

Agenda

Children and young people scrutiny committee

Date: **Tuesday 1 December 2020**

Time: **1.00 pm**

Place: **Online meeting**

Notes: Watch this meeting live on the Herefordshire Council YouTube Channel: <https://youtu.be/PyppH1kB8yg>.

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Agenda for the meeting of the Children and young people scrutiny committee

Membership

Chairperson **Councillor Carole Gandy**
Vice-Chairperson **Councillor Diana Toynbee**

Councillor Graham Andrews
Councillor Paul Andrews
Councillor Kath Hey
Councillor Phillip Howells
Councillor Mike Jones

Co-optees **Andy James** **Parent Governor Representative – SEND Sector**
Sam Pratley **Church Representative – Diocese of Hereford**

Agenda

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence</p>	
2.	<p>NAMED SUBSTITUTES</p> <p>To receive details of members nominated to attend the meeting in place of a member of the committee.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive declarations of interest in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.</p>	
4.	<p>MINUTES</p> <p>To approve and sign the minutes of the meeting on 15 September 2020.</p>	7 - 30
5.	<p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive any written questions from members of the public. <i>Deadline for receipt of questions is 5:00pm on Wednesday 25 November 2020.</i> <i>Accepted questions and answers will be published as a supplement prior to the meeting. Please submit questions to:</i> councillorservices@herefordshire.gov.uk.</p>	
6.	<p>QUESTIONS FROM MEMBERS OF THE COUNCIL</p> <p>To receive any written questions from members of the council. <i>Deadline for receipt of questions is 5:00pm on Wednesday 25 November 2020.</i> <i>Accepted questions and answers will be published as a supplement prior to the meeting. Please submit questions to:</i> councillorservices@herefordshire.gov.uk.</p>	
7.	<p>UPDATE ON REDUCING THE NUMBER OF CHILDREN LOOKED AFTER (CLA)</p> <p>To provide an update on the reduction strategy to reduce the number of children looked after (CLA). To include an update on cases that had been identified for Special Guardianship Orders (SGOs) or reunification.</p>	31 - 46
8.	<p>REVIEW OF PERFORMANCE AND PROGRESS AGAINST THE SAFEGUARDING AND FAMILY SUPPORT IMPROVEMENT PLAN</p> <p>To review progress against the Safeguarding and Family Support division improvement plan 2020 / 2021 (appendix a) and Our priorities definitions (appendix b) produced in response to the Ofsted Inspection of Local Authority Children's Services (ILACS) inspection judgement of June 2018 and the subsequent focused visits carried out in 2019.</p>	47 - 136
9.	<p>WORK PROGRAMME REVIEW</p> <p>To: review the attached work programme for 2020/21; receive the executive responses to the child exploitation task and finish group and peer on peer abuse recommendations; and note the recommendations tracker.</p>	137 - 176

10. DATE OF NEXT MEETING

The date of the next meeting is 12 January 2021.



The Seven Principles of Public Life (Nolan Principles)

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Minutes of the meeting of Children and young people scrutiny committee held at the online meeting on Tuesday 15 September 2020 at 1.00 pm

Present: Councillor Carole Gandy (chairperson)
Councillor Diana Toynbee (vice-chairperson)

Councillors: Graham Andrews, Paul Andrews, Kath Hey, Phillip Howells and Mike Jones

Officers: Director for children and families, Interim Head of Legal Services, Democratic services manager, Assistant Director Safeguarding and Family Support and Assistant Director Education Development and Skills

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

RESOLVED: That the minutes of the meeting on 28 July are agreed as a correct record and are signed by the Chairperson.

4. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 19 - 24)

The Chairperson paid tribute to the members of the public who had raised questions on the issue of peer on peer abuse as below:

I would like to pay tribute to all of the members of the public who have submitted questions to this committee over the last year to eighteen months on a number of occasions concerning the safeguarding of children in our schools. I recognise that all members of the public who have brought forward their experiences have done so while enduring deeply personal and often very distressing circumstances. I thank you for your courage and your dignity in bringing your knowledge and experiences of peer on peer abuses to the attention of this committee. But ultimately, and more significantly, on behalf of all of the victims of peer on peer abuse.

As a result of your efforts this issue has been quite rightly highlighted and is receiving widespread attention locally and nationally.

I also wish to convey to those members of the public that I acknowledge that the formal committee setting can sometimes mask the personal impact your questions and evidence have had on me and my committee members. I know I speak for each of them in saying that we have all been deeply moved by your determination and focus on behalf of the families, friends and survivors in bringing forward your evidence.

The Chairperson made the following statement to clarify the answer to the first public question from Mrs Steel:

I believe that at our meeting in June 2020 I stated that the CSO report had only recently come to my attention. That was misleading on my part and I should have said the ownership of the CSO report had only recently come to my attention. As I have explained in my response to Mrs Steel's written question. I apologise for my clumsy wording and hope that my written response has clarified my knowledge of the CSO report.

A copy of the public questions received, responses provided and the supplementary questions is attached at appendix 1.

5. ACCOMMODATION AND SUPPORT FRAMEWORK FOR CARE LEAVERS

The committee considered a report by the Head of Community Commissioning (HCC) which provided an outline of the proposal for the accommodation and support framework for care leavers. The HCC introduced the report and raised the points below:

- The proposal would be considered by Cabinet at the end of 2020 establish a new procurement framework for purchasing accommodation and support services for care leavers and looked after young people post 16.
- Currently there was not a framework in place and the council relied on ad hoc spot purchases for placements.
- The proposal is part of a wider strategic approach across the council to develop and improve the market for and the provision of support and accommodation for care leavers and looked after young people post 16.
- The council was also involved in the strategic commissioning and recommissioning of services which will change the way in which some services are provided. There will however continue to be a reliance on spot purchases of individual placements for care leavers and looked after young people post 16 for a number of years.
- The proposal for a framework is a way to exert greater control over the quality and price of placements. Currently placements are made from independent sector organisations which are often out of Herefordshire, of variable quality and were costly.
- The framework is intended to ensure that: more young people can be placed within Herefordshire to stay connected to families and the community; the council pays a fairer amount for placements; and the quality of placements is consistently high.
- The framework will function by inviting providers to join the framework which incorporates rules for a range of elements including quality and price. Where the need for a placement arises providers on the framework are invited to undertake a mini-competition to provide a placement for an individual.
- Where a framework is introduced to a market for the first time the impact is likely to be gradual and there is uncertainty over the length of time it will take for the framework to take effect. It is important to ensure a balance between the controls exerted by the framework, particularly in respect of price and quality, but the framework also needs to be attractive to providers to join. It was proposed that controls would be introduced gradually; once the framework was fully operation the controls could be amended and increased.
- The framework would be taken to the market in January 2021 and the framework would be fully operational by April 2021.

During the debate the committee raised the following points:

- There was support for the framework which would provide the council with greater control over where vulnerable children and young people would be placed and that accommodation would be appropriate to their needs. It was recognised that the framework would also improve the quality and standard of accommodation.
- It was noted that recent statistics at a performance challenge had shown that 87% of care leavers were in suitable accommodation which was a significant improvement on previous performance.
- There was concern that planning controls over applications for homes of multiple occupancy were not sufficiently robust to ensure that developments provided suitable accommodation for vulnerable young people.
- The framework would help to prevent harm occurring to young people as a consequence of a market without appropriate controls.
- An objective of the framework to provide placements within Herefordshire was welcomed and supported.
- It was queried if the council had sufficient resource and capacity to operate and maintain buildings that it purchased and if comparisons of cost against purchased placements would be undertaken. *The HCC explained that the council owned properties which provided support to vulnerable young people and the model in place at the authority was sound. In some cases accommodation would be sought through leases rather than council-owned properties with a mixed approach developed over time. The senior commissioning officer (SCO) explained it was important to consider all options to ensure a wider local offer for young people. The framework would seek providers of accommodation and support and would shape the market in the interests of young people. The HCC explained that the rationale behind having greater control over physical accommodation was that commercial providers tended to charge a significant mark-up on the cost of accommodation. This remained a relatively small part of the overall costs for placements but was part of the additional costs the council was paying.*
- The timeframe for the introduction of the framework was supported but was considered to be over a short period and there was concern that it might not be delivered within the deadlines. It was queried if the short timeframe was based on the experience of other councils. *The HCC explained that the timeframe would be reviewed with cabinet to determine if it was too ambitious. The council had experience of introducing frameworks for similar people-centred services and three months for its introduction from the new year was felt to be sufficient. There would be a phased introduction of controls and it was important that the framework attracted a range of providers to ensure a competitive market.*
- Where placements were sought it was queried whether this was throughout Herefordshire and not solely in the city of Hereford. The attractiveness and suitability of the placements and facilities to young people was raised and the access they would have to support and training locally. *The HCC explained that it was recognised that accommodation purchased through the framework may be in Hereford City or the market towns but it was unlikely that young people would be accommodated in rural areas or village environments. All accommodation would be located after an assessment of the access young people would have to facilities and services including education, training and other forms of support. It was recognised that a lot of young people had been accommodated in Hereford to ensure access to the college.*
- The current numbers of care leavers placed out of the county was queried. *The Head of Looked After Children (HLAC) explained that details of the exact number of care leavers living out of county were not immediately available but it was explained that it was a significant number. Some were living close to Herefordshire in the bordering counties of Worcestershire or Gloucestershire which met their need to be close to families and colleges. There were however a large number of young people who were placed further away which was not*

desirable. In some examples this situation had developed as children had been placed out of county as younger looked after children and had developed links with educational settings and communities. Where children wished to stay within an out-of-county area and where this was supported by the service it would be facilitated in line with the placement strategy. However it was recognised that relationships could be fragile therefore a whole-system approach was being implemented to attempt to keep looked after children as local as possible and the work undertaken on the framework provided more options to care leavers supporting attempts to keep looked after children and care leavers in the county. The number of looked after children placed out of county was monitored and a similar system should be developed for care leavers.

- An update on progress with the new accommodation for care leavers in Widemarsh Street was requested. *The HCC explained that a new service in the centre of Hereford had been launched for care leavers with complex needs and was operational. The facility would be at full capacity later in September and there was satisfaction with the high standard and the service that had been commissioned.*
- The report identified that 48 young people would reach the age of 18 up to February 2022 of which 25 would require a light touch approach; what contingency was required to meet the needs of this cohort and how was this predicted. The length of placement contracts was queried and if they were for a fixed period or were flexible and responsive to need. *The HLAC explained that to predict numbers the service met with the commissioning team on a three monthly basis to review the needs analysis. An assessment of each child moving towards 18 was undertaken and their likely need for accommodation and support. A number of young people were placed with families and carers and would move into adulthood with limited or no support from the council. Young people with a higher level of need were identified as requiring support and a range of accommodation was now available. This included supported lodgings providers which could provide accommodation for a couple of months or up until to the age of 21. There was access to the new facility in Widemarsh Street and the commissioned service provided there; when a young person left the facility other young people with complex needs could be accommodated there. The new Bath Street development, which was going out to tender, would provide further options to enable young people to move on when needed and a waiting list would be managed to ensure there were no voids in the building. The arrangements worked on the basis of providing reasonable notice to providers and landlords. The demand of young people and waiting lists were managed by the service but there was not a long term contractual commitment around placements. The HCC explained that the commissioned services were intended to be transitional at a maximum of two years but usually a shorter period of time. As young people move out of services and placements others will fill the places. The purchase of placements through the framework would be based on reasonable but short periods of notice to providers and the period of placements procured would likely be over a number of weeks. Notice periods and lengths of placements would be defined in the framework as it was developed. The SCO explained that the provision was not solely for care leavers; the framework was initially for care leavers but other schemes were for all vulnerable young people.*
- As corporate parents the commitment to housing young people locally and providing accommodation of a high standard was welcomed.

The cabinet member children and families explained that the framework was a positive step forward and it was important that looked after children had the same opportunities as other children. There was a desire to ensure that more looked after children could be accommodated locally and in a high standard of accommodation to assist in transition

towards independent lives. It was always important to retain a focus on cost and the framework would help reduce expenditure on placements.

Councillor Carole Gandy proposed and Councillor Diana Toynbee seconded the recommendations of the committee which were agreed unanimously.

RESOLVED: That the committee:

- **Welcomes and supports the proposal for the accommodation and support framework for care leavers; and**
- **Recommends that the timetable for the introduction of the framework is reviewed and a view reached if it is too ambitious or realistic and achievable.**

6. REVIEW OF PERFORMANCE AND PROGRESS AGAINST THE SAFEGUARDING AND FAMILY SUPPORT IMPROVEMENT PLAN 2020/2021

The committee considered a report from the assistant director children's safeguarding quality and improvement (ADCSQ&I) providing the quarterly review of performance and progress against the safeguarding and family support improvement plan 2020/2021.

The Chairperson explained that the report focused on those elements which required improvement however it should be noted that a number of improvements had been achieved by social workers, particularly in respect of visits, during the pandemic.

The ADCSQ&I introduced the report and outlined the following:

- A briefing paper had been provided to chart the journey in Herefordshire (from inadequate to requires improvement).
- The scorecard demonstrated sustained improvement over the course of the last 12 months.
- Sustained and significant improvement had been achieved and there was now a focus on providing a quality service to children and young people. An assessment of the impact of the work of children's services on children and their families needed to be undertaken. More audit work was required and 12 months previously 48% of audits had been adjudged inadequate but progress had reduced the figure to 11%.
- Further work was required around listening and responding systematically to children and families to ensure that a regular feedback process formed part of the work of children's services. Children and families would be given the opportunity to judge the work of children's services on a scale. Children and families stories and experience would be listened to in order to improve the delivery of services in the future.
- Collaborative auditing was also being undertaken where auditors shadow a social worker who explains the processes and work to deliver services.
- A further improvement consisted of clarity over what good practice consisted of and key to this was the signs of safety approach. On the cover of the improvement plan there were three key questions: what's going well; what are we worried about and; and what SMART actions were to be taken forward over the next quarter.

The following points were raised in the debate:

- The presentation of the report had improved with a focus on what the service was doing well, what not doing so well and what needed to be monitored.
- Within the report was the issue of recruitment of social workers and it was recognised that recruitment was also a concern in other areas of the council. The increase in working from home arrangements might help to increase recruitment rates but it remained an issue for the authority. It was proposed that a working group of members look into the issue of recruitment in the county across all directorates at the council. *The ADCSQ&I explained that he was working with a team to investigate recruitment and would welcome input from members. Three recruitment and retention summits had taken place and it was acknowledged that improvements were required to processes to develop recruitment campaigns. Work had been required to define the core offer which had been condensed onto a single sheet of paper and was now felt to be a strong offer. Herefordshire was an attractive place to work and offered the possibility to engage with community and environment. Recently 17 newly qualified social workers had been appointed.*
- Within the key areas of concern in the plan was the reduction of the number of children on child protection plans. It was felt that work to reduce the numbers of children on child protection plans had been successful but that the number had now reduced to a level that could be considered concerning. It was an important area to look into to ensure an effective service remained after work had been completed to reduce the number of children on plans.
- In the improvement plan under priority 1 there were 8 objectives which were at a red status and it was felt there needed to be a conversation about why they were not amber and what was being done to ensure improvement. There appeared to be some inconsistency with the scoring in the self-assessments for those area which had objectives that were currently rated as red. A consistency between the red ratings and self-assessment scores would be welcomed. *The assistant director safeguarding and family support (ADS&FS) provided examples of red ratings. Contacts into MASH not being dealt with in 24 hours was the position at the end of June and a number of plans had been put into place to address the issue including establishing the domestic abuse hub which was now operational and an early help hub would be in place by 21 September. There was an attempt in the report to explain what work was being undertaken to address those areas in red and to identify the actions that would be undertaken in the next quarter to make improvements. The ADCSQ&I explained that the targets were more ambitious than statistical neighbours which was not an excuse for amber and red ratings. Performance measures around activity were important but the qualitative measures which demonstrated the impact on children and families were considered significant and there was an attempt to focus on the right areas to bring improvements.*
- It was queried how many of the red ratings were close to being amber and that it was the role of the committee to seek to encourage the service to improve the measures from red to amber and eventually green. The 8 red ratings of 11 was not a position the service would wish to occupy and it was queried how the committee could help officers to achieve improvement. *The ADS&FS explained that the service had an understanding of what was required to achieve improvement in the objectives. It was confirmed that better performance information would assist with understanding the ratings; the performance team were being asked to provide more data regarding performance and reporting was still a relatively recent initiative that was not understood by all. The performance management team at the council was receiving a number of extra requests for performance data. For example domestic abuse of children against parents and carers was data that was being requested to facilitate an application for recently available funding streams for training to ensure family support workers to assist families where it is happening. More risks to families and children were being identified and in order to support accurate report further resources were required*

in the performance team. The director children and families (DCF) explained that some of the work in the improvement plan involved multi-agency engagement for example around section 47 inquiries resulting in no further action which was currently a red status but which was not solely within the power of the council to improve. He emphasised the importance of the council working with other organisations in the system to achieve improvement and ensure a system-wide understanding of working with children. This was part of the signs of safety work involving partner engagement including a safeguarding summit and a workshop with partners concerning the understanding of thresholds.

- *It was queried if the committee meetings could be timed to ensure that more relevant and up to date data is considered. The Chairperson explained that the scheduling of meetings was being looked into.*
- *There was reference in the report to updates to Mosaic to inform risk management and it would be helpful for some explanation of this work to assist the understanding of the committee. It was requested that a briefing on this work be provided at a future performance challenge session. The ADCSQ&I explained that following the introduction of the single practice approach of signs of safety there was a significant project in progress to make changes to the Mosaic system to support the approach in the initiative and ensure that forms were more practice-friendly. There was close work with social workers to ensure the system was more child-friendly and to investigate how social workers could spend less time completing forms and more time with children and families. It was known nationally that 70-80% of social workers time could be spent on a computer and it was a challenge to ensure that any change to Mosaic made it friendlier to the social worker to reduce repetition and bureaucracy.*
- *The domestic abuse hub was welcomed particularly due to concerns about the increase in domestic abuse during the pandemic and impact on children. The work of the West Mercia Rape and Sexual Abuse Support Centre (WMRSASC) was raised and it was hoped that cabinet would consider additional funding for the organisation. The ADS&FS explained that the domestic abuse hub had been in existence for some time, there was an enhanced approach during lockdown which has now been eased. The new proposal for the domestic abuse hub was approved by the safeguarding partnership during the summer and a multi-agency domestic abuse hub was now fully operational including safeguarding, early help, police, education, health and Women's Aid who take part in daily conversations concerning all domestic abuse notifications received from the police and graded as level 2 or 3 threshold of risk.*
- *The Education, Health and Care (EHC) assessments were raised. Nationally it was recognised there was an issue with a large number of parents appealing the outcome of an assessments who had their appeal upheld. This was a concern as a number of parents might lack the resources to go to appeal and an update on the situation in Herefordshire was requested concerning the number of appeals received and the percentage of appeals upheld. The DCF explained that a written response would be provided. The Special Educational Needs and Disabilities Information Advice and Support Service (SENDIASS) service which was run through Worcestershire CC was in place to support parents of children with special education needs to ensure their children received the help and support they required; detail of this independent advocacy service would form part of the briefing note. The assistant director education, development and skills (ADED&S) provided detail of the level of families who were requesting an education, health and care plan which had almost doubled since 2011; 600 to 1,100 per annum.*
- *It was noted that there were no children on child protection plans who had been the victim of physical or sexual abuse and in previous data there had been very few. It was recognised that it was not possible to say children had not been the victim of these abuses if it had not been recorded. The majority of children on child protection plans had suffered emotional abuse. It was questioned if the data was correct or if those children suffering physical and sexual abuse were not*

being identified. *The ADS&FS explained that a review was being undertaken in order to understand the data and why it was happening. The report was due to be concluded at the beginning of October. The ADCSQ&I explained that it was a situation which the service wanted to examine and a report would be forthcoming.*

- It was noted that currently the majority of looked after children were between the ages of 10 and 15+ and newly looked after children tended to be 0-4. It was queried whether looked after children between 10 and 15+ had been in care for a significant period of time and if their age made reunification with families or securing special guardianship orders (SGO) more difficult. *The ADS&FS explained that currently there were 40 cases that were lodged with the court and legal services to discharge care orders through SGOs or due to children returning to the care of their parents. The majority of very young children entering the care system were babies or infants where there had been a period of pre-proceedings before the council obtained an interim care order. Adoption would be the most likely exit from the care system in these cases but there may be a backlog in final hearings for adoption orders due to the current priorities of the courts. It was important to review the impact on the figures when adoption orders could be put before the courts to remove children from the care system. It was acknowledged that the longer a child spent in care, the more difficult it was to place them back with their family which highlighted the importance of looked after children maintaining contact with family members to ensure that if circumstances change the ECHO service can facilitate work to reunify children with their family.*

The cabinet member children and families explained that it was encouraging to hear that there had been improvement but there was no room for complacency. There were still a number of areas that required improvement but there was a coherent plan to make progress. The new presentation of the plan was helpful and it was welcomed.

Councillor Carole Gandy proposed and Councillor Graham Andrews seconded the recommendations which were carried unanimously.

RESOLVED: That the committee:

- **Recommends that the executive considers the possibility of a working group to examine the issue of recruitment in Herefordshire, to include a focus on the recruitment of social workers and to engage with projects currently in progress; and**
- **Requires that meeting dates are reviewed to ensure more up to date performance data is presented to meetings of the committee.**

7. WORK PROGRAMME REVIEW

The committee considered its work programme report. The report included changes to work programme since the previous meeting of the committee, the executive response to the recommendations of child exploitation task and finish group and the recommendation tracker.

The points below were raised in the discussion that followed:

- Arrangements for the scrutiny work programming session were raised and how members of the public could contribute potential topics for scrutiny. It was requested that a covid-19 joint scrutiny working group be considered at the session and that invitations were extended to portfolio holders. *The statutory scrutiny officer explained that members of the public had the opportunity to provide topics for scrutiny through the 'get involved' part of the website and*

stakeholders would be invited to the work programming session to help inform scrutiny work programmes. Portfolio holders were welcome to attend to raise items they thought were appropriate for the scrutiny committee work programmes. It was confirmed that the notion of joint scrutiny relating to covid-19 had been raised by the other scrutiny committees.

- It was noted that the deadlines for the completion of actions in the executive response to the recommendation from the child exploitation task and finish group were close and an update was requested on progress made and if the timeframes had been affected by the coronavirus pandemic. In particular there should be an update on arrangements for the annual summit for child exploitation to include a focus on modern day slavery. *The DCF explained that an update would be sought for presentation to the next meeting of the committee.*

Councillor Paul Andrews proposed and Councillor Kath Hey seconded the work programme recommendations. The recommendations were carried, Councillor Diana Toynebee was unable to vote as she had lost connection with the meeting.

RESOLVED – That the committee:

- (a) reviews the 2020/21 work programme at appendix a and any additional items of business or topics for inclusion in the work programme;**
- (b) agrees the changes to the work programme itemised in paragraph 3 of the report and the allocation of an update on the child exploitation task and finish group recommendations to the meeting of the committee on 1 December;**
- (c) receives and notes the executive response (appendix b) to the recommendations arising from the child exploitation task and finish group; and**
- (d) notes the recommendation tracker in appendix c.**

There was a brief adjournment at 3.06 p.m. The meeting reconvened at 3.13 p.m.

8. REVIEW OF PEER ON PEER ABUSE CASES

The committee considered a report by the assistant director education, development and skills (ADED&S) which provided the outcomes of the review of peer on peer abuse cases. The ADED&S introduced the report and raised the points below:

- The report was originally requested around the previous Christmas and initially shared with the committee in June. That report had been interpreted wrongly as a brief statistical analysis over a defined time period and there was an apology to the committee and families for this mistake.
- The timeframe for the review was precisely prescribed and details were drawn from Mosaic for an analysis of cases from two distinct periods of time. The timeframes were January 2017 – October 2018 and November 2018 – November 2019 which were selected to reflect changes in national guidance around peer on peer sexual abuse during those periods. Over 300 cases were analysed for the time periods resulting in 28 cases concerning peer on peer abuse.
- There were apologies for the delay to the presentation of the report which was partially due to the flooding earlier in the year and the covid-19 pandemic but also the misjudged report taken to the meeting in June.

- The report proposed 11 recommendations which exceeded the terms of reference of the report but were intended as next steps for the council. The recommendations were an outcome of the findings and research undertaken to write the second report.
- There was also a section in the report outlining what the council has done as a consequence of the review and what could have been done differently.
- The report covers the cases from Mosaic from the defined periods and it is acknowledged that some of the record keeping from the earlier stages of the review period was incomplete or imperfect. There has been an improvement in recording since this time.
- Schools were contacted to ask what they did or didn't do in respect of cases.
- No families or children were contacted as part of the review.
- The report sought to avoid causing harm or identifying any individuals involved in cases which was a challenge when outlining cases with specific and complex details in the published appendices.
- The seriousness and severity of the impact of the issue on families was understood and it is regarded as a high priority. The report was complete but the recommendations were proposed and yet to be finalised.

The Leader of the Council explained that following the scrutiny committee on 25 November 2019 he had a conversation with a member of the public concerning what assurances the council could provide over its handling of peer on peer abuse cases. The Leader felt that assurance could not be provided without an investigation of historic cases and therefore commissioned the review; other approaches to understanding peer on peer abuse cases or seeking assurance may not have included a review of cases but the logic of this was not understood.

The Chairperson of the committee explained that the peer on peer abuse in schools spotlight review had taken place in December 2019 and was grateful that the Leader had commissioned the review to enable a recommendation that the scrutiny committee review the report once complete.

The Chairperson of the committee explained that the role of the scrutiny committee was to be a critical friend, to generate shared learning, to ask questions, to challenge officers and portfolio holders on behalf of elected members and members of the public. The committee was unable to undertake its role effectively if it was not provided with all relevant information to do so. A point of learning from the process around the scrutiny of peer on peer abuse had been that good scrutiny was not possible if there was not ease of access to relevant information. The committee initiated work on the peer on peer abuse topic a year previously and anger was expressed that it had been difficult to receive some elements of the report currently in front of the committee. It had been felt that the spotlight review would have provided the opportunity to allay the fears of members of the public and provide assurance that schools would know what to do when dealing with a case of peer on peer abuse. The report demonstrates that this assurance still cannot be provided. The Chairperson was angry that she had been told that certain documents could not be shared as they were not in the ownership of the council which undermined the work of the committee and spotlight review. The Chairperson reflected if the committee and if she were curious enough during consideration of the topic but it was not possible to be aware of information that had not been shared with the committee. There was a need for a greater level of trust in scrutiny and the process.

The Chairperson explained that some of the responses that members may receive to questions might not be as full or comprehensive as they might expect which was a consequence of changes to individuals in roles at the council therefore it would be difficult to account for some of the decisions and actions outlined in the report.

The Chairperson explained that two of the public questions to the meeting required consideration by the committee.

The committee raised the comments below concerning the public questions:

Ms Trumper's question

- The use of the term 'unhelpful' to describe the decision to not share the CSO report was felt to be dismissive language. It was not acceptable; anonymity could be preserved in such situations without the use of such language. It was queried whether schools currently have access to risk assessments and assurance was sought that schools were aware of their responsibilities. *The ADED&S explained that the use of the word unhelpful had not been intended to be dismissive. In regard of schools awareness of their responsibilities the report provided detail of the actions undertaken since the issue was raised including changes to Mosaic, training events, designated safeguarding leads training events, attempts to influence the national picture and the appointment of an education safeguarding officer. Ofsted had recognised the progress made in December 2019 including the issuing of two toolkits. Policy changes had been undertaken and further changes were imminent from the education safeguarding officer. Policies were being updated to take account of new national guidance over the summer. A number of audits were examining recording on Mosaic. It was felt that as a consequence of all this work schools were well prepared to start the new school year but it was acknowledged that this did not mean that the guidance was complete. There was now an intention to issue a model policy, which had been developed after contact with other local authorities. All schools were expected to adopt the policy or explain the reasons why if they choose not to adopt model policy. It was felt that the evidence from schools during the spotlight review indicated that practices were much stronger but it was acknowledged that more work needed to be undertaken.*
- The language used in the report did not adequately describe the decision to not share the CSO report. It was recognised that progress had been made but the review was an opportunity to assess if learning had taken place and if practices had changed as a result which reflected that the council was an organisation which could apply lessons learned. It was not possible to make this assessment from the report. A problem encountered with work around the issue has been a risk aversion to anonymity and confidentiality; it was not understood why the use of the word 'unhelpful' needed to be used to protect anonymity. It was not understood why it was not possible to share learning around the Human Rights case which should be included in the review and it was not understood why the learning from the CSO report could not be shared. Anonymity was not felt to be an impediment to sharing these details. *The ADED&S explained that in terms of anonymity language was sought which did not identify individual cases. There was uncertainty concerning the issues that were raised with the word; it was felt to make clear that to not share the recommendations in the CSO report was unhelpful and it would have been better to have shared the recommendations at the time. The decision was taken not to share it at the time and developments in expertise and guidance in the area had occurred. He apologised if the wording was not felt to be correct but it was not intended to hide anything but demonstrate that it should have been shared.*
- It was noted that the report was commissioned in April 2017 at which time there was no national guidance. The lack of national guidance was made clear at the spotlight review. It was also explained that national guidance did not come out until December 2017, therefore there was a period of 8 months where there was no national guidance other than normal safeguarding guidance to schools. A decision was taken not to share the recommendations from the CSO report which were good recommendations at the time and better than no guidance. One

reason provided for not sharing the recommendations was that they were not sufficiently robust but this was not understood. It was felt that the recommendations and risk assessment could have been issued at the time it was completed as a temporary measure until an alternative policy and guidance was in place. The CSO report recommends that the council should produce a policy and three years following its completion the report currently before the committee contains a recommendation to introduce a policy. It was not understood why the recommendations were not felt appropriate when there was no policy. This was compounded afterwards at the spotlight review where no mention was made that the CSO report had been completed with recommendations and a template risk assessment. The reasons for not providing the report had been that it was not in the ownership of the council and that the recommendations were not sufficiently robust. Neither was accepted as a compelling reason for the report not to be circulated. *The DCF explained he was sorry if the members felt that they had been placed into a difficult position regarding the spotlight review. The information about the 2017 report was provided in verbal briefings and the council should have done more and issued it at that time. There were other risk assessment tools around but it was recognised that the council should have been stronger and clearer in terms of what was issued and the written guidance on policy at that time. The council did undertake briefings and it was regularly on the agenda of primary and secondary heads and Chairs of Governors meetings over a number of years but it was acknowledged that written guidance should also have been provided.*

- An explanation was requested why it was difficult for scrutiny to receive a redacted copy of the CSO report. The council needed to recognise the importance of scrutiny. *The head of legal services committed to providing an answer to the query raised.*

The Leader of the Council was aware that one of the reasons that the CSO report was not circulated was that it did not belong to the council which was felt to be an extraordinary claim. The council was supposed to act in the best interest of the child and to support this focus the council should have shared the information in its possession. It was requested that the head of legal services investigate why the justification that the report was not owned by the council was felt to be an appropriate reason to not circulate the document. It was hoped that now the best interests of the child would inform the actions of the council.

Mrs Burn's question

- It was important that all relevant information was considered as part of the review. The Human Rights Act case was raised and why mention of it was not included in the review of cases. It was understood that the Human Rights Act case fed into the department for education guidance and would appear crucial therefore it was queried why it was omitted from the report. *The ADED&S explained that the case was referenced in the report. The report did not consider the case in detail as it was not required under the terms of reference of the review. It was not omitted nor was there an attempt to hide any information but the information had only been available recently. The head of legal services explained that there was a case involving a Herefordshire school which was issued against the school not the local authority. There was not a determination by a court made in respect of the claims issued against the school.*
- It was acknowledged that a lot of information had become known recently but reassurance was sought that schools now have been briefed on the Human Rights Act case and how it informed the enhanced guidelines. *The ADED&S explained that he was confident it had but that the case pre-dated his time at the council. He attended training and briefing sessions ahead of Christmas 2019 including a conference in November attended by all schools which was led by a*

national expert who referenced Human Rights legislation and the Equality Act in relation to peer on peer abuse.

The points below were raised in the debate of the report of the review:

- Assurance was requested that schools had been checked to ensure that policies and risk assessments were in place and this had not been lost in work around the covid-19 pandemic. *The ADED&S explained that this not been undertaken specifically regarding peer on peer abuse polices but it was included in all schools risk assessment activity generally. All schools risk assessments had been examined recently including a generic risk assessment issued with health and safety advice and guidance which included safeguarding elements. This was not specifically an inspection of peer on peer abuse policies and risk assessments but this would be undertaken in the future.*
- The process of reconciliation was raised and it was queried if there had been any progress with the initiative. *The ADED&S explained that the process of reconciliation was included in the recommendations and had been the subject of a number of discussions. It was felt important to involve families affected who have expertise to contribute to its development and help shape the process. A process would also have to vary due to range of different cases and the level of engagement some families would want. Provisional ideas existed for the process but there needed to be consultation with families to develop the proposal. The recommendation for the process of reconciliation was felt to be a very important recommendation upon which other recommendations were dependent.*
- It was not acceptable to use phrases such as ‘we are confident that schools will adopt’ in reference to the model policy. The council must know which schools would be adopting the policy. There needed to be an understanding why those schools who did not adopt the model policy were superseding the council’s document and if they had a better policy the council should seek to secure it to strengthen the model policy. *The ADED&S explained that the model policy will be issued and it would be known which schools were adopting it. If schools did not adopt the policy they would be asked to explain why not which would happen by December 2020.*
- There was frustration that the report did not give the answers to the questions and concerns that had been expressed to the committee by members of the public. It was felt that whilst the report provided an honest account of the cases from the review period it did not capture some of the feedback from the spotlight review and the questions received by the committee from members of the public. The report also highlighted how in many cases there was no further action taken which suggested that there were a lot more cases that were not known about and the issue as a whole was not widely understood. Such elements accounted for the frustration with the report.
- It was queried whether the school referred to under paragraph 2.26 (h) of the report was visited again. *The ADED&S explained that the visit did happen and the school had been acting appropriately but it had not been properly recorded.*
- The lack of national comparative data mentioned in 2.27 (h) of the report was raised as evidence that the issue was not fully understood and what progress had been achieved to promote the compilation data. Without this data it was not felt that a report could be written to respond to the frustrations of people who do not believe the issue was being adequately addressed. *The ADED&S confirmed that the national data that was available was not strong but that comparative data had been found at some partner agencies such as the West Mercia rape and sexual abuse support centre (WMRSASC). Part of the recommendations was to work with Ofsted and the Department for Education (DfE) to improve the availability of comparative data. Some data had been found in a University of Bedfordshire report, Beyond Referrals. The council had completed a lot of*

learning in the last two years and was in a good position to help Ofsted and the DfE.

