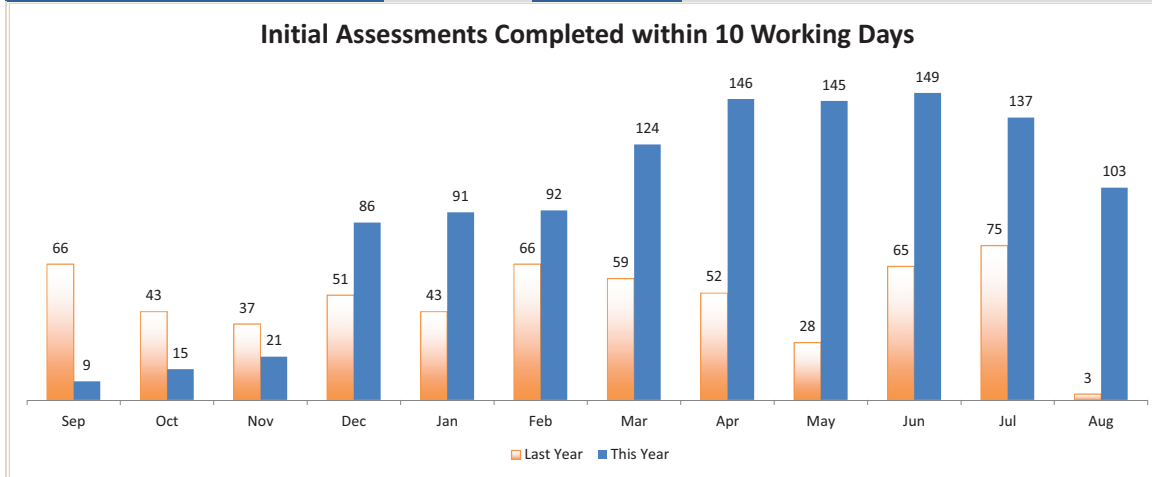
Initial Assessments Completed - Outcomes, by Category - per Month



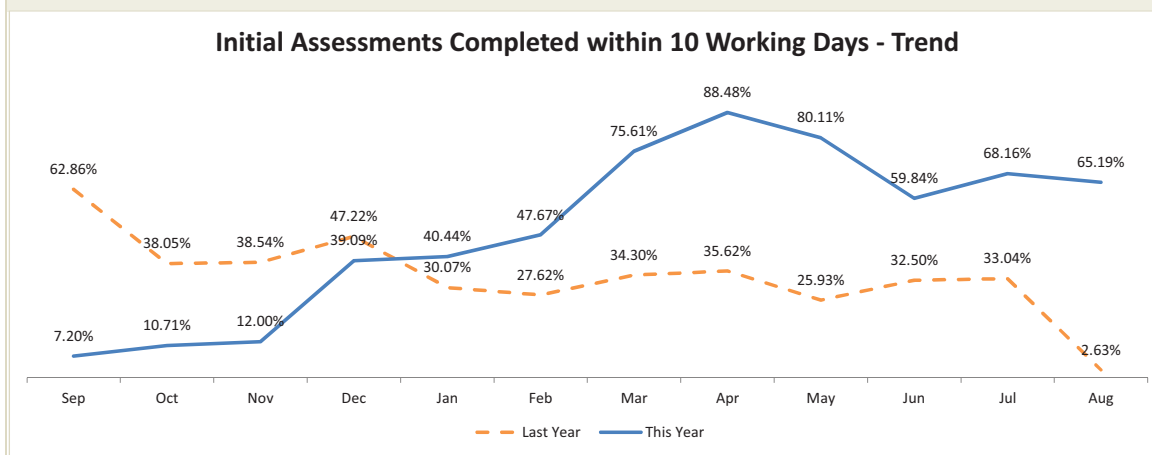
Comments

The number of initial assessments completed per 10,000 is significantly higher than of our statistical neighbours and we will need to investigate this further. Other factors that could impact on this are [a] the higher rate of contacts and referrals and [b] the operation of MASH which, as far as we are aware, is not in place in our statistical neighbour authorities. It is also not clear when, and on what basis, this target was set and this will need to be revisited as to whether this continues to be an appropriate figure.

Code	10	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.		



Last Update	August 2014
Current Value	65.19%
Rate per 10,000 (YTD)	309.70
Overall assessment	
Target	85%

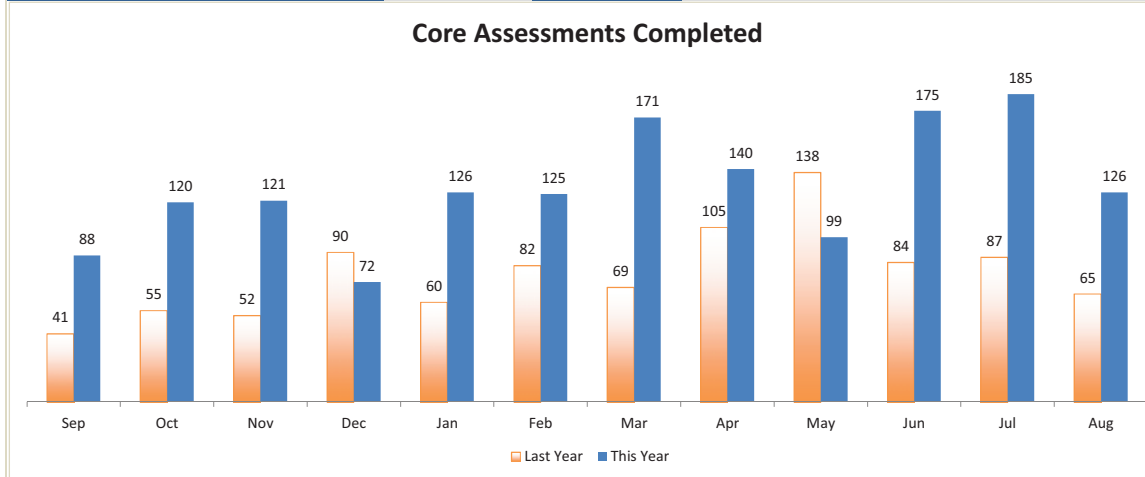


Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	2.63%
Aug-12	26.27%
England	
2012/13	75.50%
Statistical Neighbours	
2011/13	72%
West Midlands	
2012/13	19 Days
Measure Period	
Month End (Cumulative)	

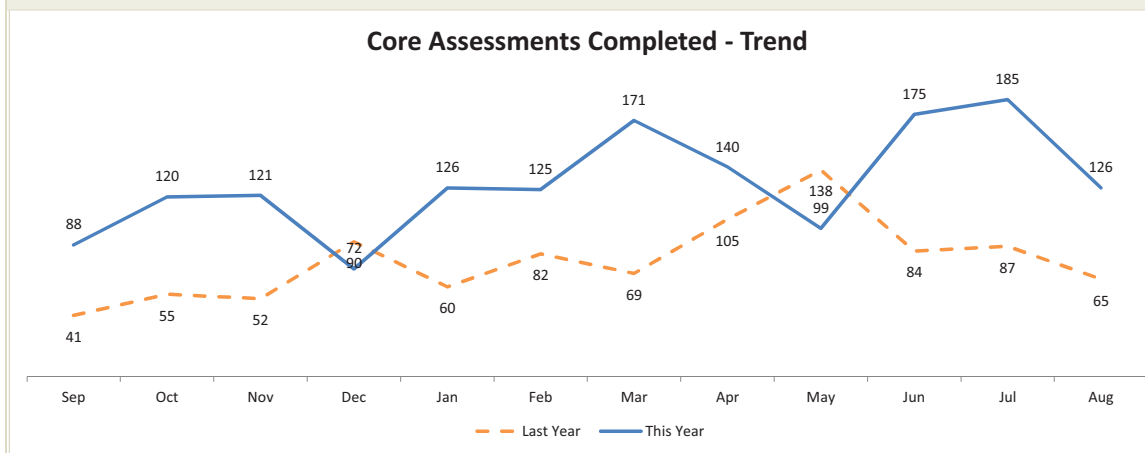
Comments

Whilst the direction of travel compared to last year has improved, initial assessments completed during the month of August have failed to meet the target of 85%. This can be explained by the referral rate unusually not dropping during the summer months, together with annual leave and sickness during the summer months making the service vulnerable due to capacity within MASH.

Code	11	Name	Core Assessments Completed	Responsible officer	Kay Prescott
Full Description	Core Assessments completed per month.				
Measure	To Target	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.		



Last Update	August 2014
Current Value	126
Rate per 10,000 (YTD)	428.81
Overall assessment	
Target	138.0 - 168.6



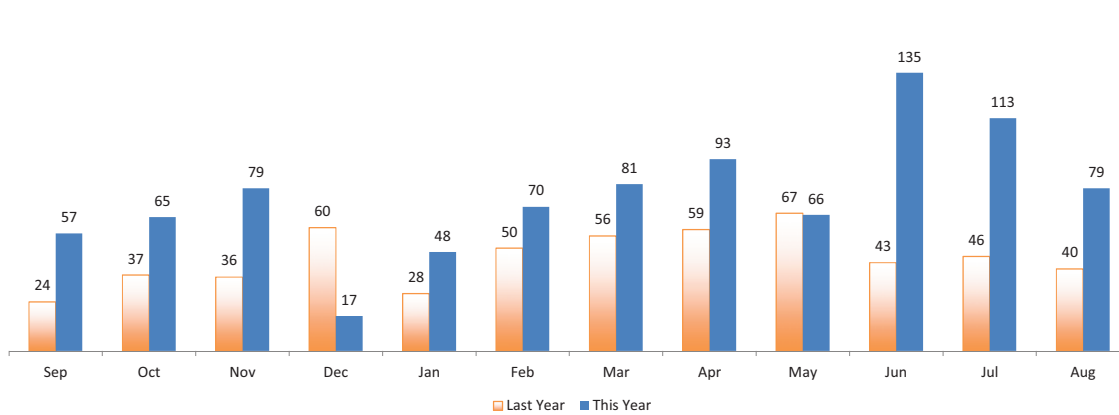
Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	65
Aug-12	95
England	
2012/13	204.2
Statistical Neighbours	
2011/13	148.9
West Midlands	
2012/13	162.5
Measure Period	
Month End (Snapshot)	

Comments

The number of core assessments completed during August 2014 is significantly above the target per 10,000 of 138.0-168.6, and is also higher than that in Herefordshire and of statistical neighbours in the previous year. This may well be due to the current practice of completing updated core assessments prior to every review child protection conference, which will cease when the new child protection processes in Frameworkki go live w/c 22 September 2014.

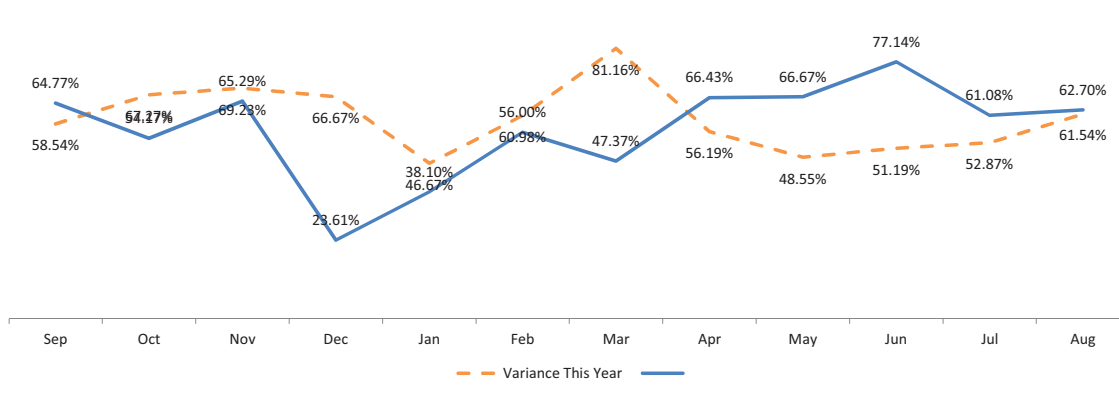
Code	12	Name	Core Assessments Completed within 35 Working Days	Responsible officer	Kay Prescott
Full Description	The indicator measures the percentage of Core Assessments completed within 35 working days. Core Assessments are in-depth assessments of a child, or children, and their family, as defined 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	August 2014
Current Value	62.70%
Rate per 10,000 (YTD)	250.14
Overall assessment	
Target	85%

Core Assessments Completed within 35 Working Days - Trend

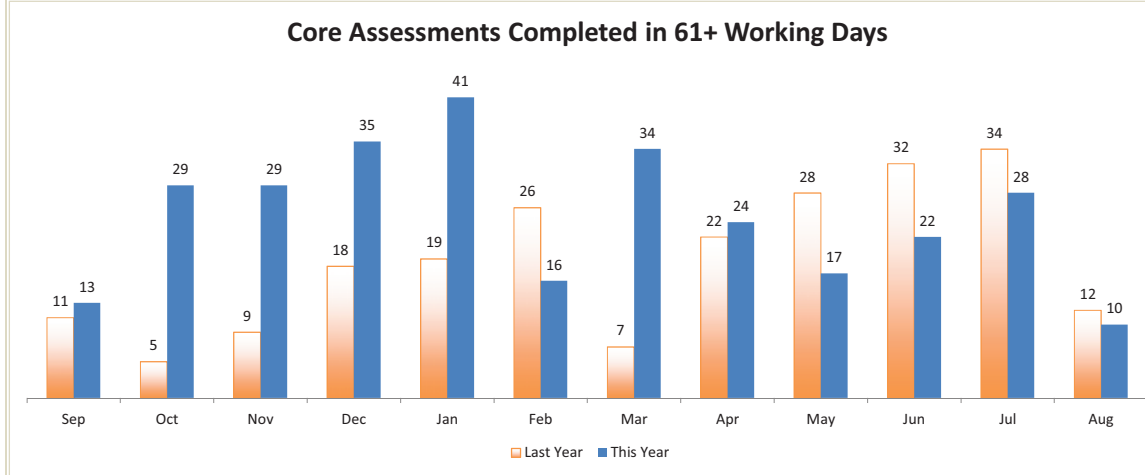


Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	61.54%
Aug-12	27.37%
England	
2012/13	76.70%
Statistical Neighbours	
2011/12	76.3%
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

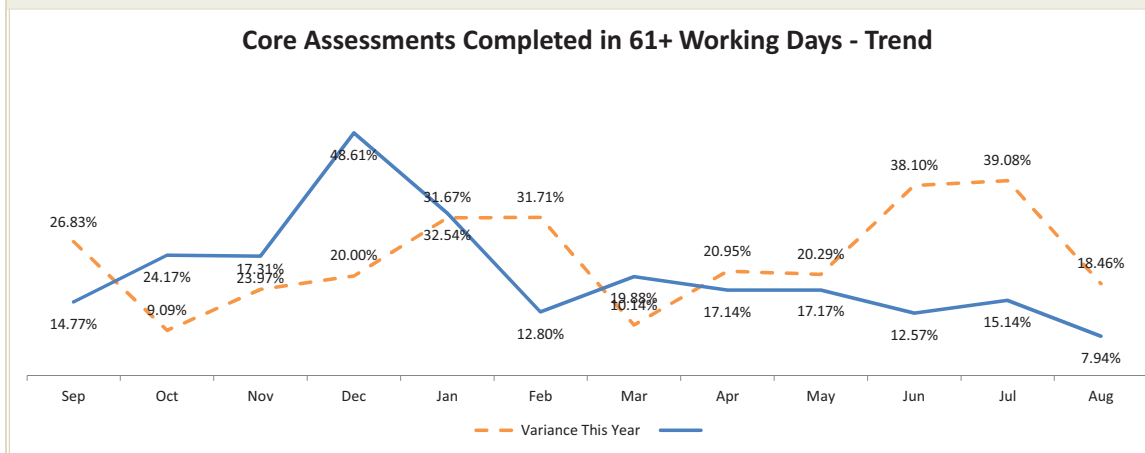
Comments

The overall trend for the past 12 months has been an upward trajectory. However, over the last two months there has been a dip in performance and, although there is a slight recovery in August 2014, this situation will need to be closely monitored.

Code	13	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.		



Last Update	August 2014
Current Value	19.25%
Rate per 10,000 (YTD)	82.55
Overall assessment	
Target	N/A

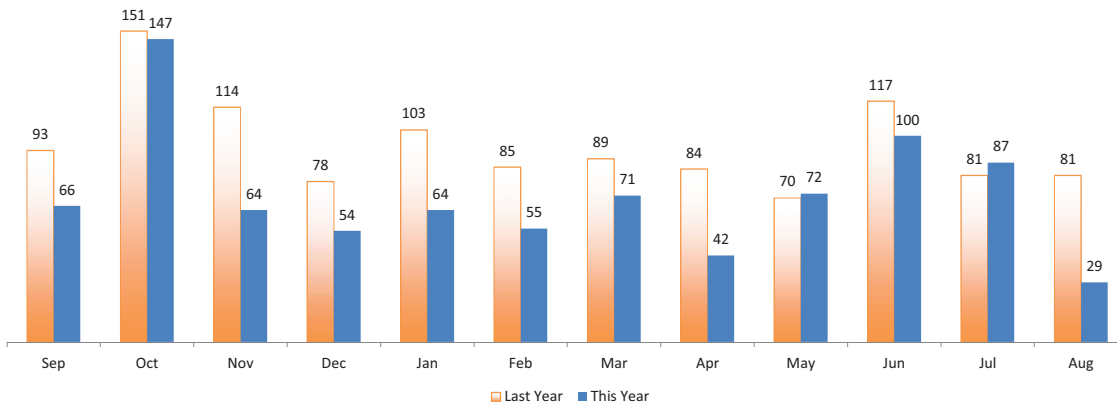


Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	24.03%
Aug-12	22.37%
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Year End (Cumulative)	

Comments
 There has been a significant reduction in the number of core assessments being completed post 61 days, particularly over the past five months.

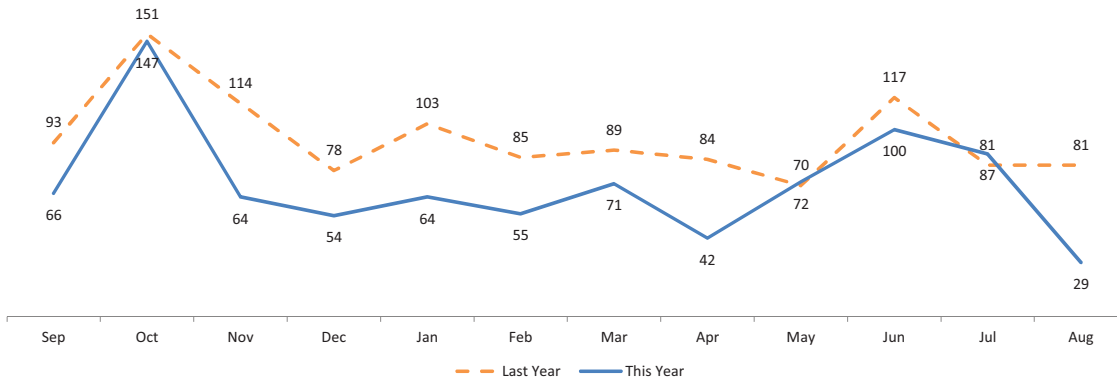
Code	14	Name	Strategy Discussions Started	Responsible officer	Paul Meredith
Full Description	Strategy Discussions started in month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Strategy Discussions Started



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

Strategy Discussions Started - Trend



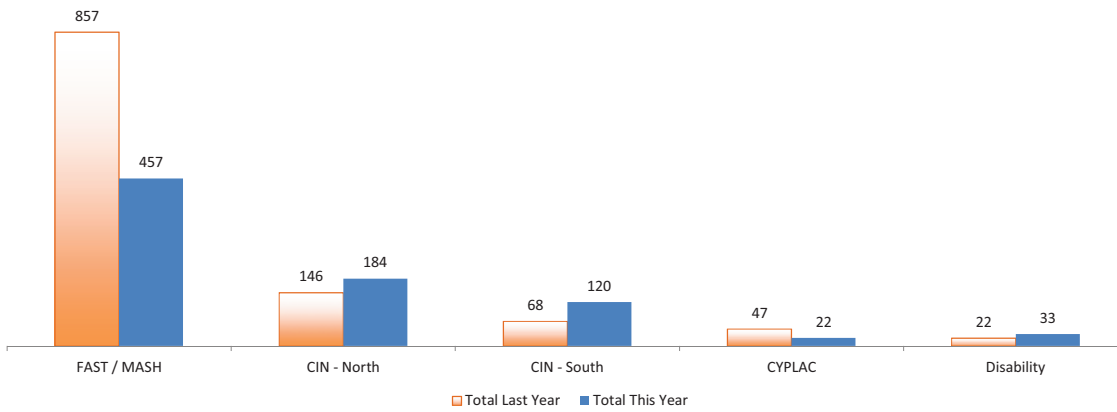
Direction of Travel (Comparator with last year)	↓
Previous Values	
Aug-13	81
Aug-12	80
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

The increase in strategy discussions/meetings in during May and June 2014 is likely to be as a result of a GOLD investigation. An audit was completed in early August to examine 20 strategy meetings contributing to the overall rise in from May to June 2014. The outcome of the audit was the right decision was taken in every one of the 20 cases to trigger a strategy meeting. 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.

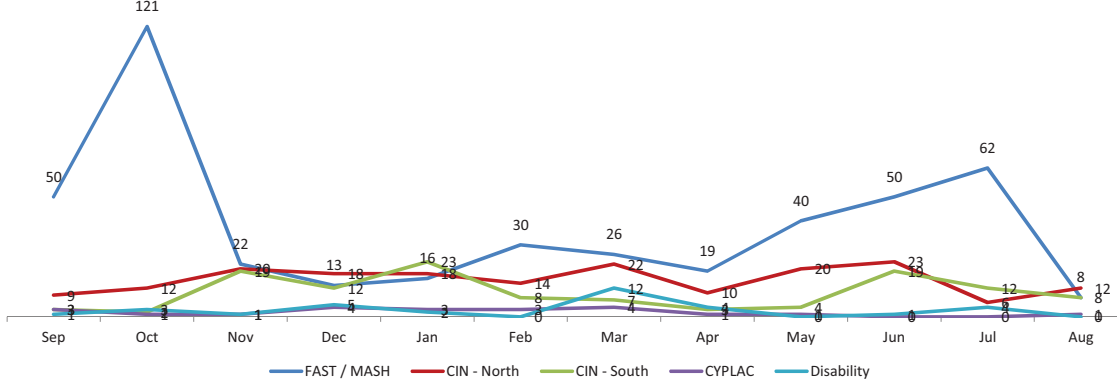
Code	15	Name	Strategy Discussions Started Per Team - by 5 Most Common Teams	Responsible officer	Paul Meredith
Full Description	Strategy Discussions started per team - by the 5 most common teams, per month/year.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed 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	August 2014
Current Value	816
Rate per 10,000 (YTD)	N/A
Overall assessment	
✕	
Target	N/A

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

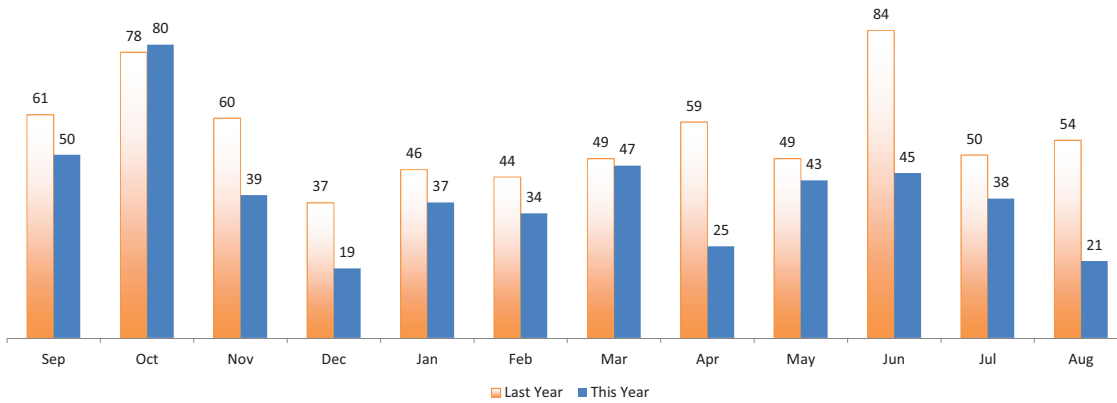


Direction of Travel (Comparator with last year)	
↓	
Previous Values	
Aug-13	457
Aug-12	857
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

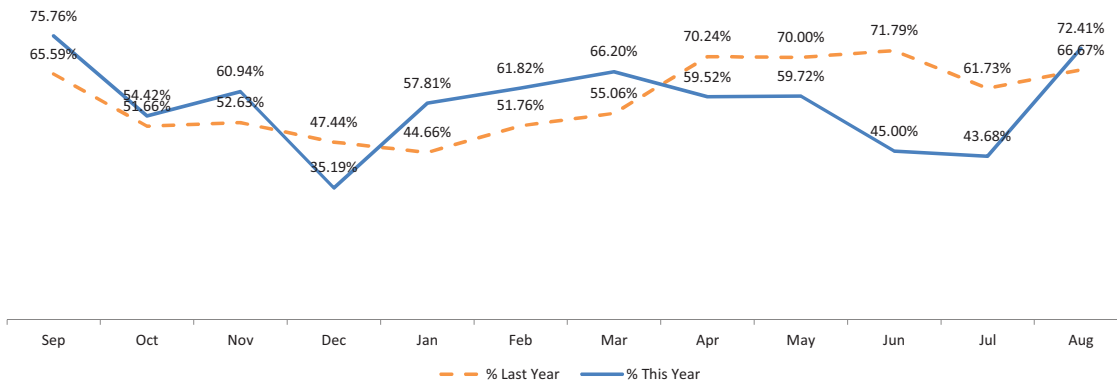
Code	16	Name	Strategy Discussions Leading to Section 47 Investigations	Responsible officer	Paul Meredith
Full Description	Of the total number of Strategy Discussions that took place in the month, the total number which went onto s47 Investigations.				
Measure	N/A	Indicator Guide	No correct number but 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	August 2014
Current Value	72.41%
Rate per 10,000 (YTD)	N/A
Overall assessment	
✕	
Target	N/A

Strategy Discussions Leading to Section 47 Investigations - Trend

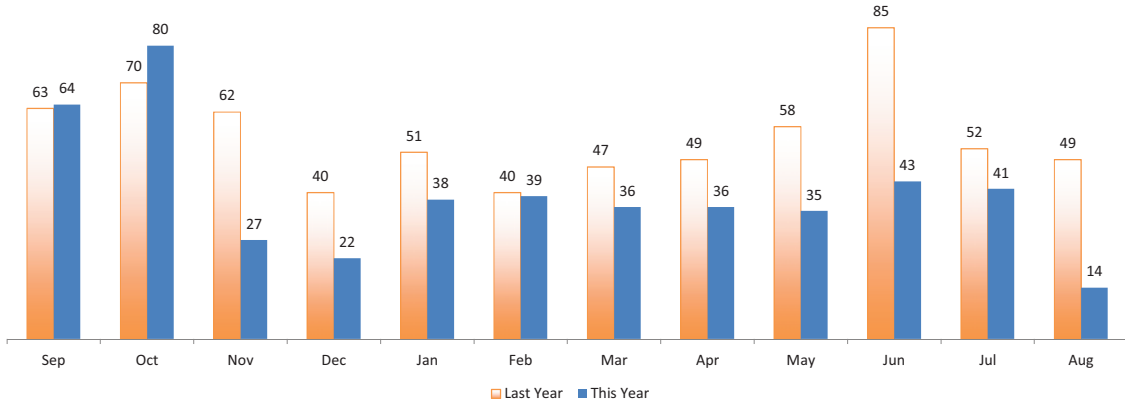


Direction of Travel (Comparator with last year)	↑
Previous Values	
Aug-13	66.67%
Aug-12	61.25%
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

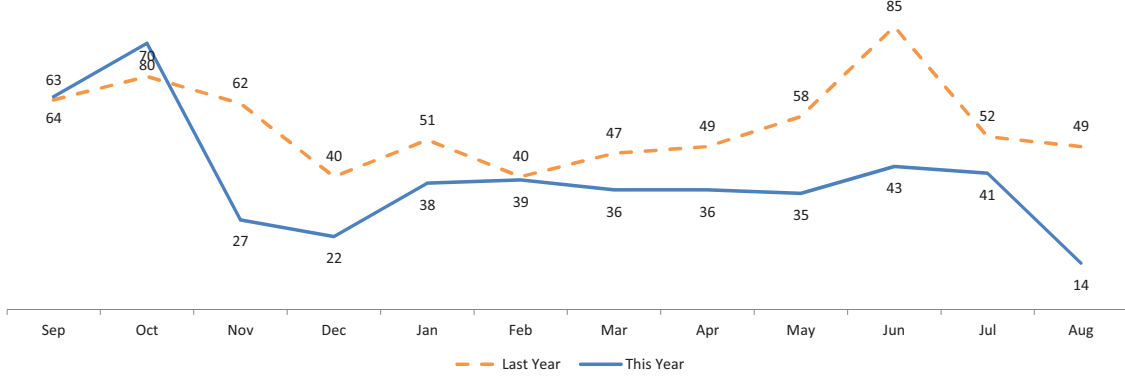
Code	17	Name	Section 47 Enquiries Started	Responsible officer	Paul Meredith
Full Description	Reports on number of Section 47 Enquiries started in each month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Section 47 Enquiries Started



Last Update	August 2014
Current Value	475
Rate per 10,000 (YTD)	N/A
Overall assessment	<input type="checkbox"/>
Target	N/A

Section 47 Enquiries Started - Trend

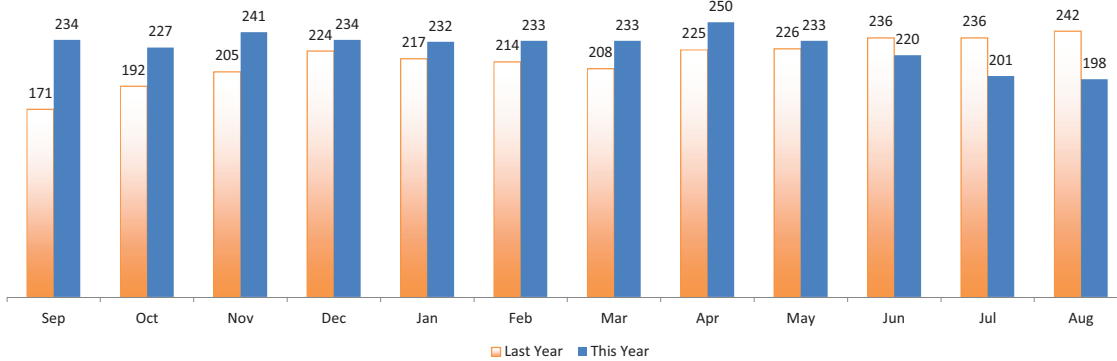


Direction of Travel (Comparator with last year)	↓
Previous Values	
Aug-13	666
Aug-12	229
England	
2012/2013	111.5
Statistical Neighbours	
2012/13	98.2
West Midlands	
2012/13	100
Measure Period	
Year End (Cumulative)	

Comments
 The current value of 475 is taken from a rolling 12 month period to the end of August 2014. National and Statistical Neighbour data is for a 12 month period to the end of March 2013.

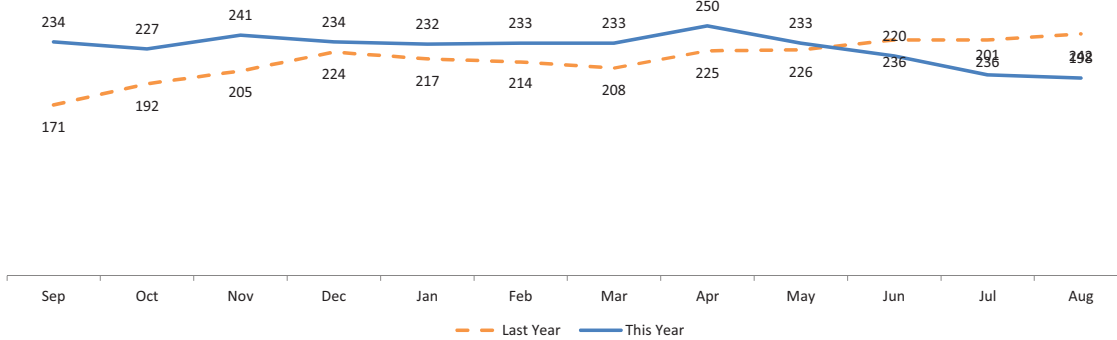
Code	18	Name	Child Protection Plans @ Month End	Responsible officer	Reg Marriott
Full Description	Children subject to a Child Protection Plan during the year.				
Measure	To Target	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be more in line with benchmarks.		