- The enhancement to the induction process in recommendation (h) was supported and it was queried if it would be in place by the end of September 2020. *The ADED&S explained that this could be achieved by the end of September.*
- It was queried whether the annual audit in 2.29 (b) of the report was sufficiently frequent. *The ADED&S confirmed that the audits could be more frequent than the annual audit of school safeguarding policies. Quarterly audits of the information on Mosaic were undertaken.*
- The outline risk assessment and model policy were raised and the importance of a quality assurance process. *The ADED&S explained that the new education safeguarding officer would undertake this work which would be starting very shortly.*
- An update on the reconciliation process proposed in recommendation (k) was also requested and it was felt important that there should be two stage process. A short term reconciliation process for people asking questions and a longer term process for comprehensive engagement with families and children consistent with the suggestion of the ADED&S. *The ADED&S explained that it was likely that there would be a number of different models emerging which would be applicable to different cases.*
- There was a recognition of the impact on families and sympathy was expressed for their suffering.
- A model policy which provided a single form of guidance was welcomed in place of briefings, powerpoint slides and training. A document which set out what actions a school should take in response to a case of peer on peer abuse had been requested but none had been forthcoming. *The head of legal services explained that if members are refused access to information they should raise the matter with the monitoring officer directly. In future the head of legal services would ensure that she was present at all meetings or the head of children's legal to raise issues with legal officers.*
- There was some confusion between recommendations (b) and (j) and what constituted policy and what was considered guidance. It was understood that policies were the responsibility of the schools; the council could provide a model policy but it was the decision of the school to decide what policies they adopt. It was commented that the council should be providing county-specific guidance which provides a flowchart concerning actions to be taken where live cases could be mapped and monitored. The flowchart should contain reference to local organisations. *The ADED&S explained that recommendation (j) to issue guidance and policy was being progressed. If schools chose not to adopt the council's model policy then it should be made clear to them what their policy should contain. A flowchart had already be provided to schools and the audit work contains a question on its use. One of the recommendation concerned the council giving consideration to working with other agencies and resourcing them accordingly; WMRSASC was an example of such an agency with a lot of expertise the council could utilise, together with a comparative dataset.*
- The flowchart concerning how schools respond to a report of peer on peer abuse was supported but it could be enhanced with yes and no actions and to make actions in the flowchart accountable to individuals and set timelines. The flow chart should also be regularly tested using scenarios to determine it was fit for purpose. It was essential that there was a consistency of response across all schools in Herefordshire to cases of peer on peer abuse. It was critical that better accountability for actions and timelines were included in documents to ensure efficient and effective responses to reports. *The ADED&S agreed that the flow chart could be improved with contacts, timelines and yes/no actions. The importance of consistency across schools was acknowledged which would be monitored by the education safeguarding office. One of the recommendations*

concerned a schools network of support to ensure schools were aware of what actions were required and when.

- It was recognised that not all cases of peer on peer abuse would be reported to the Multi Agency Safeguarding Hub and psychological and emotional harm could prevent some victims from reporting abuse. The statement in paragraph 1.3 of the report that stated 'no children were put or left at risk' was queried. It was accepted that it might be possible to make this statement in respect of physical risk but in terms of psychological or emotional risk it was not credible. Psychological and emotional problems were likely to result from sexual abuse which would not necessarily be known or recorded on Mosaic. Psychological and emotional risk to children could not be accurately assessed therefore the statement could not accurately state that no children were put or left at risk. The committee did not agree or accept the finding that no children were put at or left at risk. *The ADED&S explained that the statement was in respect of the 28 historical cases where there was no evidence that children were put or left at risk. The emotional and psychological risk was acknowledged. The ADED&S explained that the Beyond Referrals report contended that around half incidents of peer on peer abuse are not disclosed.*
- The national guidelines around separation of pupils in cases of peer on peer abuse was raised and the advice that separation continued for as long as possible. This advice was felt to be vague and subjective. *The ADED&S explained that the advice was contained in the national guidance and it was weak.*
- The lack of recording of information on Mosaic was raised and the problem of accessing detail for the earlier period of cases in the review. A problem with recording was an issue throughout children's services and although it had improved significantly there was still further improvement necessary. The current review highlighted the importance of ensuring complete and accurate records. *The DCF explained that there was ongoing work in the improvement plan to improve recording including use of technology. It was acknowledged that in earlier years there had been cases where there had been poor recording and it was a longstanding issue. Improvements were evidenced by regular audits and it continued to be a focus for the service. The ADS&FS explained that in some cases there was not a referral to MASH and in such incidents there would not be any recording on Mosaic; schools did not use the system it was only used by social care. There had been significant audit work including multi-agency work in MASH and officers were asked to record decisions by MASH and the reasons for those decisions. Essex CC would undertake a review of the quality of the work in MASH including the recording. The ADCSQ&I explained that recording was an issue in a number of local authority areas; recording needed to be proportionate and purposeful and should tell the story of a case and the key decisions taken. Improvements were being made and Otter was a new reporting tool that was being used.*
- The role of the committee in the future in respect of peer on peer abuse cases was raised. It was felt that it should maintain an oversight through performance reporting and through performance challenge sessions where data around the number of cases was presented. It was proposed that the committee maintains a watching brief. Any concerns over reporting rates would prompt a report to the committee to explain the trend.
- The committee were content that the recommendations emerging from the review were considered by cabinet as set out in the report and that the timelines were finalised. *The ADED&S explained that some of the timelines concerned recommendations that were beyond the control of the Council such as influencing Ofsted and DfE*
- The cases that were still open in the report were queried. It was asked if they were following improved processes and if resolution would occur in a satisfactory and timely manner. *The ADED&S explained that he was confident of the*

progress of cases but not all were under the control of the council. Some cases required a decision by the police which was currently awaited. This was an issue for the council as to how it could expedite cases that were beyond its control and national guidance did not set out timelines within which cases should be progressed.

- The impact of peer on peer abuse on children and their families was understood and a structured response plan for engaging with families was required and support for children and young people beyond the incident.
- Thanks were expressed to members of the public and their persistence in raising questions and concerns. Thanks were also provided to the Leader for commissioning the report which had begun to uncover details and issues concerning the historic handling of the issue. It was emphasised that the committee needed information in order to undertake effective scrutiny and this information had not always been available. Throughout the period that the topic had been under consideration by the committee wider questions about how children's services had worked in the past and the culture of the service had been raised. *The ADED&S explained that the cases should not be treated as incidents but as a wider issue about the culture of safeguarding in the council.*
- A summary at the end of the report to explain the scrutiny committees' recommendations was proposed and a recognition that this was the start of understanding the issue. It should be explained that more data gathering was required and that new guidance and protocols were being developed. Further it should be acknowledged that there were still a number of elements that were not known about peer on peer abuse and that the recommendations and new processes being put in place were an attempt to address the problem.
- The committee was content that the details in the two public questions had been addressed.

The cabinet member children and families acknowledged the value of the report and that it had been a worthwhile process to understand the issue. The role of the families concerned was emphasised and their contribution was recognised and praised. They had helped to ensure that a thorough review was conducted resulting in proposals for improvements. It was recognised that there was still much that the council was not aware of which should prompt consideration of the culture that surrounds such issues. Preventative work should be promoted such as sex and relationship education which should help to create a different culture. The appointment of the education safeguarding officer was a positive step to progress the work in the recommendations of the review including the model policy. The proposal for a reconciliation process was also encouraging to engage with families and learn from their experience.

The DCF thanked the families who had contributed to promoting a deeper understanding of the issue. The committee would be supported to undertake its work and to function effectively.

The ADS&FS drew attention to the work commissioned by the NSPCC and the need to find relevant services to provide support following a case of peer on peer abuse. The impact on a victim might persist into adulthood and the commissioning of appropriate support services needed to be considered. There was also the need to think about services for perpetrators in order to alter the behaviour of an individual who had abused their peer.

The Leader explained that work with the perpetrator was undertaken by WMRSASC. Peer on peer abuse was a broader societal issue and which was evidenced by the very poor prosecution figures; the council would undertake any work it could to address cultural issues which impacted on the problem.

Councillor Carole Gandy proposed and Councillor Phillip Howells seconded the recommendations of the committee which were approved unanimously.

That the committee:

- **Calls on the executive to consider the recommendations of the committee during its finalisation of the Peer on Peer Review Herefordshire MASH 2017 - 2019 report;**
- **Recommends that the report is strengthened to provide an explanation as to why the CSO report of April 2017 was not circulated to schools prior to the commencement of the summer term in 2017 together with the risk assessment template. An explanation as to why it was not shared or mentioned at the peer on peer abuse in schools spotlight review is also required. The use of the term ‘unhelpful’, to describe the decision to not share the report, should be reconsidered and a stronger term adopted;**
- **Recognises that risk posed to victims of peer on peer abuse is not merely physical but also emotional and psychological. In light of the handling of some cases detailed in the review report the committee recommends that there is a reassessment of the finding in the review that no children were put or left at risk;**
- **Retains a watching brief, through the quarterly performance report, on the reporting rates of peer on peer abuse and the performance of the council in response to reported cases. This progress will be monitored at meetings of the children and families performance challenge. Any concerns with reporting rates or the performance of the council will prompt a report to the following meeting of the committee to explain concerning trends;**
- **Recommends that the *Response to Reports* flowchart for Herefordshire schools (appendix 1 of the review report) is enhanced with yes and no actions and is regularly scenario-tested with schools by the council. The flowchart should incorporate details of individuals accountable for actions and timelines for the completion of actions;**
- **Recommends that schools that do not implement the model policy are held to account for the decision not to implement. Schools should be encouraged to share any policy which they feel supersedes or is superior to the model policy produced by the council;**
- **Recommends that when consideration is given to the process of reconciliation there should be an assessment of long and short term processes to provide a variable response tailored to needs of children and families affected by peer on peer abuse. A longer term process would provide for comprehensive engagement with children and families who required and requested this level of reconciliation. A shorter term process would provide for those children and families who did not want or did not need to engage with the longer term approach**
- **Recommends that a comprehensive plan of help and support for victims of peer on peer abuse and their families is developed by the council. This should include detail of what ongoing mental health support for children and families would be available.**

- **Recommends that clarification is provided in the report around the distinction between policy and guidance. There should be an explanation of who was responsible for: providing peer on peer abuse policies for use in Herefordshire schools; the adoption of such policies; the production of guidance; and the sharing of new guidance.**
- **Recommends that the timelines in the recommendations in the review report should be finalised and include the title of those officers responsible for actions.**
- **Recommends that a summary is provided at the foot of the review report detailing the scrutiny committee's recommendations and providing a recognition that the report was the start of a process to understand and address peer on peer abuse in Herefordshire. The summary should explain that not all elements of peer on peer abuse were understood and that improved data gathering, new guidance and new processes were being developed to attempt to come to terms with and address the issue.**

9. DATE OF NEXT MEETING

The date of the next meeting was 1 December 2020 at 1.00 p.m.

The meeting ended at 4.49 pm

Chairperson

Appendix 1 - Schedule of questions received for meeting of children and young people scrutiny committee – 15 September 2020

Agenda item no. 5 - Questions from members of the public

Question Number	Questioner	Question	Question to
PQ 1	Mrs M Steel, Hereford	When did the Chair of the CYP Scrutiny Committee first become aware of the existence of the CSO report and concerns from the public that the same safeguarding mistakes identified in the CSO report had been repeated in other schools and caused material harm to children?	Chairperson of the Children and Young People Scrutiny Committee
<p>Response:</p> <p>I was aware of the CSO report in February/March 2019 from a member of the public. At that time my understanding was that the report was in the ownership of a school and I did not become aware that Herefordshire Council had retrospectively funded the report until the morning of the meeting on 2 June 2020. Therefore, until then I did not believe that Herefordshire Council had the legal right to refer to or disclose elements of that report as it had been commissioned by the school.</p> <p>During February/March 2019 I was advised by the same member of the public that in their view safeguarding mistakes were being repeated in other schools and as a result of my discussions I committed to include the topic in committee's work programme following the local elections in May 2019. A spotlight review was then held in December 2019.</p> <p>At the meeting the Chairperson made the following statement to clarify the answer to the first public question from Mrs Steel:</p> <p><i>I believe that at our meeting in June 2020 I stated that the CSO report had only recently come to my attention. That was misleading on my part and I should have said the ownership of the CSO report had only recently come to my attention. As I have explained in my response to Mrs Steel's written question. I apologise for my clumsy wording and hope that my written response has clarified my knowledge of the CSO report.</i></p>			
<p>Supplementary Question:</p> <p>Thank you for your answer which acknowledges that you were alerted by a member of the public in early 2019 to a very serious safeguarding failure and "concerns from the public that the same safeguarding mistakes were being repeated in other schools".</p> <p>While the spotlight review which you commissioned was welcome, it took place 10 months after the safeguarding concerns had been shared with you, and the scoping of that review which you oversaw allowed officers to explicitly exclude from the review any scrutiny of past cases.</p> <p>It appears that you were silenced from taking any other steps in response to the safeguarding concerns that had been shared with you on the pretext that the legal ownership of the CSO report prevented you from sharing your concerns. Who advised you not to speak up for legal reasons?</p>			

Response to Supplementary Question by Chairperson of Children and Young People Scrutiny Committee:

For the length of time between being advised by a member of the public of the existence of the CSO report and the spotlight review I can only apologise. When I became aware of the report the Council was about to move into purdah ahead of the May 2019 local elections. The annual meeting of the Council was not held until the end of May. A committee of new members was formed which needed to receive training in scrutiny; the committee was formed of all newly elected councillors apart from me as Chairperson. Council meetings do not generally occur in August therefore the first opportunity the committee had to consider the scoping document for the spotlight review was September which was followed by providing invitations to teachers, voluntary sector and health organisations. It was recognised that for members of the public it may seem like a long time but in terms of local government it was not.

I have found it difficult to obtain all the information needed in order to conduct a scrutiny spotlight review which I felt would bring out all the issues on peer on peer abuse and some of these issues I and other members of the committee will be referring to during the debate on the report at the current meeting.

I will provide a written response to the concerns that you raise in order to provide more detail.

PQ 2	Ms E Steel, Hereford	When did the Cabinet Member for Children and Families first become aware of the existence of the CSO report and concerns from the public that the same safeguarding mistakes identified in the CSO report had been repeated in other schools and caused material harm to children?	Cabinet Member Children and Families
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Response:
I attended a meeting in March 2019, before I became a cabinet member, with the then cabinet member, officers, and families of children who had suffered assaults from their peers. The report was referred to, and concerns raised that mistakes continued to be made and that children were not being separated.

Supplementary Question:
Thank you for your answer. You acknowledge that you heard first-hand testimony from families in March 2019 about the failure to safeguard children. You also acknowledge that those families raised concerns that mistakes continued to be made and that children were potentially still at risk.

At that meeting, you supported their call for an immediate review of past cases to ensure that no child was still in school alongside their abuser. However, once you became Cabinet member, your position changed; you were no longer willing to meet with the families, and you no longer supported an urgent review of cases to ensure all children were safe.

Please can you explain why you stopped supporting calls for a review to check all children were safe after taking up your Cabinet position?

Response to Supplementary Question by Cabinet Member Children and Families:
I have continued to share concerns that have been raised. I was as shocked as anyone at that meeting with the detail that was shared and my immediate response was to ensure that children were no longer at risk. I did talk to officers and received a briefing before I was cabinet member. As cabinet member I was in a different situation, at that point my priority was to look at care and support that we were providing to young people at the time and to follow up

the policies, activities and actions that were in place. That has been my priority although I agree that I have not looked back sufficiently thoroughly as I should have done and I think we all regret that. The review we are looking at today is a valuable piece of work and goes a long way towards addressing an examination of previous cases. Please be assured that the concern I felt at the time has never gone away and I feel this is an issue which needs a huge amount of support and I am increasingly assured by what we now do, the policies we have in place, the advice we provide to schools and actions that schools take as the assistant director education, development and skills outlines in his report. It is a thorough report but there is more that we need to do, we need to work with local authorities to share good practice and this is my focus. In retrospect I do regret not looking more closely at the past but I have always felt that my priority must be a focus on what we are doing now and how we are supporting children currently.

PQ 3	Ms Liddle, Ledbury	<p>In March 2019, in Plough Lane, the Director and the Cabinet Member for Children and Families listened to two families talk about the terrible impact on their children of being left in school with a boy who had seriously sexually assaulted them. The youngest of these victims had to leave her school to get away from the perpetrator, who now has a criminal conviction for the assault on her. This case post-dated receipt by the Council of clear advice in the CSO report which could have ensured the separation of victim and perpetrator.</p> <p>In Herefordshire MASH's <i>Peer on Peer Review (2017-2019)</i> it is claimed that "no child was put or left at risk" (section 1.3). How can the Director publish and the Cabinet Member endorse this statement after hearing first-hand testimony to the contrary from families?</p>	Cabinet Member Children and Families
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Response:

Cabinet expressed concern about the lack of clarity in the way this particular case is represented in the report. This was complicated by the police insistence that no detail which might identify the child should be included. This report is limited in its scope to the examination of the written records held on actions taken within schools for historic cases. The report acknowledges that a number of cases do not have complete written records. Within these limits, the investigating officer has found no evidence in the records of harm or risk of harm. This does not mean that harm did not occur. Following the debate on the report, if it is still unclear, this will be further investigated.

Supplementary Question:

Four reasons are given for the incorrect claim in the Peer-on-Peer Review that 'no child was put at risk' of harm.

The first, concerning anonymity, is irrelevant because anonymity is not sacrificed by identifying that 'a child' was put at risk.

The other three are based on data in written documents that show no evidence of harm. But if you only examine data sources that show no evidence of harm, you will inevitably find no evidence of harm.

It is clear the review excludes data sources that do reveal evidence of harm. This evidence was known by the Director of Children's Services, Cabinet member for Children's Services and Chair of Children's Scrutiny, all of whom knew harm had occurred.

Why are those in charge of children's safeguarding determinedly ignoring first-hand verbal testimony of harm from the children and families affected?

Response to Supplementary Question by the Director Children and Families:

I too would like to begin by paying tribute to all members of the public who have continued to raise these issues and acknowledge the deeply personal and distressing circumstances. I acknowledge their courage and dignity in continuing to raise these issues and the effect this has had in drawing attention locally and nationally to these matters. We do take into account the views of individuals and their testimony and we have done that in our individual work for those children and continue to do so. It is right that the review that the assistant director education, development and skills has undertaken did have specific terms of reference and scope. It was followed up with the schools and we were clear about taking into account what we understood whilst also not contacting individuals again. I recognise that we should have made more in terms of linking different aspects together.

PQ 4	Ms Trumper, Hereford	<p>The CSO report – dated April 2017 - gave clear and unambiguous advice on how a child who has disclosed a serious sexual assault should be safeguarded. Furthermore, attached to the original version of the CSO report was a generic risk assessment created to help teachers put in place a proper safety plan for future victims.</p> <p>This risk assessment was not shared with schools until Autumn 2019. It is not attached to the redacted CSO report and is scarcely referenced in Mr Morgan’s analysis. The failure to share the clear lessons from the CSO report and the CSO proforma risk assessment with schools is glossed over as “unhelpful” and “a potential weakness.”</p> <p>Are the Committee happy that this language adequately describes the Council’s decision not to share crucial safeguarding guidance and that no explanation has been given for this “unhelpful” decision?</p>	<p>Cabinet Member Children and Families</p> <p>Chairperson of the Children and Young People Scrutiny Committee</p>
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Response:

Cabinet Member Children and Families:

I would agree that the language used does not make clear to members of the public how seriously this is regarded. I will be happy to consider the comments of the committee and review the matter further.

Chairperson of the Children and Young People Scrutiny Committee:

Thank you for your question. I have concerns over this wording in the report and I will ensure that the committee will debate this at its meeting on 15 September; until it has had the opportunity to debate the content of the report and resolve recommendations it will not be possible to come to a view on the issues you raise. When the report is debated at the meeting I will ensure that this question is put to the committee and I will invite members to make comments around this issue.

PQ 5	Mrs Burns, Hereford	<p>In the <i>Peer on Peer Review (2017-2019)</i>, there is an admission that “there was no full consideration or advice given at the time about additional human rights or equalities legislation.”</p> <p>What is not included in Mr Morgan’s report is the admission that from September 2017 Herefordshire Council lawyers were aware of legal action against a Herefordshire school for breaches of the Human Rights Act and the Equalities Act in connection with the failure to properly safeguard a child after she disclosed she’d been raped by a school peer.</p> <p>Is the Committee concerned that Council officers did not feel it appropriate to pass on advice to other Herefordshire schools in 2017 about their legal duties to protect children, in order to prevent further breaches of both Acts and harm being done to other children?</p>	<p>Cabinet Member Children and Families</p> <p>Chairperson of the Children and Young People Scrutiny Committee</p>
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Response:

Cabinet Member Children and Families:

I agree, and the report acknowledges, that the recommendations in the CSO report should have been shared at the time. Some advice was shared with schools in 2017 in training and briefing sessions, but this advice was not provided in writing. The advice provided to schools in seminars on this matter has become clearer and more detailed since then. The report proposes lobbying the DfE to improve their guidance, and commits the council to further improving the guidance shared locally.

Chairperson of the Children and Young People Scrutiny Committee:

Thank you for your question. As with my response above I share concerns over the handling of the CSO report and I’ll ensure that this is part of the committee debate at the meeting on 15 September; until it has had the opportunity to debate the content of the report and resolve recommendations it will not be possible to come to a view on the question you raise. When the report is debated at the meeting I will ensure that this question is put to the committee and I will invite members to make comments around this issue.

Supplementary Question:

Both the Cabinet Member and the Chairperson have misunderstood my question. The question was not about the failure to share the advice from the CSO report. The question was about another “missed opportunity” – the failure to share learning from the ground-breaking legal action taken by a Herefordshire child under the Human Rights Act and the Equality Act. Herefordshire Council was acting for the school in this matter from Sept 2017, and since then has been in a good position to advise schools in some detail on their legal duties under those two Acts.

The Directorate’s report fails to mention this highly relevant legal action and the opportunity it gave Herefordshire Council back in 2017 to take proactive steps to protect other children from harm.

Why has mention of this very significant opportunity been omitted from the report?

Response to Supplementary Question by the Assistant Director Education, Development and Skills:

It has not been omitted from the report. It has been carefully worded to protect the anonymity of people involved in that case. There is a section on it in the report, it was under the review that we couldn't share the CSO recommendations from 2017, subsequently it has been realised that national guidance, Ofsted and DfE guidance has been developed and has taken the place of what would have been shared in 2017. The report makes clear that not sharing the advice and recommendations from the CSO report was not helpful. The word unhelpful was used in the report to protect the anonymity of the individuals and families involved.



Meeting:	Children and young people scrutiny committee
Meeting date:	Tuesday 1 December 2020
Title of report:	Update on reducing the number of children looked after (CLA)
Report by:	Assistant director safeguarding and family support

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To provide an update on the reduction strategy to reduce the number of children looked after (CLA). To include an update on cases that had been identified for Special Guardianship Orders (SGOs) or reunification.

Recommendation(s)

That:

- (a) **The committee reviews the progress in reducing the numbers of children in care and determines any recommendations it wishes to make to the executive to secure further reductions.**

Alternative options

1. There are no alternative options to the above recommendation; it is a function of the committee to review action taken in connection with the discharge of any functions relating to children and young people which are the responsibility of the executive and make reports or recommendations to the executive.

Further information on the subject of this report is available from
 Gill Cox, Liz Elgar, Tel: 01432 383738,, email: Gill.Cox@herefordshire.gov.uk,
 liz.elgar@herefordshire.gov.uk

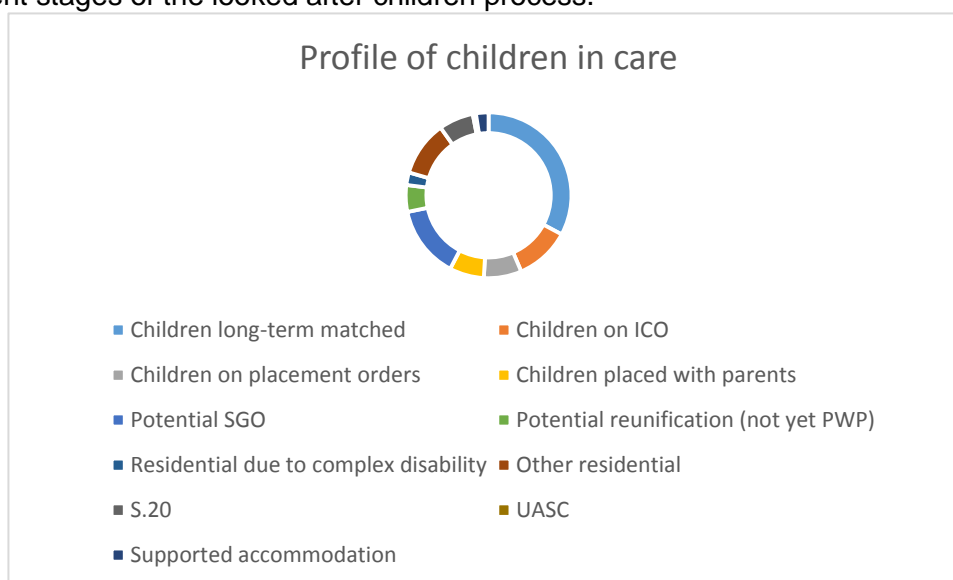
Key considerations

2. The looked after children reduction strategy was last reported on to the children and young people strategy committee on Monday 25 November 2019. This report is to provide an update on progress and developments in reducing the number of looked after children in Herefordshire during the last twelve months.
3. At the end of October 2019, the number of looked after children in Herefordshire stood at 350, 95 children per 10,000. As of 2 November 2020, this figure stood at 336, 93 children per 10,000. Despite this reduction, the number of looked after children in Herefordshire remains above that of regional, England and statistical neighbours.

	Looked After Rate (per 10,000) according to the Local Authority Interactive Tool (LAIT), 2019	Number of Looked After Children Herefordshire should have to be in line with comparators
West Midlands	82.00	296 children
England	65.00	235 children
Statistical Neighbours	54.44	196 children

4. There have been considerable efforts during the last twelve months to move children out of the looked after system, by way of discharge of care orders, either by application for Special Guardianship Orders (SGO), or by reunification to parents.
5. From November 2019 to end October 2020, 32 children have had their care order discharged.
 - 11 children have been reunified to the care of their parents.
 - 21 Special Guardianship Orders have been granted.
 - As of 6 November 2020, there are a further 17 cases in proceedings, and a further 3 cases with legal services.
 - There are a further 16 cases expected to be with legal services by the end of January 2021.
6. In April 2020, the edge of care service, known as ECHO became operational. Since April 2020 the edge of care team have worked with 14 families (14 children) on the “edge of care”. To date 12 children have not come into care. One child came into care following the death of his father, and one child has come into care a short time after the involvement of the team ended.
7. Since April 2020 the edge of care team have worked with 14 families (24 children) with a care plan of reunification. So far 19 children have been supported to return to their parents’ care with a decision for a sibling group of 3 children that they should remain in care as parents were not able to show that they had made sufficient changes. Two children are having increased family time with a plan to return home over the next month.

8. In April 2020, the family support service was reconfigured, with 9 family support workers moving to work in the assessment service, to enable families to access family support at a much earlier stage where social care intervention is warranted, the aim being to prevent presenting issues escalating.
9. The diagram below shows the different cohorts of children in care as at the end of October 2020. Since December 2019, reporting on the activity to reduce the numbers of looked after children is completed and provided a monthly basis. These reports detail the numbers of children who are looked after, and report on the numbers of children at different stages of the looked after children process.



10. The October 2020 report on looked after children, “Looked After Children reduction update 2 November” is attached to this report as Appendix 1. This report is produced at the end of every month to provide an overview of activity and progress in reducing the numbers of looked after children in Herefordshire. The looked after children reduction update, 2 November 2020, should be read in conjunction with this report.
11. Reducing the number of looked after children by enabling children to exit the looked after system where it is safe and appropriate to do so is one element of the approach required to reduce looked after children numbers. It is recognised that this is a whole system issue, and needs to be addressed via a number of changes in practice and approach across all parts of the children and families service.
12. One of the key aims within Children and Families services, as articulated in the leadership pledge is to ensure all steps are taken to enable children to live within their family network and ensure children do not become looked after until all viable options have been considered.
13. To this end, considerable extra resource has been deployed into the Early Help service, to enable children to receive a service at the earliest opportunity, to prevent problems escalating. The numbers of early help assessments have risen over the last 12 months, evidencing intervention at this early stage.

14. On 21 September 2020, the early help hub became operational, functioning alongside MASH, enabling the right help to be provided at the earliest opportunity to children and families, the aim being to prevent escalation.
15. An early help strategic group, with the strap line of “the right help at the right time” has been established, chaired by the Director of Children’s Services, to promote a culture of early intervention across all agencies.
16. Re configuration of Children’s Social Care family support services concluded in April 2020, with 9 family support workers moving from the court and child protection service to the assessment service, to enable families to access family support at the point of assessment and/or being identified as requiring a child in need plan. This is to promote intervention at the lowest level possible, wherever safe to do so, again, with the aim of preventing situations escalating, then requiring more intensive and statutory social care intervention.
17. The domestic abuse hub, as approved by the Herefordshire Children’s Safeguarding Partnership in August 2020, is now operational, providing a response to lower level domestic abuse incidents, which have required a police response in the previous 24 hours.
18. Early and review permanence planning meetings are now established, which consider whether there are family members who could offer permanent care to a child should proceedings conclude a child cannot be cared for by birth parent/s. The number of children living with kinship foster carers has increased from 61 on 31 December 2019 to 71 on 30 September 2020. This is despite the increase in SGO’s that have been granted to kinship carers during this period. These children are more likely to exit the care system via an SGO than those placed with general foster carers.
19. Additional family support resource within the court/child protection service to promote and support the above has been agreed, and there is indication this is beginning to become embedded, as outlined in the Looked after children reduction update 2 November 2020 detailing outcomes for subject to care proceedings in October 2020.
20. A review of care plans of looked after children, completed in April 2020 identified delay in progressing long-term matching decisions. This was addressed immediately. 38 children have been long-term matched with their foster carers. Systems are now established to ensure that this delay does not reoccur.
21. Work with adoption central England (ACE) regional adoption agency has taken place to promote the foster to adopt approach, to enable adoption where this is the required care plan for a child following care proceedings to be achieved in a timely manner, and avoiding changes of placements, for what are in most cases, very young children or babies.
22. The roll out of the social work model signs of safety commenced in December 2019 with initial introductions to this relationship and strengths based model of social work intervention. Full five day training for social care and family support practitioners is now well underway, with an emphasis on working alongside families, focus on family strengths and support networks, to keep children within their family networks wherever it is safe to do so.

23. There are 43 children in residential care. Of the children and young people living in residential care there are 23 who are placed because no suitable foster placement could be found. A project group to reduce the number of children placed in residential care has been established and is being led by the Director of Children's Services, and Assistant Director safeguarding, and family support. .
24. In response to the number of children who are in residential care, we have amended the Herefordshire Intensive Placement Support Service (HIPSS) scheme, This scheme, which provides support to foster carers providing placements for children and young people moving from residential care, has been changed so that existing approved foster carers can offer placements when previously this was only an option for specifically approved HIPSS foster carers. It is anticipated that this change will enable more children and young people who have a care plan of foster care to be able to move to a foster placement. So far two fostering households who have current vacancies have expressed an interest and have been matched with children. HIPSS have commenced a period of training with the carers with a view to the children moving by end of November and early December.
25. Monthly meetings between AD safeguarding and family support, head of service for looked after children, and children's joint commissioning manager are commencing end November 2020 to review approaches to identifying appropriate foster placements for children in residential care who require this service.

Community impact

26. In accordance with the adopted code of corporate governance, Herefordshire Council is committed to promoting a positive working culture that accepts, and encourages constructive challenge, and recognises that a culture and structure for scrutiny are key elements for accountable decision making, policy development and review. To support effective accountability the council is committed to reporting the progress on action completed and outcomes achieved
27. In accordance with the code of corporate governance, Herefordshire Council must ensure that it has an effective performance management system that facilitates effective and efficient delivery of planned services. The council is committed to promoting a positive work culture that accepts, and encourages constructive challenge, and recognises that a culture and structure for scrutiny are key elements for accountable decision-making, policy development and review.
28. It is a council priority to 'keep children and young people safe and give them a great start in life.' A priority within the Corporate Parenting strategy is to reduce the number of looked after children recognising that Herefordshire's numbers of looked after children in care is too high. This would enable resources to be focused upon those children who need to be in care and enable those who do not need to be in care to enjoy family life without intervention from social workers.
29. A key principle of the leadership pledge adopted by senior leaders within the children and families directorate is to support children and young people to remain with their families and networks where they can be cared for safely within a loving and stable environment. (Appendix 2 Signs of leadership: Our pledge)

Environmental Impact

Further information on the subject of this report is available from
 Gill Cox, Liz Elgar, Tel: 01432 383738,, email: Gill.Cox@herefordshire.gov.uk,
 liz.elgar@herefordshire.gov.uk

30. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
31. Whilst this is a decision on back office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the Council's Environmental Policy.

Equality duty

32. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:
33. 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 that is 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.
34. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. We continue to make sure that, as our improvement plan is implemented, we pay due regard to equality legislation.
35. The Children Looked After reduction plan supports the council in its overall duty to promote equality. In particular, the implementation of the plan continues to improve the outcomes of children and young people, by ensuring their diversity factors are assessed and assisting children and young people and their families to access services to meet their needs.

Resource implications

36. None associated with the recommendation. If the committee determine any recommendations, the executive will consider the resource implications of implementing these when formulating their response.

Legal implications

37. None associated with the recommendation. If the committee determine any recommendations, the executive will consider the legal implications of implementing the recommendations when formulating their response

Risk management

38. Children should only be looked after when this is in their best interests and the risks justify the level of intervention by social care. The impact for children of being looked after outside of their family when they could be supported to live with their family is profound as is the long-term involvement of social workers.
39. The annual cost of looked after children is significant with an average cost per annum of £51,000 for each child. Therefore ensuring that the right children are looked after is critical. The costs of children being looked after can vary considerably, dependent on whether a child is placed in in-house fostering, independent fostering services via a fostering agency, or in a residential setting. High cost of placement for looked after children presents a risk to both budget setting and budget management.
40. There is a risk that, in maintaining children at home in neglectful and unsafe circumstances, children can suffer significant harm. The need to maintain children at home must be balanced against their safety both immediately, but also in the long term.

Consultees

41. None

Appendices

Appendix 1 - The looked after children reduction update, 2nd November 2020

Appendix 2 - Signs of leadership : Our Pledge

Background papers

None identified

Please include a glossary of terms, abbreviations and acronyms used in this report.

Looked after Children reduction update

2nd November 2020

Looked after children population

There were 336 looked after children as at 2nd November 2020 which is a decrease of two children from the last report dated 5th October.

Ten children became looked after during October. Of these 6 are subject to interim care orders granted by the Court and 4 are voluntarily looked after under S.20. Legal advice has been provided about the suitability of S.20 for each of these children.

Eleven children left care during October. Of these, 3 turned 18 years of age, 3 were made subject of a Special Guardianship Order (SGO) and 5 had their care orders discharged following successful reunification to parents.

The reason for children coming into care and leaving care not always equating with the total number in care is because data used to produce this report is weekly whilst overall numbers entering and leaving care are produced for a calendar month.

Edge of care team

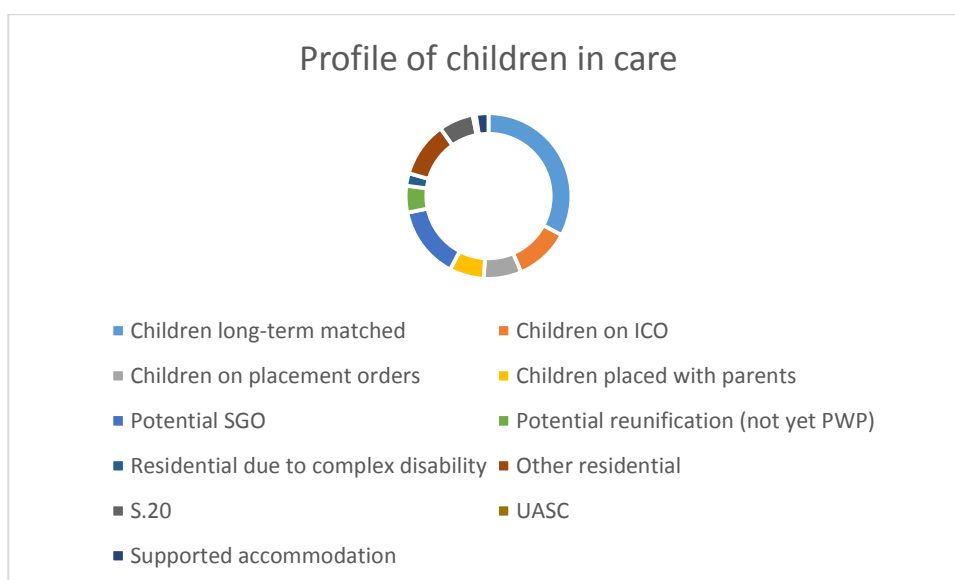
Since April the edge of care team have worked with 14 families (14 children) on the "edge of care". To date 12 children have not come into care. One child came into care following the sudden and tragic death of his father and one child has come into care a short time after the involvement of the team ended.