Child Protection Plans @ Month End



Last Update	August 2014
Current Value	198
Rate per 10,000	54.85
Overall assessment	
Target	31.0 - 37.8

Child Protection Plans @ Month End - Trend



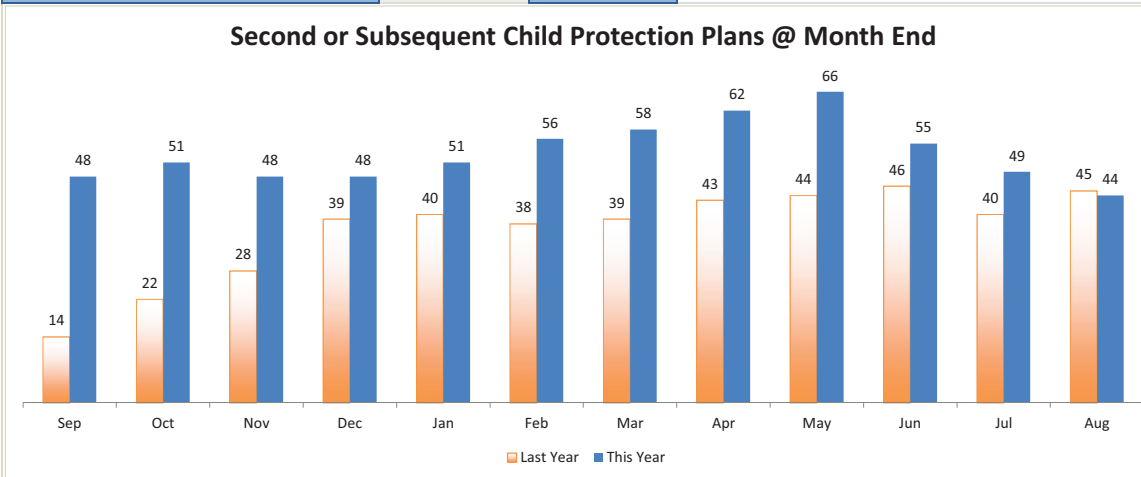
Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	242
Aug-12	169
England	
2012/13	37.9
Statistical Neighbours	
2011/12	35.9
West Midlands	
2012/13	42.1
Measure Period	
Month End (Snapshot)	

Comments

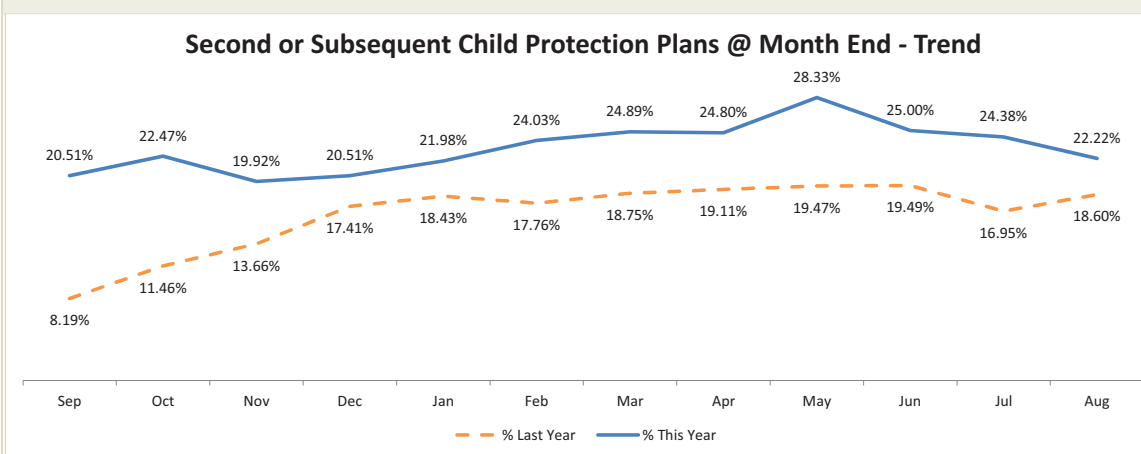
Nationally, the number of children subject to a Child Protection Plan at year ending March 2013 increased slightly and this continued in Herefordshire until April 2014. Whilst the rate per 10,000 in Herefordshire is higher than our statistical neighbours and the England average, the number of children subject to a Plan has dropped from a high of 69.25 per 10,000 in April 2014 to 54.85 in August 2014 - a reduction of 20.8%. A range of factors affect this figure including referral rates into MASH, the number of strategy meetings, the number of strategy meetings leading to a Section 47 investigation, the length of time on a CP Plan - which in turn is influenced by staff turnover.

The Safeguarding & Review Service's Goal paper issued following the OFSTED inspection in April included a target to reduce the number of children subject to a Child Protection Plan by 20%. This has been influenced by greater rigour and challenge from child protection conference chairs that the threshold of significant harm has been, or continues, to be met and the length of time children have been subject to a Plan. 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	19	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	To Target	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.		



Last Update	August 2014
Current Value	22.22%
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	10% - 15%



Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	18.60%
Aug-12	10.06%
England	
2012/2013	14.90%
Statistical Neighbours	
2012/13	15.60%
West Midlands	
2012/13	15.80%
Measure Period	Month End (Snapshot)

Comments

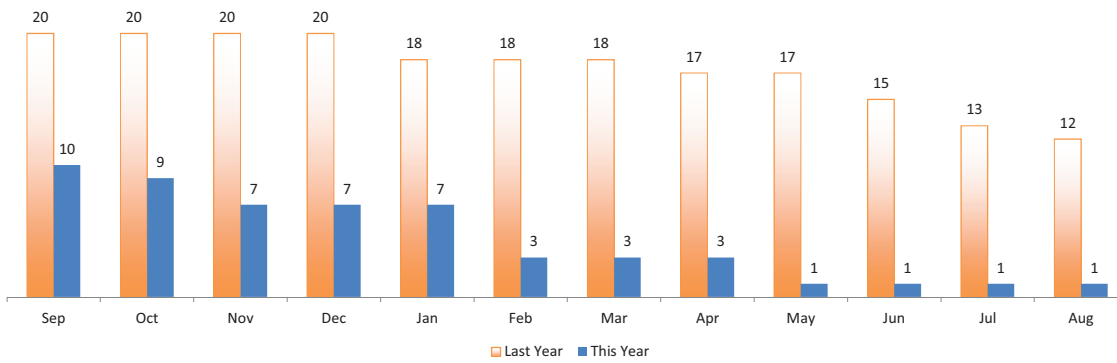
Although this indicator has been assessed as red due to missing our target percentage rate and our figures are above those of the England average and statistical neighbours, the number of children subject to a Child Protection Plan for a second or subsequent time has reduced by 33.33% since May 2014. Quality Assurance & Compliance Managers have also completed an audit of the children concerned. This audit found children in this cohort were more likely to have their parenting compromised by substance misuse and the substance of choice was more likely to be heroin. There was an increased incidence of risk to these children from adults presenting a risk and these adults were usually extended family members. Their parents were more likely to have suffered abusive childhoods and to have additional learning needs. The audit also identified learning disability within parents as a significant factor in second or subsequent CP Plans compared to the overall number. The implications of this finding for intervention strategies and service provision will need consideration at HSCB level.

This audit has been extensively shared with teams across the Directorate, and teams have contributed to the action plan. The Audit has been shared at Heads of Service meeting, has formed the basis of a discussion with WMWA in respect of DA findings and discussions with Community Safety Partnership in respect of DA and alcohol misuse within the Eastern European community.

The audit found that robust action was not always taken in a timely way when the CP plan was not working and management oversight was not always evidenced. The Head of Fieldwork and the Performance Information Manager are currently in the process of developing a process whereby all child subject to a CP Plan will be reviewed following the second conference review by the social worker, team manager and service manager. Should it be felt that the Plan is not working then the case will be presented to Legal Panel. This process will be embedded in Frameworki in order to ensure that information is accessible and can be reported against.

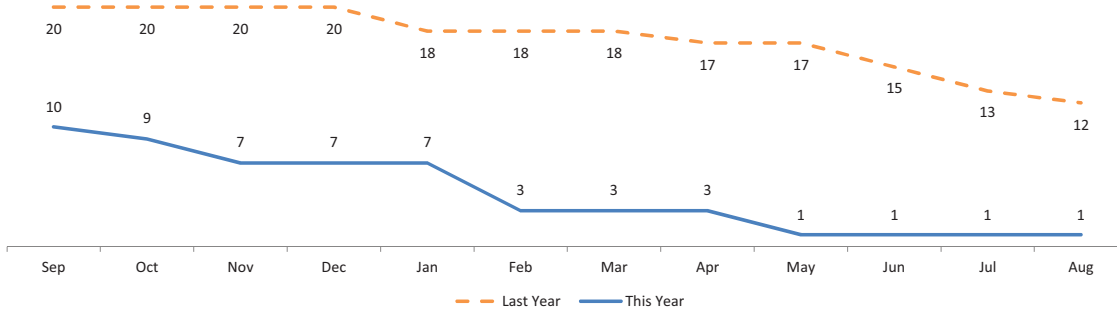
Code	20	Name	Child Protection Plans Open for 2+ Years @ Month End	Responsible officer	Reg Marriott
Full Description	The length of time children are on a Child Protection Plan.				
Measure	Lower is Better	Indicator Guide	Reduce the number of children on a Child Protection Plan for 2+ years. Good performance 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	August 2014
Current Value	0.51%
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	2.30%

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

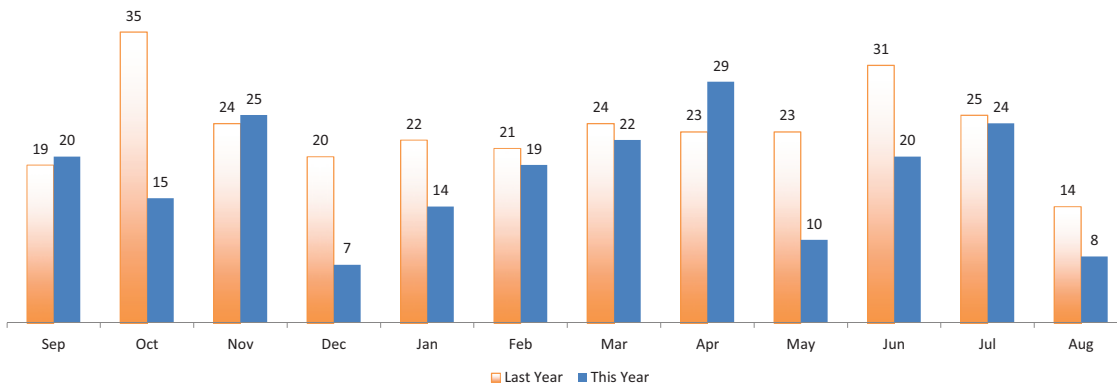


Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	4.96%
Aug-12	13.02%
England	
2012/2013	3.20%
Statistical Neighbours	
2012/13	3.8%
West Midlands	
2012/13	5.10%
Measure Period	Month End (Snapshot)

Comments

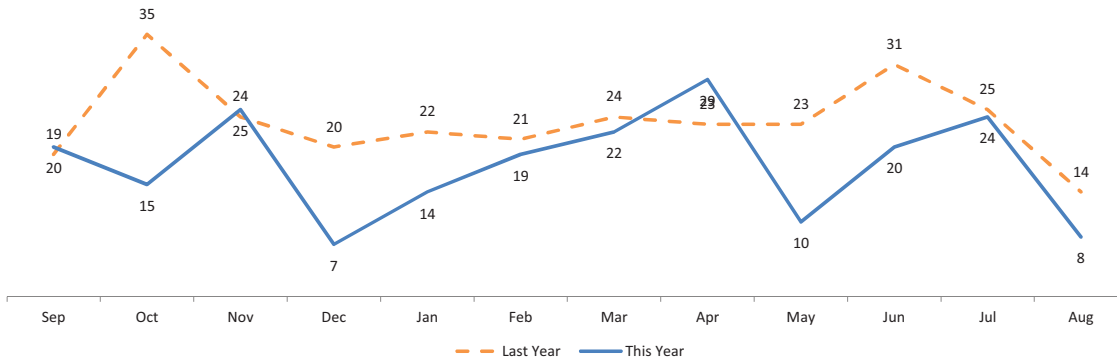
Code	21	Name	Initial Child Protection Conferences Held in Month	Responsible officer	Reg Marriott
Full Description	Number of Initial Child Protection Conferences held in month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Initial Child Protection Conferences Held in Month



Last Update	August 2014
Current Value	8
Rate per 10,000 (YTD)	59.00
Overall assessment	
Target	N/A

Initial Child Protection Conferences Held in Month - Trend

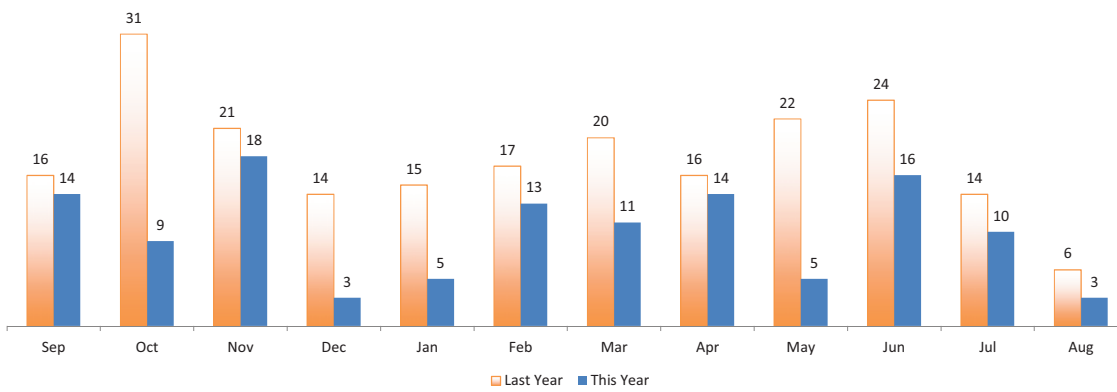


Direction of Travel (Comparator with last year)	↓
Previous Values	
Aug-13	14
Aug-12	24
England	
2012/2013	52.7
Statistical Neighbours	
2012/13	48.8
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

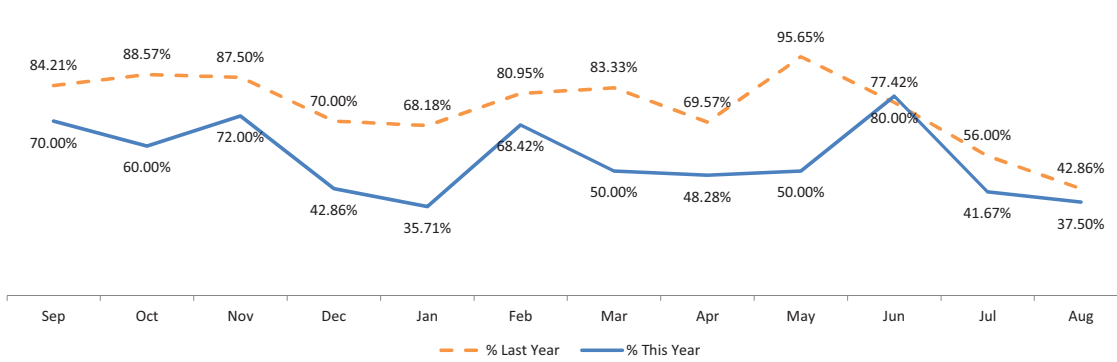
Code	22	Name	Initial Child Protection Conferences Held Within Timescale in Month	Responsible officer	Reg Marriott
Full Description	Initial Child Protection Conferences within 15 working days of start of Section 47 Enquiry.				
Measure	Higher is Better	Indicator Guide	All ICPCs should be completed within 15 days of the strategy discussion which initiated the investigation.		