Since April the edge of care team have worked with 14 families (24 children) with a care plan of reunification. So far 19 children have been supported to return to their parents care with a decision for a sibling group of 3 children that they should remain in care as parents were not able to show that they had made sufficient changes. Two children are having increased family time with a plan to return home over the next month.

Profile of looked after children

The diagram below shows the different cohorts of children in care. Children who are on an interim care order (ICO) are subject to care proceedings and their long-term care plan has not yet been determined. Those who are placed with parents, on placement orders or on the potential for reunification or potential for SGO list can reasonably be expected to leave care via these routes. Those who are long-term matched, are asylum seekers or are placed in residential or supported accommodation can reasonably be expected to remain in care until the age of 18 although the potential to return to their parents care is kept under regular review. For children looked after under S.20 their exit from care will be varied but are subject to regular review.

Appendix 1



Reduction of numbers of children in care

During October the care orders for three children were discharged following the granting of a Special Guardianship Order's (SGO) and five were discharged following successful reunification to parents.

At the end of October 20 applications were filed either with court or with legal services to achieve children's exit from the care system. There were 8 SGO applications and 5 care order discharge applications filed with court. There are a further 5 SGO and 2 care order discharge applications filed with legal services.

In the last report dated 5th October 2020 it was anticipated that applications for another 10 children would be sent to legal by the end of October. Three of these applications have been completed as planned. For 2 children the applications have been delayed until January for further life story work to be completed, for 3 children the applications have been delayed by a few days and will be sent to legal in early November and for two children their care plan review meeting needs to take place and then applications will be sent to legal.

Planned applications for the next 3 months are set out in the table below.

	Application for SGO	Discharge of care order
November 2020	5	4
December 2020	0	0
January 2021	3	4

There are 17 children where assessments have been completed that recommend an SGO as the best plan for the child but foster carers are not willing to agree to an SGO at this time.

Appendix 1

Care proceedings

During October care proceedings concluded for 2 children (siblings), both of whom have a care plan of long term fostering.

At the end of October, a further 37 children were subject to care proceedings, of which 1 has a care plan of reunification; 9 have a plan of adoption; 6 have a plan of SGO at conclusion of care proceedings; 6 have a plan of kinship with a view to moving to SGO within 6-12 months; 2 have a plan of long term fostering. For the remaining 13 children it is too soon in proceedings to confirm the likely care plan.

Long-term matching

Children who have a care plan of long-term fostering should be matched with long-term foster carers who can offer them love, stability and security growing up in a family until their independence. Long-term matches are only approved after a formal assessment. Herefordshire's performance in relation to offering stability to children and young people in care is good with 69% of children and young people having been in their placement for over 2 ½ years compared with 67% for statistical neighbours.

Since a review in April identified delay in progressing long-term matching decisions 38 children have been long-term matched with their foster carers. Systems are now established to ensure that this delay does not reoccur. One child was long-term matched during October.

Children in residential care






There are 43 children in residential care. During October two children were placed in residential care when a suitable foster placement could not be found that would meet their needs. Two young people have moved from residential care to supported accommodation.

Of the children and young people living in residential care there are 23 who are placed because no suitable foster placement could be found. A project group to reduce the number of children placed in residential care has been established which is being led by the Director of Children's Services.




Our HIPSS scheme, which provides support to foster carers providing placements for children and young people moving from residential care, has been changed so that existing approved foster carers can offer placements when previously this was only an option for specifically approved HIPSS foster carers. It is anticipated that this change will enable more children and young people who have a care plan of foster care to be able to move to a foster placement. So far two fostering households who have current vacancies have expressed an interest and have been matched with children. HIPSS have commenced a period of training with the carers with a view to the children moving by end of November or early December.

Appendix 1




Appendix 1

Child status	Number at end of February	Number at end of August	Number at end of September	Number at end of October	Direction of travel	Commentary
Number of children in care	356	343	338	336	Decrease 	A decrease of two children during the month.
Children long term matched	84	112	110	107	Decrease 	Number has reduced because some children who were long-term matched have had their care orders discharged. Many of these children will remain looked after and will exit the care system when they reach 18. Some children will return home and some carers will apply for SGO's enabling children to leave the care system.
Children subject of interim care orders	51	38	32	35	Increase 	Proceedings have been commenced for some children. These children are subject to care proceedings, and the court has made an interim care order due to them having met a threshold of significant harm. Their care plans will be finalised during proceedings.
Children on placement orders	18	25	26	24	Decrease 	Adoption orders have been granted for 2 children. These children will not be returning to their families, a plan of adoption has been agreed, and a placement order made by the court. These children should exit the care system through being adopted.
Children placed with parents	23	24	23	22	Decrease 	Decrease as care orders have been discharged for some children and some children have returned home as part of reunification plan. 'Placement

Appendix 1

Child status	Number at end of February	Number at end of August	Number at end of September	Number at end of October	Direction of travel	Commentary
						with Parents' progresses when the plan is reunification to parental care and a stepping stone to children no longer being looked after.
Plan for SGO	45	51 - assessing best interests for 7 children	48 – assessing best interests for 7 children	46 – assessing best interests for 6 children	Decrease 	Decrease as some SGO's granted in October. If an assessment concludes their care may be best offered by the carers becoming special guardians, these children will exit the care system via a court process and judicial granting of a SGO. Applications for 16 children have been filed or sent to legal.
Reunification (not yet placed with parents)	20	18 - assessing best interests for 14 children	16 – assessing best interests for 10 children	17 – assessing best interests for 10 children	Increase 	These children are currently not in the care of their family. If an assessment concludes that reunification might be achieved then these children may exit the care system by returning to live with their parents, under placement with parent regulations, and if this is sustainable, via revocation of the care order.
Residential care due to complex disability	9	8	8	8	No change 	These children have such a high level of need due to disability, they require specialist residential care. These children will usually exit the care system when they reach 18 years of age.
Children without disability in residential care	30	33	35	35	No change	These children have complex needs and behaviour that often presents a risk to themselves or others and it has not been possible to place them with foster carers. 23 of these children could move to foster care if there were foster carers

Appendix 1

Child status	Number at end of February	Number at end of August	Number at end of September	Number at end of October	Direction	Commentary
						available to care for them, but this resource is unavailable at present. It is anticipated these children will exit the care system when they reach 18 years of age.
Accommodated under S20	22	18	19	22	Increase 	Increase due to new admissions to care. Legal advice on the suitability of S.20 is sought for every child and kept under regular review.
UASC	6	1	2	2	No change 	These children are unaccompanied asylum seekers, and will exit the care system when they are 18.
Supported accommodation	10	4	4	8	Increase 	These young people are aged over 16 and require a level of support to assist them to start to live independently. They will exit the care system at 18 years of age. A decrease is good as most care experienced young people benefit most from continuing to live in a foster family to support their transition into adulthood.


On track / Good progress


Some progress / improvement


No Progress / No Change


Some slippage / worsening

Significant slippage / worsening

Signs of Leadership: our pledge



1. We will put children and young people first and foremost in everything we do. We will strive to work alongside families and other services to ensure they get the right support for them, at the right time, to make a positive difference (improve outcomes). Listening and building trusting relationships are key.
2. We will support our children and young people to remain with their families and networks where they can be cared for safely within a loving and stable environment. When this cannot be done, we will ensure these children receive a permanent, secure home as soon as possible and help them achieve their full potential (including actively work to support children to return home).



3. We will lead a collaborative approach to working with children and young people and their families. Supporting them to participate in decision-making so that their views and wishes form part of the plan for their future. Helping to better understand families by taking the time to get to know them, their history and the challenges they've faced.

4. We will recognise and nurture the existing strengths within families to enhance safety as well as address any risks or harm, intervening at the lowest level wherever possible.
5. We will use plain language that can be readily understood by families. Making sure children and young people have an explanation they understand for why professionals are working with them.
6. We will provide leadership that is strong, visible and engaged. We will make a full organisational commitment to Signs of Safety, with senior leaders being actively engaged with practice; modelling the approach in management and leadership; creating the conditions for social work to thrive and providing a vision of what good looks like.
7. We will develop empowered professionals who feel confident having difficult conversations with families, are supported in their decision making and see the positive impact of their work with families. Endeavouring to leave a positive legacy on any lives we touch.



8. We will foster a safe organisation, building confidence that workers will feel supported, have permission to explore the use of Signs of Safety as our new single practice model and are open to challenge. Encouraging practitioners to think critically, reflecting on what has worked and not worked.

9. We will lead and embrace change with a sense of confidence, optimism and creativity, seeking to understand the challenges and focussing on the opportunities.



10. We will always strive to improve and build on the quality of our practice. Undertaking regular, honest shared reflection at every level of the organisation; learning about what works well, what we need to do better and celebrating successes.



Meeting:	Children and young people scrutiny committee
Meeting date:	Tuesday 1 December 2020
Title of report:	Review of performance and progress against the Safeguarding and Family Support improvement plan
Report by:	Assistant director for children's safeguarding quality and improvement

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To review progress against the Safeguarding and Family Support division improvement plan 2020 / 2021 (appendix a) and Our priorities definitions (appendix b) produced in response to the Ofsted Inspection of Local Authority Children's Services (ILACS) inspection judgement of June 2018 and the subsequent focused visits carried out in 2019.

Recommendation(s)

That:

- (a) **The committee review progress and determine any recommendations it wishes to make to the executive to secure further improvement.**

Alternative options

1. There are no alternative options to the above recommendations; it is a function of the committee to review actions taken in connection with the discharge of any functions relating to children and young people which are the responsibility of the executive and make reports or recommendations to the executive.

Further information on the subject of this report is available from
Andy Gill, , email: Andy.Gill@herefordshire.gov.uk

Key considerations

2. The children and young people scrutiny committee received a report at the meeting on 15 September 2020 that provided an update on the progress against the overall improvement plan for Safeguarding and Family Support 2019 / 2020 that was developed to ensure that the continued focus on improvement is driven forward. This includes further actions to improve the service and moves beyond the initial actions from the 2018 Ofsted inspection. The actions from the Ofsted improvement plan have been incorporated into the individual services' plans. This is to ensure that the continued focus on improvement is driven forward and that this is embedded to take account of the cross cutting actions that all services are required to deliver against; for example, the timeliness of visits and completion of both case and personal supervision.
3. The Ofsted focused visit of January 2019 looked at the local authority's arrangements for receiving referrals about children who may be in need or at risk of significant harm, children transferring to and from Early Help services, the effectiveness of child protection enquiries and the quality of assessments and interventions for children in need of help and protection. The conclusions were that from a very low base action taken by senior leaders had improved the overall stability of the social care workforce and that this had been achieved over a relatively short period of time. Plans for improvement were appropriately focused and there was a realistic view of quality of practice which was too variable and not yet good.
4. Revised performance management and quality assurance approaches were starting to show some early impact. The pace of progress was hampered by staff turnover and difficulties in recruiting to key management posts including the lead officer for quality assurance. There continued to be strong political and corporate support for children's services.
5. On 18 and 19 December 2019 Ofsted carried out a focused visit. The focus of the visit looked at our arrangements for children in need and children subject to a child protection plan. This included elements of contextual safeguarding, particularly peer on peer abuse. The conclusion regarding work in the Child Protection/ Court area of the organisation was that little progress had been made in improving the quality of practice, including the quality of management supervision and guidance, and timely recording. A major factor impacting on the ability to bring about improvement was difficulty to recruit experienced and skilled social workers into the service.
6. Ofsted published their report and further information was provided to all councillors. There were some positive elements to the feedback received from Ofsted. No children seen were identified at risk of significant harm and all were receiving interventions. There was positive recognition of the work of the children with disabilities team, the work on contextual safeguarding, peer on peer abuse, the stabilisation of the workforce through the recruitment and retention strategy and the planned investment. However, as the council recognises, little progress has been made in improving the quality of practice for child in need and child protection and the challenge in this area is heightened by difficulties in recruitment and staff turnover. Further work to address these issues is contained in the safeguarding improvement plan that is reviewed on a quarterly basis by children and young people's scrutiny committee.
7. Ofsted were provided with our "self – evaluation" and there was recognition that we know ourselves well, that the quality assurance framework provides appropriate and in depth knowledge, that there is senior leadership commitment to the service including resourcing and further plans for development. We review and update this on a quarterly

basis (appendix c) to ensure that we continue to reflect and understand the progress we are making and the areas that require our attention.

8. Improvements continue to be made around performance information being provided to the services areas and a process has been developed to ensure that the information is received and reviewed and is being used across the division; this includes the monthly performance scorecard, (appendix d). In addition to this we have implemented a monthly meeting with team managers to review and provide appropriate challenge to continue our improvement journey.
9. The impact of COVID19 has been significant over the period. National guidance has been followed and in some areas Herefordshire has adopted a COVID19+ approach in relation to public and staff safety. Staff have contributed significantly to the response to COVID19. Visits to vulnerable children and families have continued where necessary with use of PPE and following local and national guidance. The council continues to review our approach to service delivery and staff safety and wellbeing; staff have in the main been working from home.
10. Herefordshire has continued to implement the recommendations from external high-performing Partners in Practice (PIP), from both Doncaster and Essex Councils in 2019. Using PIP support was planned to continue in 2020 to support our improvement and has the commitment from the DfE. We have taken this improvement work forward in quarter 2 in spite of the impact of COVID19 with reviews being carried out with our looked after children's; child protection; and assessment teams; this was all completed with colleagues from Essex virtually. We also have planned a further review for our MASH and Early Help hub within quarter 3.
11. Early Help has developed considerably since the introduction of Herefordshire's Early Help Assessment (EHA) which replaced the Common Assessment Framework (CAF). There are 1309 EHAs (September 2020) compared with 500 CAFs in January 2018. Families with emerging or more complex needs below the threshold of requiring statutory intervention are identified and assessed using the EHA. The assessment is of the whole family and identifies their unmet needs then an outcome focused support plan is drawn up with the family to bring about sustainable change and leave the family stronger for the future.
12. The link between Early Help and the Multiagency Safeguarding Hub (MASH) has recently been strengthened to further ensure families receive the Right Help at the Right Time by the formation of the Early Help Hub (EHH). The EHH takes all level 2 & 3 contacts, including level 3 Multiagency Referral Forms (MARFs) thereby ensuring families are offered the 'Right Support at the Right Time' and releasing MASH to spend more time on investigating threshold and level 4 cases. The EHH went live on 21 September 2020 and in the first week achieved its target of 95% of contacts to the EHH being completed in 72 hours.
13. Ofsted noted in 2018 that a significant number of contacts are signposted away from children's social care, which would indicate that too many children were being referred that did not reach threshold for intervention. There has been a change in the reporting of Contacts. Police Notifications of Domestic Abuse at levels 2 and 3 are dealt with by the Domestic Abuse Hub. 180 Police Notifications of Domestic Abuse went to the Domestic Abuse Hub. 97% were dealt with within 48 hours. Work has been undertaken with partner agencies to develop a process that effectively manages the Domestic Abuse notifications. This was enhanced during COVID-19 to respond to a possible increase in Domestic Abuse

incidents. This has now been reviewed and a new process has been agreed by partner agencies.

14. On 1 September 2020 the new process commenced. Domestic Abuse meetings take place on a daily basis with partner agencies on Domestic Abuse incidents that have been assessed at level 2 and 3 according to the Level of Need Response and Guidance Document. This is to ensure appropriate information sharing and support is provided for children and families. Level 4 domestic abuse incidents are investigated by MASH. Safelives have been consulted and further discussions are planned to consider their models and utilising their training opportunities.
15. In September, MASH received 441 contacts. 93% were dealt with within 24 hours. 16% were accepted as level 4 referrals. This is below the target of 20%. Q2 has seen consistency in contacts converting to referrals.
16. Herefordshire's Partners in Practice from Essex spent time in the Assessment Teams in September 2020. The feedback from Essex was they felt the Head of Service had a vision for the service as did some of the Managers and Senior Practitioners, They observed progress in the managers footprint on the Childrens files. Social Workers spoke about the children and families they work with and knew them well. Essex observed progress with the Children subject to Child in Need plans. Family Support Workers are allocated to the case to complete direct work. They saw regular visits to children. They noted further areas for development. They would have liked to have seen consistency of SMART Child in Need plans, family meetings taking place, family safety plans being in place and good quality assessments.
17. The good performance observed in Q1 in relation to statutory visits has slightly declined in Q2, particularly in August. This improved again during September and it is anticipated that performance will continue to improve from here on. A number of factors have impacted upon performance, including staff annual leave and various staff members isolating due to the pandemic at different times, both of which have put more pressure on our duty system. We continue to perform poorly in completing timely Child and Family Assessments; this is being closely monitored and within the improvement plan.
18. In Q2 we have worked to identify and resolve the system issues which are preventing the timely recording of core groups and child in need reviews, and timely managerial oversight of these plans and meetings. Data cleansing activity has been underway in Q2 for CIN reviews, and is just commencing for core groups in Q3. The service has taken a number of positive strides in Q2 with issues where there has been poor compliance for a long time, namely delegated authority and case summaries. At the beginning of Q3 for the first time we have regular data available to evidence completion of Graded Care Profile and current performance remains poor. Targets have been set to increase this over Q3.
19. The service had a revisit from Essex Local Authority in August 2020, following a diagnostic visit in November 2019. The reviewers were pleasantly surprised at the progress the service has made in the intervening months, despite the restrictions of the current pandemic and the resultant impact on staff morale. The reviewers found an "immediately evident shift in culture, morale, confidence and presentation" of the workforce and that managers were able to talk in more detail than previously about our direction of travel and priorities for improvement. They also commented that staff said they felt "valued, supported and challenged", and they heard a cultural shift in the way social workers talked about children and their families.

20. The local authority continues to have a relatively very high number of looked after children. At the end of quarter 2 there were 337 children in care which equates to 93 per 10,000, which is significantly higher than the national average (65 per 10,000) and that of statistical neighbours (54 per 10,000). The number of looked after children has been fairly stable over recent months but has reduced slightly during the quarter.
21. Care orders have been discharged for 8 children in the LAC teams in this quarter - 1 child was reunified and 7 children became subject to special guardianship orders (SGOs). At the end of quarter 2 -27 applications were filed either with court or with legal services to achieve children's exit from the care system. There were 12 SGO applications and 11 care order discharge applications filed with court. There are a further 4 SGO and no care order discharge applications filed with legal services. 18 children have been formally long-term matched.
22. The number of young people engaged with education, training or employment has improved significantly and focus now needs to be on sustaining this as the impact of COVID is felt. Audit programme has shown improvement in quality of practice although further improvement is required.
23. There is an overall upward trend in audited children's records being graded as "good" and an overall downward trend in cases being graded as "inadequate". Four thematic audits undertaken this quarter were re-audits. It was possible to evidence effective use of targeted support and learning in order to achieve overall improvements in quality and impact for children and young people within the findings from all of these audits. Although still in the early stages, staff at all levels are beginning to model Signs of Safety language and behaviours in their approach to working with families and each other

Community impact

24. In accordance with the adopted code of corporate governance, Herefordshire Council is committed to promoting a positive working culture that accepts, and encourages constructive challenge, and recognises that a culture and structure for scrutiny are key elements for accountable decision making, policy development and review. To support effective accountability the council is committed to reporting the progress on action completed and outcomes achieved.
25. The successful implementation of the improvement plan will continue to bring about further progress towards achieving the council's priorities of keeping young people safe and giving them a great start in life, contributing to Herefordshire's Children and Young People's Plan.
26. 2019-2024 priorities. Furthermore, enabling residents to live safe, healthy and independent lives; improving access to learning opportunities at all levels and improved outcomes for all children and young people, and those contained within priority two of the health and wellbeing strategy.
27. The families and carers of vulnerable children and young people are experiencing different and improved approaches to service delivery as we continue our implementation of the actions set out in our plan and in the context of the plan's status within the wider children's development plan. This includes looked after children and care leavers up to the age of 25.

Environmental Impact

Further information on the subject of this report is available from
 Andy Gill, , email: Andy.Gill@herefordshire.gov.uk

28. Whilst this is a decision on back office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the Council's Environmental Policy.

Equality duty

29. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

30. 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 that is 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.

31. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. We continue to make sure that as our improvement plan is implemented that we pay due regard to equality legislation.

32. The Safeguarding and Family Support improvement plan supports the council in its overall duty to promote equality. In particular, the implementation of the plan continues to improve the outcomes of children and young people, by ensuring any protected characteristics are assessed and assist children and young people and their families to access services to meet their needs.

Resource implications

33. There are no resource implications arising from the recommendation. The resource implication of any recommendations made by the committee will inform the executive's response to those recommendations.

34. The implementation of the improvement plans required additional resources; these have been considered as part of the council's budget setting process; including what could be done in terms of prevention and edge of care services which has been implemented.

Legal implications

35. There are no specific legal implications of the recommendation of this report.

Risk management

36. The risks associated with the failure to implement the improvement plan are:

- a. The council does not deliver sustained improvement. Too many children and young people receive a poor service, there is drift and delay, children, and young people receive high threshold services that are reactive. There is not sufficient capacity for good social work to flourish and there are not a range of effective preventative and edge of care services to support children and young people safely in families. The

council then runs the risk of being judged as inadequate by Ofsted under the ILAC's framework.

- b. Reputational. The council does not make progress quickly enough and adversely affects the recruitment and retention of social work staff. This can have a knock on effect of increasing caseloads, which in turn has the potential to negatively impact on performance and quality of services for children and families. Consequently, the council would have to invest significant resources to then rectify the situation.

37. The risks to successful delivery of the plan are:

- a. If insufficient resource is identified to implement the action plan in full. If this occurs there is a risk that the council will not deliver sustained improvement.
- b. Change in culture and practice does not take place quickly or robustly enough and is not sustained. Accurate performance management information that is used at least weekly to manage and improve service delivery is a critical part of culture change, alongside capacity, training and development, audit work and changing practice as a result.

Consultees

38. The safeguarding and family support services regularly engage our children about the performance and delivery of our services to ensure that the voice of the child is heard within the feedback on our children and families within Herefordshire young people have been actively involved in safeguarding briefings to all newly and re-elected councillors.

39. We have implemented a system called "Mind Of My Own" that will enable young people and children to provide feedback on the services that they are receiving from children and families; the app enable young people to have their voices heard and to participate in decisions about their lives. This will provide us with rich qualitative data that will be used to enable us to continue our journey of improvement and influence our plans.

Appendices

Appendix A – Safeguarding and Family Support Improvement Plan 2020/21

Appendix B – Our priorities definitions

Appendix C – Herefordshire Children's Safeguarding Social Work Self-Assessment to the end of quarter 2

Appendix D – Safeguarding and Family Support monthly scorecard September 2020

Background papers

None identified

Please include a glossary of terms, abbreviations and acronyms used in this report.

Executive Summary

The significant points that are highlighted are the top 5 elements that we are working towards; however, work continues across all the priorities as detailed in this improvement plan. (with supporting data)

What is going well? (reflection on the previous quarter)

Includes:

- Quality of practice audits and re-audits continues to demonstrate more work to be judged as “good”
- Numbers of children who are looked after continues to fall
- Children participating in their looked after children review is up to 95%
- Child protection inquiries resulting in no further statutory action is down to 46% from a high of 80% last year
- Outcomes for care leavers continues to be above our statistical neighbours
- Recruitment of 20 permanent Newly Qualified Social Workers

What are we worried about? (reflection on the previous quarter)

Includes:

- % of staff supervision held in time has fallen to 74% on average over September for all teams (however, some teams are in excess of 90% in September 2020)
- Timeliness and activity measures around child exploitation. We have completed the review that we said we would do in quarter 2 and for next quarter we are implementing new system, processes and targets that show more realistically activity and quality of practice. Currently our targets are not realistic or comparable to other councils.
- Essex Diagnostic revealed strengths in our Assessment service but also noted, as have our audits that there is too much poor quality work in assessments we need to develop our analytical skills when looking at the needs of children.
- Performance around children missing from home and timeliness of return to home interviews. Review held this quarter and action plan now in place
- Repeat referrals into MASH (as high as 30% for one month this quarter)

What actions are we going to take over the next quarter? (SMART actions to be progressed) – ACTIONS delivered in Quarter 2

Includes:

1. Complete multi-disciplinary audit to properly understand reasons for high percentage of Section 47s where a decision of NFA is taken (look at “thresholds” and consistency of decision making); develop action plan. Joint priority with Safeguarding Partnership. **Lead Andy Gill (AD) - COMPLETE**
2. Review reducing numbers of children subject to a child protection plan (building on previous work). **Lead Barbara Langstaffe (Head of Service). - PARTLY COMPLETE**
3. Complete initial review of children where family reunification should be assessed and actively explored as part of permanence planning. **Lead Gill Cox (Head of Service). RE-ARRANGED TO BE COMPLETED IN OCTOBER 2020**
4. Establish robust reporting system of return to home assessments and follow-up support for children who go missing. **Lead Barbara Langstaffe (Head of Service) - COMPLETE**
5. Whilst re-advertising for a second QA Manager post, appoint interim support (3 days per week) and revise our recruitment strategy. **Lead Andy Gill (AD) - COMPLETE**

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Actions for Quarter 3

Includes:

1. Implement the review that has been completed on child exploitation and missing services so systems, processes and targets more meaningfully and realistically capture practice. This will include work on measuring quality and outcomes for young *people* **Lead Louise Bath (interim Head of Service of Safeguarding and Review)**
2. Complete work on reviewing reducing numbers of children subject to a child protection plan. **Lead Louise Bath (interim Head of Service)**
3. Multi-disciplinary audit with Safeguarding Partnership, on child exploitation and smoother transitions into adult services (more seamless). **Lead Andy Gill (AD)**
4. Complete review of young people who could potentially be reunified with their birth families and supporting action plan. **Lead Gill Cox (Head of Service)**
5. Deliver training and practice development work linked to Signs of Safety on improving analytical skills in the Assessment service. **Lead Sue Rogers (Head of Service).**

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Our vision for Children and Young People in Herefordshire as set out in the Children and Young People’s Plan for Herefordshire 2019 - 2024 is that we will work to ensure that: ‘The children and young people of Herefordshire have a great start in life and grow up healthy, happy and safe within supportive family environments’.

Our aim is to set out within this safeguarding and family support improvement plan to provide the detail about what we are striving to achieve; what we will do to make a difference to children’s lives and how we ensure that our practice is consistently good!

Over the coming year our key focus will be to complete QA activity to check (triangulate) performance measures against practice quality and most importantly outcomes for children (“Impact on Children”).

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Our Priority areas	
1.	Getting it right for children and families first time
2.	Keeping Children and families together where possible; including a reduction in our looked after children numbers
3.	Record appropriate and full information to ensure that we meet the identified needs for children and families to support and achieve outcomes.
4.	Ensuring consistency of decision making for children and families
5.	Policy and practice that enables good quality social work for children and families
6.	A single practice approach that deliver and improves quality and outcome for children and families (Signs of Safety)
7.	The leadership of change to prioritise better quality and outcomes for children and families
8.	Sustainable workforce to provide continuity for children and families

Our Aims	Our priorities
We will provide a service where children are protected, and do not experience drift or delay in the progression of their plans	1, 4, 5
We will recruit, train and develop a highly skilled and confident workforce who are enabled to develop and progress in their social work careers	5, 6, 7, 8
We will embed a system of performance management that provides strong management grip, oversight , and decision making, informed by a robust Quality Assurance system	1, 3, 4, 5
We will achieve positive futures for looked after children; avoid drift, achieve permanence at the earliest opportunity, and ensure looked after children and care leavers receive effective support into adulthood	1 , 2
We will aim to strengthen families and enable children to live within their family network through early help and edge of care offers	1, 2, 6, 7, 8



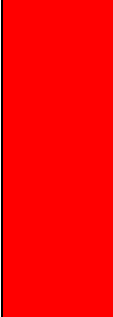

Safeguarding and Family Support Improvement Plan 2020-2021

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Priority 1					
Getting it right for children and families first time					
Objectives to achieve priority	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Statutory Visits to children will be completed within timescales	<p>Looked after child (LAC) visits will be completed to timescale. Target 95%</p> <p>LAC visits average Sept 2018 – March 2019 : 79% Outturn 2019/2020 : 86%</p>	<p>Q1:2020/21 94%</p> <p>Q2: 2020/21 92%</p>	<p>1. Performance data regarding visits is circulated on a daily basis to Team Managers. Lead:-Gill Cox</p> <p>2. Team Managers review the data. The data informs of visits due and overdue visits. Team Manager ensures the Social Worker is visiting and recording the details of the visit on MOSAIC. Lead:-Gill Cox</p>		↓
<p>Impact on children</p> <p>58</p> <p>Children are seen to be safe and well, their voices heard, and they can develop a trusting relationship with their social worker</p>	<p>Child in need (CIN) visits will be completed to timescale. Target of 95%</p> <p>CIN visits average Aug 2018 – March 2019 : 53% Outturn 2019/2020 : 70%</p>	<p>Q1:2020/21 88%</p> <p>Q2: 2020/21 90%</p>	<p>1. Performance data regarding visits is circulated on a daily basis to Team Managers. Lead:-Sue Rogers</p> <p>2. Team Managers to review the data. The data informs of visits due and overdue visits. Team Manager ensures the Social Worker is visiting and recording the details of the visit on MOSAIC. Lead:-Sue Rogers</p>		↑
	<p>Child protection (CP) visits will be completed to timescale. Target of 95%</p> <p>CP visits average Aug 2018 – March 2019 : 77% Outturn 2019/2020 : 82%</p>	<p>Q1:2020/21 94%</p> <p>Q2: 2020/21 91%</p>	<p>1. Performance data regarding visits is circulated on a daily basis to Team Managers on a daily basis. Lead:-Cath Thomas</p> <p>2. Team Managers to review the data. The data informs of visits due and overdue visits. Team Manager ensures the Social Worker is visiting and recording the details of the visit on MOSAIC. Lead:-Cath Thomas.</p>		↓




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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
All contacts received into the Multi-Agency Safeguarding Hub (MASH) will be assessed within 24 hours of receipt into MASH. We will strengthen MASH by adding an additional social worker to the establishment.	Target of 95% of contacts dealt within 24 hours of receipt into MASH will be met.	Q1:2020/21 24hr: 68.1% YTD Q2: 2020/21 24 hr: 79.5% YTD	<ol style="list-style-type: none"> Additional Social Worker to move across from Assessment team one:-Lead-Sue Rogers A process of recording Domestic Abuse Notifications at level 1, 2 and 3 to be established and not recorded as a MASH contact (contact Bexley to learn from their experience): Lead-Sue Rogers Early Help Hub established to process Level 2 & 3 contacts and level 3 Multi agency referral forms: Lead-Nicky Turvey; to bring in Phase 2 of the EHH by 2nd November – telephone advice, guidance and support line for professionals and families. 		This is improving – Sept 2020 monthly outturn 93% 
Impact on Children Risk will be identified and no child will be left at risk of significant harm.	Outturn 2019/2020 : 44.2% Early Help Hub Target 95% of contacts to be completed in 72 hours.	An additional social worker moved into MASH team to provide additional resource when schools returned in September and the start of the Early Help hub Early Help Hub to go live on 21/09/2020. Completed. Week commencing 21/09/20: 100%			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Risk assessments are completed within timescales where risk of exploitation has been identified Impact on Children Young people will receive an effective response and support to prevent them from being exploited or further exploited	90% of exploitation risk assessments completed within 5 working days (this target is due to be amended once guidance has been approved to 15 working days)	Q1 2020/21 : 26% Q2 2020/21 : 22.5% Systems processes and meaningful/achievable targets have been reviewed with Child Exploitation Team.	<ol style="list-style-type: none"> Systems, processes and new targets start to be implemented. Lead HoS Safeguarding and Review Louise Bath Q3 – Guidance to be approved and circulated to all SW staff Q3 – Training to be offered to NQSW by CE Team 		


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			4. Q3 – Training across the partnership in conjunction with SWA following re-launch of guidance December/January 2020)		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Risk management meetings are held within prescribed timescales	95% of risk management meetings held at least every 4 weeks for young people who are known to be exploited or at significant risk of exploitation	Dec 19: 79.63% Mar 20: 13% June 2020 : 21.2% Sept 2020 : 20% Systems processes and meaningful/achievable targets have been reviewed with Child Exploitation Team	1. Systems, processes and new targets start to be implemented. Lead Head of Service Safeguarding and Review Louise Bath		
Impact on Children	90% of risk management meetings held no more than 12 weekly for young people at moderate risk of exploitation	Dec 19: 100% Mar 20: 73% June 2020: 68.75% Sept 2020 : 64% Systems processes and meaningful/achievable targets have been reviewed with Child Exploitation Team	1. Systems, processes and new targets start to be implemented. Lead Head of Service Safeguarding and Review Louise Bath		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Safety plans are developed in a timely manner during and following risk management meetings	90% of safety plans provided and distributed within 5 working days of a risk management meeting	78 Safety Plans from Risk management meetings were distributed from 1 st July 2020 – 30 th	1. Development of terms of reference for direct work including quality assurance of interventions for young people and families. This will include feedback on service delivery. Lead: Louise Bath		

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Impact on Children		<p>September 2020; however the number of safety plans that were distributed within 5 days = 3 plans</p> <p>Outturn Q1 = 3.85% Outturn Q2 = 21%</p>	<p>2. Safety Plans have been audited in Q2 and were not consistent therefore further development is required in Q3.</p> <p>3. Safety plans completed within the meeting and distributed with the minutes. Business Support to be reminded by HoS to task minutes to be signed off by the Chair so distribution can take place within 5 working days. Lead: Louise Bath this is addressed within the new guidance and distribution of safety plans will take place within 48 hours and minutes within 5 working days.</p>		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>Children who are reported missing and are found receive an effective response and their views are heard</p>	<p>The target for completion has been realigned to comply with national guidance and the expectation is that:</p> <p>100% of children, irrespective of them currently receiving a service will offered a return home interview within 72 hours of being found.</p>	<p>September 2020: 31 missing episodes; equating to 22 children going missing.</p> <p>9 children received RHI within 72 hours (41%)</p> <p>4 children received RHI outside of timescale; 2 children refused RHI</p> <p>7 children placed outside of Herefordshire are not reported as receiving RHI; although the expectation would be</p>	<p>1. Clear process and terms of reference to be implemented regarding notifications of missing children of Hereford children and children from other Local Authorities. Lead: Louise Bath</p> <p>2. Identification of children who are placed within Herefordshire by other local authorities has been requested from Mosaic reporting on RHIs as these children are subject to the statutory duties of the placing local authority. While RHIs are completed for some of these children, establishing reciprocal or other terms for undertaking this work with other local authorities will be progressed. These children constitute between 25 – 30% of Return to home interviews are currently being undertaken but this is not reflected in the data. Work is being undertaken to ensure that the data is reported accurately.</p>		




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		that the SW conduct these. This is being raised with the local authorities concerned to ensure that the practice improves.	3. Q3 - data report to be developed to support monitoring and oversight of this target in conjunction within the performance team		
Impact on Children	100% of children already receiving a service have return home interviews within 72 hours.	Workflow has been amended as per instruction from HOS Safeguarding and Review and new reporting has commenced and is being reviewed	1. Discussion at SMT required as to use of resources, as no reciprocal arrangements in place with other local authorities. Discussions have taken place but further work is required. Lead: Louise Bath		↓
Young people will receive an effective response and support to prevent them from being exploited or further exploited.	Children placed by other local authorities within Herefordshire who go Missing multiple times to be subject of local multi-agency oversight.	June 2020 : 82% Sept 2020 : 65%	2. Children placed by other local authorities who go Missing three times or more (who will be subject to their own social work interventions) to be on agenda at multi-agency Prevent and Disrupt meetings with lead reporting from the police who hold Risk Management Plans from the placing authorities. Lead: Louise Bath		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
IRO is effective in ensuring care plans are appropriate to meet needs and do not drift	90% of cases have at least 2 IRO oversights recorded within a 12 month period		1. Data will be raised in supervision with IRO's to ensure oversight is recorded through individual case trackers. Lead: Louise Bath		↔
Impact on Children	Outturn 2018/19 83% Outturn 2019/20: 84%	Q1 2020/21 : 75% Q2 2020/21 : 75%	2. IRO case note completion reviewed monthly within supervision on the case actions tracker completed by each IRO. Weekly performance data identifies children with less than two oversights in twelve months or no oversights in the first four months of being Looked After and this raised with the IRO by the Principal IRO. This work is under close scrutiny and further work is being undertaken to streamline the Mosaic performance data. Lead: Louise Bath		