Initial Child Protection Conferences Held Within Timescale in Month



Last Update	August 2014
Current Value	37.50%
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	100%

Initial Child Protection Conferences Held Within Timescale in Month - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	42.86%
Aug-12	70.83%
England	
2012/2013	70.0%
Statistical Neighbours	
2012/13	67.5%
West Midlands	
2012/13	84.0%
Measure Period	
Month End (Snapshot)	

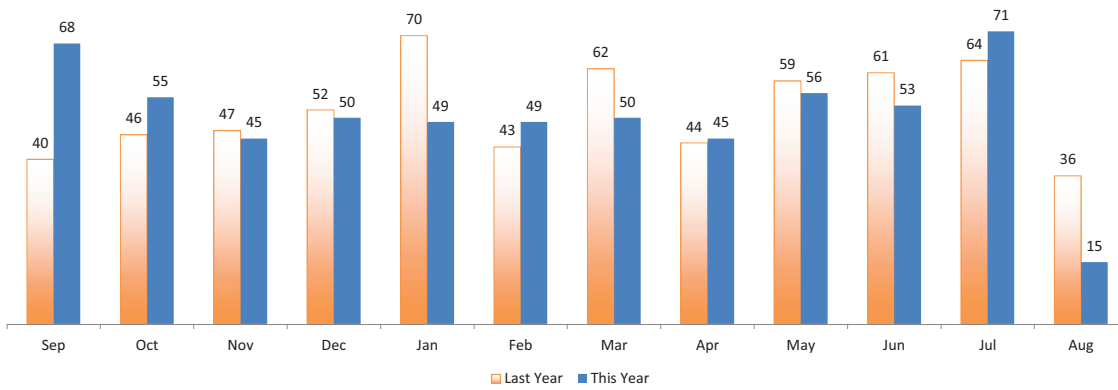
Comments

Only eight child protection conferences were held during August 2014. As a result, even a small fluctuation in the number out of timescale will significantly affect the overall compliance figure. It also should be noted this period contains the major school holiday and the time when the largest number of personnel from across the professional network are on annual leave. The critical issue is the ability to get key professionals with knowledge of the family to the conference. The data in 2013 also indicates a similar drop in timeliness.

The streamlined child protection processes which will go live w/c 22 September 2014 will be more efficient, cut administrative time and facilitate the setting up of conferences. This in turn will enable administrative staff to focus on core activities such as the production of conference minutes within timescales.

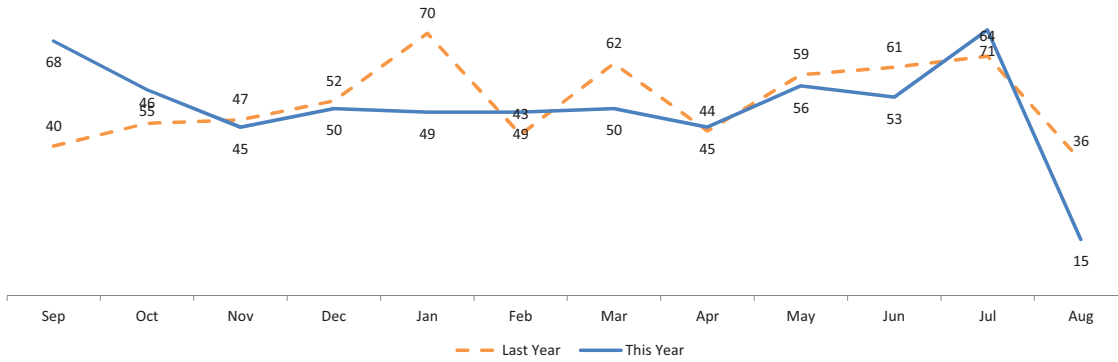
Code	23	Name	Review Child Protection Conferences Held in Month	Responsible officer	Reg Marriott
Full Description	Number of Review Child Protection Conferences held in month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

Review Child Protection Conferences Held in Month



Last Update	August 2014
Current Value	15
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	N/A

Review Child Protection Conferences Held in Month - Trend

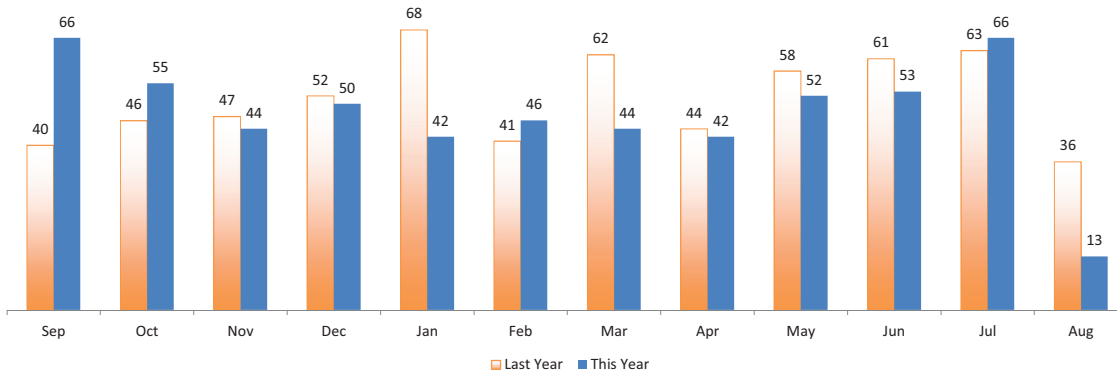


Direction of Travel (Comparator with last year)	↓
Previous Values	
Aug-13	36
Aug-12	22
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

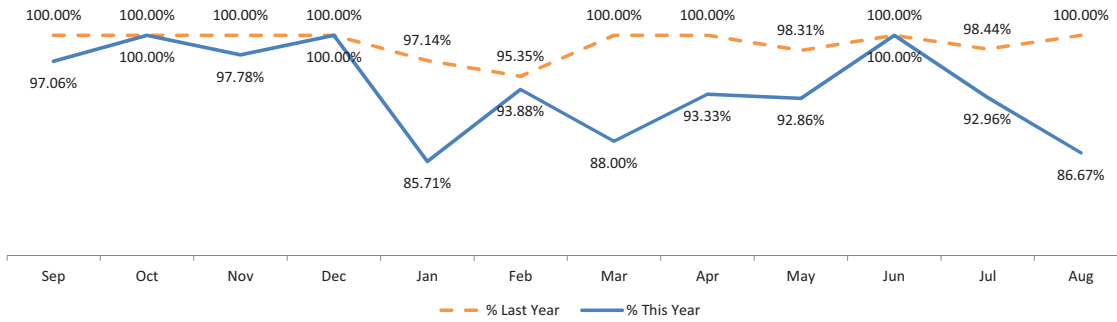
Code	24	Name	Review Child Protection Conferences Held Within Timescale in Month	Responsible officer	Reg Marriott
Full Description	Review Child Protection Conferences within 90 calendar days (if from ICPC), or 181 calendar days (if RCPC).				
Measure	Higher is Better	Indicator Guide	All RCPCs should be completed within 90 calendar days (if from ICPC), or 181 calendar days (if RCPC) which initiated the investigation.		

Review Child Protection Conferences Held Within Timescale in Month



Last Update	August 2014
Current Value	86.67%
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	100%

Review Child Protection Conferences Held Within Timescale in Month - Trend



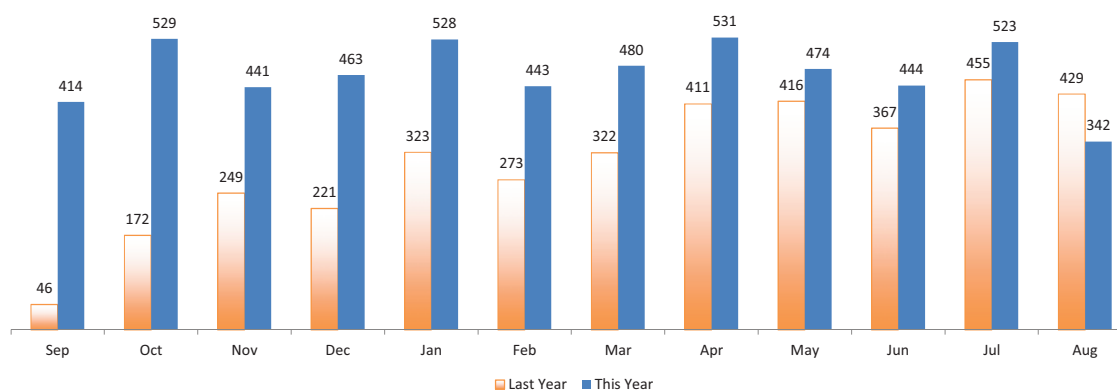
Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	100.00%
Aug-12	90.91%
England	
2012/2013	96.20%
Statistical Neighbours	
2012/13	96.70%
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

Only 15 review child protection conferences were held during August 2014, of which 2 were out of timescale, which has affected the overall compliance figure. During June, July and August 2014, 139 review conferences were held of which 94.96% (132) were in timescale.

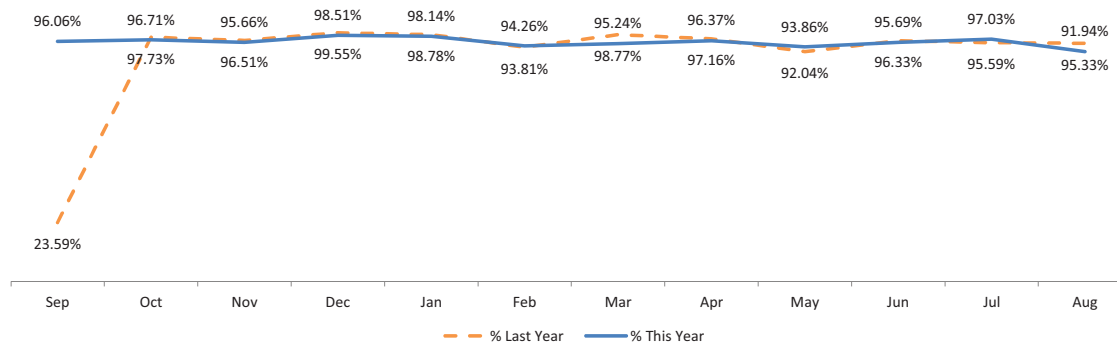
Code	26	Name	Child Protection Visits Within Timescale in Month	Responsible officer	Kay Prescott
Full Description	Number of Child Protection Visits carried out within timescale in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Child Protection Visits that are being undertaken within timescale to a level at, or above benchmarks.		

Child Protection Visits Within Timescale in Month



Last Update	August 2014
Current Value	91.94%
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	
Aug-13	95.33%
Aug-12	32.08%
England	
2012/2013	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

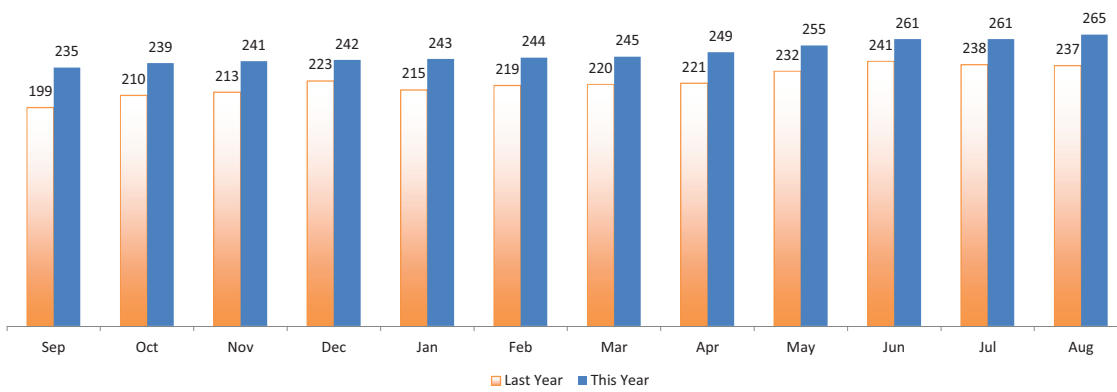
Please note there is a technical issue with how this data is visually presented: the figure for 2013 is 95.33% and for August 2014 is 91.94%.

The dip in performance is attributed to performance issues with individual workers in that visits are not being correctly recorded and copied on to siblings, together with capacity issues such as families moving out of Herefordshire but a transfer conference has not taken place, resulting in visits still having to be undertaken. There has been an improvement in performance over the past two weeks.

Performance will be addressed by [1] the go live of the new child protection processes in Framework1 which include a more straightforward way of recording of visits (recording will be in one place instead of the existing three places on FWI), [2] better quality assurance of worker's compliance with timescales by managers, and [3] more stringent oversight at Service Manager level at weekly performance meetings. In addition it is anticipated that performance will improve now that three permanent team managers are in post.

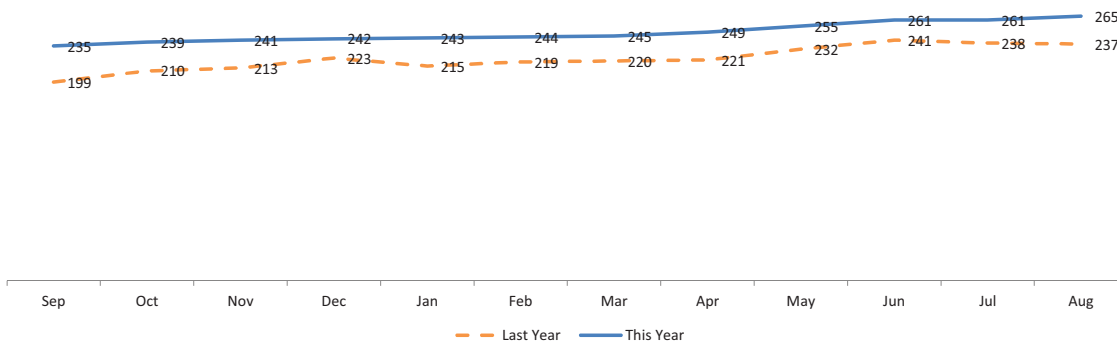
Code	27	Name	Looked After Children @ Month End	Responsible officer	Jo King
Full Description	Number of children in care on the last day of the month.				
Measure	To Target	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

Looked After Children @ Month End



Last Update	August 2014
Current Value	265
Rate per 10,000	73.41
Overall assessment	
Target	42.3 - 51.7

Looked After Children @ Month End - Trend

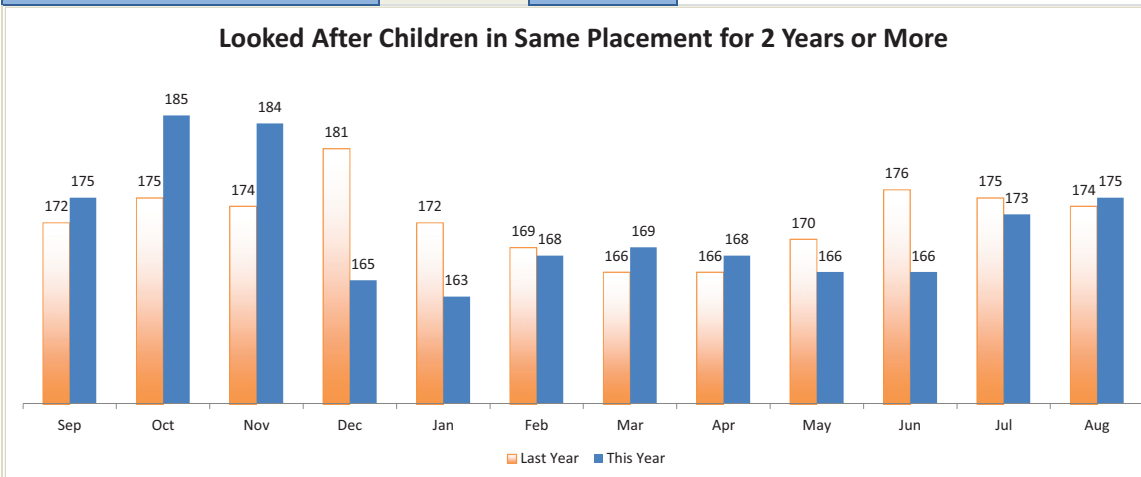


Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	237
Aug-12	201
England	
2012/2013	59.8
Statistical Neighbours	
2012/13	48.2
West Midlands	
2012/13	72
Measure Period	
Month End (Snapshot)	

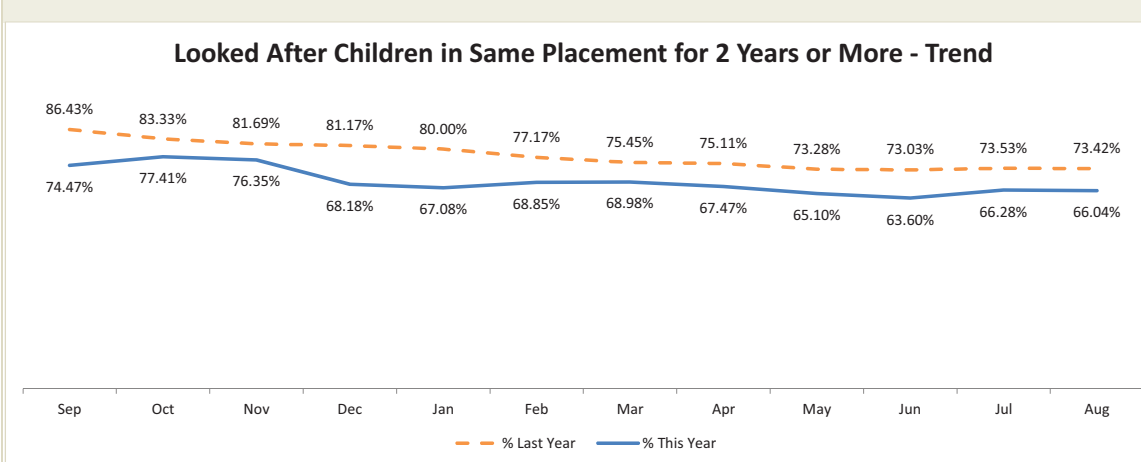
Comments

The increase in looked after children figures over the past couple of months is as a result of data quality issues where teams had not correctly recorded placements in Frameworki. Further data cleansing is currently taking place to ensure that all placements have been ended where appropriate. The streamlining of the looked after children module in Frameworki which will facilitate and strengthen how information is recorded is currently in progress.