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Children's plans do not drift and their progress is overseen by their IRO. Where issues are identified that are preventing plans for children progressing, these are acted upon swiftly by using the escalation process, evidencing IRO grip on the progression of children's care plans.	100% of formal disputes resolved within 20 working days	37 dispute resolutions were raised during Q1 (29) and Q2 (8) covering Delegated Authority, completion of Care Plans and Pathway Plans for Looked after child reviews and the completion of Matching assessments.	<ol style="list-style-type: none"> 1. Data will be raised in supervision with IRO's to ensure oversight is recorded through individual case trackers. Lead: Louise Bath 2. Raising issues through the formal dispute resolution process to be discussed with IROs at Team Meeting on 01.07.20 to ensure IROs have a clear understanding of when the criteria for formal dispute resolution is met. Lead: Louise Bath 		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We are investing in property for our care leavers and support services in the accommodation. We are submitting a further business case for an expansion of local supported accommodation in Herefordshire	Funding for placements will decrease. Young people will remain in Hereford.	Completion of building work delayed due to Covid-19. Project expected to commence October 2020	<ol style="list-style-type: none"> 1. Meet with support provider, CCP, at least monthly to ensure good communication and effective working relationship – Lead: 16+ team manager 2. Tender for contract for new supported housing project – Head of Community commissioning and resources. Tender was launched and scheduled for evaluation and award in October 2020 		
Impact on Children		Widemarsh St opened as planned and has been full since early September			
Care leavers who require a level of support will be able to obtain this in Hereford, maintaining their links with friends, kin and community in surroundings they are familiar with.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will establish clear transition pathways for vulnerable young	There will be an increase in young people who receive				

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<p>people so they receive the services they require to assist them in adulthood.</p>	<p>services when entering into adulthood.</p>	<p>Report requires further work to be accurate</p>	<ol style="list-style-type: none"> 1. Young people leaving care will have an up to date Pathway plan which is reviewed at least every 6 months – Lead: 16+ team manager Stacie Lane 2. 16+ team will be invited and contribute to the transitions panel so that there is effective planning between children’s and adult social care – transitions team manager. Lead: 16+ team manager Stacie Lane 3. Team manager is attending transitions panel and team manager and HoS are contributing to transitions task and finish group. 		
<p>Impact on Children</p>		<p>Staff absence and turnover has impacted on progress in quarter 2 with performance having stagnated.</p>			
<p>Young adults, vulnerable to risk will receive services to assist them transition into adulthood.</p>					




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Priority 2					
Keeping Children and families together where possible; including a reduction in our looked after children numbers					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will invest resources into both early help and family support resources to ensure children receive services at the earliest possible opportunity.	Re referrals will decrease. Early help interventions will increase. LAC numbers will decrease. CP numbers will stabilise within a range of 135-155 (tbc)	There has been an increase in re-referrals. End Q1: 21% End Q2 : 26%	<ol style="list-style-type: none"> 1. Complete thematic audit on re-referrals in July 2020 to identify actions to reduce the referrals. Actions will be implemented to timescale – Sue Rogers 2. Embed family support role in the assessment teams to work with families to provide support at the earliest point of statutory intervention – Sue Rogers 3. Early help assessments have continued to be completed through lockdown which is positive. Children and families continue to be identified, assessed and support put in place. 4. Early Help Hub went live on 21/09/20. Target 95% of contacts to be completed within 72 hours. 100% of contacts received completed in 72 hours. 	Green	↓
Impact on Children					↑
We will establish a culture of maintaining children within their families where it is safe and appropriate to do so.	Outturn 2018/19 2019/20 Re-referrals 31% 20% Early Help 1088 1295 LAC 334 352 CP 111 108	Early Help open Assessments 1309 (September 2020). LAC numbers have decreased to 337. CP numbers have increased to 125.			↑
					↑
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will developed an edge of care service, to enable children to reunify to and/or remain with their families	We will have a fully functioning edge of care service.	A full team of in-house ECHO workers has been appointed who have begun to transition to their new roles.	<ol style="list-style-type: none"> 1. Multi-disciplinary posts (Women's Aid and We Are With You) will be recruited – Head of CP Court 2. Development of KPIs and performance framework for ECHO – Head of CP Court 3. Communications and engagement re ECHO practice model and pathway – Head of CP Court 	Green	↑
Impact on Children	Fewer children will enter the looked after system More children will leave the looked after system	Initial cases for reunification and stepped-down from care have been			
Children will be enabled to remain within their family network, or return to their family network where safe to do so,					


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maintain their links with kin and community.		identified and direct work is beginning with them.	4. Covid19 has impacted commissioning timescales for externally provided elements of the service, but progress is being made.		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will ensure children receive early help swiftly where this is the appropriate service, by establishing an early help hub in MASH.	<p>Increase in children receiving early help intervention.</p> <p>Outturn 2018/19 : 1088 Outturn 2019/20 : 1295</p> <p>Early Help Hub will contact families and make a decision on at least 95% contacts within 72 hours</p>	<p>Early Help: Sept 2020: 1309</p> <p>The Early help hub went live on 21/09/2020 with induction and training completed.</p> <p>First week 100% of contacts completed within 72 hours.</p>	<p>1. The Early Help Hub will be fully functional by the end of Quarter 3 – with the second phase of the hub to be open for telephone advice, guidance and support to professionals and families by 2nd November 2020. Lead: Nicky Turvey</p> <p>2. Early Help will contact families with consent and make a decision on at least 95% referrals within 72 hours – Nicky Turvey</p>		
Impact on Children	Maintain target of 20% contacts converting to referral.	Contacts to Referral (year to date %): Q1 : 19% Q2 : 18%	1. Maintain referral rate by having monthly performance meeting to review consistency of application of threshold – Sue Rogers		
Issues will be addressed at the earliest opportunity with the lowest level of intervention where appropriate and safe to do so, to prevent escalation of issues for children. Children will wait no more than 4 weeks to receive a service.	Decrease in re-referrals	End Q1: 21% Q2 : 26%	1. Complete thematic audit on re-referrals in July 2020 to identify actions to reduce the referrals. Actions will be implemented to timescale – Lead: Sue Rogers		


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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Children who don't need to be looked after will be supported to return to their parents care or to be cared for outside of the looked after system via adoption or Special Guardianship Orders (SGO).	Number of looked after children leaving care will increase to that equivalent to or above statistical neighbours. Numbers of looked after children will decrease.	Care orders have been discharged for 8 children in the LAC teams in this quarter - 1 child was reunified and 7 children became subject to SGO's.	<ol style="list-style-type: none"> 1. Practice tools and standards shared with all staff involved in developing permanence plans – Lead: Cath Thomas 2. Training on foster to adopt and writing CPRs will be delivered by ACE to relevant social workers – Lead: Cath Thomas 3. Monthly review of children who may be able to be reunified or leave care via an SGO will continue to avoid drift – Lead: Gill Cox Monthly reviews have been completed and will continue. 4. Permanence plans submitted to the second LAC review to establish clear and safe plans out of the looked after system – Lead: Cath Thomas 5. Review of all children in care who are not long-term matched to consider if they can be reunified to their parents care will be completed in October 2020 – Lead: Gill Cox 		
Impact on Children					
Children who can be safely cared for outside of the LAC system can grow up within a family without state intervention.		At the end of September 27 applications were filed either with court or with legal services to achieve children's exit from the care system. There were 12 SGO applications and 11 care order discharge applications filed with court. There are a further 4 SGO and no care order discharge applications filed with legal services.			

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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will ensure children who are privately fostered have their needs assessed and are visited appropriately to assure their safety is assured	We will know exactly how many children in Herefordshire are privately fostered and will be able to report that arrangements for their care is appropriate and that they are safeguarded.	2 Child currently in private fostering Report on private fostering to be presented to SMT on a regular basis from quarter 2; some reporting has been developed and is due to commence being shared at SMT in quarter 3	1. Report to be developed that provides an overview of all children that are privately fostered and gives SMT the oversight needed to understand this cohort fully within quarter 3. Lead Sue Rogers		
Impact on Children	A monthly report will be provided at SMT to report on private fostering activity in Herefordshire, and report on trend in this i.e., increasing or decreasing.				
Children who are privately fostered will be safely cared for outside their family.					



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Priority 3					
Record appropriate and full information to ensure that we meet the identified needs for children and families to support and achieve outcomes					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Children and family assessments will be completed within 45 days	Assessments will be completed within timescale. Target 95%	Q1 : 90% YTD Q2 : 91% YTD	1. Action for Q3 – Review all cases closed in September and October 2020. Timeliness of assessment will be reviewed and any key themes for improvement identified. Lead: Sue Rogers	Yellow	Upward arrow
Impact on children			2. Performance meetings to continue to take place on a weekly basis, where assessments that are out of date or nearly out of date are discussed and reasons identified. Performance meeting will continue on a weekly basis. Leads: Team managers		
Children will be seen, their voices heard, and their level of need identified in a timely manner	Outturn 2018/19 : 65% Outturn 2019/20 : 80%	Dip sampling to ensure that allocation meeting, 10 day review and 25 day review are taking place (Sue Rogers) to avoid drift and delay. HoS Sue Rogers has reviewed 50% all cases closed in September with an oversight on quality and timeliness.			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will use performance information to interrogate practice and performance, to inform progress against improvement plan targets	Performance information will be green across the board and all KPIs will be consistently met	Performance reports are available weekly, consistently collated and distributed, and used to inform evaluation of progress against service area improvement plans.	1. Performance reports will continue to be available on a weekly basis.	Green	Upward arrow
Impact on Children			2. Accurate and accessible performance information to be provided to Heads of Service in line with service priorities (Lead: Kath Austin-Bailey).		
All managers across Childrens and families will know area for development, and can take swift action to rectify areas where			3. Team Managers will be clear about their own team's performance, taking responsibility for this. They will address areas for improvement in consultation with		

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minimum standards required are not being met.		Team Managers report monthly to performance meeting.	their Head of Service and colleagues within their team, timescales around which will be clarified within performance meetings. (Heads of Service).		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Each HoS will oversee a service area improvement plan which will track improvement against KPIs. This will be updated on a monthly basis and be reported into AD/HoS Budget & Performance monthly meeting	The RAG ratings in each plan will move from majority red to majority green	Plans are updated every quarter, so the process of reviewing performance and reporting on performance against plans is embedded.	<ol style="list-style-type: none"> 1. Heads of Service will update the AD/HoS meeting monthly, indicating areas of success and areas for on-going improvement. This will be supported by current and accurate data. 2. Heads of Service will ensure that they scrutinise available data and highlight to the performance team areas of incorrect data in order for this to be corrected. 		
Impact on Children	As performance improves, children and families will receive services of a consistently high quality.				
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Each HoS will provide a Self-evaluation (SEF) to report on overall service area activity on a quarterly basis	SEF will increasingly identify areas of good practice and strengths within service areas.	Self-evaluations have been completed for end of quarter 2.	<ol style="list-style-type: none"> 1. Heads of Service will complete a SEF by the identified deadline. This will be informed by accurate and current data (Heads of Service). 2. Heads of Service will have a clear understanding of areas of strength and areas for development within their service. They will identify an action plan to address any areas where performance is not at the required level. (Heads of Service). 		
Impact on Children	Each service area will have an up to date and accurate assessment of its strengths, areas for improvement, and timescales to achieve improvement, so are continually driving forward to improve the quality of services.				





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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>A Mosaic improvement group will meet on a monthly basis to develop and improve the efficiency and breadth of reporting across children & families</p> <p>Impact on Children</p> <p>Processes to identify case progression for each child will be improved, so cases that may be subject to drift and delay are quickly identified.</p>	Performance against timescale targets will improve.	The Mosaic Working Group continues to scope and prioritise Mosaic changes and is taking an active role in evaluating 36 new signs of safety workflows; to be incorporated in the signs of safety workstreams to ensure robust delivery.	<ol style="list-style-type: none"> 1. Providing a clear evidence base, Team Managers from a broad spread of service areas will attend the Mosaic improvement group to report on difficulties or inefficiencies within the Mosaic system. Any action required to address this and associated timescales will be agreed within the improvement group meeting. (Team Managers). 2. Analyse current systems and identify opportunities/efficiencies to enable better data extraction, modifying existing systems where necessary (Performance team). 3. New Signs of safety forms to be developed and tested with input from end users. (Carrie Guest). – The first round of signs of safety testing has been completed during Q2 and is continuing in Q3. 		↑
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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Looked after children (LAC) reviews are held and records distributed within statutory timescales	95% of 1st LAC reviews held within timescale Outturn 2018/19 90% Outturn 2019/20 84%	Q1 : 100% Q2 : 100%	1. Duty system for 1 st Lac Reviews where the child (ren) not previously subject to CP plans offers increased availability for times slots for allocation of IROs. Lead: Louise Bath		↔
Impact on Children	95% of 2nd and subsequent LAC reviews held within timescale Outturn 2018/19 84% Outturn 2019/20 89%	Q1 : 90% Q2 : 90%	1. IRO posts will be 100% permanent staff by mid-November 2020, increasing staff stability and reducing changes in IROs which contributed to changes in dates of Lac Reviews. Lead: Louise Bath		↔





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<p>Children will not experience drift and delay. Plans will be progressed due to reviews taking place within timescales.</p>	<p>90% of LAC review minutes written and distributed within 20 working days</p> <p>Outturn 2018/19 48% Outturn 2019/20 48%</p>	<p>Q1 : 52% Q2 : 66%</p> <p>The Principal Independent Reviewing Officer (PIRO) has identified an issue that is in the process of being addressed and should show an improvement in Q3.</p>	<p>1. Looked after children review minutes deadlines reviewed monthly in supervision with Principal IRO on the case actions tracker completed by each IRO. Data reporting remains 'after the event' and this still requires manual monitoring.</p>		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>Life story work and later life letters will be completed for every child moving to adoption in a timely manner.</p>	<p>The backlog of life story work and later life letters will reduce every month and be eliminated</p>	<p>All of the life story books or later life letters have been completed.</p>	<p>1. Monthly monitoring and review will take place to ensure that a backlog is not re-occurring. If this does re-occur, the head of service will develop a timely action plan to address. Lead: Gill Cox</p>		
Impact on Children	<p>Outturn August 2019 was 42 outstanding</p>	<p>The backlog has now been cleared. Successful elimination of the backlog to be sustained and maintained through on-going use of the Life story book and later life letter tracker on SharePoint.</p>	<p>2. Learning from audit of life story work in August 2020 shared with teams and topic for reflective supervision in LAC teams. Will be re-audited to review progress in February 2021 – Lead: Gill Cox</p>		
<p>Children will be able to understand their own family and care history</p>					



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Priority 4					
Ensuring consistency of decision making for children and families					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Strategy discussions will take place within timescales	Strategy discussions are held within timescale - target of 90%	Q1 : 97% Q2 : 97%	1. To maintain the current outturn above the target of 95% - all operational HoS	Green	
Impact on children	Risks to children and young people are assessed, and intervention agreed is effective in keeping them safe	Outturn 2018/19 : 97% Outturn 2019/20 : 97%			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Section 47 (S47) investigations will take place within timescales Reduce % of Section 47 investigations that are NFA	S47 investigations will take place within timescales. Target 95%	Q1 : 85% Q2 : 79%	1. Team managers use weekly data to pro-actively plan work – all operational HoS 2. Team managers will be challenged at monthly performance meetings regarding compliance with timescales for S.47's – management team	Red	
Impact on children	Levels of risk will be identified in a timely manner, and children will receive the most appropriate intervention to safeguard them, according to their needs, swiftly.	Outturn 2018/19 : 34% Outturn 2019/20 : 67%	3. Deep dive audit completed regarding no further action from section 47 enquiry to be reported Q3 Lead: Hayley Brooks		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Initial Child Protection Conferences (ICPC's) and Review Child Protection Conferences (RCPC's) will take place within timescales	ICPC's and RCPC's will take place within timescales Target 90%	Q1 ICPC: 82% Q2 ICPC: 92%	1. S.47's are completed by day 10 to enable reports to be shared with parents prior to ICPC and conference takes place within timescale – Lead: Sue Rogers 2. Team managers use weekly data to pro-actively plan work – all operational HoS	Green	 
	Outturn 2018/19 : ICPC 65% Outturn 2019/20 : ICPC 75% RCPC 100%	Q1 RCPC: 100% Q2 RCPC: 100%			





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Impact on children					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Risks to children will be assessed, and services required to protect them will be identified and planned, so risk is reduced and children are safeguarded.					
LAC Reviews will take place within timescales	LAC reviews will take place within target timescales 90% Outturn 2019/20 : 88%	Total LAC reviews % in timescale. Q1: 90%. Q2 : 91%	1. LAC review schedules reviewed in monthly supervision for each IRO – Lead: Louise Bath		
Impact on Children Children will not be subject to drift and delay					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Group Supervision will be held on a monthly basis, led by senior practitioners or managing practitioners, to aid and enhance learning and development	HoS will report in their improvement plans that group supervisions have taken place as required.	Group supervision has commenced across all services.	1. Dates for group supervision will be planned at least 3 months in advance – all operational HoS		
Impact on Children					
Children and families will benefit from improved service delivery through social worker reflection on practice.			2. SP/MP's to provide HoS with attendees and topics for reflective sessions on a monthly basis – all operational HoS 3. All senior practitioners and managing practitioners will be trained in Signs of Safety model for reflective supervision so that they can lead on implementation of this model - PSW 4. SP's and MP's have appropriate caseloads to enable them to have capacity to complete this work (maximum of 50% for SP's and no cases for MP's) – all operational HoS		


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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will enable CP Court workers to focus on CP cases, cases in pre proceedings and proceedings.	Maintain CP numbers @ 140-150 (appropriate number for Hereford demographic compared to statistical neighbours)	CP numbers @ month end: March 2020:108 June 2020: 115 Sept 2020 : 125	<ol style="list-style-type: none"> We need to note that whilst we have increased the number of CP we are below the demographic compared to our statistical neighbours. Inclusion of data re CP plans ending in suite of weekly reporting – Performance Lead / Head of CP Court Audit to update our understanding of declining numbers of children subject to a plan and the shortening of time that they remain on a plan. Lead: Hayley Brooks 		
Impact on Children Children who require intervention as they are at risk of significant harm will receive intervention that promotes their safety and wellbeing.	Decrease in repeat CP interventions with children	Second CPP (within 2 years) Mar 2020: 21% June 2020: 20% Sept 2020: 9.6%			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Independent Reviewing Officer (IRO) recommendations from LAC reviews are agreed and progressed within timescales	90% of LAC review recommendations are completed and sent to relevant team manager within 5 working days of the review Outturn 2018/19 73% Outturn 2019/20 77%	Q1 : 73% Q2 : 85%	<ol style="list-style-type: none"> Looked after children review recommendation deadlines reviewed monthly in supervision with Principal IRO on the case actions tracker completed by each IRO to address performance. 		
Impact on Children Children's plans will be progressed so they will not experience drift and delay and the best options for their future will be progressed swiftly.	90% of LAC review recommendations are responded to by the relevant team manager within 5 working days of having received them Outturn 2018/19 65% Outturn 2019/20 72%	Q1 : 92% Q2 : 88%	<ol style="list-style-type: none"> Head of Service Safeguarding and Review continues to raise this with HoS to remind Team Managers of the timescales for responding to Lac Review recommendations within 5 working days. 		


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Priority 5					
Policy and practice that enables good quality social work for children and families					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>NEW: CP plans will progress through purposeful and effective multi-agency strengths based practice</p> <p>Impact:</p>	<p>90% of core groups will take place every 4 weeks</p> <p>Core groups will be chaired and recorded using the core group agenda</p>	<p>Sept 2020 Dataset is in development. We now have data quality reports which are being worked through in Q3 and will then be able to develop a weekly performance report. Mosaic workflow requests have been revised to improve timeliness of minutes' approval and distribution. Dip sampling evidences that use of the core group agenda continues to be inconsistent. SW Academy is leading on a piece of work looking at SofS plans in Q3. Further thematic audit of CP visits will take place in 2021 to ascertain direction of travel.</p>	<ol style="list-style-type: none"> 1. Inclusion of data re core groups in suite of weekly reporting – Performance Lead / Head of CP Court; this has commenced 2. Monthly dip sample of core groups to evidence quality of meetings taking place, dynamic planning and review, and use of core group agenda – Head of CP Court; this has commenced 		
<p>Impact on Children</p> <p>Children will have improved outcomes and will not experience drift and delay</p> <p>76</p>	<p>Core groups records will be approved and distributed within 5 working days</p> <p>CP plans will have measurable and achievable actions that have timescales and are easy for families to understand, and no more than 6 actions at any one time</p> <p>CP visits to children will be purposeful and reflect high quality, collaborative interactions with families, and direct work with children</p>				

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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>NEW: CP plans will progress through purposeful and effective multi-agency strengths based practice</p>	<p>90% of CIN reviews will take place within required timescales</p> <p>CIN reviews will be chaired and recorded using the core group agenda</p>	<p>Revised CIN guidance implemented in Q2.</p> <p>Revised meeting agenda implemented Jul 20 to combine agendas for core groups and CIN reviews. Mosaic workflow for requests has been amended. Weekly performance data is available but requires refinement. SW Academy is leading on a piece of work looking at SofS plans in Q3. Further thematic audit of CIN visits will take place in 2021 to ascertain direction of travel.</p>	<p>1. Revision of CIN performance reporting to more readily identify drift – Performance Lead – to be completed in Q3.</p>		
Impact on Children					
<p>Children will have improved outcomes and will not experience drift and delay</p>	<p>CIN review records will be approved and distributed within 5 working days</p> <p>CIN plans will have measurable and achievable actions that have timescales and are easy for families to understand, and no more than 6 actions at any one time</p> <p>CIN visits to children will be purposeful and reflect high quality, collaborative interactions with families, and direct work with children</p>				

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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>We will consider permanence planning at the earliest opportunity upon agreement to issue care proceedings.</p> <p>Impact on Children</p> <p>Children will not experience drift and delay. The most appropriate permanency option for each individual child will be considered at the earliest opportunity.</p>	<p>More children have appropriate permanence plans identified earlier in proceedings.</p>	<p>Legal planning meetings are now well embedded and support early permanence planning. Use of the Family Network Assessment Record continues to be limited. 4 training sessions delivered by ACE to date with further dates being arranged.</p>	<ol style="list-style-type: none"> 1. Training on foster to adopt will be provided to all assessment and CP/Court managers by ACE – Head of CP Court – in progress. 2. Implementation of GenoPro and the Family Network Assessment Record to be discussed at AD/HOS meeting on 9th November and agreed actions will be progressed in Q3. 		↔
<p>Objectives to achieve aim</p> <p>We will progress cases through pre proceedings and ensure actions identified are carried out to timescale. We will appoint an additional case progression officer to track cases and ensure they are working to timescales</p> <p>Impact on Children</p> <p>Children will not experience drift and delay. Parents will be clear what needs to change and timescales for children for changes to be made.</p>	<p>75% of pre proceedings concluded within 12 weeks</p> <p>100% of pre-proceedings concluded within 16 weeks</p>	<p>Second case progression officer is now in post and as a result there is more capacity for case tracking and keeping records up to date. 90% of pre proceedings concluded within 12 weeks and 16 weeks. Data cleansing of Steps required. Performance report has been drafted however Mosaic</p>	<ol style="list-style-type: none"> 1. Development of performance reporting for pre-proceedings Performance Lead / Head of CP Court – this is in development. HoS meeting with CPOs 13th November to discuss Mosaic development and reporting. 		↔

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		requires minor developments to maximise benefits of reporting.			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>We will front load work to ensure when we do enter proceedings these can be concluded in a timely manner and with the most appropriate permanence plan for the child, avoiding long term foster care unless absolutely necessary</p>	<p>Maintain high performance in care proceedings concluding in 26 weeks. Increase in the number of children in kinship placements Increase in the number of children subject to SGO i) at conclusion of care proceedings; ii) within 12 months of care proceedings concluding Increase in the number of children returning home following care proceedings</p>	<p>Legal planning meetings are now well embedded and support early permanence planning, including increased focus on kinship and SGO. Use of the Family Network Assessment Record continues to be limited. All FSW posts (increased resource to focus on reunification / kinship to SGO) appointed to, start dates in progress during Q3. CP Court now retain all cases where a plan of reunification SGO could be achieved within 12 months post care proceedings.</p>	<ol style="list-style-type: none"> 1. Implementation of GenoPro and the Family Network Assessment Record to be discussed at AD/HOS meeting on 9th November and agreed actions will be progressed in Q3. 2. Approval of protocol for legal advice to be funded for potential kinship carers who have been assessed negatively (in progress) – Head of CP Court. 		
<p>Impact on Children</p>					
<p>Children will not be subject to extended care proceedings Children will remain within their birth families and where this is not possible, long term foster care will be the last resort</p>					




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08		<p>Average length of care proceedings concluded in Q1 = 26.3 weeks which is an increase of 3 weeks compared to Q1, principally due to a number of care proceedings concluding in Q2 that had been delayed during Covid lockdown. Of 18 children whose care proceedings concluded in Q2, 9 were reunified and 1 concluded with an SGO. 1 had a plan of adoption and 7 transferred to the LAC service with a plan of long term fostering.</p>			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>We will ensure cases are transferred without delay to the appropriate part of the service</p> <p>Impact on Children</p> <p>Children will receive the right service from the right social work service at the right time</p>	<p>There will be no unallocated cases.</p>	<p>Transfer Step now implemented in Mosaic.</p>	<p>1. Development of Transfer Step reporting – Performance Lead – to be discussed in Q3.</p>		



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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>We will develop our intervention with children and young people at risk of exploitation and develop a multi-agency approach to address child exploitation and rebrand this as contextualised safeguarding.</p> <p>Impact on Children</p> <p>Children and young people at risk of Child exploitation are diverted or where necessary supported to reduce the risk of harm</p>	<p>Young people and children who are at risk of exploitation will have regular risk management meetings and safety plans. Police operations can take place if required on information gathered. Multi-agency prevent and disrupt activity will be effective.</p>	<p>The task and finish group report concerning child exploitation from the scrutiny committee has been published and the executive response to this has been agreed.</p>	<ol style="list-style-type: none"> 1. Initial discussions have taken place and further work will be undertaken in conjunction with all partners via the safeguarding board. Lead Louise Bath 2. Full structures, processes and governance is proposed to be completed by the end of the current financial. Lead Louse Bath 		
<p>Identified improvement and learning activity from audits will be completed in a timely manner.</p> <p>Impact on Children</p> <p>Learning will inform and develop systems and practice, improving services and interventions offered to children and families.</p>	<p>All identified learning activity will be undertaken within the month which follows the relevant audit.</p> <p>All improvement activity will be undertaken within 3 months of the relevant audit.</p>	<p>Update - All identified learning activity has been undertaken as planned. All but one area of improvement activity has been undertaken.</p>	<ol style="list-style-type: none"> 1. Heads of Service to ensure that all learning and improvement activity from audits is captured in service improvement plans for the relevant quarter – all HoS. 		
<p>Bi-monthly learning events will take place to aid learning and development across the</p>	<p>QA Manager report will evidence bi monthly learning events have taken place.</p>	<p>Bi monthly events are taking place as required.</p>	<ol style="list-style-type: none"> 1. Deliver bi - monthly learning events. Lead: Hayley Brooks 		



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workforce, and embed a learning culture which informs development of good practice.		Attendance August 2020 – 36 staff over 4 sessions offered.	2. Develop quarterly QA report. Lead: Hayley Brooks		
Impact on Children					
Children will benefit from having a stable workforce that is highly skilled					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
All practitioners will attend at least one training event or workshop per quarter (in addition to learning activity undertaken within their own service area)	All practitioners will maintain a CPD log to be reviewed with their manager on a quarterly basis as part of personal supervision, focussing upon their identified learning needs and how they have applied the learning in their practice.	Consultation re revised approach to supervision has been completed and proposal presented to AD/HoS meeting Proposals to be implemented Q2-Q3, led by SW Academy.	<ol style="list-style-type: none"> 1. Develop a CPD log – identified lead in SW Academy 2. Consult on and implement revised approach to personal supervision to improve its effectiveness in relation to professional development and learning – Head of CP Court 		
Impact on Children					
Impact: children and families will receive a high quality service from skilled and knowledgeable practitioners					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Monthly audit activity will take place and will lead to sustained improvements in practice	Audit activity will take place every month as planned. Outcome will be reported into AD/HOS business and practice meeting on a regular basis. % of work graded good will increase. % work graded inadequate will decrease.	All audit activity has taken place as planned (thematic/moderate d/deep dive). Reports have been discussed at AD/HOS business and	<ol style="list-style-type: none"> 1. Audit framework is being revised to reflect practice under Signs of Safety. Collaborative case audit will begin March 2021. Lead Quality Assurance Manager Hayley Brooks 		
Impact on Children					
As an organisation, we will identify good practice that can be rolled out across all services, so children and families in Hereford will benefit from improvement in					


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social work practise and intervention.		practice meeting monthly.			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Quarterly deep dive audits will take place focussing on a specific practice area but in all deep dive audits timeliness, quality and consistency of management grip will be measured	Quarterly deep dive thematic audits will take place as planned. Outcomes will be reported on to AD/HoS business and practice meeting and at CMM. Training programme will be informed by outcomes of deep dive audit and practice in specific service areas will improve.	Bi monthly learning events held in response to deep dive audit. During Q2 all audit outcomes have been reported at AD HoS meetings and CMM as planned. Training programme is currently being developed by the Social Work Academy.	1. Agree theme for next deep dive. Lead: Hayley Brooks. Deep dive audit theme agreed as re-referrals. Deep dive audit week commences mid-October and due to report in Q3.		
Impact on Children					
Over time, a clear, detailed picture will be established as to the quality of practice, areas for improvement established and training required to support practice improvement will be developed, improving services to children and families across Herefordshire.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Children will be encouraged to participate in their LAC reviews in a meaningful way	90% of children over the age of 4 participate in their LAC review in some form	Q1 : 95% Q2 : 99%	1. With the quantity of participation met, improvements on the quality of participation to be considered at IRO team meetings on a regular basis.		
Impact on Children	Outturn 2018/19 84% Outturn 2019/20 94%				
Children will be able to voice their views and inform their care plans.					


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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>Children will have the opportunity to consult with their IRO before their LAC review and will be provided with information about their rights and entitlements</p> <p>Impact on Children</p> <p>The wishes and feelings of children will be heard, validated, and will be part of establishing plans for children.</p>	<p>85% of children have a consultation with their IRO as part of each LAC review</p> <p>Outturn 2018/19 97% Outturn 2019/20 95.44%</p>	<p>Q1 : 93%</p> <p>Q2 : 95%</p>	<p>1. With the quantity of participation met, improvements on the quality of participation to be closely monitored.</p>		



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Priority 6					
A single practice approach that delivers and improves quality and outcomes for children and families (Signs of Safety)					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Signs of safety will be implemented across the council so there is a consistent approach across all partners in working with children and families.	Signs of safety is implemented, embedded and informs all practice across the directorate and partnership.	Update - Signs of safety implementation is continuing to progress with virtual training sessions and workshops taking place. Collaborative audit tool has been developed and work started on co-producing practice vision and supporting standards (practice manual)	<i>Please read alongside Signs of Safety detailed delivery plan:</i> <ol style="list-style-type: none"> 1. Complete introductory training for staff 2. Start full training (revised 5 day programme) 3. Hold Signs of Safety all staff conference to celebrate progress made 		
Impact on Children A strengths based approach will be embedded across all agencies, relationship based social work practice will flourish, feedback will be positive, from families, partners and Ofsted.					

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Priority 7					
The leadership of change to prioritise better quality and outcomes for children and families					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Feedback and learning from audit activity will evidence improvement in the quality of social work practice on a quarterly basis.	Audit activity will show an increase in the % of work graded good: End June 2020 target; <ul style="list-style-type: none"> 50% good. 0% inadequate 	End June 2020: 37% good 58% RI 5% inadequate	<ol style="list-style-type: none"> Develop refreshed Quality Assurance Framework to reflect Signs of Safety and learning from other places. Lead Hayley Brooks Complete baseline survey of children and families who have received a service to get feedback on practice and outcomes. Lead Hayley Brooks. 		
Impact on Children	End September 2020 target <ul style="list-style-type: none"> 55% good 0% inadequate 	End Sept 2020: 1% outstanding 41% good 48% RI 10% inadequate			
Practice will improve for children and families in Herefordshire.	End December 2020 target <ul style="list-style-type: none"> 60% good. 0% inadequate. 	Quarterly reporting has begun. First report to be shared with elected members November 2020.			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will increase our children's social work leadership and capacity to enable the council to have the capacity to improve.	We will be able to demonstrate appropriate workloads for staff and clear evidence of improvements in quality of practice being embedded in day to day work – evidenced by performance and quality measures improving and reported in this plan.	All re-audits in the last quarter have shown an improvement in overall quality of practice.	<ol style="list-style-type: none"> Complete Workforce Strategy that will have action plan on reducing workloads and career progression. Lead Andy Gill. 		
Impact on Children	Children will receive a high quality and timely service	% of workers holding more than 20 cases has been reduced			


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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>Actions required following audits will be followed up by QA manager to ensure they are completed by a specified date. A weekly report will be provided to the AD and HOS highlighting outstanding audit actions. HOS will ensure these actions are completed within 48 hours.</p> <p>Impact on Children</p> <p>Cases where actions are identified to benefit children and families will be completed in a timely manner, improving the safety and wellbeing of children receiving social care intervention</p>	QA manager will report into AD/HoS meeting that there are no actions outstanding from timescale agreed.	<p>down to 14% from a high of 18%</p> <p>Any overdue audit actions emailed by QA Manager to AD Liz Elgar weekly.</p> <p>No overdue audit actions to report. Reported to AD/ HoS meetings.</p>	<p>1. Develop reporting system and monitor through SMT that audit action have been completed and recorded on child's record. Incorporate into quarterly QA reporting. Lead Liz Elgar.</p>		↑
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>Team Managers will lead improving performance against KPIs, and report on to ADs in monthly performance challenge sessions</p> <p>Impact on Children</p> <p>The quality of service provided to children and families will improve</p>	Monthly team performance scorecards will show areas of good practice and areas requiring management attention and development.	Monthly Performance support & challenge meetings have commenced in Q1 all team managers continue to take part and performance is seeing improvement	<p>1. Focus on practice quality through monthly meetings – highlight evidence for quarterly QA report. Lead Andy Gill.</p>		↑

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as performance across all areas of the service improves.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>The organisation will work be configured to change the culture of practice, to work with families, intervene at the lowest level of intervention where possible, and maintain children within their family network.</p> <p>88</p>	<p>Our LAC population will decrease. Our CP numbers will stabilise. Audits will demonstrate a strength based approach involving families in plans at all stages.</p>	<p>LAC Population has seen a small decrease CP numbers have seen a slight increase in the quarter</p> <p>Creation of family and child feedback survey is in progress.</p> <p>Update – Survey has been developed. Survey will be “live” during late November/Early December 2020. Reporting December 2020/January 2021.</p>	<p>1. Implement the DLT Leadership Pledge; incorporate into SMT, AD/HoS meetings, Team Managers Support /challenge meetings, team meetings and supervision. Evidence of change in culture linked to Signs of Safety. Lead Chris Baird.</p>		
Impact on Children					
<p>Children and families will receive the appropriate level of service at the right time.</p>					



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Priority 8					
Sustainable workforce to provide continuity for children and families					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Every staff member will receive regular supervision	90% supervisions undertaken every calendar month	June supervisions: 86% overall 83% operational 96% business support	1. Use monthly Team Manager Support and challenge meetings to drill down into what's helping and hindering and identify SMART actions for each team. Lead Andy Gill		↓
Impact on Children	Overall Outturn 2018/ 19 : 71% Outturn 2019/ 20 : 84%	Sept supervisions: 74% overall 74% operational 75% business support			
Children will receive a high quality service and are safeguarded through plans and support which are effective		This has been affected by long terms sickness in certain teams. However, some teams are reporting at over 90% in September 2020; however the average across all teams in September equates to 74%			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Recruitment of social workers, will mean caseloads will be at a manageable level to enable staff to fulfil their responsibilities and have time for direct work	Fortnightly caseload performance information will evidence all caseloads under 20.	% workers holding more than 20 cases. 16+ team: 0% Assessment Team 1: 20% Assessment Team 2: 0% Assessment Team 3: 50% Court Team 1: 0% Court Team 2: 11%	1. Complete review of recruitment of retention which will include specific actions on manageable workloads (see below). Lead Andy Gill		↑



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		Court Team 3: 0% CWD: 50% LAC Team 1: 75% LAC Team 2: 0%			
Impact on Children					
Children and families will receive an improved service as social workers will have time and capacity to build relationships, reflect on issues and appropriate responses, with children and families		Recruited 20 Newly Qualified Social Workers.			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We have put in place a range of measures to enhance salaries and benefits for social workers.	Vacancies will be filled and over time Herefordshire will recruit permanent social workers who stay	As at September 2020 Permanent 127.3 Agency 20.6 Permanent Vacancies 28 Empty seats 7.4 Fixed Term 6.2	<ol style="list-style-type: none"> 1. Complete Workforce Strategy. Lead Andy Gill 2. Test Core Offer to job market to improve recruitment of permanent staff. Lead Andy Gill 		
Impact on Children					
Children benefit from having well qualified, committed social workers		Review of systems and processes around recruitment complete Draft Core Offer to social work job market complete			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will recruit newly qualified social workers (NQSW's) to complete an Assessed and Supported year in employment (ASYE) social workers.	We will have a clear rolling programme of ASYE joining the organisation and ASYE completing their first year of practice.	NQSW's :- 2019/2020 Q1 = 3 Q2 = 3 Q3 = 3 Q4 = 4	<ol style="list-style-type: none"> 1. Deliver on revised ASYE handbook to ensure we maintain and effectively support current cohort of NQSWs going through ASYE programme. Lead Joe Davenport. 		
Impact on Children					
Herefordshire will increase the number of qualified,	7 NQSWs who started their ASYE in 2018 and finished in 2019	NQSW's :- 2020/2021 Q1 = 17			


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substantive social workers, reducing change in social worker for children	6 NQSWs started in September 2017 and finished in September 2018 3 NQSWs who started in June 2017 and finished in 2018	Q2 = 20 Focus on recruiting new cohort of NQSWs has been highly successful. New Social Work Academy website is now under development			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will establish a clear social work career pathway to enable social workers to invest in a career in Herefordshire	We will retain workers in Herefordshire, and appoint to senior positions from within.	Data re current establishments, staffing and budget position being collated to develop a proposal, now being led by SW Academy. Work on career progression framework and aspiring leaders programme has started	1. Further develop careers progression framework. Lead Joe Davenport		
Impact on Children					
Children will benefit from having well qualified, committed and experienced social workers.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will establish an apprenticeship scheme to train non-qualified workers to social worker level and will back fill posts for apprentices to enable them to maximise their study activities	The apprenticeship scheme will be operational, with all places filled.	6 apprentices started in Q4. Together with Adult services we have successfully retendered Apprenticeship contract	1. Plan for new cohort of apprentices (up to 8 starting in February 2021. Lead Joe Davenport.		
Impact on Children					
Children will receive a service from a suitably qualified social					

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worker. Children will be able to build relationships with their social worker, and will not experience unnecessary changes in the social worker allocated to work with them.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will recruit an additional Quality Assurance (QA) manager to provide greater opportunity for quality assurance, feedback and learning	Additional QA manager will be in post.	Included in budget setting 2020/21. Funding secured. Interviews held for QA Manager post but failed to appoint. Appointed interim QA support (3 days per week)	1. Review and progress appointment to QA post. Lead Joe Davenport		
Impact on Children					
Children and families will benefit from improvement in intervention and quality of social work practice identified in QA activity.					

Direction of travel key:-



Increase in improvement of direction of travel



Remained same as previous period



Decrease in improvement of direction of travel

Appendix B – Safeguarding and Family Support Improvement Plan Priorities

The priority areas are areas that we are focussing on and are not in order of importance the numbering is for clarity in the overall improvement plan to guide the reader to that section of the plan.

Our Priority areas	
<p>1. Getting it right for children and families first time</p>	<p>Definition – Through the work of the front door (MASH, Early Help) to provide the right support and guidance to children, young people and families at home, and in their communities that ensures we deliver effective services; whilst working consistently to the levels of need.</p> <p>What good looks like – Measurable evidence that children and families are receiving the right services that meet their needs at the right time and in the right way.</p>
<p>2. Keeping Children and families together where possible; including a reduction in our looked after children numbers</p>	<p>Definition – Early identification of families and early intervention to prevent crisis and to ensure that the home environments remain safe for children; early permanence planning for children who require it which sees long term foster care as a last resort; a focus on reducing the number of children in care and family re-unification.</p> <p>What good looks like – Measurable evidence that children and families are receiving effective support that keeps families together within their own community.</p>
<p>3. Record appropriate and full information to ensure that we meet the identified needs for children and families to support and achieve outcomes.</p>	<p>Definition – To do our work justice and to support children and families there is a need to capture our full activity in our records that reflects the child’s journey.</p> <p>What good looks like – Full and accurate records that clearly explain children’s lived experience, the reasons for social work intervention, the decisions made about them and holds the necessary data to enable full reporting that drives improved outcomes for Children and Families. Use plain language that a child can read and understand.</p>
<p>4. Ensuring consistency of decision making for children and families</p>	<p>Definition – To use evidence to understand the children and family that will enable social workers and managers to take informed and consistent decisions based upon identified needs; decision making that is defensible best practice.</p> <p>What good looks like – Appropriate decisions being taken and recorded in a timely and effective manner for all children and families that change their lives for the better</p>
<p>5. Policy and practice that enables good quality social work for children and families</p>	<p>Definition – Identifying best practice that informs policy making to improve outcomes for children and families that enables good quality social work to take place.</p> <p>What good looks like – Social Work practitioners tell us that they feel confident and competent with the knowledge, skills and opportunities to reflect and learn in order to deliver good quality social work; effective work with regional and national partners with a focus on what works best for children and families.</p>
<p>6. A single practice approach that deliver and improve quality and outcomes for children and families (Signs of Safety)</p>	<p>Definition –Consistently deliver the sign of safety approach at the right standards with children and families; recognising and involving all key partners in achieving change.</p> <p>What good looks like - A single practice approach embedded across Herefordshire that delivers better outcomes for children and families.</p>
<p>7. The leadership of change to prioritise better quality and outcomes for children and families</p>	<p>Definition – A culture of leadership and change that promotes practice leadership, performance accountability, and knows what good looks like that leads to better outcomes for children and families.</p>

What good looks like – Proactive strengths-based leadership that creates the environment where good quality social work thrives and improves the outcomes for children and families. High Support and High Challenge

8. Sustainable and skilled workforce to provide continuity for children and families

Definition – Having the right people with the right skills to meet the needs of the children and families in Herefordshire

What good looks like – A permanent workforce that is professional, invested in continuous learning; and committed to achieving improved outcomes for children and families; with a commitment to remain in Herefordshire.

Herefordshire Children's Safeguarding Social Work Self-Assessment to end of September 2020/2021

Overview: - (Chris Baird Director for Children and Families)

Herefordshire children's safeguarding self-assessment has been produced to broadly reflect the child's journey across service areas. It also incorporates reflections on quality assurance, performance management, systems and development and workforce including recruitment and retention.

The self-assessment is updated on a quarterly basis with each head of service/service manager taking an active role in producing the assessment for their area. This continues our approach of developing our performance management culture. This self-assessment is up to the end of the second quarter for the 2020/21 financial year.

The impact of COVID19 has been significant over the period. National guidance has been followed and in some areas Herefordshire has adopted a COVID19+ approach in relation to public and staff safety. Staff have contributed significantly to the response to COVID19. Visits to vulnerable children and families have continued where necessary with use of PPE and following local and national guidance. The council continues to review our approach to service delivery and staff safety and wellbeing; staff have in the main been working from home.

Herefordshire has been rated as requiring improvement for overall effectiveness by Ofsted in the 2018 inspection of local authority children's services. Within this the experiences and progress of children who need help and protection and the experiences and progress of children who need help and protection were judged as requiring improvement. The impact of leaders on social work practice with children and families was judged inadequate, overall in not securing an environment within which good quality social work can flourish, whilst recognising that some areas had improved since the last inspection insufficient progress had been made in a number of key areas.

The Ofsted focused visit of January 2019 looked at the local authority's arrangements for receiving referrals about children who may be in need or at risk of significant harm, children transferring to and from Early Help services, the effectiveness of child protection enquiries and the quality of assessments and interventions for children in need of help and protection. From a very low base action taken by senior leaders had improved the overall stability of the social care workforce and that this had been achieved over a relatively short period of time. Plans for improvement were appropriately focused, with a realistic view of quality of practice which was too variable and not yet good. Revised performance management and quality assurance approaches were starting to show some early impact. The pace of progress was hampered by staff turnover and difficulties in recruiting to key management posts including the lead officer for quality assurance. There continued to be strong political and corporate support for children's services.

These themes were echoed in the Ofsted focused visit of December 2019 which looked at our arrangements for children in need and children subject to a child protection plan. This included elements of contextual safeguarding, particularly peer on peer abuse. Little progress had been made in improving the quality of practice, including the quality of management supervision and guidance and timely recording and response to audits. Work was affected by recruitment. There was recognition that we know ourselves well, that the quality assurance framework provides appropriate and in depth knowledge, that there is senior leadership commitment to the service including resourcing and further plans for development. There was recognition of the work in the children with disabilities team which was noted as being demonstrably different. There was also strong recognition of the extensive strategic and operational work regarding peer on peer abuse, including the work with education settings.

Herefordshire has continued to implement the recommendations from external high-performing Partners in Practice (PIP), from both Doncaster and Essex Councils in 2019. Using PiP support was planned to continue to in 2020 to support our improvement and has the commitment from the DfE. We have taken this improvement work forward in quarter 2 in spite of the impact of COVID19 with reviews being carried out with our looked after children's; child protection; and assessment teams; this was all completed with colleagues from Essex virtually. We also have planned a further review for our MASH and Early Help hub within quarter 3.

Summary: Early Help (Nicky Turvey – Early Help Manager)

What do you know about the quality and impact of social work practice in your local area? (including comments on learning activity this quarter and impact)

The Early Help approach in Herefordshire is ‘Working towards Stronger Families and Connected Communities’.
The Early Help approach in Herefordshire is the Right Help at the Right Time.

Early Help has developed considerably since the introduction of Herefordshire’s Early Help Assessment (EHA) which replaced the Common Assessment Framework (CAF). There are 1309 EHAs (September 2020) compared with 500 CAFs in January 2018.

Families with emerging or more complex needs below the threshold of requiring statutory intervention are identified and assessed using the EHA. The assessment is of the whole family and identifies their unmet needs then an outcome focused support plan is drawn up with the family to bring about sustainable change and leave the family stronger for the future. Each family has a ‘Key Worker’ who is the main link for the family and coordinates the agencies required to bring about the sustainable change.

Partnership working is strong within Early Help in Herefordshire. Data for the year 2019/20: The Key Worker for EHAs - Primary Schools 22.6%, Health Visitors 17.2%, Other Health professionals 10.9%, Secondary Schools 10.2% and Local Authority early help staff 28.3%.

Early Help is fully integrated with the Troubled Families programme (called Families First in Herefordshire), the EHA is linked to the troubled families criteria and outcomes for families to the Herefordshire Family Outcomes Framework, recently updated in line with the new Troubled Families Financial Framework 2020/21.

Early Help Assessments are managed by the Early Help Coordinator team who administer the assessments, support key workers and organise and facilitate Early Help Multiagency meetings (EHMMs). EHMMs are multi-agency meetings where partner agencies meet to discuss cases which are sticking (with the consent of the family), share good practice and discuss any community concerns. These are usually held twice termly in eight locations throughout the county and are well attended by representatives from schools, health professionals, mental health workers, housing associations, Police and voluntary agencies. Due to Covid-19 these are taking place virtually. This has had a positive consequence with improved multiagency attendance at the the meetings. The EHMM’s are usually chaired by an experienced Early Help Manager and social care provide a senior social worker at every other meeting to give advice and guidance on cases. The presence of a social care representative since November 2018 has been appreciated by partner agencies.

Early Help internal support services are trained in Make Every Contact Count (MECC) so are equipped to talk to, signpost and support families about healthy eating, oral health (childhood obesity and dental health are both issues in Herefordshire), physical activity, smoking cessation, alcohol consumption, sexual health and mental wellbeing. Early Help delivers Solihull and Triple P parenting programmes to mixed groups of parents from those accessing just universal services to those with children on Child Protection Plans. The programmes are Solihull for parents of children 0-5 years, Triple P standard for parents of

children 2-10, Triple P Teen for parents with teenagers, and Stepping Stones Triple P for parents of children with additional needs. The delivery of parenting programmes to groups of parents in a building have been suspended due to Covid-19 but 'bite sized' parenting workshops and delivery of the parenting programmes are taking place virtually.

There are three specialist family support services working with the whole family with EHAs. They go into the family home and work with individual family members and families as a whole. The three services are: an internal, experienced Early Help Family Support team which works with families with the most complex needs and those families stepping down from statutory intervention; Vennture4families, a commissioned service using a professional link worker and volunteer model; and Homestart, also commissioned which uses a volunteer model. Vennture work with families who are lower level three on the Herefordshire level of needs and Homestart with families with less complex needs. The specialist services seek to address the core issues affecting families systemically such as parenting issues, mental health issues, domestic abuse, problem debts, parental conflict, drugs and alcohol abuse, with a strong focus on worklessness using the Troubled Families Employment Advisor.

Implication to the services of Covid-19 and the work around:

The three specialist services have continued to support families and work with them to bring about sustainable change. Each service has followed their own organisations guidelines as to what they could do. The internal Early Help family Support team suspended home visits at the start of Covid-19 except for a very few cases where work was required to stop the family escalating into statutory services but these visits followed Public Health/Council guidelines and PPE was used if required. Work continued with all families by phone or using 'WhatsApp' video facility. As lockdown has been eased visits have increased, support workers are again working with families in their home or outdoor space following Public Heath/Council guidelines.

These specialist services continue to close cases with a 'Family Wellbeing Plan' which leaves the family with information on the success they've achieved and where to go within their family, friends and community if they have a 'wobble' rather than perhaps letting things slide and requiring specialist services intervention again. The plan can have a photo of the family on it and be laminated so it can be put on the fridge for easy access.

The link between Early Help and the Multiagency Safeguarding Hub (MASH) has recently been strengthened to further ensure families receive the Right Help at the Right Time by the formation of the Early Help Hub (EHH). The EHH will be located beside MASH (currently due to Covid-19 the EHH is not yet co-located with MASH) but is in the same building. The EHH takes all level 2 &3 contacts, including level 3 MARF's thereby ensuring families are offered the 'Right Support at the Right Time' and releasing MASH to spend more time on investigating threshold and level 4 cases. Any cases deemed to be level 4 by the EHH go directly into MASH and vice versa those cases on further investigation by MASH which do not meet threshold go to the EHH for signposting, advice and guidance or support through an EHA being offered as appropriate. The EHH went live on 21/09/20 and in the first week achieved its target of 95% of contacts to the EHH being completed in 72 hours.

Children Centre services was restructured in June 2019 in order to target resources to support the most vulnerable families with children 0-5 years and use some resource to engage and map community assets for families with children 0-18. The service now has a team of early years support workers who deliver one to one support in families' homes using evidence based intervention such as Let's Talk with your Baby, Communication Steps, Bookstart Corner, Solihull Parenting, and they can give guidance and support on, for example, healthy eating, dental health and immunisations. During Covid-19 this service

continued to work remotely with families by phone and Whatsapp video conferencing and visiting in exceptional circumstances and then following Public Health/Council guidelines. The service has now produced videos of some of their programmes so they can work through these remotely with families. As with the internal early help family support team this team is now visiting some families and working with them in their home or outside space as appropriate. Throughout lockdown all the internal early help services were involved in delivering food parcels and dropping off activities and essential items to vulnerable families.

The Solid Roots programme is an investment to improve outcomes for foundation (0-5) children and families. This includes training for early years professionals to ensure children have adequate speech, language and communication skills so that they are ready to engage in school. Training early year's professionals in the Solihull Approach and purchasing Solihull licenses so all parents in Herefordshire can access Solihull parenting courses on line and training the early year's workforce in a range of areas to ensure all children reach a good level of development. During Covid-19 the training for early year's professionals has been suspended but the Solihull on line parenting courses continue to be promoted.

How do you know it? (including outputs being measured)

Early Help Assessment data is collated and analysed on a monthly basis. The data has shown the increase in the number of families being identified, assessed and supported to achieve sustainable change. In 2018 there were 500 Early Help cases with evidence of approximately 30% making sustainable change, in September 2020 there were 1309 early help assessments. Outcomes are measured through the Troubled Families programme's Payment By results (PBR's). In this year's extension of the programme Herefordshire is performing very well. To date 104 PBR's have been claimed and Herefordshire was top of the west Midlands table of the % of PBR's claimed and 33rd in the country.

Early Help assessments are quality assured when received by the Early Help Coordinator (EHC) team. Key workers from partner agencies are supported by the EHC team to improve their assessment skills if required.

The support work of the Early Help family support team is audited on a monthly basis, any actions are addressed within a month through individual supervision sessions or any trends at team meetings. Feedback from families about the service is collated and analysed quarterly in order to develop the service and address any issues. The feedback is almost always positive and compliments about the work of the team are regularly received from families and partner agencies. The two Early Help commissioned services are regularly reviewed at quarterly monitoring meetings.

Areas of strength, evidence

1. 1. Identifying and assessing families in need of Early Help by partner agencies is well established. 500 cases in January 2018 and 1309 in September 2020.
2. Children Centre Services became integrated into Early Help and the EHA is now used to access the service. They are now supporting the most vulnerable families with children 0-5 years.
3. The measure is through Troubled Families payment by results. Herefordshire was top in the West Midlands by the % of PBR's

Areas for development, intended impact, timescales

1. . To continue to develop the Early Help Hub by providing a telephone line to offer advice, guidance signposting and support to professionals and the same to families and facilitating the completion of an Early Help assessment if required. Telephone line to go live by 2nd November 2020.
2. To develop a strength based approach within Early Help – Signs of Safety to be rolled out over the next three years. Training to early

<p>achieved against the LA's target for 2020/21 for the first quarter of this fyear and 33rd in the country.</p> <ol style="list-style-type: none"> 4. The Early Help Hub has gone live and in the first week 100% of contacts were completed within 72 hours meeting the target of 95% to be completed in 72 hours. 5. Two primary schools are paying for the 'added value' of having an EH FSW linked to their school as they see the benefit of the work they do. 6. All three specialist family support services are using the closure of cases with a 'Family Wellbeing Plan' This leaves the family with a plan of who to go to within their own network of family, friends and the community before requiring any specialist services, leaving them stronger. 7. 77 early help cases with children under 1 year were audited by an Ofsted inspector whilst seconded to the council during Covid-19. He praised the tenacity of the workers, the case notes and the reflective supervision within early help. 	<p>help staff has started, training to partner agencies is in the planning stage.</p> <ol style="list-style-type: none"> 3. To develop the use of Mosaic as a database for all early help partners. It is used as a caseload management system by internal council teams which allows information to be shared easily when cases are stepped up or down. The development will be through a web based portal. The portal will have controlled access for partners but allowing information to flow both ways. March 2021. Work on the portal has been tested internally and due to start being tested by partner agencies in October 2020. Six partners have agreed to test the system including CAMHs and 2 schools. 4. To improve the knowledge of Herefordshire's community assets available to families and share this knowledge on WISH (Wellbeing, Information & Signposting for Herefordshire) and with partner agencies. Phase 1 completed. Regular checking of information and sharing at Early Help Multiagency Meetings. Development work going on with Adults & Communities Directorate to incorporate this area of work into the Talk Community and Community Hub service.
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Thinking about practice across your service and your reflection above – where are you on a scale of 0 – 10? With 10 being that the early help practice within Children and Families is exactly where you want to be at the moment, in fact you could not be happier about the way everyone is working; to 0 being early help practice has just lost its and the way everyone is working makes you so unhappy.



Rationale for score

77 cases audited by an Ofsted inspector on secondment to the council and he thought early help work was good and the teams were tenacious with their work with families through Covid-19. The Early Help Hub was developed against a tight timescale, started on time and during the first 6 weeks of being in operation have met their headline target of 95% contacts completed in 72 hours. Troubled families payment by results above the central government target at the 7th month stage. To move this score up the scale Early Help Assessment information no longer held on an excel spreadsheet would see an improvement. Impact of the Early Help Hub found to be good for both children and families and to show a reduction in inappropriate contacts to MASH

Summary: MASH and Assessment Service (Sue Rogers – Head of MASH and Assessment)

What do you know about the quality and impact of social work practice in your local area? (including comments on learning activity this quarter and impact)

The June 2018 OFSTED inspection identified that the “Multi-Agency Safeguarding Hub (MASH) is responsive and ensures that good-quality information sharing results in strong decision-making”. The January 2019 OFSTED focused visit commented “effectiveness of responses in the MASH has been maintained and improved since the last inspection”.

OFSTED noted that a significant number of contacts are signposted away from children’s social care, which would indicate that too many children were being referred that did not reach threshold for intervention. There has been a change in the reporting of Contacts. Police Notifications of Domestic Abuse at levels 2 and 3 are dealt with by the Domestic Abuse Hub. 180 Police Notifications of Domestic Abuse went to the Domestic Abuse Hub. 97% were dealt with within 48 hours. OFSTED noted that Domestic Abuse notifications are not triaged prior to them arriving into MASH and that the process potentially could have left children at risk or not responded to in a timely manner. Work has been undertaken with partner agencies to develop a process that effectively manages the Domestic Abuse notifications. This was enhanced during COVID-19 to respond to a possible increase in Domestic Abuse incidents. This has now been reviewed and a new process has been agreed by partner agencies.

On the 1st September 2020 the new process commenced. Domestic Abuse meetings take place on a daily basis with partner agencies on Domestic Abuse incidents that have been assessed at level 2 and 3 according to the Level of Need Response and Guidance Document. This is to ensure appropriate information sharing and support is provided for children and families. Level 4 domestic abuse incidents are investigated by MASH. Safelives have been consulted and further discussions are planned to consider their models and utilizing their training opportunities.

In September, MASH received 441 contacts. 93% were dealt with within 24 hours. 16% were accepted as level 4 referrals. This is below the target of 20%. Q2 has seen consistency in contacts converting to referrals.

The
Head of Service for MASH and Assessment and Early Help visited Redbridge Local Authority in December 2019. Redbridge Local Authority are Ofsted rated “outstanding” and are achieving their target of 95% of contacts being completed within 24 hours. Work has been completed to strengthen our approach, learning from Redbridge to develop the front door. On 21st September 2020 we changed the process. All level 4 multi agency referral forms are received into MASH. Levels 1, 2 and 3 of the Herefordshire level of need response and guidance document are received into the Early Help Hub so targeted support can be offered to children and families.

All MASH contacts have a chronology of past risk, concern and involvement with Children’s Services. Every attempt is made to contact the parents/ carers for consent for multi-agency checks which are routinely requested. It is an expectation that the threshold document will be used by partners to inform making referrals to MASH, and by MASH social workers to determine the best course of action required for that child/family. There is also an expectation consent will be sought by the referring agency prior to a Multi-Agency Referral Form (MARF) being submitted.

There continues to be a strong multi-agency commitment and engagement with the MASH. Police, Health, Early Help and Education are the main agencies based within the MASH and Probation, Youth Offending Service (YOS) and West Mercia Women's Aid are our virtual partners.

The Emergency Duty Team (EDT) service is commissioned by Herefordshire Council. Worcestershire Children First provide the out of hours services for Herefordshire. There is a senior manager from Herefordshire available to make decisions when required.

The OFSTED report of July 2018 outlined an inconsistency in the quality of assessments. During the summer of 2018, much work was undertaken, led by the then Quality Assurance manager to develop skills in completing assessments within the service. It was noted that this was not consistent and the historical concerns were not routinely considered. The focused visit in January 2019 evidenced some improvement in the quality of assessments, but identified some children were not being seen in a timely manner. To address this, there is now an expectation children will be seen within 3 days of a case being allocated for the purposes of an assessment being completed, and this is reported on. Data evidences that 81.30% of children are seen within 3 days of the assessment being initiated. This is an improvement but below the target of 95%. Smaller caseloads and weekly reporting will drive this forward.

Time frames for Children and Family Assessments being completed are set at 95%. The Assessment Service are standing at an average of 93% completed within timescales.

Child in Need cases remain in the Assessment Teams. There are 7.5 full time equivalent Family Support Worker posts within the Assessment Teams who provide support and direct work with the children and families who are subject to a Child in Need plan. Team Managers are chairing the first Child in Need meeting and devising the Child in Need plan. Case supervision is provided by the Team Manager and the Family Support Worker to ensure consistency and that the plan is progressing appropriately. Senior Practitioners chair the Review Child in need meetings. The Child in Need guidance has been up dated.

To address the timeliness of 3 day visits, Children and Family Assessments and caseloads, the Head of Service and Managers have weekly performance meetings to ensure targets are met. Team Managers have a monthly meeting with other Team Mangers, HOS and AD's to present their teams data. They present what is working well and what challenges they have identified. It is a time when peers can offer solutions and support.

Herefordshire's Partners in Practice from Essex spent time in the Assessment Teams in September 2020. The feedback from Essex was they felt the Head of Service had a vision for the service as did some of the Managers and Senior Practitioners, They observed progress in the managers footprint on the Childrens files. Social Workers spoke about the children and families they work with and knew them well. Essex observed progress with the Children subject to Child in Need plans. Family Support Workers are allocated to the case to complete direct work. They saw regular visits to children. They noted further areas for development. They would have liked to have seen consistency of SMART Child in Need plans, family meetings not being undertaken, family safety plans not being put in place and poor quality of assessments in some cases.

How do you know it? (including outputs being measured)

A weekly performance report measures how many contacts that the service receives and the outcome of all contacts following the initial screening process. This has now been broken down to evidence the Police Notifications of Domestic Abuse that go to the Domestic Abuse Hub, the contacts that are sent to the Early Help Hub and the contacts sent to MASH. It measures the numbers being received, the timeliness of completion and outcomes.

Multi-agency audits are completed to review cases that have not been progressed from contact to referral to scrutinize decision making. The outcome of these audits is presented into the MASH Partnership Forum.

The weekly performance report provides details of all strategy meetings, s47s, and Child and Family Assessments. The reports provide information on timeliness and outcomes. Staff performance is recorded and challenged if required. The Monthly Scorecard provides information regarding trends, challenges and volume within the service and what is working well.

Social work practice in the MASH and Assessment Service is monitored through management oversight. Every MASH record, Children and Family Assessment, and s47 is signed off by a manager. Challenge of threshold is used as a learning mechanism both in supervision, team discussions, group supervision and multi-agency performance meetings. The data evidences that personal supervision within MASH and the Assessment Teams is at 97% and case supervision is 87%.

EDT have operational processes and procedures in place which ensures a high level of performance out of hours. Quarterly monitoring meetings take place to provide scrutiny of the service provided.

In April 2020 A MASH and multi-agency response to Child Exploitation audit was completed. 50% were seen as good and 50% required improvement. Some areas of strength were, clear management oversight on all cases, relevant consideration of historical information was given. Areas for development were, The CE tool was not used by the referrer and some of the case had not been signed off within 24 hours.

In April 2020, a pre-birth assessment audit was completed. 1 was good, 2 were requires improvement and 5 were inadequate. An area of strength was Assessment plans identified by Team Managers at the beginning of the assessment are clear and of good quality. To address this the actions were that an immediate review was undertaken of all inadequate rated cases to identify if immediate safeguarding action was necessary. All pre-birth cases that were closed with no further action from January 2020 until May 2020 were reviewed. Senior Practitioners to deliver guidance and training around use of the pre-birth handbook. A re-audit of pre-birth assessments will take place in October 2020.

In June 2020 a thematic audit was completed looking at re referrals into MASH. 1 was good, 5 required improvement and 1 was inadequate. Areas of strength were, Early Help support was offered to families in 6 of 8 cases, indicating that this support is being routinely offered. In cases where further assessment had been declined by parents, there is evidence of staff within the assessment teams adapting their approach in an attempt to engage parents while at the same time respecting their decision to decline assessment. In 5 case examples, re-referrals were for concerns of the same nature as the previous referral. This may

indicate that concerns had not been sufficiently explored within the preceding child and family assessment, or alternatively that referrers are reluctant to hold their concerns below level 4 despite previous assessment.

In June 2020 an audit was completed regarding re- referrals as the numbers of re referrals was increasing. 1 outstanding, 1 good and 2 required improvement. There was theme identified on the number that were audited so a deep dive audit will take place in October 2020.

In July 2020, the Safeguarding Board requested an audit of People Posing a Risk to Children. This was to identify processes within MASH to ensure appropriate actions are taken. 3 were found to be good, 2 required improvement and 1 inadequate. A work group are developing a flowchart and processes which will be completed by 30th October 2020.

In July 2020, An audit was undertaken looking at the quality of Child in Need visits. The findings were 4 good and 4 requires improvement. Areas for development was the timeliness of recording and the quality of the recording. Increased use of signs of safety practice will allow Social Workers to fully evidence how they are supporting progress and achieving outcomes for children in addition to recognising where more support is needed.

In September 2020 are audit of neglect and the use of the Graded Care Profile was undertaken. The findings were, 1 outstanding, 4 good and 1 requires improvement.

In September 2020, a dip sample of assessments were looked at by the Assistant director and the Head of Service. The assessments and the decision making was of poor quality. This was addressed with the three managers. A package of training will be put in place and further monitoring the quality of the assessment will be on going.

Areas of strength, evidence

1. The MASH works to a well-established multi-agency model.
2. There are experienced social workers collating information from partner agencies to provide clear recommendations and defensible decisions.
3. Good responses to immediate harm to children between Police, social services and our multi-agency partners.
4. Strong threshold decision-making with good impact of social work and early intervention services.
5. Monthly case audits are undertaken across the management structure and recommendations put in place
6. The Domestic Abuse Hub is embedded.

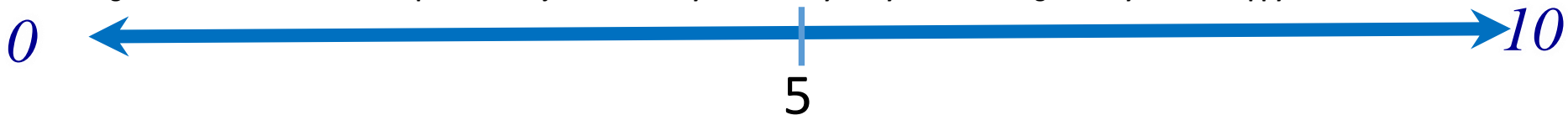
Areas for development, intended impact, timescales

1. The quality of assessment needs to improve. Managers need to work with the Social Worker to plan an assessment, ensure that the assessment has gathered all the information and is triangulated with family members and partner agencies. There needs to be a clear rationale, hypothesis and decision. A training plan will be put into place by 31st October 2020. The plan will include Team Managers, Senior Practitioners and Social Workers. Cases will be audited and appropriately challenged by the Head of Service.
2. Child in Need plans need to be SMART and child focused. Signs of Safety training will be put into place.

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| <ol style="list-style-type: none"> 7. The Early Help Hub is now in place. 3. Development of the Early Help Hub will improve the timeliness of contacts being completed which will provide children and their families with the most appropriate support and safeguards. 8. Regular supervision is taking place and recorded 9. Audit activity is evidencing that improvements have been made. 10. Caseloads are low and consistent 11. Development of Child in need work with the support from Family Support Workers within the Assessment Teams to ensure all children and families will receive the right services at the right time dependent upon the level of need. Family Support Workers will provide direct work with Children and families. Children's views wishes and feelings will be heard and support provided to reduce the need for children to move to alternate accommodation-Family Support Workers have been recruited and trained. 12. Child in Need guidance has been reviewed and up dated with clear expectations. 13. 7 ASYE's have been recruited to the posts in the assessment teams. Support will be provided by the Social Work Academy. | <ol style="list-style-type: none"> 3. Case summaries need to be on every case. This is so everyone has a clear summary of what the concerns are, what has been put into place and the safety of the child. 4. Work with partners to reduce the level of inappropriate Multi Agency Referral Forms. Monthly performance meetings with partner agencies will continue. This scrutinizes the quality of Multi Agency Referral Forms, the quality of work within the MASH, decision making and timeliness of contacts. Findings are presented to the MASH Partnership Forum. This will evidence that Children and families are getting the Right Help at the Right Time. 5. 100% case supervisions recorded within 3 months by end of Q3. Staff will feel supported. The case direction will be closely monitored to reduce drift and delay. Head of Service will observe 3 supervision by the end of Q3.Senior Practitioners will provide reflective supervision individually and within a group. This will improve practice to be completed by end of Q3. 6. Thematic audits will be completed. October 2020 Re referral deep dive audit. November 2020, Pre-birth Assessments. 7. Completion of strategy meetings, s47's, Child and Family Assessments and 3 day visits to meet targets of 95% within timescales. – HoS and Team Managers will drive forward the consistency of the work being completed. This will ensure the safety of children and that the appropriate support is provided. 8. The Child in Need Guidance needs to be embedded within the teams. We will evidence that it is being followed and that it is producing positive impact for the children and families. There is a CIN plan audit in October 2020. 9. Signs of Safety implementation-a multi-agency approach to working with children, young people and their families to identify and manage needs, risks and family strengths where children are in need of help and protection. Some training has taken place but further training has been planned. All Team Managers, Senior Practitioners and Social Workers need to attend. 10. Embed the learning culture. Thematic audits will continue for MASH and the Assessment Teams. The learning from the audits will be shared by |
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	way of reflective workshops, supervision with the Social Worker and Managers and support from the Academy. Social Workers will have support from Senior Practitioners within the teams. Evidence of improved practice will be seen through further audit activity through Q3.
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Thinking about social work practice across your service and your reflection above – where are you on a scale of 0 – 10? With 10 being that social work practice within Children and Families is exactly where you want to be at the moment, in fact you could not be happier about the way everyone is working; to 0 being that MASH and Assessment practice has just lost its way and the way everyone is working makes you so unhappy.



Rationale for score

There is a lot of identified work that's too take place over the coming months and to increase this score we need evidence of improvements in assessments.

Summary: Safeguarding and Review (Louise Bath – Head of Safeguarding and Review)

What do you know about the quality and impact of social work practice in your local area? (including comments on learning activity this quarter and impact)

In line with many other local authorities, since the end of March 2020 the restrictions arising from Covid-19 has resulted in all Child Looked After Reviews and Child Protection Conferences being conducted via video conferencing. Children who are looked after continue to be consulted via webex, WhatsApp, email and telephone calls prior to their Review; and every effort is made to ensure children and parents are able attend the Webex video based CLA Review.