Code	28	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.		



Last Update	August 2014
Current Value	66.04%
Rate per 10,000	48.48
Overall assessment	
Target	N/A



Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	73.42%
Aug-12	90.05%
England	
2012/2013	67.30%
Statistical Neighbours	
2012/13	65.50%
West Midlands	
2012/13	N/A
Measure Period	Month End (Snapshot)

Comments

Although placement stability in Herefordshire is better than our statistical neighbours in the previous year, this indicator has been assessed as red due to the drop in performance since September 2013.

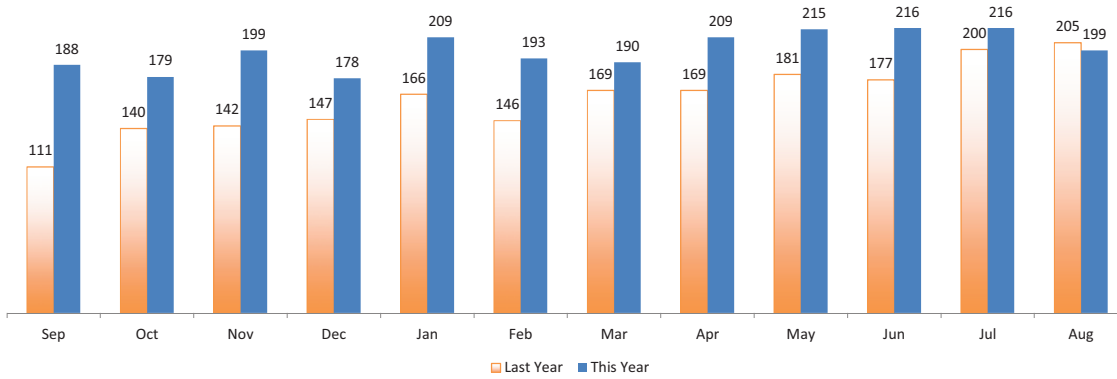
A statistically valid sample of 83 cases of children who have [i] had placements of longer than 2 years which are current in situ and [ii] placements longer than 2 years which were current in 2011 but have disrupted since 2011 has been completed since the production of this report. Initial conclusions are that it is possible recording and data gathering methods have improved over the three years from 2011-2014, bringing us more into line with our statistical neighbours. 90% of placements being 2 years or longer in year ending 2012 would appear over optimistic, whereas the figure of 73% for year ending 2013 would appear more realistic as a result of improved statistical generation. The reduction to 66% to date may again be about the figure being more realistic, rather than patterns or trends in placement instability. There is also inconsistency in how placement moves are recorded on Frameworki, and this will be addressed as part of the LAC module reconfiguration.

Increasing the sample size will provide information about the ages of the children at which breakdowns of long term placements are most prevalent, and also whether cases in the 16+ Team contribute to the number of placement breakdowns.

Recent long term placements breaking down include one kinship placement where there were child protection concerns: one long term teen placement (drug misuse and request to move placement): and one with inappropriate behaviour towards another child in placement - all varied factors rather than a pattern.

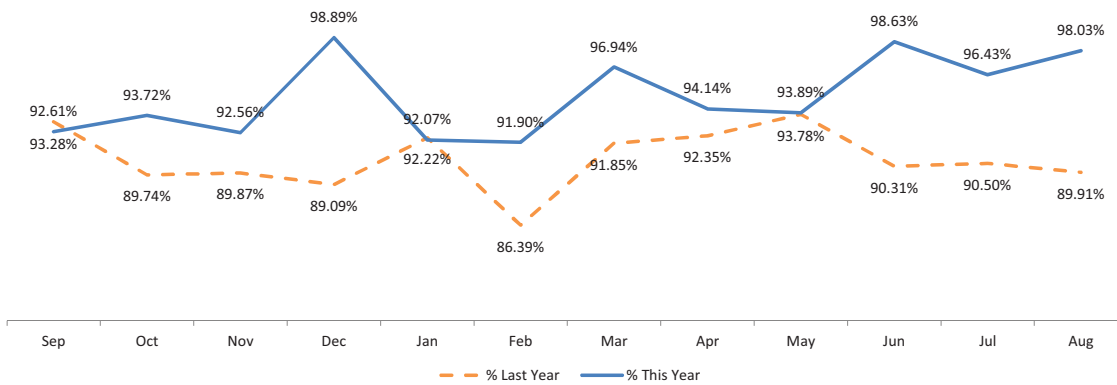
Code	30	Name	Looked After Children Visits Within Timescale in Month	Responsible officer	Jo King
Full Description	Number of Looked After Children Visits which were carried out within timescale in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Looked After Children Visits that are being undertaken within timescale to a level at, or above benchmarks.		

Looked After Children Visits Within Timescale in Month



Last Update	August 2014
Current Value	98.03%
Rate per 10,000	55.12
Overall assessment	
Target	100%

Looked After Children Visits Within Timescale in Month - Trend

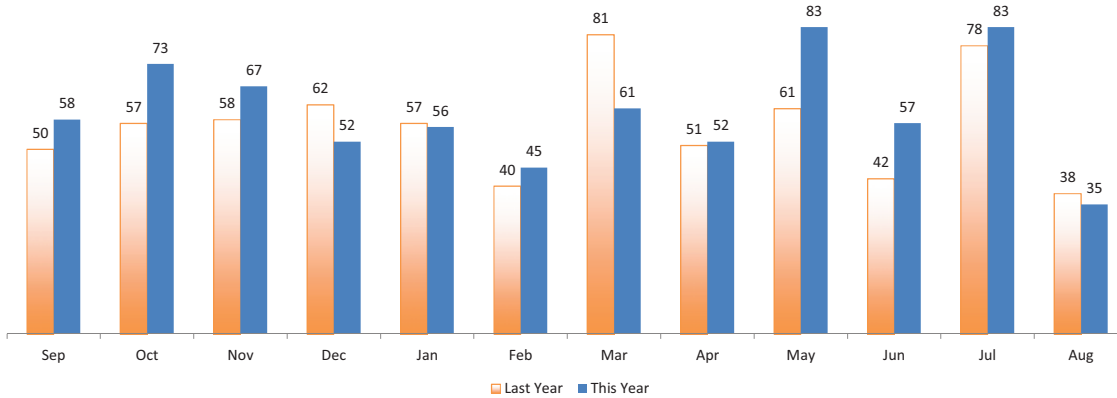


Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	89.91%
Aug-12	91.34%
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
Month End	N/A
Measure Period	
Month End (Snapshot)	

Comments

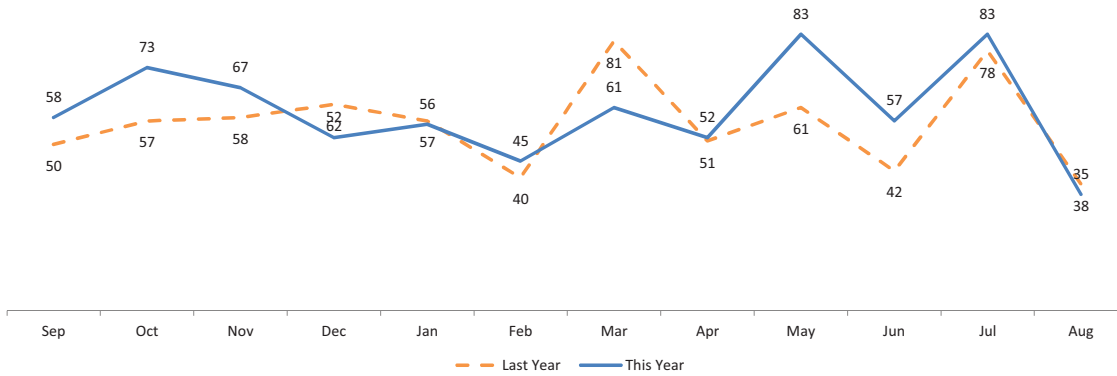
Code	31	Name	Looked After Children Reviews Held in Month	Responsible officer	Reg Marriott
Full Description	Number of Looked After Children Reviews held in month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

Looked After Children Reviews Held in Month



Last Update	August 2014
Current Value	35
Rate per 10,000	9.70
Overall assessment	<input type="checkbox"/>
Target	N/A

Looked After Children Reviews Held in Month - Trend

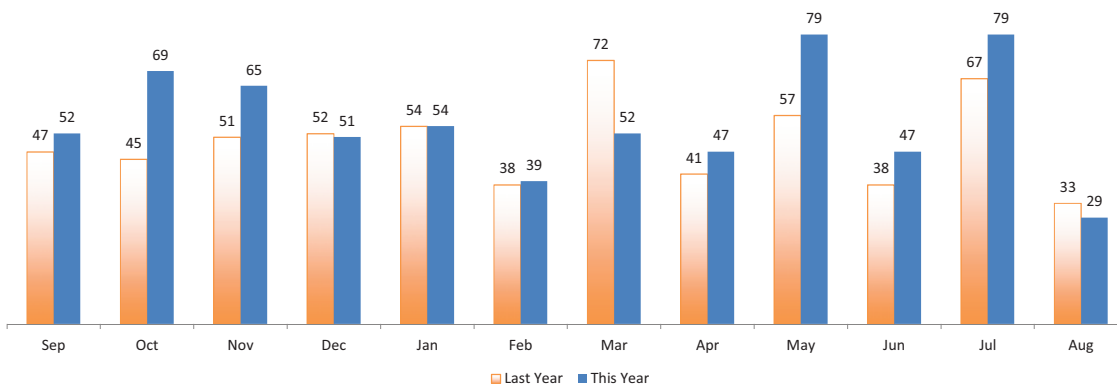


Direction of Travel (Comparator with last year)	↓
Previous Values	
Aug-13	38
Aug-12	38
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

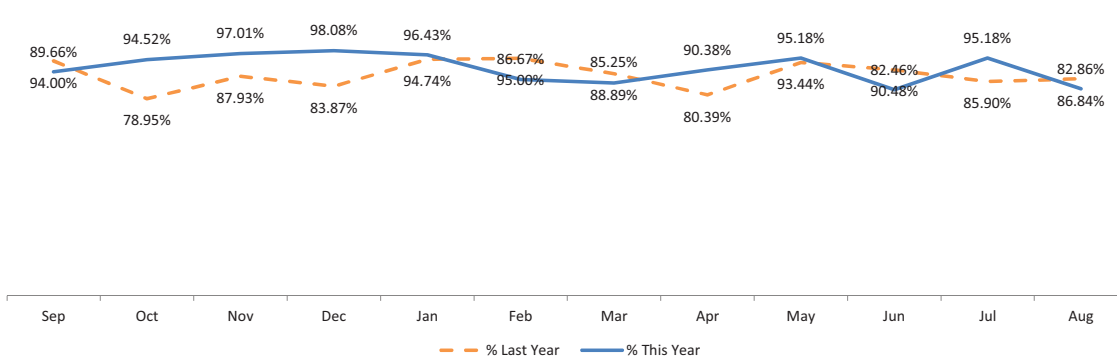
Code	32	Name	Looked After Children Reviews Within Timescale in Month	Responsible officer	Reg Marriott
Full Description	Number of Looked After Children Reviews held within timescale in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Looked After Children Reviews that are being undertaken within timescale to a level at, or above benchmarks.		

Looked After Children Reviews Within Timescale in Month



Last Update	August 2014
Current Value	82.86%
Rate per 10,000 (YTD)	183.66
Overall assessment	
Target	100%

Looked After Children Reviews Within Timescale in Month - Trend



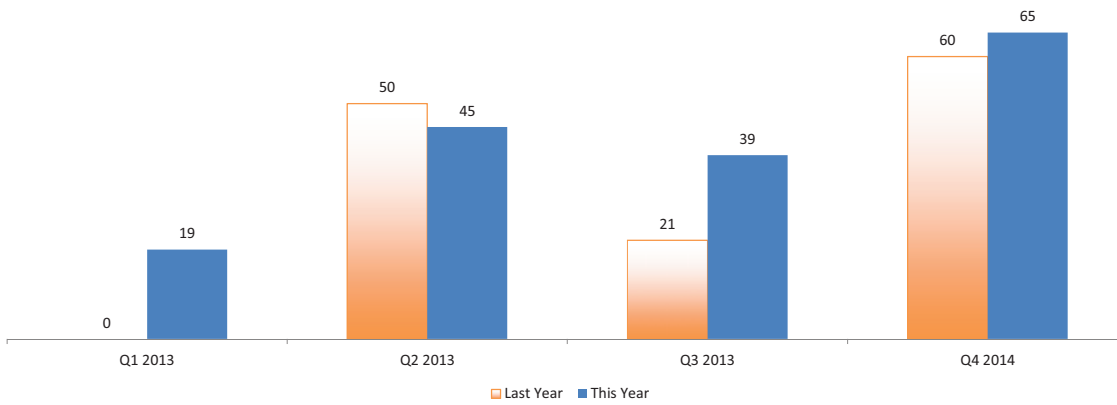
Direction of Travel (Comparator with last year)	
Previous Values	
Aug-13	86.84%
Aug-12	81.58%
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

In July 2014, 79 out of 83 LAC reviews were held in timescale (95.18%). This figure drops to 29 out of 35 for August 2014 (82.86%). This dip in performance is due to the availability of involved professionals, carers or parents with the significant factors being carers going on holiday, parents on holiday, and staff turnover (cases being re-allocated or transferred within teams)

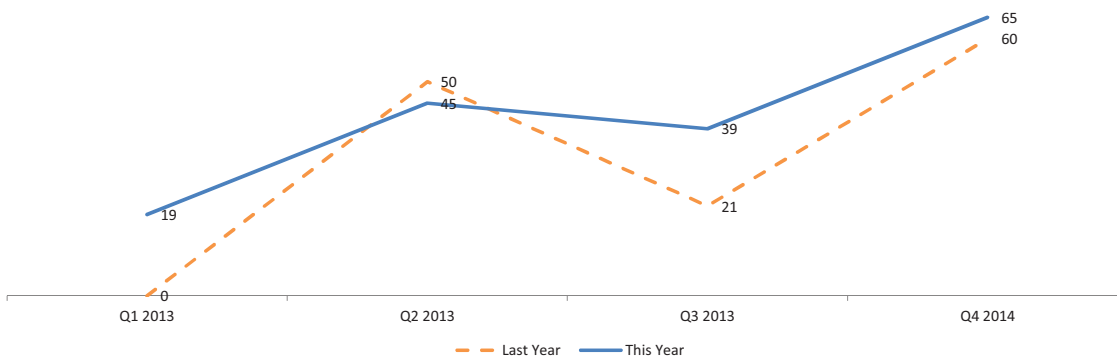
Code	33	Name	Health Referrals to Social Care	Responsible officer	Lynne Renton
Full Description	Number of Referrals to Social Care from Health.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