Where parents / carers do not have access to equipment to aid their attendance they are either supported by the child's social worker / fostering social worker in person to access the meeting with the social worker via the webex link; or the IRO conducts a series of meetings and consultation with parents happens prior to the Review; to gather the parents views about their child's progress. IRO's ask SWs to feedback the outcomes of the CLA Review to parents after the meeting has concluded. Similarly with Child Protection Conferences; where parents do not have the technology available to support their attendance, Child Protection Conference Chairs will attempt to consult with them both before and after the Conference. It is of concern that the most vulnerable of parents and children are impacted by the challenges of participating through technology.

The Service recognises the importance of developing a working relationship with parents and children; especially for those attending Initial Child Protection Conferences and Initial Child Looked After Reviews; and that there is a need to move to a position where hybrid meetings can be undertaken. To achieve this effectively Child Protection Conference Chairs will need to have access to a Covid-secure meeting room to enable them, the parents, their supporters, child's social worker and the meeting note taker to facilitate face to face socially distanced meetings with video conference input from other agencies / individuals.

At this time no progress has been made in identifying a meeting room that could be designated for this sole purpose due to the current Covid-19 restriction. While there is no current travelling time, IROs are reporting that Child Looked After Reviews and Child Protection Conferences are taking significantly longer in preparation conversations and in the meetings themselves, so there is no significant time saving from the new arrangements.

A significant area of improvement in quarter one/two which has had a direct impact on children and young people is securing long term matches with foster carers, with a significant amount of work being undertaken by IROs escalating informally and formally and Social Workers from the Looked After Children and Fostering Teams subsequently addressing previous drift.

There has been a shift in culture from the perception that a matching assessment is for the foster carer and only when the match is all but agreed, to being an assessment for the child to evaluate if matching between this child and this carer is right, what support would need to be in place to make it right, and if not right recommendations for future planning to progress the care plan of a long term foster placement or if a change of plan is required.

How do you know it? (including outputs being measured)

There has been a significant improvement during Q2 in respect to ICPC's and RCPCs with 100% of all Child Protection Conferences being held within timescales each month. 91% of all Child Looked After Reviews; and 100% of 1st Child Looked After Reviews were held within timescale; which is the same as reported in Q1.

During Q2, two new IRO's joined the Team and this affected performance in relation to 2nd and Subsequent Child Looked After Reviews being held in timescale; as one of the locums left the service early and two staff had extended period of compassionate leave meetings which resulted in meetings being shared out across the team. In some instances due to diary clashes Reviews had to be rescheduled; with a number going out of timescales. It would be envisaged that performance in Q3 for 2nd and subsequent Child Looked After Reviews should see improvement now that the Team is fully staffed with permanent post holders.

Q2 saw improved performance in respect to timeliness of completing Child Looked After Review recommendations and minutes being completed (85% and 83% respectively) and improvement in timeliness of minutes being distributed (66%). 95% of children looked after were consulted by their IRO; and 79% participated at their Child Looked After Review (this is significantly lower than in Q1; however, it is possible that with the return of children to school from September 2020 that they are unable to effectively attend 'virtual' meetings. Prior to Covid-19 restrictions; if Child Looked After Reviews could not be held within the child's home; then they would have taken place at school.

Work continues to be undertaken with IRO's to improve performance in relation to IRO Oversight's being recorded on the child's record; with Q1 and Q2 seeing a downward trend from 85% in Q4 2019/20 to 75% at the end of Q2 2020/21. This may be a result of the Service having shifted its attention towards ensuring all children requiring Matching Assessments have had this completed and that children have been long-term matched with their foster carers; alongside work being undertaken around improving the regular review and quality of Delegated Authority Forms.

Areas of strength, evidence

1. Since June 2020 the majority of the 70 children identified with a plan of long term fostering but not yet matched who were under 17 and a half years of age, have now been matched with their carers.
2. Timeliness of CLA Review minutes and recommendations is improving, with Year to date at end of June increasing from 68% (end of 19/20) to 82% and from 77% (end of 19/20) to 82% respectively.
3. Implementation of Signs of Safety continues to progress with a programme of weekly group supervision for Conference Chairs / IROs scheduled to cover 9 topics; in addition, a 3 day bespoke SoFS training programme has been commissioned which will include the opportunity for Team Managers, Senior Practitioners and partner agencies to observe a 'Mock' Signs of Safety Conference in December 2020.
4. Increased use of formal dispute resolutions: Qtr 1/2 = 37; compared with 17 dispute resolutions for the year 2019/20. - These covered Delegated Authority, completion of Care Plans and Pathway Plans for Lac Reviews and the completion of Matching assessments.
5. 100% of ICPCs held within timescales each month during Q2; with overall improvement from 2019/20 = 75% (at year end) to 92% (year to date).
6. 100% of RCPCs held within timescales each month during Q2; with performance being maintained at this level each quarter since Q1 2019/20.
7. Distribution of CLA Review minutes is improving since the Convening List was amended to allow IRO's to identify who should receive minutes and where minutes needed to be redacted. IRO's

Areas for development, intended impact, timescales

1. Informal and formal Dispute Resolutions - work is being undertaken to create a Dispute Resolution Form on Mosaic, which will enable robust reporting on this area of IRO practice; this should be completed during Q£, with the first report being available in Q4. As an interim measure an Informal Dispute Resolution Case Note has been added to Mosaic, and will enable the Service to provide a report at the end of Q3.
2. Improving the quality of Looked after Children review minutes written in the form of letters to the child. These need to incorporate recording parental views appropriately and focus on how the style has relevance to the child as well as covering statutorily required areas. There is potential to use the letter to the child at the 1st Lac Review as the beginning of life story work - equally there needs to be a formal account appropriate for consideration in court proceedings. The Principal IRO will address this within individual supervisions with the IROs and undertake quality auditing Q3.
3. Parental participation in CP and Care Planning needs to be further promoted to support parents who have difficulties in contributing through virtual meetings and those parents who have previously found engagement difficult. Use of hybrid meetings - physical meetings for the Chair / IRO, Social Worker, parents and parental support / advocate, with input through video conference from agencies and carers, is being progressed this is dependent upon a dedicated COVID-secure Conference Room being identified. The implementation of Signs of Safety Child Protection Conferences will be adversely impacted in the absence of hybrid meetings; as the current 'virtual meeting' technology doesn't adequately support the recording of the meeting using a whiteboard by the chair; and if a technological solution could

<p>only need to update and save this in the calendar invitation; which alerts Business Support that this has been updated.</p>	<p>be found, many parents would be unable to see what is being written and would be disadvantaged.</p> <ol style="list-style-type: none"> 4. SMART Child Protection Plans require further development, with this being progressed through the 9 sessions of group supervision on Signs of Safety and the 5 day Signs of Safety Safety Planning/Child Protection Planning training. 5. Following a Learning Review held during Q2 the PIRO has drafted an Isolation, Seclusion, Restriction and Restraint Policy for use by Social Workers, Team Manager's, the Fostering and Placements Service that in geared to raise awareness and improve practice. The PIRO will assist in the delivery of training to Social Workers at the Bi-Monthly Learning sessions to be held in October; following its approval by SMT. 6. IRO's when chairing the Child's Looked After Review, should explore whether either the Placement Plan or Delegated Authority Forms (which sit alongside the child's Care Plan) should be reviewed and where appropriate amended. In February 2020 a step to evidence the Delegated Authority Form had been completed, signed and uploaded was populated on Mosaic; and whilst 95% of all children looked after have a form on file; not all of these are signed or fit for purpose. During Q3 the PIRO will re-circulate the Tri-X Guidance on Delegated Authority to HoS with a request that Team Managers explain the importance of this as a live document that should be amended as the child's circumstances change. The PIRO will undertake an quality audit during Q4 to determine whether there is a shift from the current 'standardised form' to 'differentiated delegated' linked to the individual child's circumstances and needs.
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Thinking about social work practice across your service and your reflection above – where are you on a scale of 0 – 10? With 10 being that social work practice within Children and Families is exactly where you want to be at the moment, in fact you could not be happier about the way everyone is working; to 0 being that MASH and Assessment practice has just lost its way and the way everyone is working makes you so unhappy.



Rationale for score

Safeguarding and review continue to drive change as identified and are working to provide robust challenge to operational teams; consequently improvement is being seen in key areas of performance in relation to children looked after e.g. timeliness of plans being completed and the challenge in relation to delegated authority is being taken forward in a working group to improve the quality of delegation. Further improvement work is planned to move up the scale.

Summary: Child Protection & Court Service (Cath Thomas – Head of CP and Court)

What do you know about the quality and impact of social work practice in your local area? (including comments on learning activity this quarter and impact)

The good performance observed in Q1 in relation to statutory visits has slightly declined in Q2, particularly in August. This improved again during September and it is anticipated that performance will continue to improve from here on. A number of factors have impacted upon performance, including staff annual leave and various staff members isolating due to the pandemic at different times, both of which have put more pressure on our duty system. We continue to perform poorly in completing timely Child and Family Assessments.

The service has very few and the majority are pre-birth assessments but we need to revisit our processes for tracking these assessments again as the steps taken in Q1 to address this have not been effective. In Q2 we have seen an increase in the total number of cases held by the service, from 235 to 260. This equates to just under 90 cases per manager which is higher than ideal (approx 75).

Caseloads have increased and are slightly higher than ideal, but due to increased workforce stability, for the first time in recent memory no social worker has more than 20 cases. We have continued to recruit permanent social workers, the majority of which are newly qualified. The service now has 58% of social worker posts filled by permanent staff, compared with 32% at the end of Q1. Our newly qualified staff are well supported by their team managers, senior practitioners and the Social Work Academy. Their caseloads are robustly maintained at an appropriately low level to enable them to develop their skills and experience, primarily through co-working cases with more experienced staff.

Whilst the limitations on teams physically spending time together have impacted upon morale, children have continued to benefit from a motivated workforce who are keen to share learning and best practice and to develop their skills, knowledge and experience. An audit of visits was undertaken in July 2020, with 60% of audits being rated 'requires improvement' and 40% being rated 'good'. This evidences some improvement in audit outcomes over time, and provided a number of examples of good practice in undertaking and recording visits, which have been disseminated to all staff.

In Q2 we have worked to identify and resolve the system issues which are preventing the timely recording of core groups and child in need reviews, and timely managerial oversight of these plans and meetings. Data cleansing activity has been underway in Q2 for CIN reviews, and is just commencing for core groups in Q3. The service has taken a number of positive strides in Q2 with issues where there has been poor compliance for a long time, namely delegated

authority and case summaries. At the beginning of Q3 for the first time we have regular data available to evidence completion of Graded Care Profile and current performance remains poor. Targets have been set to increase this over Q3.

The frequency and quality of case supervision is improving, although overall performance this quarter is hampered by poorer performance in team 2. However, the quality of case supervision is not yet sufficiently consistent across the 3 teams and more work needs to take place to evidence critical reflection, challenge and case progression through case supervision. We have transformed our approach to pre-proceedings and as a result are now concluding the vast majority of PLO cases within 12-16 weeks. Although the number of children subject to care proceedings has remained fairly constant, just over half of our current care proceedings were initiated in the Assessment service, and consequently we had no benefit of frontloading assessments and direct work in pre-proceedings. This has led to an extremely busy time in the service throughout Q2, and this is likely to have had an impact on performance overall. Following our revised approach to permanence planning implemented in Q1, we are already seeing a significant shift in long term outcomes for children, with more children being reunified at the end of or shortly following care proceedings and more children achieving permanence outside of the care system by way of SGO.

Throughout Q2 approximately one third of children whose care proceedings concluded had a care plan of long term fostering, and apart from one sibling group of 3 primary age children, the remainder in this cohort were adolescents. As a result this has reduced the number of cases we are transferring to the Looked After Children's service. The Covid pandemic has had an impact on the conclusion of some care proceedings, with performance (average weeks) being poorer in August and September as lengthier cases were finally able to conclude.

The service had a revisit from Essex Local Authority in August 2020, following a diagnostic visit in November 2019. The reviewers were pleasantly surprised at the progress the service has made in the intervening months, despite the restrictions of the current pandemic and the resultant impact on staff morale. The reviewers found an "immediately evident shift in culture, morale, confidence and presentation" of the workforce and that managers were able to talk in more detail than previously about our direction of travel and priorities for improvement. They also commented that staff said they felt "valued, supported and challenged" by the Head of Service, and they heard a cultural shift in the way social workers talked about children and their families.

Areas identified for improvement included: quality of case supervision; frequency and quality of case summaries; use of Family Network Meetings; and developing family focussed, strengths-based plans. These areas for development are included in the Q3 action plan.

How do you know it? (including outputs being measured)

CIN, CP and LAC visits timeliness was 94%, 91% and 90% respectively at the end of Q2. Case supervision within 3 months stood at 92% for CP Court team 1 and 93% for team 3 at the end of Q2, but only 65% for team 2, thus bringing down the overall performance to 83%. Worker supervision levels have been relatively well maintained in Q2 (with a slight decline in August), and stood at 100% at the end of Q2 (NB team 2 data was submitted beyond the required date for inclusion in the performance data). No social workers had more than 20 cases at the end of Q2 and only 3 (15%) had more than 16 cases.

Only 46% of children subject to a CP plan due to neglect have a completed Graded Care Profile. Of the 41 children currently subject to a CP plan due to neglect, only 2 children transferred to the CP & Court service with a Graded Care Profile completed. This data has only been available for the first time in

early Q3. 93% of children have an up to date case summary recorded within the last 3 months. 98% of children have an up to date delegated authority for their current placement.

Only 50% of Child & Family Assessments were completed in timescale in September and this poor performance has been constant throughout both quarters to date. 90% cases in PLO are currently managed within a 12-16 week timeframe. Circa one third of children had a plan of long term fostering throughout Q2 and in September alone this was 25%. To date this year we have made 4 fostering to adopt placements.

Areas of strength, evidence

1. Positive learning culture and collaborative service development, evidenced by regular learning and sharing best practice focus at service meetings and team meetings; weekly Shout Outs celebrating good practice; whole service engagement in Appreciative Inquiry approach. The impact of this cultural change was also evident in the findings of Essex LA.
2. Despite poorer performance this quarter overall, the regularity of case supervision and personal supervision still means most staff are well supported and have regular opportunities to discuss cases.
3. Culture of compliance continues to improve and some teams now require much less direct intervention from HoS, moving towards a culture of high performance.
4. Workforce stability continues to improve with more permanent social workers and ample support for NQSWs.
5. Improved quality of practice and timeliness in PLO has increased the proportion of cases where PLO is concluded within 12-16 weeks.
6. Improvements and a cultural shift in permanence planning are reducing the number of children with a plan of long term fostering and the number of children who are looked after.
7. Generally the culture and practice are shifting towards focussing more on improving outcomes for children and families and becoming less process-driven. There are more opportunities to pause, think and reflect on different approaches.

Areas for development, intended impact, timescales

1. Embedding use of Genopro and the Family Network Assessment Record to ensure timely and appropriate decision making for children in PLO and care proceedings - this has had limited effectiveness in Q2 and will be the subject of discussion at the next AD/HoS meeting on 9th November. Initial enquiries made 16th October with Mosaic development team to build the FNAR into Mosaic.
2. Further training to be delivered by ACE in relation to completion of CPRs and FTA to ensure SWs are skilled and knowledgeable in adoption planning - Q3
3. Children subject to a CP plan due to neglect - GCP to be evidenced in 75% of cases by mid-November and in 85% of cases by mid-December.
4. Develop and refine performance data for CIN reviews and core groups - Q3, these are in development and we are currently working through data cleansing of these Steps.
5. Further develop shared reporting via Mosaic and / or trackers for cases in PLO and care proceedings - Q3.
6. Team managers to identify an alternative, more effective method for ensuring that Child and Family Assessments are completed and approved on time - Nov 20.
7. Conduct an audit of new CP cases to identify any themes contributing to rising CP numbers.
8. Supervision skills workshop for team managers to develop confidence and skills. Workshop to be supported by critical reflection guidance being issued to team managers and a reflective supervision toolkit - Dec 20.

	<p>9. Senior management team to determine interim measures that can be implemented to support Signs of Safety aligned plans whilst we await the full Mosaic implementation - Dec 20.</p> <p>10. Dip sampling of case summary records to be undertaken to ensure consistent use of the SoS format - Nov 20.</p>
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Thinking about social work practice across your service and your reflection above – where are you on a scale of 0 – 10? With 10 being that social work practice within Children and Families is exactly where you want to be at the moment, in fact you could not be happier about the way everyone is working; to 0 that child protection and court practice has just lost its way and the way everyone is working makes you so unhappy



Rationale for score

The score evidences some progression and reflects feedback from Essex who rated CP Court practice as 6.5. CP Court it is now implementing Signs of Safety and embedding strengths based practice this should see an improvement in quality of assessment and analysis and improve outcomes for children.

Summary: Looked After Children Service (Gill Cox – Head of Looked After Children)

What do you know about the quality and impact of social work practice in your local area? (including comments on learning activity this quarter and impact)

The local authority continues to have a very high number of looked after children. At the end of quarter 2 there were 337 children in care which equates to 93 per 10,000, which is significantly higher than the national average (65 per 10,000) and that of statistical neighbours (54 per 10,000). The number of looked after children has been fairly stable over recent months but has reduced slightly during the quarter.

Care orders have been discharged for 8 children in the LAC teams in this quarter - 1 children was reunified and 7 children became subject to SGO's. At the end of quarter 2 - 27 applications were filed either with court or with legal services to achieve children's exit from the care system. There were 12 SGO applications and 11 care order discharge applications filed with court. There are a further 4 SGO and no care order discharge applications filed with legal services. 18 children have been formally long-term matched.

At the end of September there were no adopted children waiting for a Life Story book or Later Life letter. All children have had their arrangements for family time reviewed moving to this being facilitated by family members or foster carers wherever possible. A review completed in August identified that 46% of children were not having direct family time with at least one parent. Actions to promote family time have been identified and progress will be monitored to ensure that the % having direct family time increases.

Essex carried out a diagnostic in August which identified many strengths including quality of leadership, assessments, focus on reunification, compliance and confidence and commitment of practitioners. They identified areas for improvement as life story work, direct work, staff turnover, permanency planning, placement stability and joint working with the fostering/placement services. It is acknowledged that further work is required to ensure that children in care and care leavers are able to contribute and affect change at a service level.

How do you know it? (including outputs being measured)

Audit completed on the theme of life story work in August. Of the 6 cases audited 1 was assessed as good and 5 as requires improvement. This echoes the findings of Essex.

Essex as a Partner in Practice completed a diagnostic in August which identified many strengths. The areas for improvement were understood and in line with our self-evaluation.

Areas of strength, evidence

1. Audit and Essex continued to find good evidence of management oversight and footprint;
2. Compliance with statutory timescales has continued to be good;
3. Good progress in reducing looked after numbers with 8 children who had their care orders discharged during Q2 and a further 27 applications prepared
4. Good progress with increasing number of children who are long-term matched with 18 long term matches approved during Q2
5. Backlog of life story books and later life letters eliminated;
6. Target for delegated authority in the teams has been met and significant improvement in numbers with an up to date case summary

Areas for development, intended impact, timescales

1. Continue work to reduce numbers of children in care with expectation that a further 14 applications will be completed during Quarter 3 - 8 for SGO and 6 discharge following successful reunification;
2. Increase number of children having direct family time with both parents;
3. Ensure all children in care have an up to date case summary;
4. Improve confidence of practitioners in completing direct work with children

Thinking about social work practice across your service and your reflection above – where are you on a scale of 0 – 10? With 10 being that social work practice within Children and Families is exactly where you want to be at the moment, in fact you could not be happier about the way everyone is working; to 0 being that looked after children practice has just lost its way and the way everyone is working makes you so unhappy.



Rationale for score

Score of 7 based on sustaining compliance with regulations and good progress with applications for discharge/SGO, long-term matching, elimination of backlog of life story books and later life letters and evidence from Essex that change in culture and practice in working in partnership with parents evidenced.

Summary: Care Leavers Service (Gill Cox – Head of Looked After Children)**What do you know about the quality and impact of social work practice in your local area? (including comments on learning activity this quarter and impact)**

Continued staff instability and turnover has resulted in just one permanent Social Worker being employed at the end of the quarter and the Managing Practitioner due to leave in November. Agency workers have been in post for some periods during the quarter but together with the extended absence of the team manager this has impacted upon team performance particularly in relation to supervision, case summaries and pathway plans.

Visits are not yet consistently completed within timescales and not all cases have been supervised during this 3 month period.

Performance for reviewing pathway plans in timescales has stagnated and the report to support management of this requires amendments to be accurate. Outcomes for care leavers are excellent with those in touch and in suitable accommodation being as good or better than statistical neighbours.

The number of young people engaged with education, training or employment has improved significantly and focus now needs to be on sustaining this as the impact of Covid is felt. Audit programme has shown improvement in quality of practice although further improvement is required.

How do you know it? (including outputs being measured)

In April an audit of 16+ cases was completed on the theme of exploitation. 7 cases were audited with 1 assessed as "good" and 6 assessed as "requires In July an audit of 16+ cases was completed on the theme of preparing for independence. 6 cases were audited with 2 assessed as "good", 3 assessed as "requires improvement" and 1 as "inadequate".

Compliments from young people "Hey I don't really now how to tell you but I would like to say a massive thank you to all your team for supporting me and never giving up. I know that I have been a pain with all my running episodes I have done. I am very grateful for all you help and support. I would like to give a first shout out to Fran for never giving up on me and getting here to this point because if I didn't have here I wouldn't of made it with out her. Then you got Steph, Andrea and Stacie for just giving me so much advice even though sometimes I didn't take it but you have all been amazing..."

"Whilst in care I got taught a lot of life skills, got involved in participation with a lovely lady and we do all sorts of activities! We go and speak in big groups of people, give our voice etc. When we are ready to move out they help us with how to sort bills out, and help us buy things. They help us whilst learning to drive by paying some of those lessons for us. They're always at the end of the phone, I'd be dead without the help of my PA, and my former social worker. They do an amazing job, people just don't see that side of it. To all social workers/PA's etc out there as someone who's been in care I'm proud to say you've been the ones to make me who I am today! 😊"

Areas of strength, evidence	Areas for development, intended impact, timescales
<ol style="list-style-type: none"> 1. Team are in touch with more care leavers than statistical neighbours; 2. More care leavers are in suitable accommodation than statistical neighbours; 3. Number of care leavers in education, training and employment is higher than statistical neighbours; 4. Audits show that the quality of practice is improving; S47's are being completed to timescale; 5. New accommodation for care leavers with complex needs is due to open week commencing 13th July 2020; 6. More young people are "staying put" providing stability for young people; 7. Two Social Work apprentices appointed from existing personal advisors who are keen to work in the 16+ team when they qualify. 	<ol style="list-style-type: none"> 1. Statutory visits and visits to care leavers need to be completed in timescale consistently; 2. Case supervision needs to be completed on all cases at least every 3 months; 3. Pathway plans need to be completed and reviewed within timescales; 4. Quality of pathway plans needs to improve; chronologies need to be up to date; 5. Case summaries need to be updated at least every 3 months and all young people need an up to date delegated authority completed; using Signs of Safety approach with young people to help them engage in their wellbeing/safety goals via their pathway plan and reduce risky behaviours; 6. Improve the timeliness of discharge of care orders when young people have returned home or applications for SGO; 7. Improve approach to building stronger support networks around young people by improving staff's confidence to hold family network meetings and devising support plans for care experienced young people; offering workshops in relation to tenancy management, 8. Budgeting, emotional wellbeing in conjunction with partner agencies such as housing solutions, strong young minds, children's finance and preparing for independence; 9. Reduce the number of young people at risk of exploitation and provide accommodation options that enable young people to live within their local community

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Thinking about social work practice across your service and your reflection above – where are you on a scale of 0 – 10? With 10 being that social work practice within Children and Families is exactly where you want to be at the moment, in fact you could not be happier about the way everyone is working; to 0 being care leaver practice has just lost its way and the way everyone is working makes you so unhappy.



Rationale for score

Score of 6 as outcomes for care leavers have been sustained however compliance with statutory timescales for visits and review of Pathway plans are not yet being sustained and workforce remains unstable.

Summary: CWD Service (Les Knight – Head of Additional Needs)**What do you know about the quality and impact of social work practice in your local area? (including comments on learning activity this quarter and impact)**

The ILACS inspection in June 2018 recognised that the quality of help and protection offered to children by the disabled children's team is a strength. It observed that workers know the children they are working with very well and they ensure that children's views are evident in their reviews and assessments. A recent internal focussed audit on 'the child's voice' also viewed this in a positive light.

The Ofsted focussed visit (Dec 2019) confirmed that CIN plans are tailored and responsive to children's needs. Packages of support are appropriate to needs identified and social workers are quick to ensure these are adapted if children's needs change or in response to crisis. Children's and carers views are consistently recorded and influence planning. Social workers know the children well and are skilled at communication with children using a variety of different methods and applying observational skills to ascertain children's wellbeing. Supervision is qualitatively better in this team, is well recorded and includes elements of reflection helping to ensure timely progress.

The Children with Disabilities (CWD) Team has been part of a 0-25 multi-disciplinary SEND service which has seen the CWD and SEN Assessment Team co-located since 2016. This has improved communication and joint working between the teams. Families requesting a statutory Education, Health & Care (EHC) assessment are now screened using an Early Help Screening Tool to establish whether there are any unmet care needs, which should improve the quality of the care advice into EHC Plans and ensure families get the appropriate support.

The team is continuing to gain experience having recruited the majority of its staff as newly qualified workers 2-3 years ago. The team receives regular positive feedback on the quality of its practice from IROs, the legal team and education staff. One social worker has recently received praise from the Court.

The CWD Team is carrying one vacancy. The number of cases held by the team has increased recently and consequently the caseloads of individual workers has risen above the average at the present time. This increase is in part as a result of a backlog of assessment cases during the initial lockdown. A further factor bringing pressure on the team is the increasing number of cases requiring Court of Protection work in relation to Deprivation of Liberty. This has resulted in uneven performance against KPIs. Action is being taken to reduce individual caseloads and a limited restructure in the service is aimed at increasing management capacity to prevent management oversight and sign off being a 'bottleneck' that causes additional delays.

The range of options for short breaks in Herefordshire is quite limited. Service closures as a result of COVID have further reduced the breadth of the offer. This is despite the considerable efforts of the Council's Children's Commissioning Team and the creativity of individual social workers who continue to explore all options for increasing choice for families. A project to recruit overnight short break foster carers had good initial success but the momentum needs to be rebuilt through marketing as turnover of carers leaves a need for further recruitment. Other day-time options using foster carers are also being explored.

The ILACS inspection report also commented on strong and effective work with partner agencies (which) results in effective support to children and their families. Most of the team's referrals come via the multi-agency Single Point of Referral team which the team attends. Working relationships are strong with the transition team in adult well-being and the revised transition protocol describes expectations for cases transferring. Excellent working relationships have developed since then with the child development centre, partly as the result of the additional demands of appropriate information sharing required to address COVID.

The Ofsted Joint Local Area SEND Inspection was undertaken in September 2016. No written statement of action resulted and inspectors commented that the local area has clear procedures in place to check that children and young people who have special educational needs and/or disabilities are safe. They also commented that leaders 'have a clear understanding of the strengths and weaknesses of the different partners who contribute to the implementation of the [2014 Children and Family Act] reforms'.

There is some further learning for the team around the Mental Capacity Act, Deprivation of Liberty and Liberty Protection Safeguards. The team has undertaken training from The Edge Training, a national leader in this area of work and one of the team has recently been trained to be a 'Best Interests' Assessor. However, recent cases in the Court of Protection have highlighted further learning is required. Social Workers in the team are now shadowing staff experienced in conducting mental capacity assessments to strengthen this area of work

All of the team's internal audits have averaged 'good'. Two internal audits on the 'Voice of the Child' showed that to be a strength of the team. An audit on management oversight showed supervision to be a strength but identified the need for oversight to be more evident in case files.

How do you know it? (including outputs being measured)

Weekly, monthly and quarterly performance reports are shared with Head of Service, Team Manager and the Director. These include CWD specific performance information. Performance concerns are addressed through supervision and are intended to be proactive rather than just reactive comment when performance has slipped. Feedback from HOS/AD Performance meetings.

Team Managers sign all assessments. Court documentation is subject to Team Manager and Head of Service Quality Assurance.

All Staff are supervised in line with the corporate supervision timescales

Audits have been undertaken through the Local Safeguarding Children Board (LSCB) and internal audit arrangements. Internal audit processes include auditors reviewing the case with the worker involved to promote learning and developing a shared view of a case. Processes for the administration of short breaks and direct payments have been reviewed as part of the corporate internal audit programme (SWAP). The findings from these audit processes have been shared with the team.

Learning from the children’s and corporate complaints process and Local Government & Social Care Ombudsman (LGO) findings/recommendations as well from court cases.

Views of parent/carers and the child is recorded on most workflow forms. Information is also gathered from the local parent carer forum including at the 6 monthly SEND Summits.

Feedback from partner agencies regarding communication and quality of practice.

Areas of strength, evidence

1. The safeguarding of children with disabilities is a strength with timely and planned responses to individual cases. Regular supervision and the trackers used across children’s social care ensures that cases do not drift. Positive feedback from a wide variety sources in relation to team practice indicates this is a strength.
2. The use of short breaks and direct payments has developed with increasing numbers of families being supported. The graduated use of short breaks supports families in a timely way and ultimately prevents some families breaking down.
3. An experienced team of specialist disability support workers deliver a proportionate response to families with lower levels of need. The use of S2 CSDA 1970 allows support to be delivered without the need for a social worker being involved. Reviewing of these cases is via the EHCP Review offering a family a ‘single plan’ and review mechanism.
4. Staffing stability and a strong team ethos supports team members to deliver a good service to clients.
5. Greatly improved working relationships with health providers and the clinical commissioning group.

Areas for development, intended impact, timescales

1. Developing much greater consistency and focus around performance measures, e.g. visits and Child and Family Assessments within timescales through developing a team performance culture. March 21
2. Review of management structure and supervisory roles and responsibilities within the CWD Team. In place Jan 21.
3. Contribute to a review of short breaks and direct payments to maximize the choice for families – March 21
4. Developing a greater understanding of the Mental Capacity, DOLs and LPS across all social workers in the team to ensure that 16-18 year olds are accorded their full legal rights. Dec 20
5. Develop detailed procedures to ensure that the team meets its responsibilities as outlined in the updated Preparing for Adulthood Protocol to facilitate successful transitions to adulthood. March 21
6. Continue to progress current work being undertaken on the area of continuing care assessments and joint health and social care funding of packages and; to address the issue of delegated (Health) tasks within the provision of short breaks packages to ensure appropriate clinical oversight. March 21

6. Audit evidence of good practice in relation to the voice of the child and positive feedback families in relation to the support received.	
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Thinking about social work practice across your service and your reflection above – where are you on a scale of 0 – 10? With 10 being that social work practice within Children and Families is exactly where you want to be at the moment, in fact you could not be happier about the way everyone is working; to 0 being children with disabilities practice has just lost its way and the way everyone is working makes you so unhappy.



Rationale for score

Summary: Children and Families Performance team

What do you know about the quality and impact of your work on social work practice in Herefordshire?

Quality

- Timely, regular reports are being produced and distributed to appropriate colleagues in children’s’ services.
- Accurate data is being produced and distributed.
- Performance team lead attending monthly AD/HoS meetings to keep informed/up-to-date with the service and to respond to and get feedback on the reporting.
- Annex A/ChAT tool updated weekly and distributed monthly.

Impact

- Informs improvement plans. The Heads of Service have an accurate picture of their service area to identify strengths and weaknesses.
- Enables measurement of performance against targets and regional and national data in key areas.
- Gives each service area clear quantitative picture of where performing well and where improvements are needed.
- Embedded analysis of performance as business as usual.
- Regular reporting can now identify trends within the service, which helps to measure the impact on children of decisions made.
- Helped to establish Herefordshire on a regional basis as an organisation that wants to work with others to improve outcomes for children.

How do you know it? (including outputs being measured)

Quality

- Work/Reports are sensed checked before they are distributed. We do not send out any report which we are aware has inaccurate or questionable data.
- Close working with Heads of Service and teams to ensure data is accurate.
- Culture of checking any queries about accuracy of data and responding to those queries quickly and efficiently, keeping people informed of progress.
- Reduction in e-mails/queries that reporting is not accurate which indicates and increase in customer satisfaction that the reporting is accurate.

Impact

- Performance information provided is being used to measure performance improvement in individual areas and the overall performance in the Children and Families Directorate.
- Increased confidence in accuracy and presentation of information being distributed regionally and nationally.
- Increasing requests for more information to inform practice improvement e.g. requests for performance information for fostering & family support
- Every service area has weekly/monthly information as to measure its performance against key performance indicators e.g. visits/supervision
- Assisting to embed a climate of support and challenge within individual teams, based on accurate performance information.
- Enabling the organisation to measure performance against expected targets. These may be internal targets set by the service or comparisons to other authorities or Government expectations.

Areas of strength, evidence

1. Ability to meet core business requirement of producing clear accurate reports (we know this as the visit to Doncaster evidenced Herefordshire data reporting similar to their more established performance reporting)
2. Reporting and outcomes is online with a number of West Midlands colleagues (know this by attendance at West Midlands regional forums)
3. Skilled, stable team (no turnover, proficient SQL programming)

Areas for development, intended impact, timescales

1. To integrate more fully into the service generally; team managers, social workers. This will give a greater understanding of social work practice/challenges. (timescale: April 2020) Progress: Shadowing or teams had been scheduled in for March/April. These will be postponed and rescheduled for June/July (assuming current social distancing restrictions have been lifted)
2. Redesign performance reports incorporating the Signs of Safety Forms (January 2021)

	<ol style="list-style-type: none"> 3. Develop team and team culture from reactive to proactive. Identify areas of reporting that could be developed to support the service (timescale: April 2021), create a system for reporting requests that encourages dialogue and collaborative planning of reporting 4. Integrate more into Children and Families Directorate ethos (e.g. pictures in reports to embed Herefordshire aims/values). Progress: Colour schemes and images are being trialed. (January 2021) 5. Establish a pre-emptive self-service approach to performance indicators to support team managers in managing workers performance improvement of the key areas (e.g. visits due, timeliness of activities). (January 2021) 6. Create a 'Performance Team Improvement Plan' to structure the progress and goals of the team in a way that has rigor, challenge and evidence of progress.
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What do you know about the quality and impact of your work on social work practice in Herefordshire? – Where are you on a scale of 0 – 10? With 10 being that the quality and impact of our work is exactly where you want to be at the moment, in fact you could not be happier about the way everyone is working; to 0 being that the children and families performance team has just lost its way and the way everyone is working makes you so unhappy.



Rationale for score

We provide robust reporting that supports the vast majority of social work practice in Herefordshire. To make our score 8/10 our reporting will be improved over the next 6 months to be more efficient and user friendly to the social work teams. This will include reducing the number of reports that get released and making many reports self-service/on demand. To achieve a 9/10, we will look to create reports that, in addition to activity based reporting, provide more insight to what is happening in social care in.