Health Referrals to Social Care



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

Health Referrals to Social Care - Trend

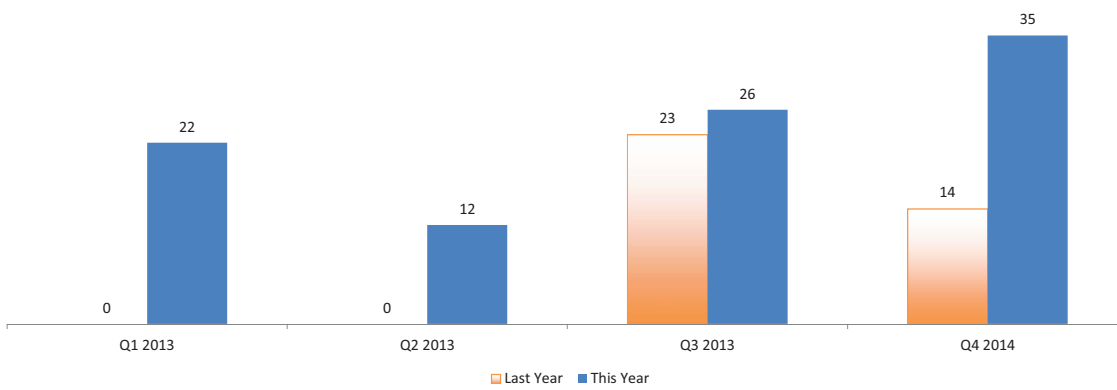


Direction of Travel (Comparator with last year)	↑
Previous Values	
Q4 2013	60
Q4 2012	0
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

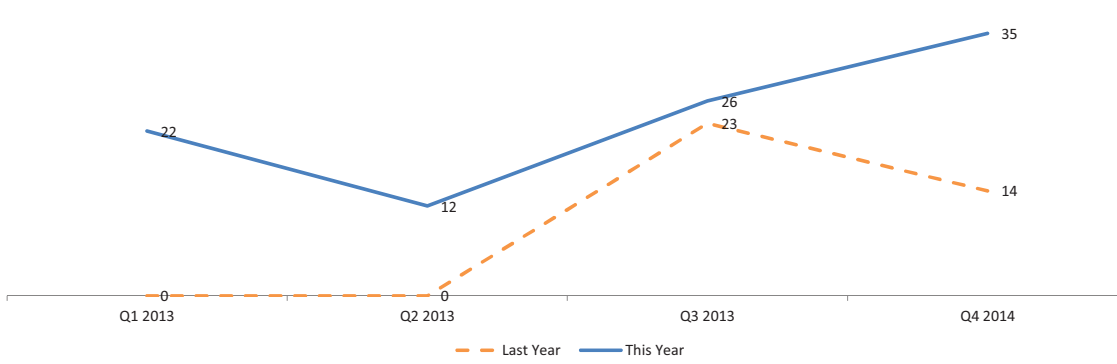
Code	34	Name	CAFs Where Health is Lead Professional	Responsible officer	Lynne Renton
Full Description	Number of CAFs which have stemmed directly from a Health Professional.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

CAFs Where Health is Lead Professional



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

CAFs Where Health is Lead Professional - Trend

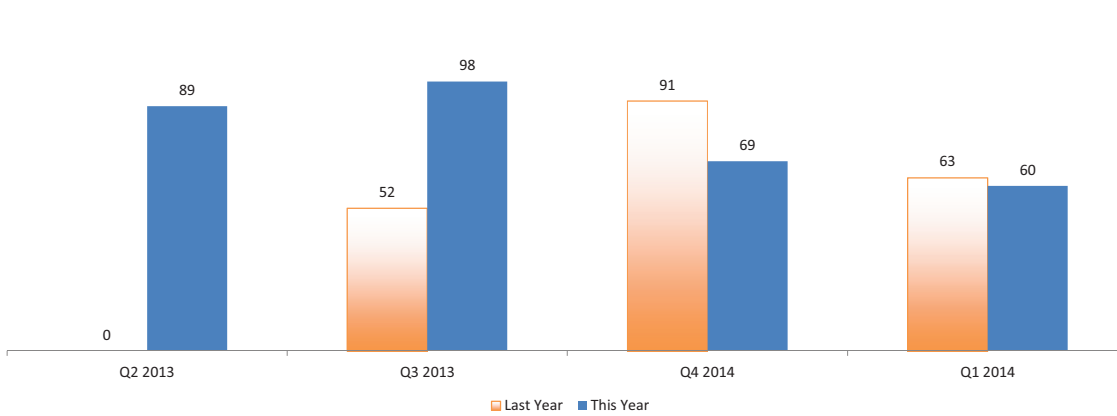


Direction of Travel (Comparator with last year)	↑
Previous Values	
Q4 2013	14
Q4 2012	0
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

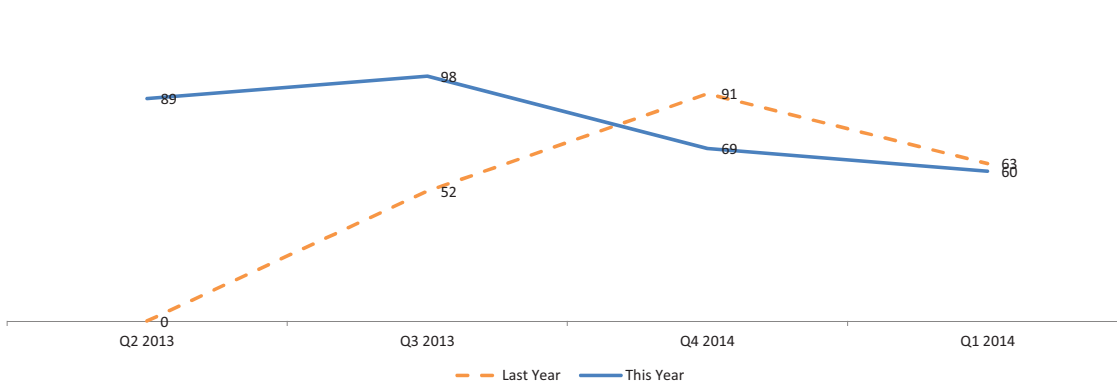
Code	35	Name	CP Medicals Undertaken	Responsible officer	Lynne Renton
Full Description	Number of Child Protection Medicals Undertaken.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

CP Medicals Undertaken



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

CP Medicals Undertaken - Trend

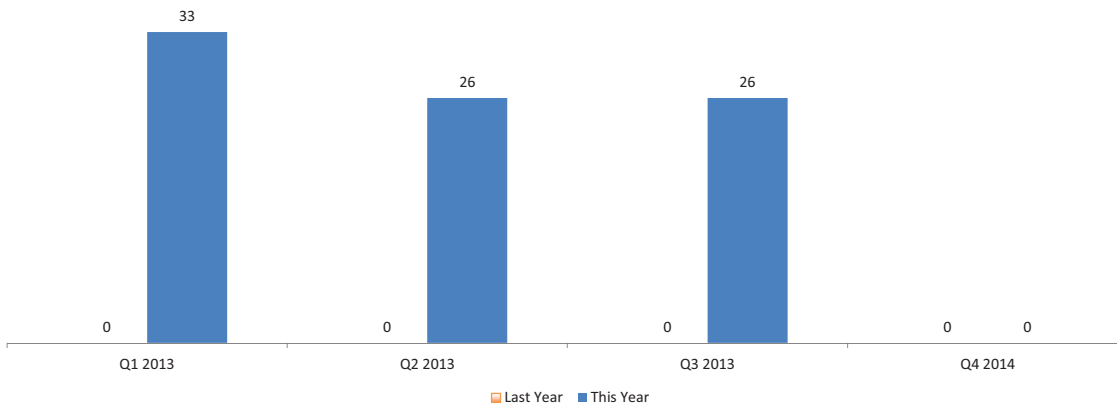


Direction of Travel (Comparator with last year)	↓
Previous Values	
Q1 2013	63
Q1 2012	0
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

Code	36	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

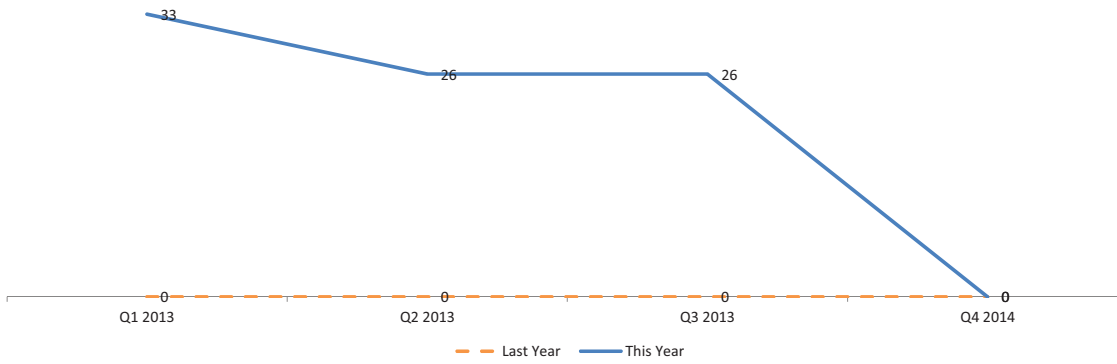


Last Update	August 2014
Current Value	No Data
Rate per 10,000	23.55
Overall assessment	



Target	N/A
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IHAs Attended - Trend



Direction of Travel (Comparator with last year)

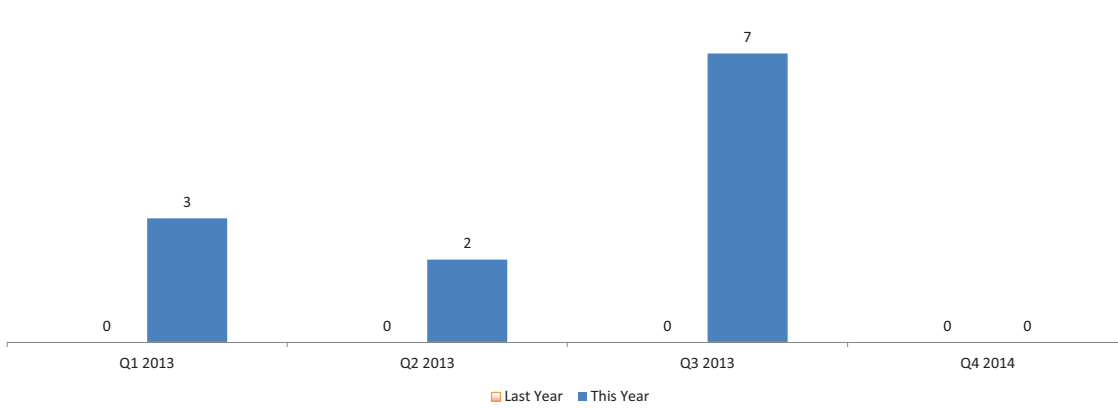


Previous Values	
Q4 2013	No Data
Q4 2012	0
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

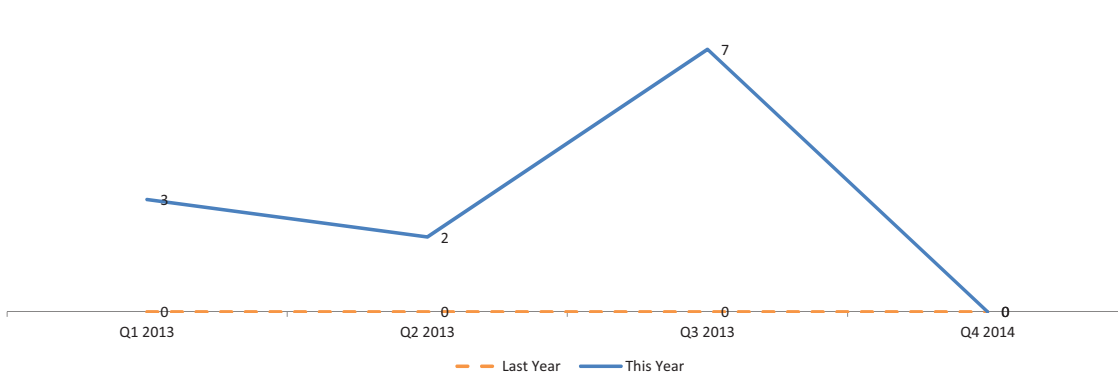
Code	37	Name	IHAs Completed Within Timescale	Responsible officer	Lynne Renton
Full Description	Number of IHAs completed within timescale.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of IHAs that are being undertaken within timescale to a level at, or above benchmarks.		

IHAs Completed Within Timescale



Last Update	August 2014
Current Value	No Data
Rate per 10,000	3.32
Overall assessment	
✕	
Target	100%

IHAs Completed Within Timescale - Trend

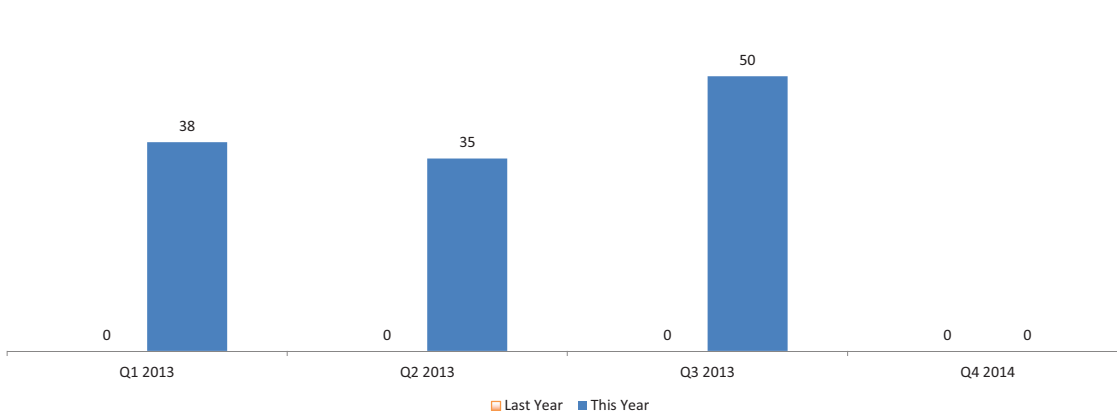


Direction of Travel (Comparator with last year)	
↔	
Previous Values	
Q4 2013	No Data
Q4 2012	0
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

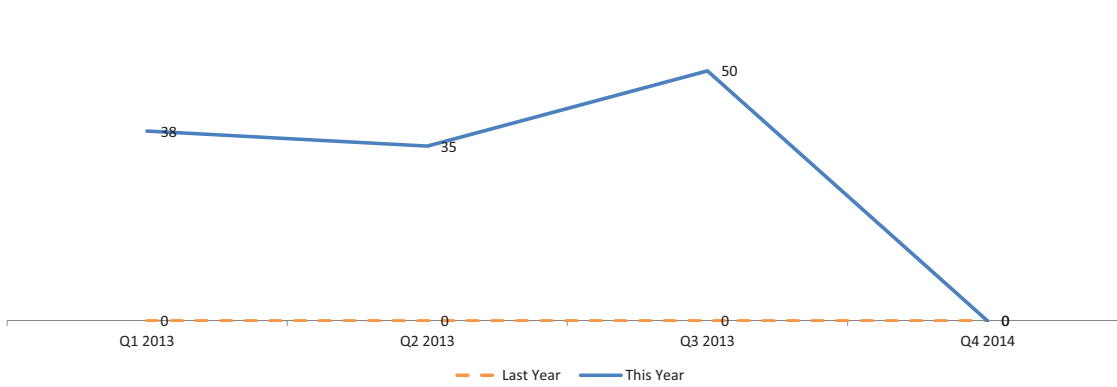
Code	38	Name	RHAs Attended	Responsible officer	Lynne Renton
Full Description	Number of RHA's attended.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of RHAs.		

RHAs Attended



Last Update	August 2014
Current Value	No Data
Rate per 10,000	34.07
Overall assessment	
✕	
Target	N/A

RHAs Attended - Trend

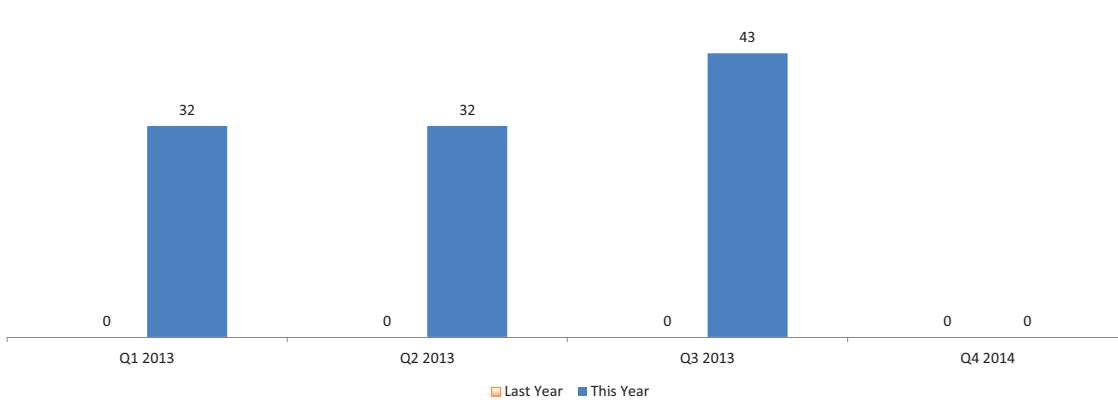


Direction of Travel (Comparator with last year)	
↔	
Previous Values	
Q4 2013	No Data
Q4 2012	0
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments

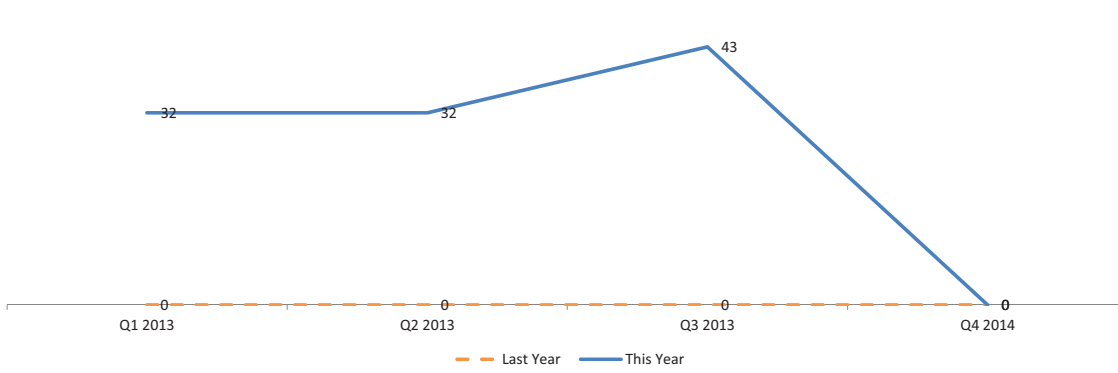
Code	39	Name	RHAs Completed Within Timescale	Responsible officer	Lynne Renton
Full Description	Number of IHAs completed within timescale.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of RHAs that are being undertaken within timescale to a level at, or above benchmarks.		

RHAs Completed Within Timescale



Last Update	August 2014
Current Value	No Data
Rate per 10,000	29.64
Overall assessment	
✕	
Target	100%

RHAs Completed Within Timescale - Trend



Direction of Travel (Comparator with last year)	
↔	
Previous Values	
Q4 2013	No Data
Q4 2012	0
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/13	N/A
Measure Period	
Month End (Snapshot)	

Comments



MEETING:	Health and Social Care Overview and Scrutiny Committee
MEETING DATE:	1 October 2014
TITLE OF REPORT:	Children in Care Council
REPORT BY:	Head of Looked After Children and Young People

Classification

Open

Key Decision

This is not an executive decision.

Wards Affected

County-wide

Purpose

This report will provide evidence of progress made by the council in establishing an effective Children in Care Council.

Recommendation(s)

THAT:

- (a) **Health and Social Care Overview and Scrutiny Committee consider the council's approach to developing the Children in Care Council and make recommendations for further development.**

Alternative options

- 1 No alternative options listed as this is a report to enable the committee to scrutinize the approach and make recommendations.

Reasons for recommendations

- 2 So that officers can build on the approach already being taken and make improvements that will benefit all children in care. Scrutiny will also enable the council to assure itself that the implementation of the Act is being carried out effectively.

Key considerations

- 3 The priorities for the participation team are to ask our looked after children and young people: what works, what doesn't work and what could work better, and most importantly involve them on an on-going basis, in the design, delivery and evaluation of services in Herefordshire. Alongside Herefordshire's Children and Young Peoples Partnership, the participation team wants to work towards Eileen Munro's vision; to ensure that Herefordshire Council can proudly say "we know our children and young people, we know their journey and we know what they need, because we have listened to them and learnt lessons.
- 4 **Projects that have already started:**
- 5 The focus of looked after children's participation has moved from its old home at Centre 18 to No4 – a building in Blackfriars Street. The redesign of the building from an office space to a base where young people can develop life skills and have a safe place to talk with friends was led by a group of young people.
- 6 The Children in Care Council has been re-launched and meets every month. It is working towards becoming a constituted group which will enable them to draw down funding in their own right.
- 7 Children and young people are regularly meeting with elected members to tell them their priorities.
- 8 The 11-18 Fun Club has continued to go from strength to strength and runs every fortnight; holding monthly trips.
- 9 A young person has sent a funding application to Starbucks to kick-start a youth club for 18+ as she identified the lack of activities for 18+. Unfortunately she was unsuccessful, however young people are being trained and DBS checked in preparation for them to participate in the 18+ group.
- 10 The STEPS one-to-one support service has continued to be a valuable resource for looked after children and young people. Furthermore; in response to Herefordshire's staying put initiative, the STEPS age range has extended. It is hoped that our care leavers will train to become STEPS workers.
- 11 The celebration event will occur this year; and plans are being made to make this year the best ever! This will be overseen by the Children in Care Council as this event is one of its priorities.

- 12 A young person has put together a business plan to support looked after children and young people going abroad. This is another priority of the Children in Care Council.
- 13 The Rural Media Company film project ran every Monday and was amazing; we had a group of between 8 to 12 young people who created a great short film targeting an issue that they face in their everyday life. The film premier was on 8 May 2014 and has been cascaded throughout the local authority and promoted to outside agencies in order to tackle the issue dealt with in the film.
- 14 Six looked after children and young people participated in a recent research project run by public health. All children and young people received a piece for their CV as a result of participating.
- 15 Four looked after children and young people participated in a 'shape ur service' discussion with CLD youth counselling, to support them to make their service better for young people. This project developed into the young people having the opportunity to support CLD and CAMHS to apply for a bid to improve access to services in Herefordshire.
- 16 Young people's interview panels are being used within the local authority and have been involved in recruiting staff including an assistant director, head of service and newly qualified social workers.
- 17 The 7-11 youth club has restarted.
- 18 A health and well-being programme- called 'Girls Night In,' has been piloted as a multi-agency initiative (health, education, CLD and participation team) for young people. The follow up sessions, requested by the young people involved took place. A 'Boys Night In' is due to take place in October 2014.
- 19 Four fully funded places were secured with YHA summer camps, one of which was on a future leader summer camp and were taken up by looked after children and care leavers.
- 20 Work experience placements are offered for looked after children, young people and care leavers in conjunction with their aspirations.
- 21 The achievements of some of Herefordshire's most vulnerable young people were celebrated at a recent summer fete. The fete, organised by Herefordshire's Children in Care Council and Herefordshire Council, was organised to give children and young people who are looked after by the council a day of fun activities and celebrations. On the day, Councillor Jeremy Millar and Jo Davidson officially signed the council's pledge to all looked after children in Herefordshire. Monies raised from the fete will go towards children in care priorities.
- 22 The Children in Care Council sit in on 'Voice of the Child' meetings and the Corporate Parenting Panel.
- 23 In development:**
- 24 One of our young people wishes to create a grief programme tailored to the needs of looked after children and young people and is now in touch with Phoenix Bereavement Trust to start her training.
- 25 One to one sessions are occurring to support looked after children and young people

Further information on the subject of this report is available from
Joanna King – head of LAC and Debbie Barnett – participation and mentoring officer on Tel (01432) 260936

to gain valuable skills for life. For example; when meeting with the participation team, children and young people have to be on time, reliable and so on.

- 26 No4 website for our children and young people (a Children in Care Council priority) developed for our children and young people by our children and young people. Our young people have met with a member of the council's design team and fed in their ideas and we are due to meet again once our young people have decided what they want to say on the web site (in partnership with professionals).
- 27 Peer mentor programme to be piloted with 16 plus children and young people
- 28 Training programme for our care leavers on how to:
- Manage interviewing social workers and other social care staff,
 - Train social workers and other social care staff to hear the voice of the child, and more importantly
 - Train other Looked After Children and Care Leavers to be competent in the above so that the process can continue into the future.

The following projects will be launched in the next 12 months:

- Pack a Tack initiative re-started (Children in Care Council Priority)
- Care to cook programme to be re-launched in partnership with health
- Leaflets to be developed for our looked after children and young people
- Links to be made between the Children In Care Council (CICC) and the Virtual Shadow Board – in partnership with HVOSS (Herefordshire Voluntary Organisations Support Service).
- Internship to be created for care leavers
- Young inspectors programme
- Peer advocacy with NYAS (National Youth Advisory Service)
- 18+ group is due to start late 2014/early 2015 and this will be run by Care Leaver Champions.

Community impact

- 29 The purpose and function of the New Belongings/ Care 2 Work is to implement the access all areas guidance that aims to prevent care leavers having additional barriers put in front of them due to them being care leavers. It is also highlighting the isolation and feeling of not belonging to local communities these sentiments were echoed in the new belonging questionnaire completed in September 2013. The care champions role has been developed as part of this project which has included working alongside the children in care council.
- 30 Whilst Understanding Herefordshire identifies a low number of care leavers who are not in education, employment or training, national and local evidence shows that over the age of 18, care leavers are more likely to be unemployed, in very low wage roles,

Further information on the subject of this report is available from
Joanna King – head of LAC and Debbie Barnett – participation and mentoring officer on Tel (01432) 260936

or in poor housing due to the additional barriers they face.

Equality and human rights

- 31 Different aspects of the implementation of the Act will pay due regard to our public sector equality duty as set out below:

Note: Under Section 149, the "General Duty" on public authorities is set out thus:

"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."

- 32 This report has a really positive impact as it demonstrates that the councils is paying due regard by supporting and providing opportunities through this work to foster good relations and advance equality of opportunity for this cohort.

Financial implications

- 33 The council currently supports the Children in Care Council and resources developments such as Pack a Tack and the celebration event. The council is also encouraging and supporting the Children in Care Council to raise some funding themselves to contribute to the costs of activities such as overseas trips, and to bid for funds from other organisations.

Legal implications

- 34 The role of the Health and Social Care Overview and Scrutiny Committee is to ensure accountability and transparency of the council's decision making process and to review and scrutinise actions and decisions in relation to children and adult safeguarding; and social care functions in relation to children. The Committee has the power to make reports and recommendations in relation on the matters outlined in this report.

- 35 There are no legal implications.

Risk management

- 36 The main risks which exist are:
- The Children in Care Council fails to get good engagement from children in care and therefore fails to meet its objectives.
 - The council and its partners fail to recognise the importance of the Children in Care Council and therefore impact negatively on the achievement of its objectives.

Further information on the subject of this report is available from
Joanna King – head of LAC and Debbie Barnett – participation and mentoring officer on Tel (01432) 260936

Consultees

None

Appendices (To Follow)

Appendix 1: Voice of the Child action plan

Appendix 2: Peer Support Plan

Background papers

- None identified.



MEETING:	HEALTH AND SOCIAL CARE OVERVIEW & SCRUTINY COMMITTEE
MEETING DATE:	1 OCTOBER 2014

TITLE OF REPORT:	COMMITTEE WORK PROGRAMME
REPORT BY:	GOVERNANCE SERVICES MANAGER

1. Classification

Open

2. Key Decision

This is not an executive decision

3. Wards Affected

County-wide

4. Purpose

4.1 To consider the Committee's work programme.

5. Recommendation

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

6. Alternative Options

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

7. Reasons for Recommendations

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

8. Key Considerations

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

9. Community Impact

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

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

10. Equality and Human Rights

10.1 The topics selected need to have regard for equality and Human rights issues.

11. Financial Implications

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

12. Legal Implications

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

13. Risk Management

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

14. Consultees

14.1 Following initial consultations on topics for scrutiny with Directors and Members of the Cabinet, all members of the Council were invited to suggest items for scrutiny.

15. Appendices

15.1 Appendix 1 - An outline work programme for the Committee.

Appendix 2 - Executive Rolling Programme (as at the time of going to print).

16. Background Papers

16.1 None identified.

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

Draft Work Programme

Monday 24 November 2014 at 10:00am (brought forward from 7 January 2015)	
Budget 2015/16 (with General O&S Committee)	To examine and comment on the proposed 2015/16 budget.
Wednesday 3 December 2014 at 3:30pm	
Adult Social Care Peer Review	To receive a report
Task and Finish Review Group on the Care Act 2014	
Healthwatch update	To receive a verbal report on any issues of concern
Monday 19 January 2015 at 10:00am	
Accountability Session	To hold a public accountability session for organisations within the health sector. This session shall focus on Public Health, Health and Wellbeing Board and Healthwatch Herefordshire.
Healthwatch update	To receive a verbal report on any issues of concern
Wednesday 4 February 2015 at 3:30pm	
Children's Safeguarding Performance Data	To examine and challenge the performance data on children's safeguarding.
Healthwatch update	To receive a verbal report on any issues of concern
Monday 16 March 2015 at 10:00am	
Accountability Session	To hold a public accountability session for organisations within the health sector. This session shall focus on Herefordshire Clinical Commissioning Group and Arden, Herefordshire and Worcestershire Area Team
Healthwatch update	To receive a verbal report on any issues of concern

The following issues are suggestions from the public for inclusion

The impact of housing developments in Herefordshire on Hereford hospital and other social services
--

The following matters shall be dealt with via briefing notes

- Changes to the scrutiny arrangements of Herefordshire Council including risks, mitigation and proposed changes
- An update on the use of mobile devices by social workers
- 2gether NHS Foundation Trust headlines for Key Performance Indicators