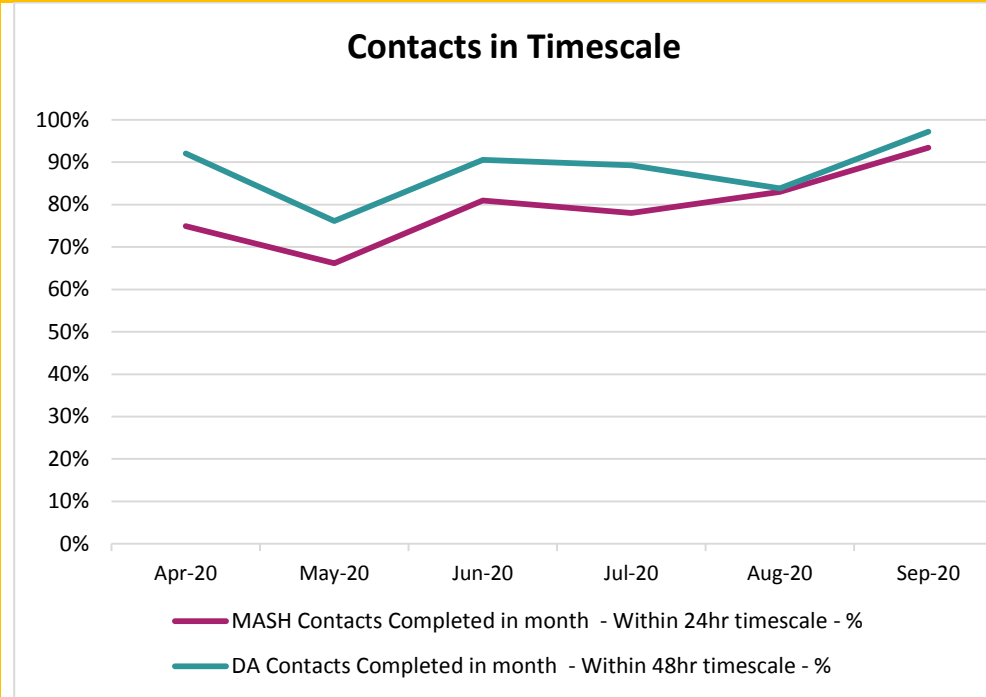
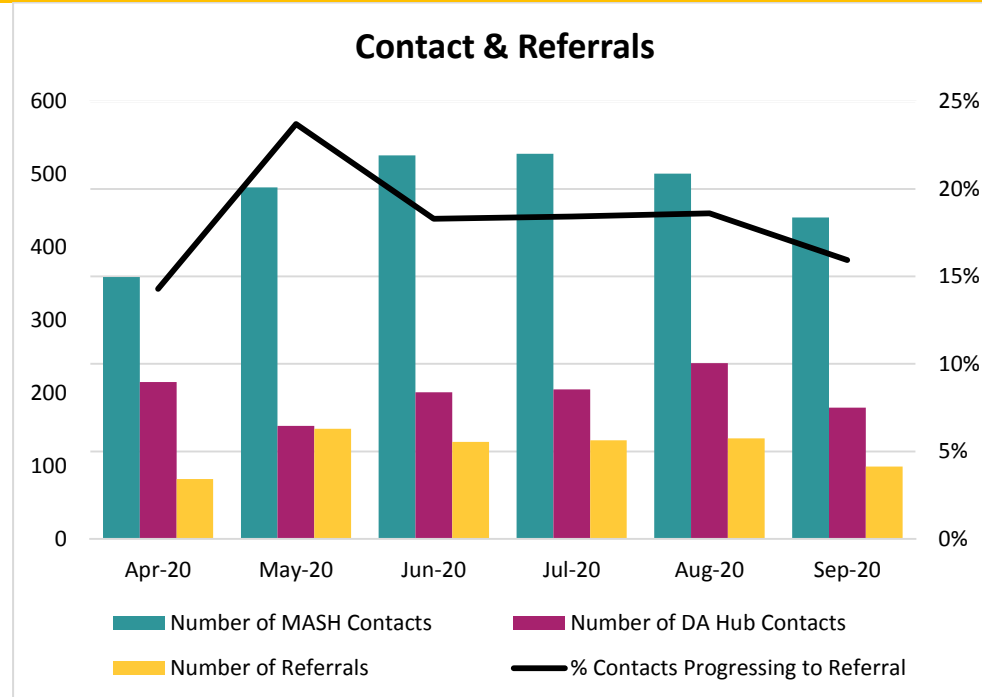


Safeguarding and Family Support Scorecard September 2020

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<p>What is going well?</p>	<p>What are we worried about?</p>	<p>What are our top priority actions (no more than 5) for the month following the review of performance? Including doing more of what is making a difference for children and families.</p>
<ol style="list-style-type: none"> 1. Initial child protection conferences (ICPC's) in timescale is 100% for the third consecutive month. 92% year to date. 2. We have seen another reduction in our number of Looked After Children in September with 5 children having a Special Guardianship Order granted. 3. Caseloads have been consistent over the last 6 months and have not risen above an average of 16 cases per worker. 4. Percentage of permanent social workers has been consistently above 80% for five months and is at 84% in September. Empty seats is the lowest reported percentage so far at 4%. 5. Outcomes of audits are improving. Our year to date outcome for 'good' is 45% compared to last year which was 17%. 	<ol style="list-style-type: none"> 1. Our re-referral percentage for September was the highest in over a year at 39%. 2. So far this year, 25% of our children were not seen in the 3 day timescale in Child and Family Assessments. 3. Child and Family Assesments with an outcome of No Further Action (NFA) is 69% this month. 4. So far this year, our Section 47s with an outcome of No Further Action is 46%. Though positively there was a reduction this month down to 32% and the number of strategy discussion progressing to a Section 47 decreased to 42% from 83% in August. 5. Worker supervision for operational teams is the lowest so far this year at 74%. 	<ol style="list-style-type: none"> 1. Re-Referral audit to be finalised and actions taken to understand the reasons and mitigate against these. Lead: MASH team manager 2. All Teams to use the Otter software to aid timely case and supervision recording on the system; releasing more time for visits & direct work with children. Lead: all Team Managers 3. NFA and Assessments; using previous audit information and findings from Essex develop action plan. Signs of Safety (SOS) training will also support consistent thresholds. Lead: Assessment HoS 4. Supervision to be more reflective through the use Signs of Safety 3 questions . Lead: all Team managers

Referrals and Early Help

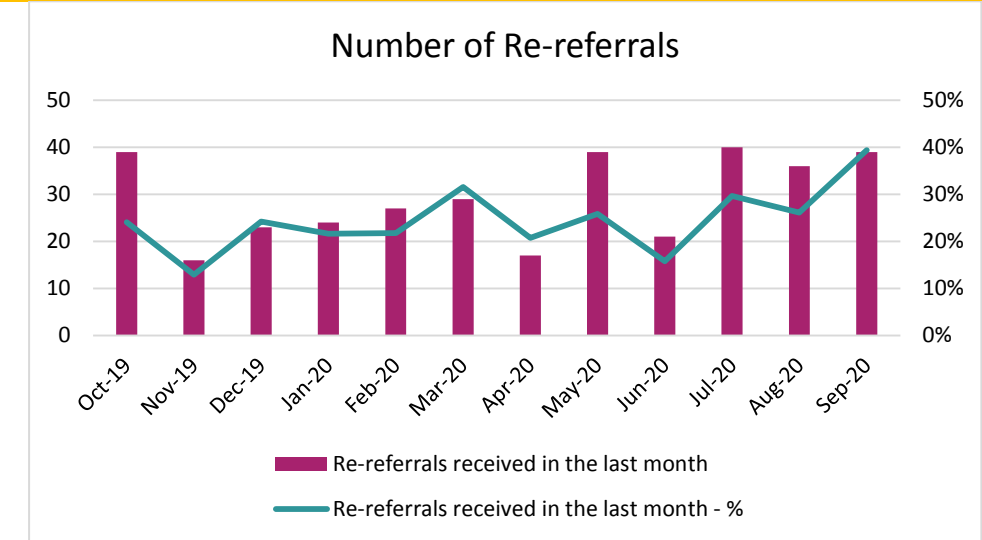


Source of Contacts and Referrals	Total Contacts	% of Contacts	Total Referrals	% of Referrals	% of Contacts Progressed to Referral
Anonymous	18	2.90%	2	2.02%	11.11%
Education Services	2	0.32%	0	0.00%	0.00%
Health services - A&E (accident and emergency department)	28	4.51%	3	3.03%	10.71%
Health services - General Practitioner (GP)	2	0.32%	1	1.01%	50.00%
Health services - Health Visitor	6	0.97%	3	3.03%	50.00%
Health services - Other primary health	28	4.51%	8	8.08%	28.57%
Health services - School Nurse	2	0.32%	0	0.00%	0.00%
Housing - local authority housing or housing association	2	0.32%	0	0.00%	0.00%
Individual - acquaintance eg. neighbours / child minders	32	5.15%	0	0.00%	0.00%
Individual - family member / relative / carer	24	3.86%	1	1.01%	4.17%
Individual - self	1	0.16%	0	0.00%	0.00%
LA services - social care, for example, from another local authority's adults social care services	48	7.73%	28	28.28%	58.33%
Other - including children's centres, independent agency providers or voluntary organisations	40	6.44%	9	9.09%	22.50%
Other Legal Agency - incl. courts, probation, immigration, CAF/CASS or prison	20	3.22%	9	9.09%	45.00%
Police	334	53.78%	24	24.24%	7.19%
Schools	32	5.15%	11	11.11%	34.38%
Unknown	2	0.32%	0	0.00%	0.00%
Total	621		99		15.94%

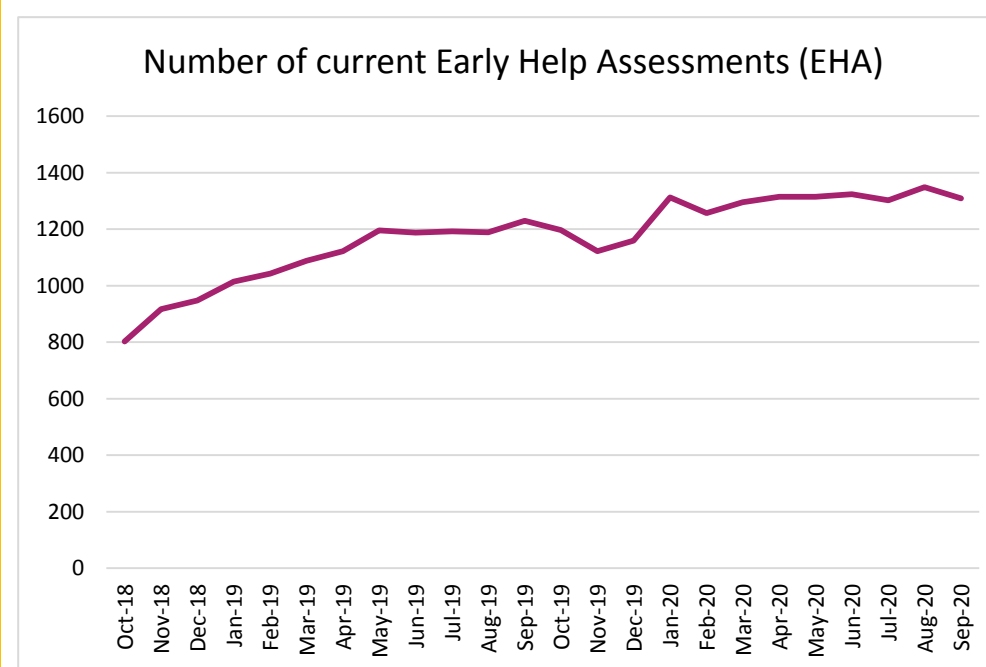
Contacts and Referrals: There has been a change in the reporting of Contacts. April-September Contact reporting has been adjusted to reflect the processes within the MASH Team. The 'Police Notification of Domestic Abuse' Contacts are screened by the Domestic Abuse Hub. In September, 441 Contacts came directly into MASH and 180 Contacts went to the Domestic Abuse Hub. In September, 16% of contacts progressed to referral. The YTD figure is 18%. September 2019 YTD figure was 24%.

Contact & Referrals Management: The above graph shows the percentage of MASH Contacts which have been managed in 24hrs and the percentage of Domestic Abuse Hub Contacts managed in 48hrs timescale. The timeliness for September was 93% managed in 24hrs for the MASH Contacts and 97% managed in 48hrs for the DA Hub Contacts. 86% of cases were allocated to a worker within 24hrs. From this month, non-working days are no longer being included in calculating the timeliness of Contacts.

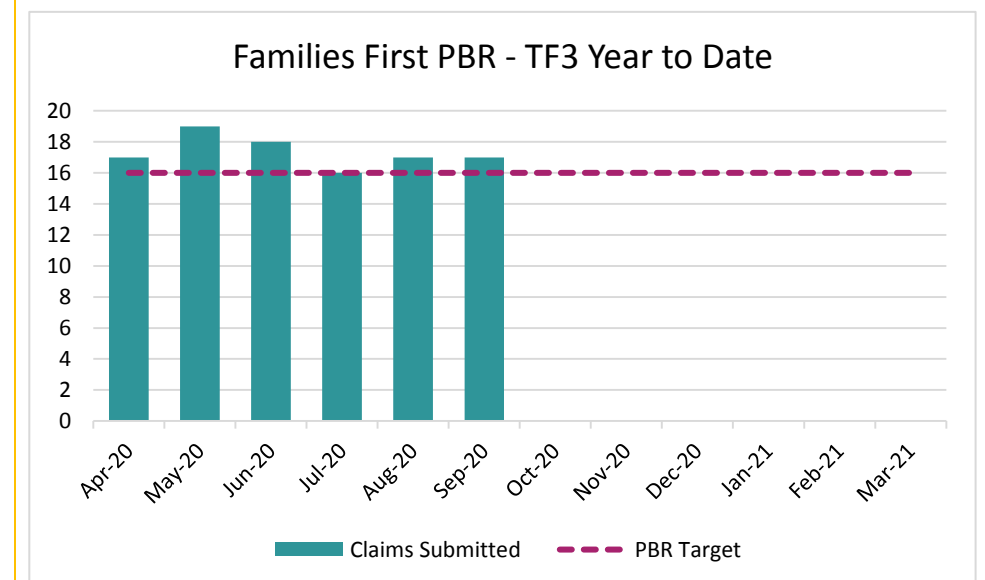
Contact/Referral by agency: The table above shows the amount of Contacts and Referrals received during September. As can be seen from this table, the majority of our activity continues to be driven by the Police.



Early Help Interventions
As can be seen from the graph below, the number of cases open to Early Help had stabilised over the last six months.



Families First
Over the last 12 months, there has been a steady increase in the number of claims submitted. The Troubled Families Phase 2 programme ended at the end of March. The graph to the right shows the target for the new TF3 programme which began in April.



Percentage of Re-referrals: The proportion of re-referrals in September was 39%, which is a 13% point increase from August. September 2019 YTD figure was 19%.

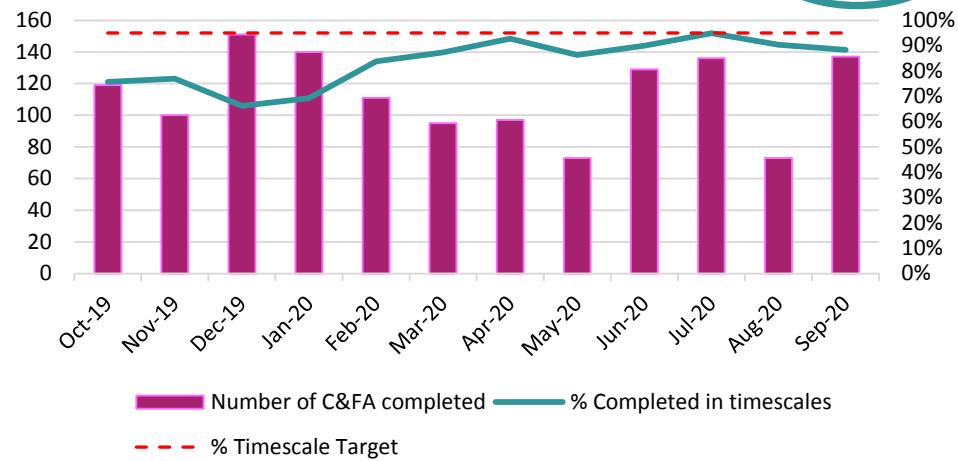
Re-referral % comparison							
Hfd Sept	Hfd YTD	England*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing*
39%	26%	21%	20%	22%	19%	19%	20%

*2018/19 figures used for comparison (England, statistical neighbours, West Midlands & OfSted).

Assessments

Child & Family Assessments

121 out of 137 Assessments in time



Assessments	April	May	June	July	Aug	September	Year to Date
Completed in time %	93%	86%	90%	95%	90%	88%	91%
Child seen in 3 days%	78%	74%	67%	82%	62%	79%	75%

September 2019 YTD figure for assessments completed in time was 84%.

Assessments in timescale % comparison							
Hfd Sept	Hfd YTD	Eng*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing*
88%	91%	83%	79%	84%	81%	84%	87%

*2018/19 figures used for comparison (England, statistical neighbours, West Midlands & OfSted).

Outcomes of Child & Family Assessment: Some referrals will have an outcome of a Strategy Meeting as well as an Assessment. The table below separates the Assessment outcomes by cases that had a Strategy Meeting as well as an Assessment (Strategy Meeting) and those that only had an Assessment (No-Strategy Meeting).

Referral Outcome	Assessment Outcome	Number and % of total assessments
Strategy Meeting	Children In Need (CIN) Plan	1 (1%)
	Continue with current plan	14 (10%)
	Close Case	12 (9%)
No-Strategy Meeting	CIN Plan	18 (13%)
	Strategy Meeting	1 (1%)
	Continue with current plan	17 (12%)
	Close Case	72 (53%)
	No outcome recorded yet	2 (1%)

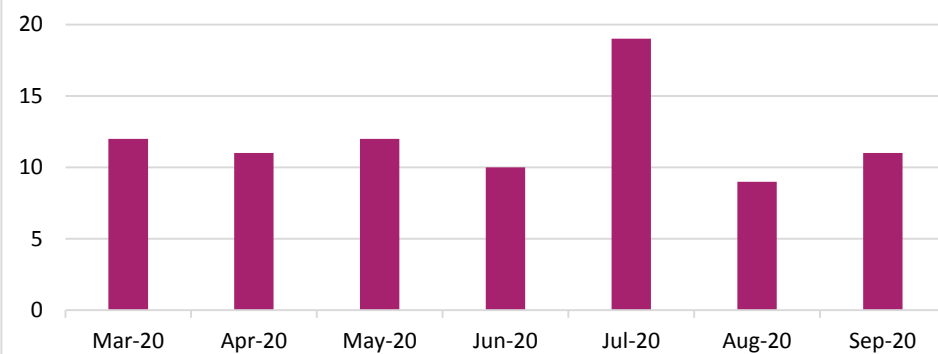
Actions Resulting from Case Closure: The following table shows what support was provided after the case was closed to Social Care in September.

Closed Case from:	Closed Case Next Actions	Number and %* of total closed cases
Assesment with a Strategy Meeting	Early Help	0 (0%)
	Family Support	0 (0%)
	Other Agencies	1 (1%)
	No Further Action	11 (13%)
Assessments with No-Strategy Meeting	Early Help	16 (19%)
	Family Support	2 (2%)
	Other Agencies	7 (8%)
	No Further Action	47 (56%)

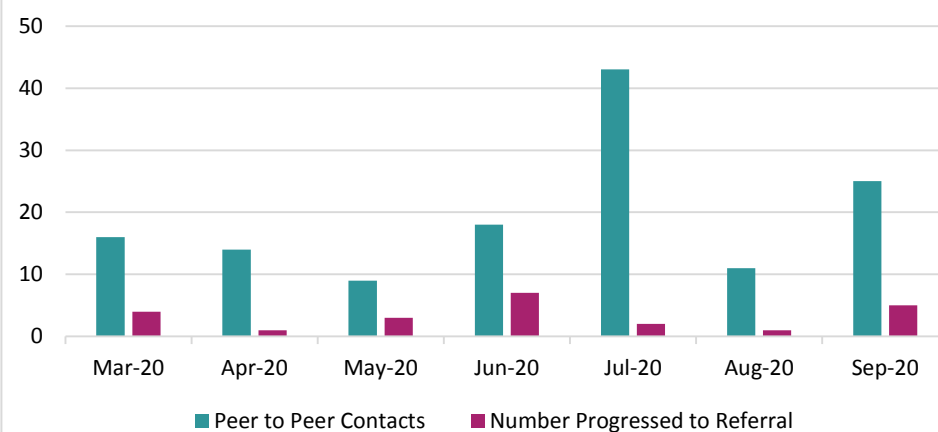
*Due to rounding, the % may not add up to exactly 100%.

65 out of 73 in timescale

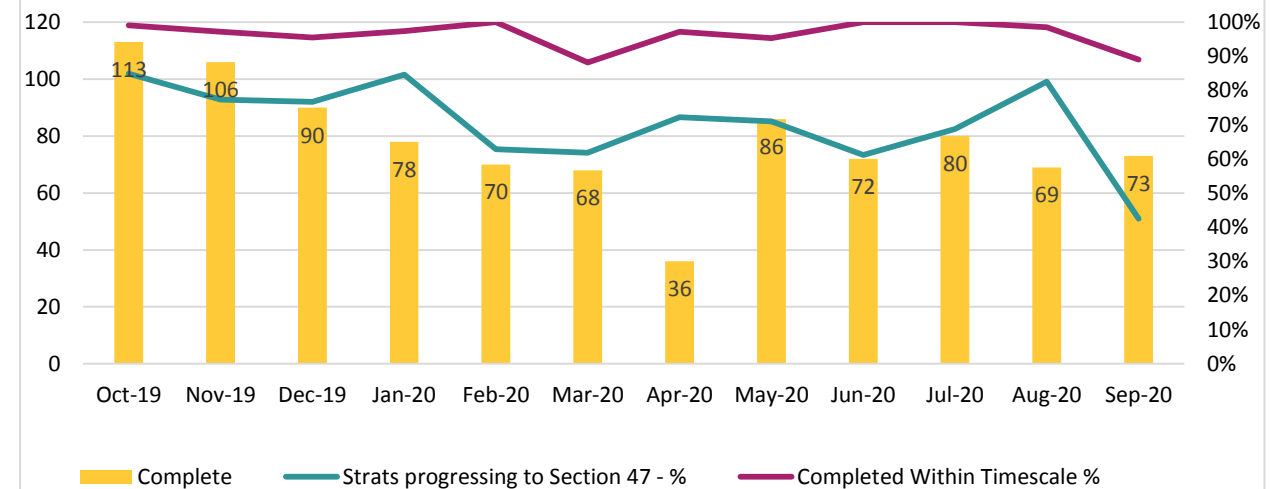
Number of Child Exploitation Assessments per Month



Peer to Peer Contacts and Referrals in Month



Strategy discussions and % Progression to S47



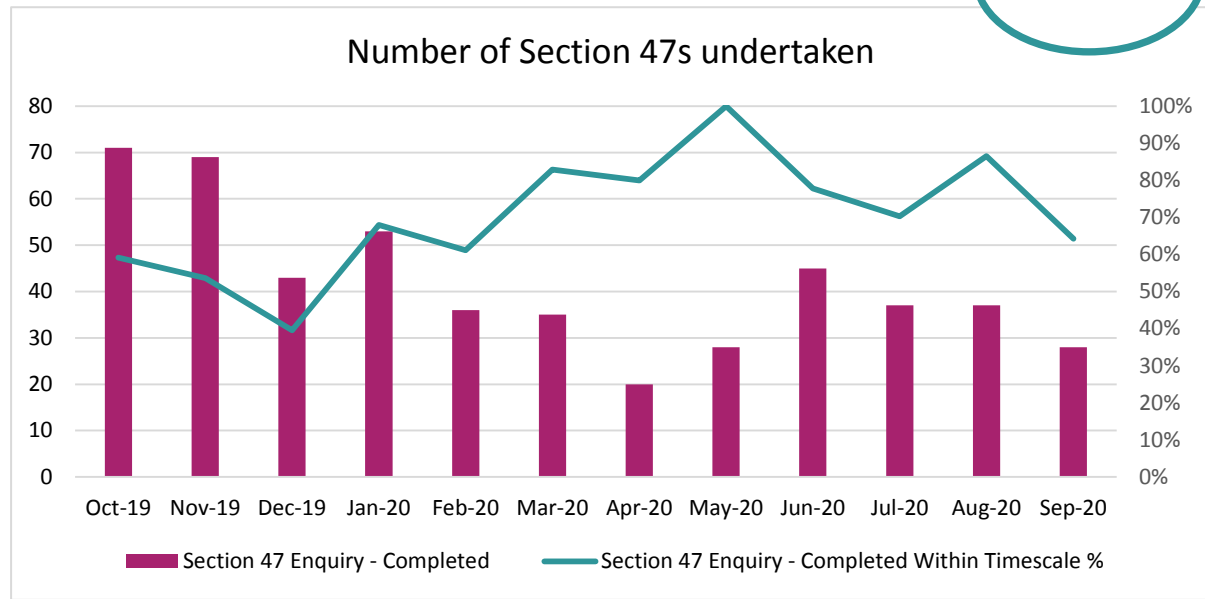
Strategy Discussions: During September, there was a small increase in the number of Strategy Meetings undertaken. The % completed in timescales fell to 89%. The progression of cases to Section 47 during the month decreased from 83% in August to 42% in September.

Strategy Discussions	April	May	June	July	Aug	Sept	Year to Date
Completed in time %	97%	95%	100%	100%	99%	89%	97%
Progrssion to S47	72%	71%	61%	69%	83%	42%	66%

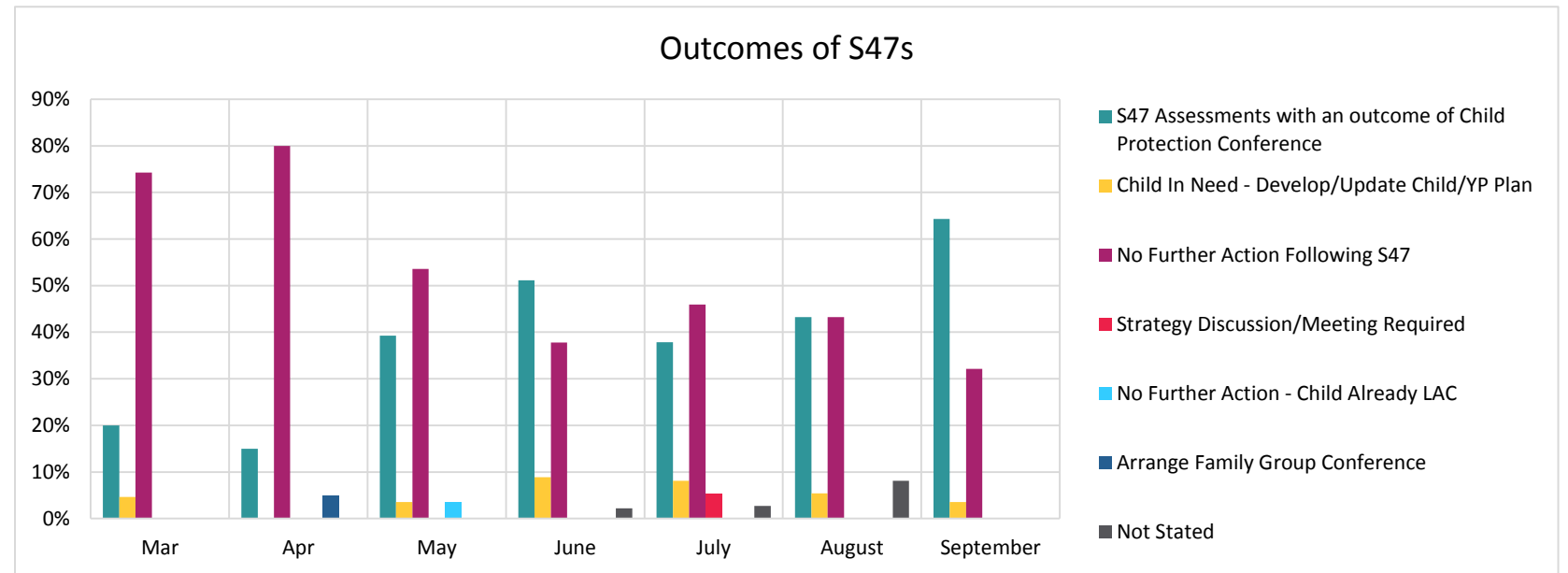
September 2019 YTD for Strategy Discussion in timescales was 98%.

September 2019 YTD for Strategy Discussion progressing to S47 was 75%.

18 out of 28 S47s in time

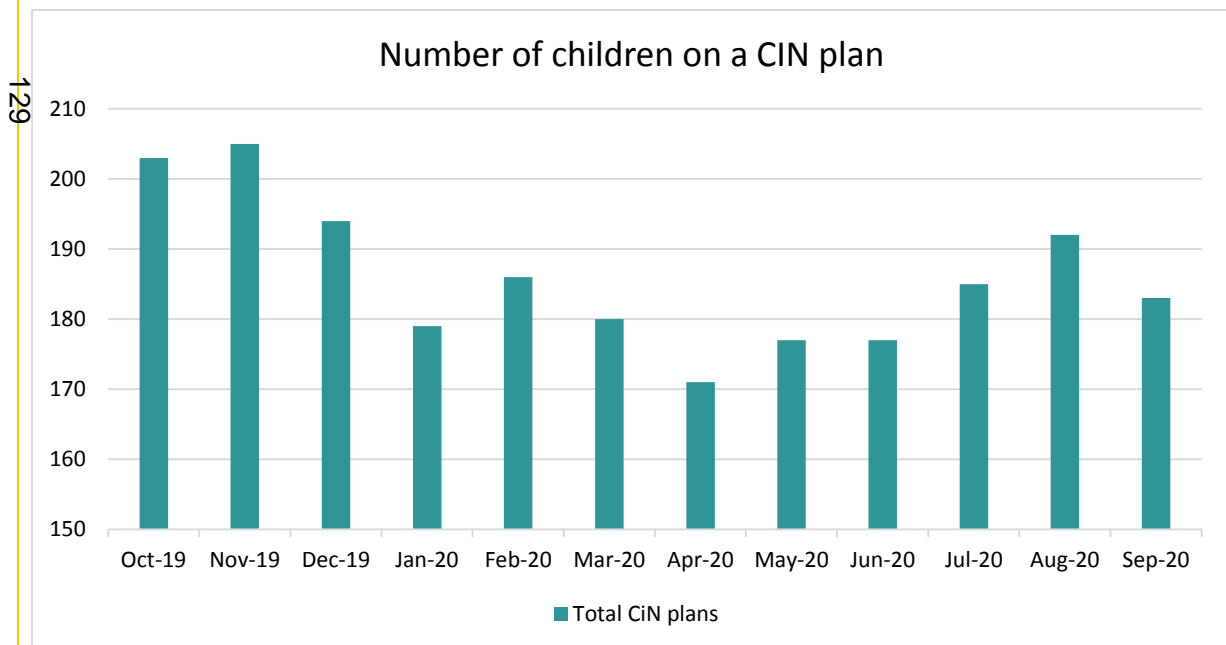


Section 47s:
The number of Section 47s carried out in September fell compared to August. 64% of Section 47s were completed in time in September. This is a decrease from August which was 86% in timescales.
Year to date figure for 2020 is 79% of Section 47 in timescale.
September 2019 YTD figures for Section 47 in timescale was 75%.

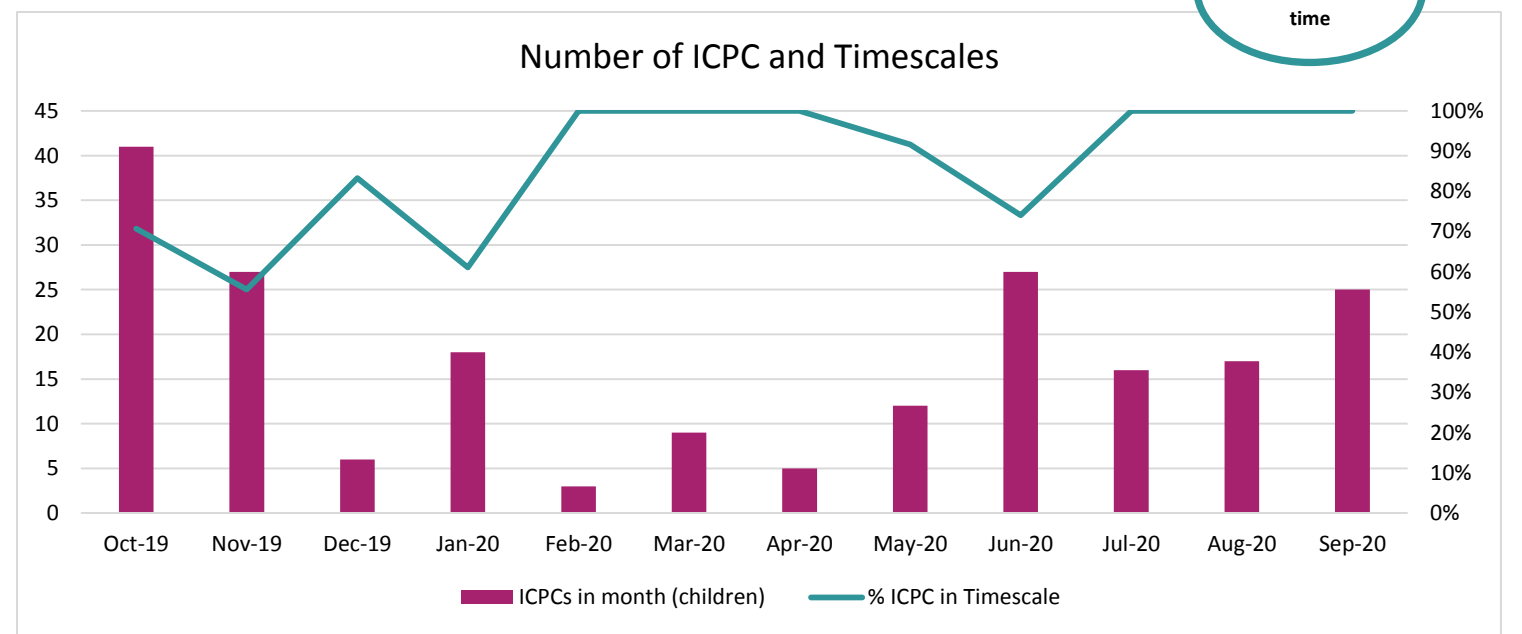


Section 47 Outcomes:
The graph above shows the outcome of those Section 47s started in the period. In September, 18 (64%) were progressed to ICPC, 9 (32%) of Section 47s were NFA'd and 1 (4%) went to Child in Need.

25 out of 25 ICPCs in time



Number of children on a CIN Plan:
The graph above shows the number of children on a CIN Plan. There has been a decrease in the number of children on a CIN plan during the last month from 192 in August to 183 children in September.



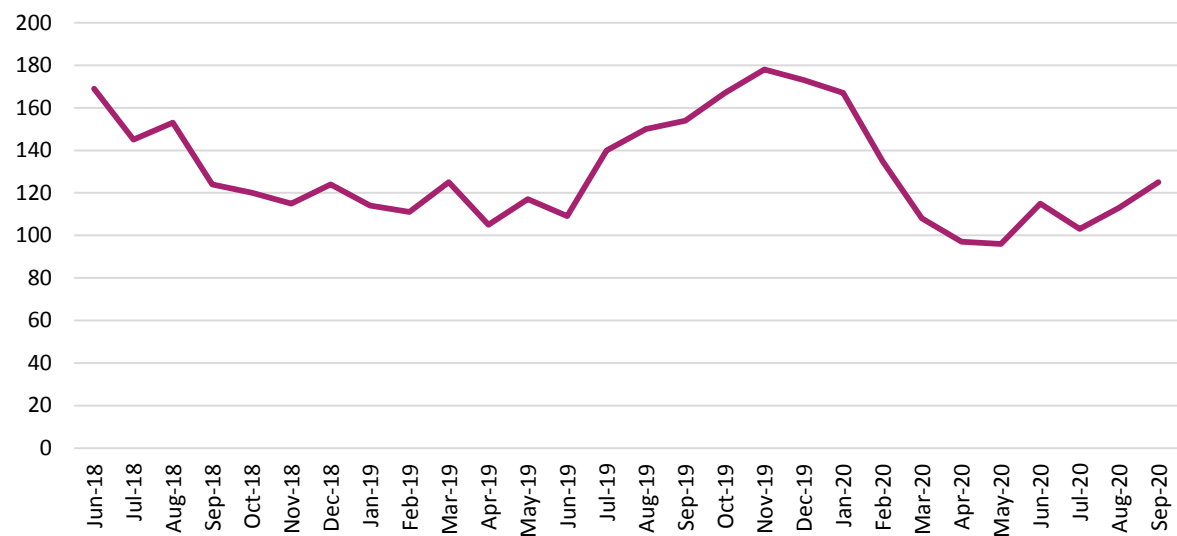
Initial Child Protection Conferences: In September, performance around ICPC timescales was 100% for the third consecutive month. All 25 out of the 25 ICPCs this month were held in timescale.
The year to date figure is 92% ICPC in timescale. The September 2019 year to date figure was 79%

ICPCs in timescale % comparison							
Hfd Sept	Hfd YTD	Eng*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing *
100%	92%	79%	75%	83%	79%	82%	84%

*2018/19 figures used for comparison (England, statistical neighbours, West Midlands & OfSted).