DECISION MAKER			
CABINET MEMBER CORPORATE STRATEGY & FINANCE: COUNCILLOR AW JOHNSON, LEADER OF THE COUNCIL			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
TBC	Non Key	Revised Joint Agreement with West Mercia Energy	E, C & C – Richard Wood, Head of Environment & Waste
TBC	KEY	To consider revision to the joint agreement with West Mercia Energy Hereford United Football Club (1939) Ltd To consider future lease arrangements in relation to the Hereford United Football Club ground and of land at ground ends	Economy, Communities and Corporate / Tony Featherstone & Donna Burgess
DECISION MAKER			
CABINET MEMBER CORPORATE SERVICES COUNCILLOR PM MORGAN			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
TBC	Non Key	Review of Gypsy and Traveller Policy To consider implementing new policy	Economy, Communities & Corporate / Claire Corfield
DECISION MAKER			
CABINET MEMBER CONTRACTS & ASSETS COUNCILLOR H BRAMER			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
25 September 2014	KEY	Alternative management arrangements for Council owned parks and open spaces <i>To obtain cabinet member approval to be seek alternative management arrangement for council owned parks and open spaces</i>	ECC – Steve Burgess, Head of Transport & Access
DECISION MAKER			
CABINET MEMBER HEALTH & WELLBEING COUNCILLOR GJ POWELL			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
25 September 2014	KEY	Procurement & Award of new Public Health Contracts (Healthy Living) To secure approval to start the procurement process and obtain	Adults Wellbeing / Helen Coombes

			delegated approval for contract award		
25 September 2014	KEY		Procurement & Award of new Public Health Contract (Sexual Health) To secure approval to start the procurement process and obtain delegated approval for contract award		Adults Wellbeing / Helen Coombes
25 September 2014	KEY		Procurement & Award of new Public Health Contract (Drugs & Alcohol) To secure approval to start the procurement process and obtain delegated approval for contract award		Adults Wellbeing / Helen Coombes
TBC	Non Key		Local Government Declaration on Tobacco Control <i>To Approve the Adoption of the Local Government Declaration on Tobacco Control</i>		Adults & Wellbeing /Helen Coombes
TBC	Non Key		Haring Court – Housing Support Services To seek approval to waiver the existing service whilst re-procurement exercise is ongoing		Adults Wellbeing / Richard Gabb
TBC	Non Key		Herefordshire Local Housing Market Assessment – 2012 Update To update Members on the updated strategic housing needs assessment across Herefordshire		Adults Wellbeing / Jane Thomas
TBC	Non Key		Local Investment Delivery Plan Update To update Members on the delivery plan required to inform the Homes and Communities Agency (HCA) to support bids for housing development.		Adults Wellbeing / Jane Thomas
TBC	Non Key		Affordable housing Programme 2014-2016 To outline the programme of delivery of affordable housing		Adults Wellbeing / Jane Thomas
TBC	Non Key		Homelessness Prevention Strategy To set out the Local Authority's plans for the prevention of homelessness		Adults Wellbeing / Jane Thomas
TBC	Non Key		Supplementary Planning Document (SPD) Technical Data – Update April 2014 To provide the affordable levels for negotiating with private developments		Adults Wellbeing / Jane Thomas
TBC	Non Key		Provision of fully adapted bungalow for a vulnerable adult (Learning Disabilities) To ask for additional grant funding to enable the development of a purpose built bungalow to proceed.		Adults Wellbeing / Jane Thomas
TBC	Non Key		Herefordshire Market Position Statement for Adult Wellbeing To seek approval of the Herefordshire Market Position Statement for Adult Wellbeing		Adults Wellbeing / Alison Clay, Commissioning Officer

DECISION MAKER CABINET MEMBER INFRASTRUCTURE COUNCILLOR PD PRICE			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
19 September 2014	KEY	Solar PV Procurement To seek authorisation to award the completed OJEU procurement framework for Solar PV panels and to commence this invest to save project.	Economy, Communities & Corporate / Ben Boswell

DECISION MAKER CABINET MEMBER YOUNG PEOPLE & CHILDREN'S WELLBEING: COUNCILLOR JW MILLAR			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
25.09.14	KEY	Maintenance programme for schools	Andy Hough CWB
TBC	Non Key	To approve the maintenance programme for schools for 2014/15 The use of Pupil Premium for LAC	Children's Wellbeing / Steve Laycock
TBC	Non Key	Decision on top slice of Pupil Premium for LAC to allow targeted intervention controlled by the Virtual Head for LAC New Horizons - Post 19 Learners with Learning Difficulties and or Disabilities Pilot Project Report To give an update on the small pilot for further education, independent living and therapeutic services for young people aged 19-25 who have learning difficulties and disabilities of a profound, multiple or severely complex nature, which commenced on 1 October 2013. As resolved by cabinet on 19th September 2013. For the Cabinet Member for Children's Wellbeing to review and agree to the recommendations in the report including that the pilot project continues. As resolved by cabinet on 19th September 2013.	Children's Wellbeing / Alexia Heath

DECISION MAKER CABINET MEMBER TRANSPORT & ROADS: COUNCILLOR P RONE			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker

DECISION MAKER COUNCIL					
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker	
26 September 2014		Review of Polling Districts, Polling Places and Polling Stations		Environment, Communities & Corporate / Electoral Registration Officer	
26 September 2014	B&PF	West Mercia Youth Justice Plan		Children's Wellbeing / Director for Children's Wellbeing	
26 September 2014	B&PF	Review of Gambling Act Policy		Economy, Communities & Corporate / Claire Corfield	
		To consider implementing new policy		clcorfield@herefordshire.gov.uk	
26 September 2014		Review of Licensing Act Policy		Economy, Communities & Corporate / Claire Corfield	
		To consider implementing new policy		N/A	
				clcorfield@herefordshire.gov.uk	
26 September 2014		Introduction of a Sex Establishment Policy		Economy, Communities & Corporate / Claire Corfield	
		To consider implementing new policy		clcorfield@herefordshire.gov.uk	
26 September 2014	B&PF	Local Transport Plan 4		Economy, Communities & Corporate / Steve Burgess	
		To approve the draft Local Transport Plan for consultation			
26 September 2014		Community Governance Review (Ross on Wye)			
AUDIT & GOVERNANCE COMMITTEE					
Meeting Date	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information		
29 September 2014	External Audit Findings Report		External Audit – Grant Thornton Terry Tobin Terry.P.Tobin@uk.gt.com		
29 September 2014	Internal Audit – Progress Report		Internal Audit SWAP – Jacqui Gooding Jacqui.Gooding@southwestaudit.co.uk		
29 September 2014	Statement of Accounts-Annual Governance Statement		Economy, Community and Corporate Section 151 Officer – Peter Robinson		
29 September 2014	Whistle Blowing Policy – Biennial Review		Economy, Community and Corporate Assistant Director Governance – Bill Norman		
29 September 2014	Final Value for Money report re Waste Management PFI contract with Mercia to design, build and operate an EfW facility and Terms of Reference		Economy, Community and Corporate Section 151 Officer – Peter Robinson		

HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE ITEMS –September 2014

MEETING/ BRIEFNG DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO:	
			A&G Committee Cabinet Council	Meeting Date

Executive Rolling Programme: **October 2014**

Executive Decisions to be taken – October 2014

**DECISION MAKER
CABINET**

Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
9 October 2014	Non Key	Budget Monitoring Report <i>To report the financial position of the Council for both Revenue and Capital</i>	Corporate Strategy & Finance – Councillor AW Johnson, Leader of the Council	Economy, Communities & Corporate / Peter Robinson
9 October 2014	Non Key	Local Account 2013-14 <i>The cabinet approve the publication of the Local Account – a statutory report to the local community re Adult Social Care</i>	Adult & Wellbeing	Head of Performance Adult and Wellbeing Directorate.
9 October 2014	Non Key	Herefordshire Safeguarding Boards: Annual Safeguarding Assurance Report <i>To inform Cabinet of the Safeguarding Boards' assessment of safeguarding in Herefordshire and of their own effectiveness.</i>	Young People and Children's Wellbeing / Councillor J Millar	Children's Wellbeing / Andy Churcher, HSAB/HSCB Business Manager
9 October 2014	KEY	Review of charges <i>To consider revisions to charges for Council services</i>	ECC / Peter Robinson	P Robinson
9 October 2014	Non Key	Herefordshire Safeguarding Adult Board Business Plan <i>To note, consider and comment on Herefordshire Safeguarding Adult Board's assessment of safeguarding in Herefordshire, and its own effectiveness to enable it to undertake its governance role with regard to the Board</i>		Adults Wellbeing / Herefordshire Safeguarding Children and Adult Board Business Unit
9 October 2014	Non Key	Peer Review	Donna Etherton	

DECISION MAKER CABINET MEMBER CONTRACTS & ASSETS COUNCILLOR H BRAMER			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
10 October 2014	KEY	Catering Service contract let To seek Cabinet Member approval for the contract let of Catering Services	Economy, Communities and Corporate Paul Nicholas

DECISION MAKER CABINET MEMBER YOUNG PEOPLE & CHILDREN'S WELLBEING: COUNCILLOR JW MILLAR			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
23.10.2014	Non Key	Nursery Education Funding Policy	Children's Wellbeing / Andy Hough
02.10.2014	Non Key	To approve the policy for Nursery Education Funding (NEF) CNS/LAC Sufficiency Strategy To approve the Looked After Children & Complex Needs placements Commissioning & Sufficiency Strategy, 2014/19	Children's Wellbeing Richard Watson

DECISION MAKER CABINET MEMBER HEALTH & WELLBEING COUNCILLOR GJ POWELL			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
25 October 2014	KEY	Procurement & Award of new Public Health Contract (Child Health) To secure approval to start the procurement process and obtain delegated approval for contract award	Adults Wellbeing / Helen Coombes
October TBC	KEY	Housing related support service (2 x Accommodation based contracts & 1 x floating support contract). To update members on the strategic review of the service and seek approval to retender or decommission	Adult and Wellbeing Richard Gabb/Laura Lloyd
October TBC	KEY	Housing related support service (Homeless prevention support contract) To update members on the strategic review of the service and seek approval to retender or decommission	Adult and Wellbeing Richard Gabb/Laura Lloyd

DECISION MAKER CABINET MEMBER INFRASTRUCTURE COUNCILLOR PD PRICE		
Decision Date (on or after)	Issue Type	Purpose & Report Title
		Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
DECISION MAKER CABINET MEMBER Transport and Roads: COUNCILLOR P Rone		
Decision Date (on or after)	Issue Type	Purpose & Report Title
		Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker

Executive Rolling Programme: November 2014

Executive Decisions to be taken – November 2014

DECISION MAKER CABINET			
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder
13 November 2014	Non Key	Quarterly Performance Report <i>To review performance</i>	Economy, Communities and Corporate - Richard Ball
13 November 2014	KEY	Update on Accommodation Strategy – Future Phases <i>To seek Members' approval for further proposals to rationalise the Council's accommodation</i>	Economy, Communities and Corporate – Tony Featherstone
13 November 2014	KEY	Strategic Plan for Education To set out the Local Authorities approach to educational improvement	Children's Wellbeing / Chris Baird
13 November 2014	KEY	Care Act To consider the impacts of the Care Act and to agree actions for implementation	Adults Wellbeing / Alison Hotchen Care Act Project Manager
13 November 2014	KEY	Council acquisition of the Three Elms Trading Estate, Hereford HR4 9PU To seek Cabinet approval to :The Council's purchase of the Three Elms Trading Estate from the Homes and Communities Agency at market value, estimated to be in the region of £1.75 to	Economy, Communities & Corporate Ian Higgs, Development Manager

		£1.85m, which will enable the Council to release value from its adjoining land.		
13 November 2014	KEY	South Wye Transport Package To consider consultation responses and confirm prefer package	Economy, Communities & Corporate / Mairead Lane	
DECISION MAKER				
CABINET MEMBER YOUNG PEOPLE & CHILDREN'S WELLBEING:				
COUNCILLOR JW MILLAR				
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker	
27.11.14	Key	Regional Residential Children's Home Framework Agreement To note the joint procurement exercise undertaken with the West Midlands Region and approve the awarding of contracts to preferred providers of residential children's home placements for Herefordshire's framework agreement	Childrens Wellbeing	
DECISION MAKER				
CABINET MEMBER CORPORATE SERVICES				
COUNCILLOR PM MORGAN				
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker	
28/11/14	Non Key	Consolidation of Market Rights To consolidate and regularise the position as regards Herefordshire Council's rights to hold certain markets	Economy, Communities & Corporate – Chris Jenner	

Other meetings:

AUDIT & GOVERNANCE COMMITTEE			
Meeting Date	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information
26 November 2014	Progress Report on 2014/15 Internal Audit Plan		Internal Audit SWAP Jacqui Gooding Jacqui.Gooding@southwestaudit.co.uk
26 November 2014	Annual Audit Letter (External Audit)		External Audit Grant Thornton Terry Tobin Terry.P.Tobin@uk.gt.com
26 November 2014	VFM or Financial Resilience Report (as required) (External Audit)		External Audit Grant Thornton Terry Tobin Terry.P.Tobin@uk.gt.com
26 November 2014	Report (as required) (External Audit)		External Audit Grant Thornton Terry Tobin Terry.P.Tobin@uk.gt.com
26 November 2014	Budget Monitoring Report		Economy, Community, Corporate

				Section 151 Officer – Peter Robinson Economy, Community, Corporate
26 November 2014	Counter-fraud and Corruption Policies – Biennial Review			Section 151 Officer – Peter Robinson Economy, Community, Corporate
26 November 2014	Whistle Blowing Policy – Biennial Review			Assistant Director Governance – Bill Norman Economy, Community, Corporate
26 November 2014	Complaints Statistics			Assistant Director Governance – Bill Norman Economy, Community, Corporate
26 November 2014	What is done differently with major projects within the organisation since the CRM implementation			Assistant Director Governance – Bill Norman Economy, Community, Corporate
				Assistant Director Governance – Bill Norman

Executive Rolling Programme: December 2014

Executive Decisions to be taken – December 2014

DECISION MAKER CABINET				
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information/report to be submitted to Decision Maker
18 December 2014	Non Key	Budget Monitoring Report	Corporate Strategy & Finance – Councillor AW Johnson, Leader of the Council	Economy, Communities & Corporate / Peter Robinson
18 December 2014	Non Key	<i>To report the financial position of the Council for both Revenue and Capital</i> Public Health Annual Report	Health & Wellbeing – Councillor GJ Powell	Public Health /

DECISION MAKER COUNCIL				
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information/report to be submitted to Decision Maker
12 th December 2014	B&PF	Council Tax Reduction Scheme To agree revisions to the current schemes, following consultation	Peter Robinson – Chief Finance Officer	

AUDIT & GOVERNANCE COMMITTEE		
Meeting Date	Purpose & Report Title	Portfolio Holder Directorate, Lead Officer & Contact information
March 15	Progress report on 2014/15 Internal Audit Plan Internal Audit Plan for 2015/16	

	External Audit Plan	
	Budget Monitoring Report	
	Counter-fraud and Corruption Policies – Biennial Review	
	Whistle Blowing Policy – Biennial Review	

AUDIT & GOVERNANCE COMMITTEE		
Meeting Date	Purpose & Report Title	Portfolio Holder
May 15	Progress Report on 2014/15 Internal Audit Plan	Directorate, Lead Officer & Contact information

DECISION MAKER CABINET			
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder
15 January 2015	B&PF	2015/16 Budget Setting	Corporate Strategy & Finance
15 January 2015	KEY	Herefordshire Domestic Violence and Abuse Support Service Contract <i>To award the Herefordshire Domestic Violence and Abuse Service Contract</i>	Adults Wellbeing / Richard Gabb
15 January 2015	KEY	Rose Garden – Extra Care Support Service <i>To award the Rose Garden – Extra Care Support Contract following a re-procurement exercise</i>	Adults Wellbeing / Richard Gabb

DECISION MAKER CABINET		Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
Issue Type	Purpose & Report Title	
22 January 2015		

DECISION MAKER CABINET		
Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
26 February 2015	Non Key Budget Monitoring Report <i>To report the financial position of the Council for both Revenue and Capital</i>	Corporate Strategy & Finance – Councillor AW Johnson, Leader of the Council
26 February 2015	Non Key Quarterly Performance Report <i>To review performance</i>	

DECISION MAKER COUNCIL

Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information/report to be submitted to Decision Maker
6 Feb 2015	B&BF	2015/16 Budget Setting	Corporate Strategy & Finance	
6 Feb 2015	B&PF	Local Transport Plan 4 <i>To approve the Local Transport Plan.</i>	Infrastructure/Councillor PD Price Now Cabinet	Economy, Communities & Corporate / Steve Burgess

DECISION MAKER CABINET				
Issue Type	Purpose & Report Title	Portfolio Holder	Portfolio Holder	Directorate, Lead Officer & Contact information/report to be submitted to Decision Maker
26 March 2015	Herefordshire Safeguarding Boards: Interim Safeguarding Assurance Report <i>To inform Cabinet of progress made towards the implementation of the Safeguarding Boards' Business Plans 2014-2015.</i>	Young People and Children's Wellbeing / Councillor J Millar		Children's Wellbeing, Andy Churcher, HSAB/HSCB Business Manager

DECISION MAKER COUNCIL				
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information/report to be submitted to Decision Maker
6 March 2015		Setting of Council Tax		

DECISION MAKER CABINET				
Issue Type	Purpose & Report Title	Portfolio Holder	Portfolio Holder	Directorate, Lead Officer & Contact information/report to be submitted to Decision Maker
June 2015	<i>Non Key</i>	Quarterly Performance Report To review performance		

DECISION MAKER COUNCIL				
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information/report to be submitted to Decision Maker