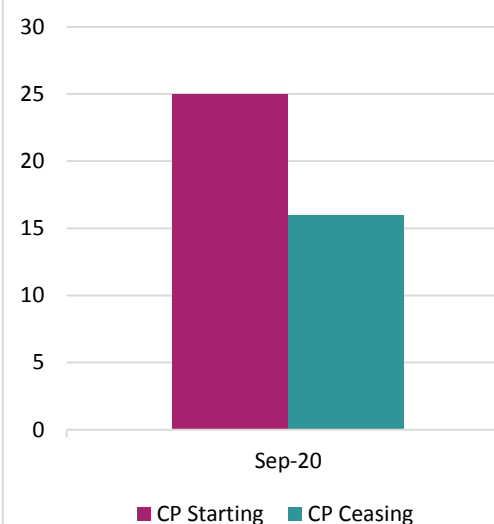
Child Protection Plans

Number of Children on a Child Protection Plan



*Note: This graph does not include retrospective action taken in Mosaic.

CP Starting & Ceasing in month



Current CP at Month End:

125

Number of children subject to Child Protection Plans:

The number of children subject to a Child Protection Plan at the end of September has increased by 12 compared to the last month. In September 16 CP plans ceased. 14 CP plans ceased due to no longer meeting thresholds and 2 became Looked After.

CP Rate (per 10,000)						
Hfdshire current	Eng*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing*
35	44	43	47	45	45	29

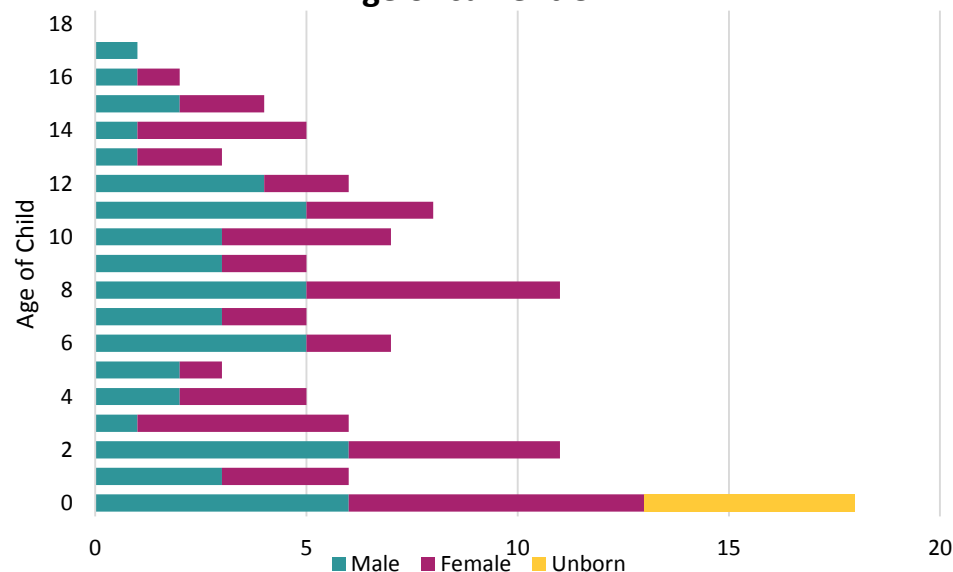
*2018/19 figures used for comparison (England, statistical neighbours, West Midlands & OfSted).

Categories of Need in Child Protection Plans

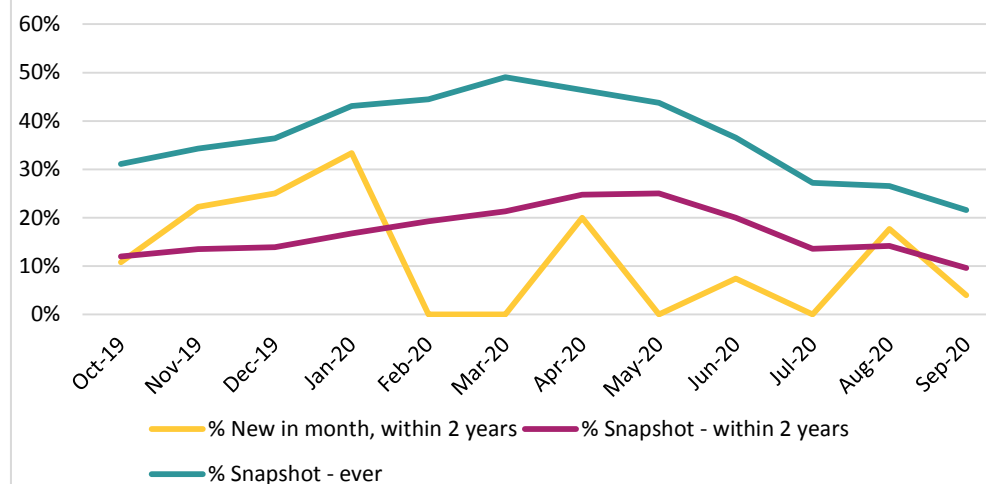
	Mar-20	Apr-20	May-20	June-20	July-20	Aug-20	Sept-20
Emotional	58 (54%)	53 (55%)	53 (55%)	60 (52%)	60 (58%)	68 (60%)	72 (58%)
Neglect	50 (46%)	44 (45%)	43 (45%)	55 (48%)	43 (42%)	45 (40%)	42 (34%)
Physical	0	0	0	0	0	0	3 (2%)
Sexual	0	0	0	0	0	0	8 (6%)

Female Genital Mutilation: In September 2020 no cases of FGM have been identified.

Age of current CP



Second or Subsequent CP Plan

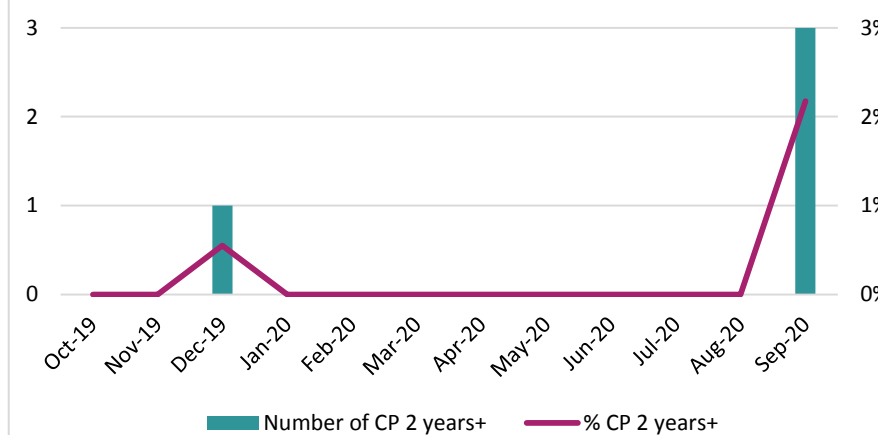


- New in month, within 2 years:** New child protection plans where the child has previously had child protection plan in the last 2 years.
- Snapshot - within 2 years:** All children who are currently subject to a child protection plan who have returned to child protection, having been removed from a plan in the last 2 years.
- Snapshot - ever:** All children who are currently subject to a child protection plan who have returned to child protection, having previously been removed from a plan (no time limit) (CiN Census measure)

CP 2 nd and subsequent – New in month, within 2 years			
Hfd September	England*	Stat Neigh*	West Mids*
9.6%	-	-	10.2%

*2018/19 figures used for comparison (West Midlands).

Number of children on CP plans for more than 2 years

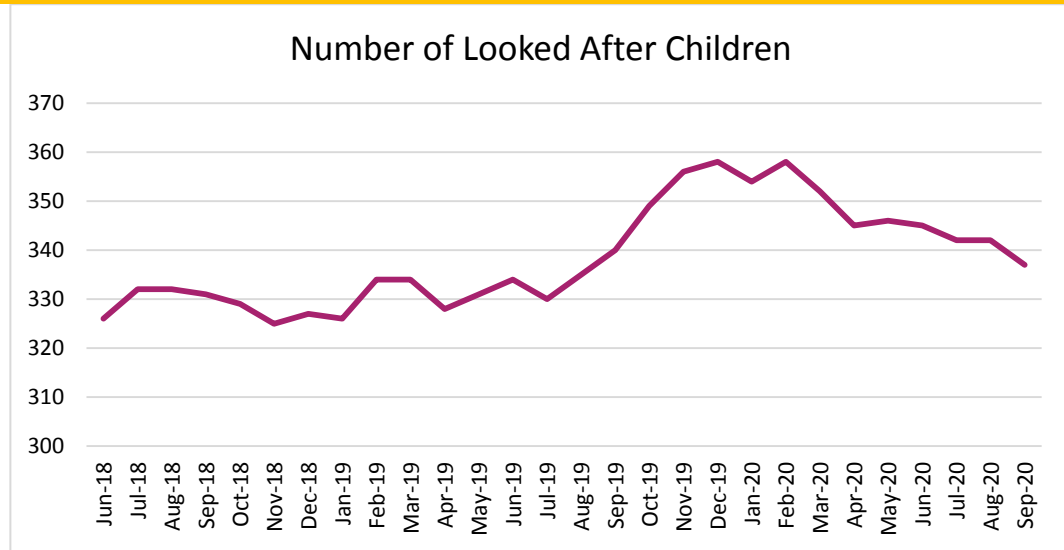


Child Protection Plans open for 2 or more years: In September, there was a family group of three children that had been on a plan for over 2 years.

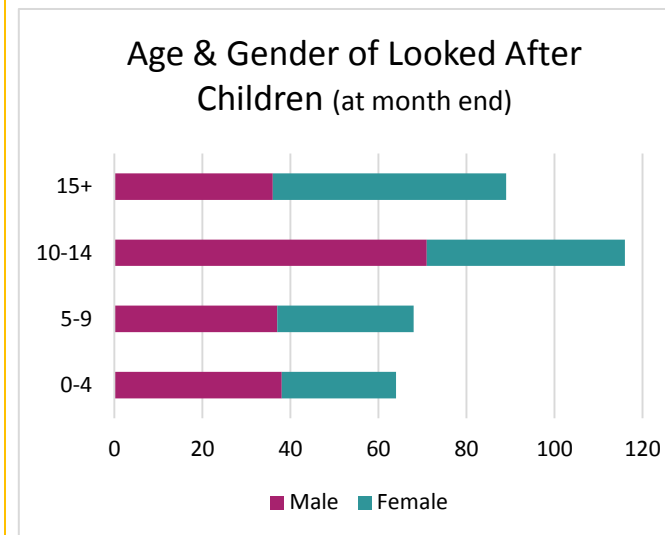
CP 2+ years (for those currently CP)				
Hfd September	Hfd YTD	England*	Stat Neigh*	West Mids*
3	3	2	3	1

*2017/18 figures used for comparison (England, statistical neighbours, West Midlands & OfSted).

Looked After Children

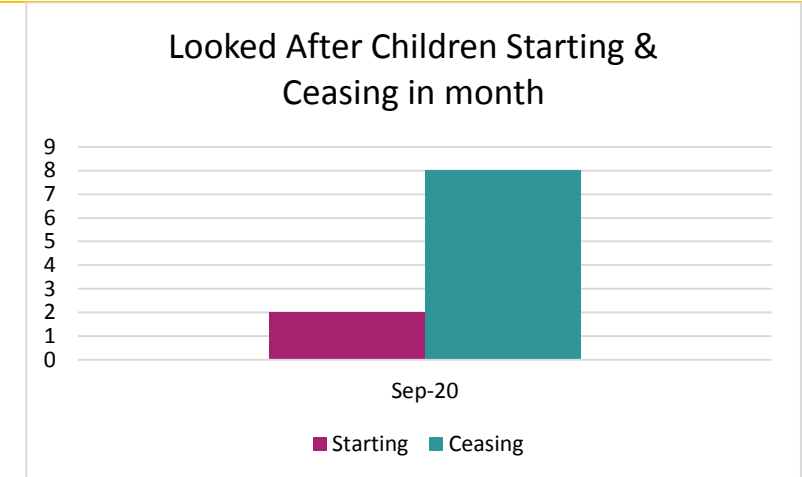


*Note: This graph does not include retrospective action taken in Mosaic.



Current LAC at Month End:

337



New Looked After in Period: During September two children aged 0-4 years became Looked After.

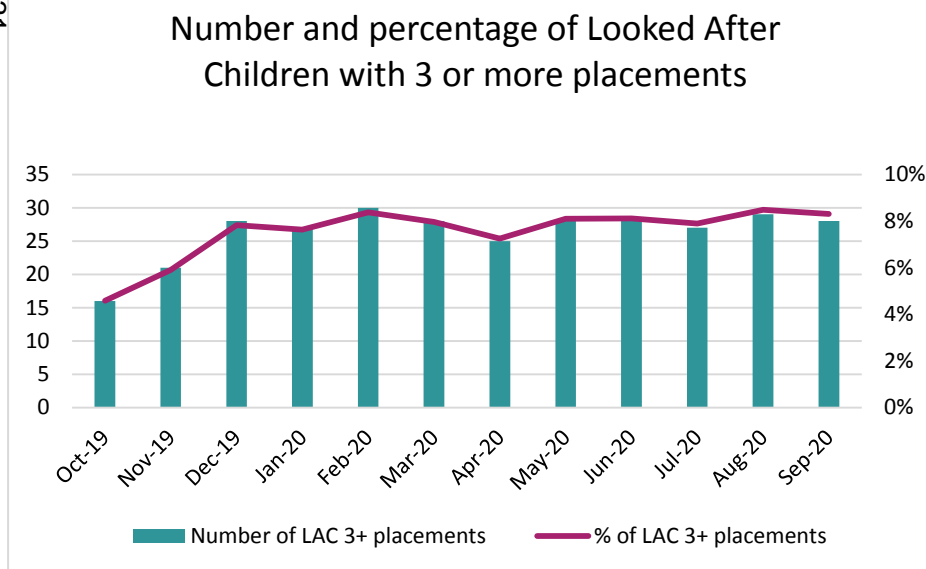
Looked After Cessations: Eight children ceased being Looked After in September. Five had a Special Guardianship Order, one had a Child Arrangement Order granted, one turned 18 but remained with their carer and one moved into independent living.

Looked After Numbers: As at the end of September, the number of Looked After Children was 337.

Looked After Rate (per 10,000)						
Herefordshire September	England*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing*
93	65	54	82	55	66	48

*2018/19 figures used for comparison (England, statistical neighbours, West Midlands & OfSted).

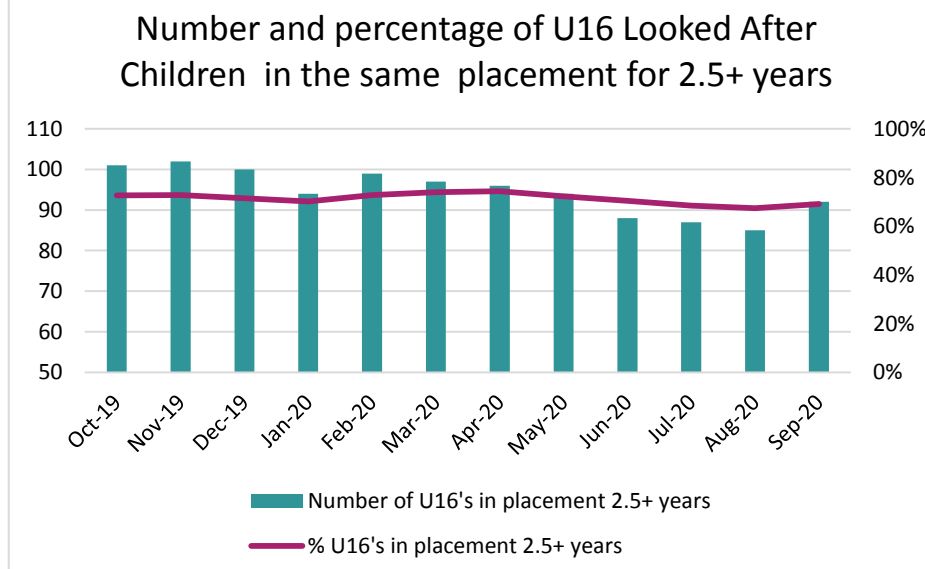
131



Number of Looked After Children with 3 or more placements: The number of children who have been subject to 3 or more placements has seen small fluctuations over the last few months. September has fallen slightly to 8.3% from 8.5% in August.

% LAC with 3 or more placements in last 12 months						
Hfdshire current	Eng*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing*
8.3%	10%	11%	10%	10%	10%	12%

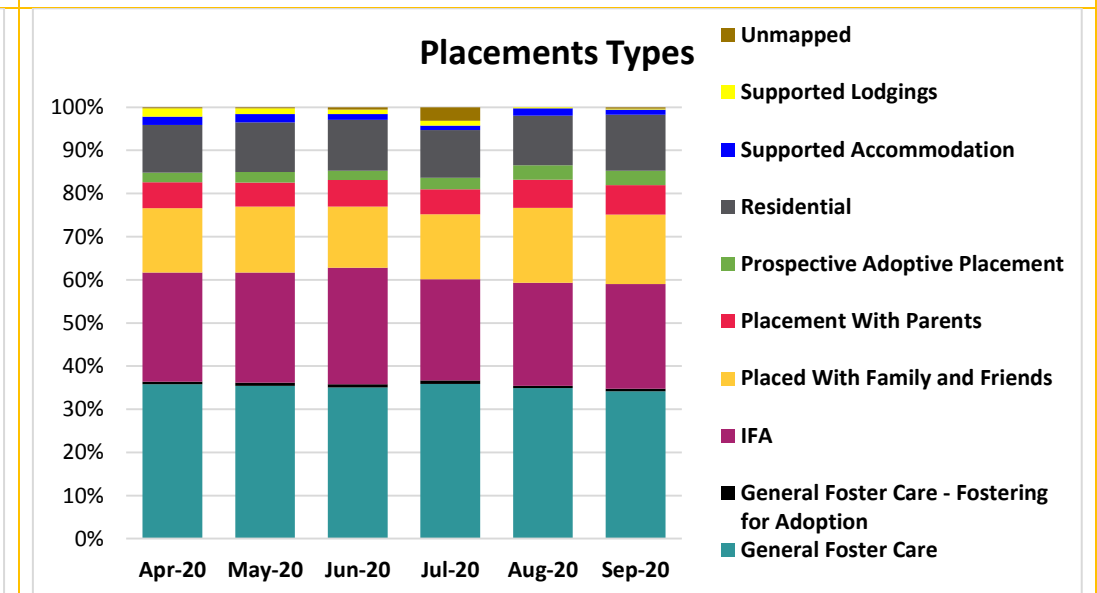
*2018/19 figures used for comparison (England, statistical neighbours, West Midlands & OfSted).



LACs in the same placement for 2.5+ years: The number of children who have remained in the same placement for 2.5+ years has risen in September to 92 children which is 69% of the under 16 Looked After Child cohort.

% LAC 2.5+ yrs in same placement						
Hfdshire current	Eng*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing*
69%	69%	67%	68%	72%	69%	68%

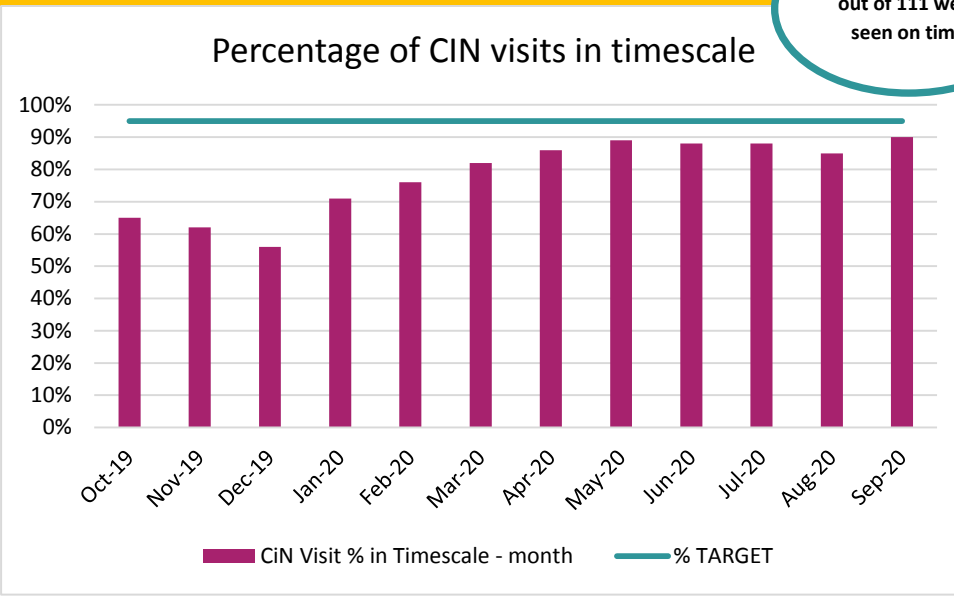
*2018/19 figures used for comparison (England, statistical neighbours, West Midlands & OfSted).



Current Looked After Children Placements:

In September, 34% of Looked After Children were placed with General Foster Carers and 24% were placed with Independent Foster Agencies. 23% of our Looked After Children were placed with Parents or Family and Friends, 13% were in Residential and 4% were in adoption related placements. The remaining were placed in Supported Accommodation and Supported Lodgings.

100 children out of 111 were seen on time

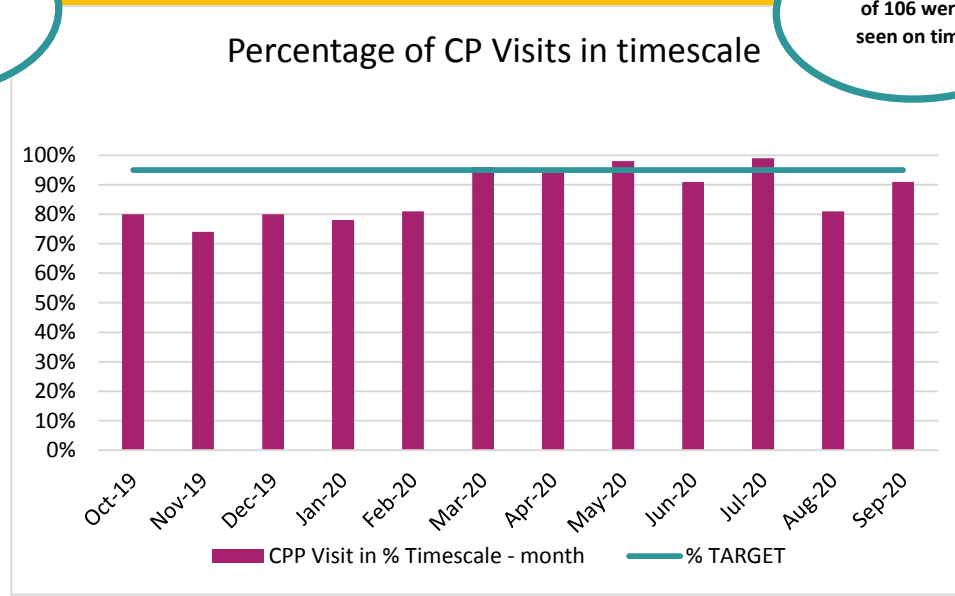


The above chart shows CIN Visits completed in timescale as at the last week of each month. At the end of September 90% of CIN Visits were completed in timescale. This is the highest monthly % reported for over 12 months.

Year to date is 88% and is below 95% target.

*This data has come from 5th October Weekly Visits Report. The number of allocated cases do not match the actual number of CiN cases due to new CiN cases not requiring a visit in the month and ceased cases that have had a visit.

96 children out of 106 were seen on time

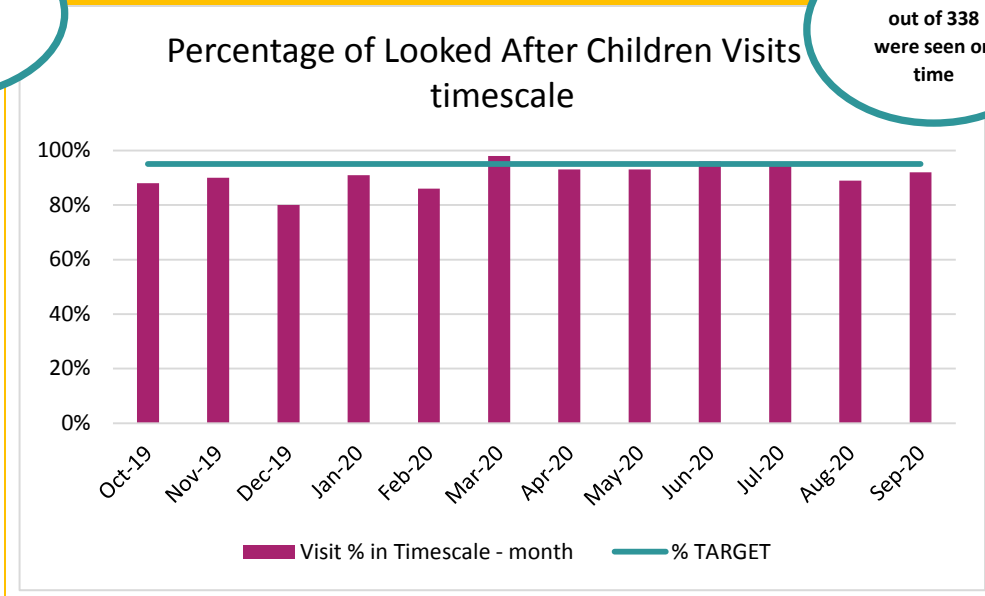


The above chart shows CP Visits completed in timescale as at the last week of each month. At the end of September, 91% of CP Visits were completed in timescale.

Year to date is 92% which is below the 95% target.

*This data has come from 5th October Weekly Visits Report. The number of allocated cases do not match the actual number of CP cases due to new CP cases not requiring a visit in the month and ceased cases that have had a visit.

312 children out of 338 were seen on time



The above chart shows Looked After Child Visits completed in timescale as at the last week of each month. At the end of September, 92% of Looked After Children Visits were completed in timescale.

Year to date is 94% which is slightly below the 95% target.

*This data has come from 5th October Weekly Visits Report. The number of allocated cases do not match the actual number of LAC cases due to new LAC cases not requiring a visit in the month and ceased cases that have had a visit.

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Care Leavers

	Aged 19	Aged 20	Aged 21	Total
Cohort	29	34	27	90
LA in Touch	27 (93%)	32 (94%)	25 (93%)	84 (93%)
In Suitable Accommodation	24 (83%)	31 (91%)	25 (93%)	80 (89%)
In Education, Employment or Training	19 (66%)	21 (62%)	14 (52%)	54 (60%)

The information shows the proportion of Care Leavers, between 19 and 21 that are in touch in EET or in suitable accommodation.
Last year comparison:
 September 2019: 19-21 year olds in-touch: 70%; Suitable Accommodation: 70%; EET: 41%

% Care Leavers aged 19-21 In Touch						
Hfdshire current	Eng*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing*
93%	89%	91%	90%	92%	89%	87%
% Care Leavers aged 19-21 In Suitable Accommodation						
Hfdshire current	Eng*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing*
89%	85%	86%	85%	87%	87%	85%
% Care Leavers aged 19-21 in Employment, Education or Training						
Hfdshire current	Eng*	Stat Neigh*	West Mids*	Good+ Stat Neigh*	OfSted Good*	OfSted Out'ing*
60%	52%	53%	51%	57%	55%	55%

*2018/19 figures used for comparison (England, statistical neighbours West Midlands & OfSted).

Fostering & Adoption

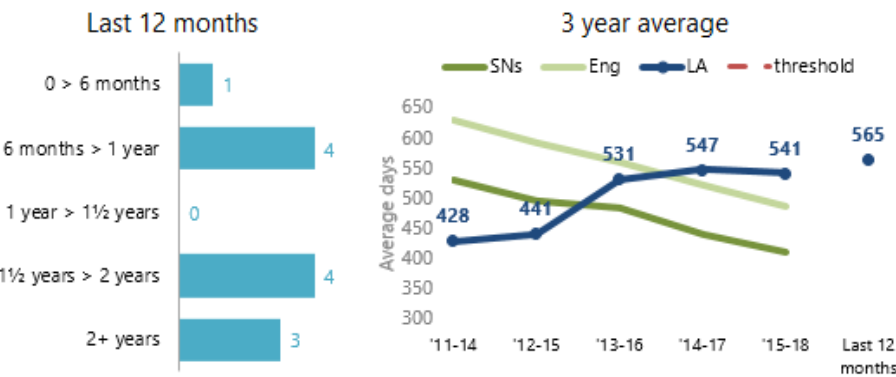
Fostering

Fostering data is under review and will be presented in October's Scorecard.

Adoption

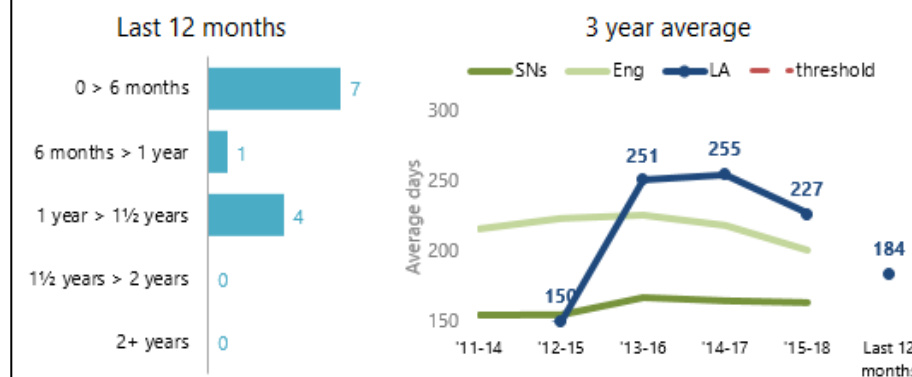
(A1) Time between entering care and placed with family for adopted children

565 days The average number of days from the date the child entered care to the date the child moved in with their adoptive family for adopted children
12 children



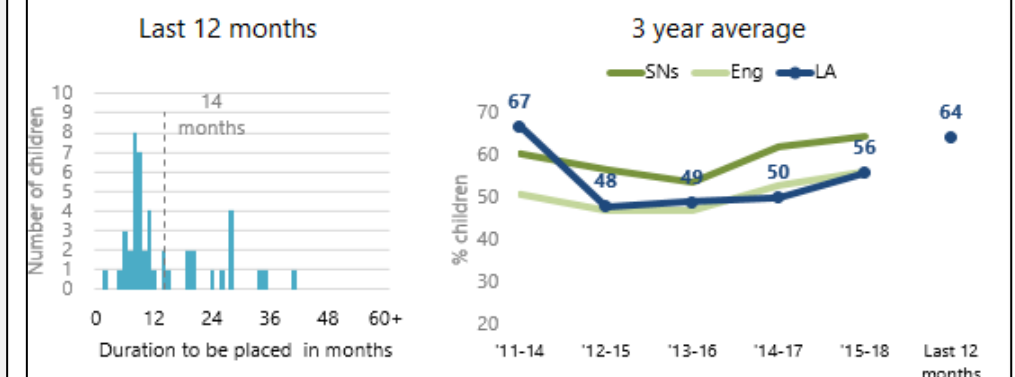
(A2) Time between placement order and deciding on a match

184 days The average number of days from the date of the placement order to the date the child was matched to prospective adopters
12 children



(A3) Time between entering care and placed for adoption

64% Children placed who waited less than the threshold between entering care and being placed for adoption (threshold: 14 months for 2013-16)
29/45 children



Herefordshire has seen a small increase in the average number of days it has taken between the date the child entered care and the date of the adoption order. The number of days for ten of the children in the cohort is in line with the benchmark performance. However the number of days for two of the children has disproportionately impacted the overall average.

In the last 12 months, Herefordshire has seen a decrease in the time taken between a placement order and when the child was matched to prospective adopters.

64% of Herefordshire children who were placed for adoption waited less than the 14 month threshold. This is better than England's average and is comparable to our statistical neighbours.

Supervisions

Case Supervision												
83% of CIN cases have supervisions within the last 3 months.				87% of CP cases have supervisions within the last 3 months.				80% of LAC cases have supervisions within the last 3 months.				
CiN/CP/LAC	Within 1 Month	Over 1 to 2 Months	Over 2 to 3 Months	Over 3 Months to 6 Months	Over 6 Months	No Complete Supervision Step - New in last 30 days	No Complete Supervision Step	Total	Within 1 Month	Over 1 to 2 Months	Over 2 to 3 Months	Within 3 months
CIN	43	52	57	27		5		184	23%	28%	31%	83%
CPP	24	61	26	15		2		128	19%	48%	20%	87%
CPP & LAC		1						1	0%	100%	0%	100%
LAC	74	92	103	65	2		1	337	22%	27%	31%	80%
Total	141	206	186	107	2	7	1	650	22%	32%	29%	82%

Case Supervisions @ 5th October 2020: 82% of cases have a supervision within the last 3 months.

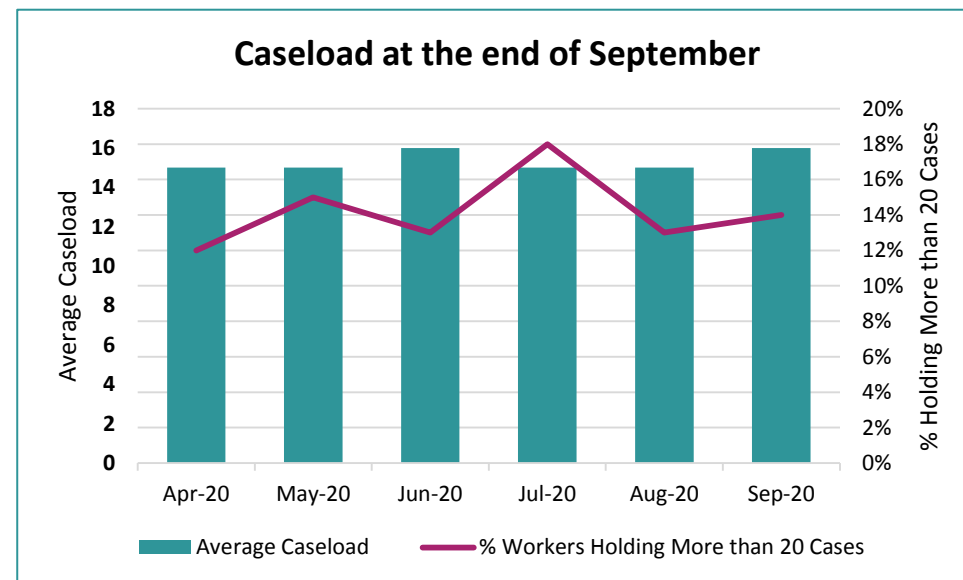
Last year comparison @ 30th September 2019: 70% of cases had a supervision within the previous 3 months.

	Worker Supervision						Direction of Performance
	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	
Operational Teams	82%	82%	83%	89%	77%	74%	↓
Business Support	100%	100%	96%	87%	74%	75%	↑

Last year comparison @ 30th September 2019

- 69% Operational Teams had a worker supervision in the month
- 92% Business Support had a worker supervision in the month

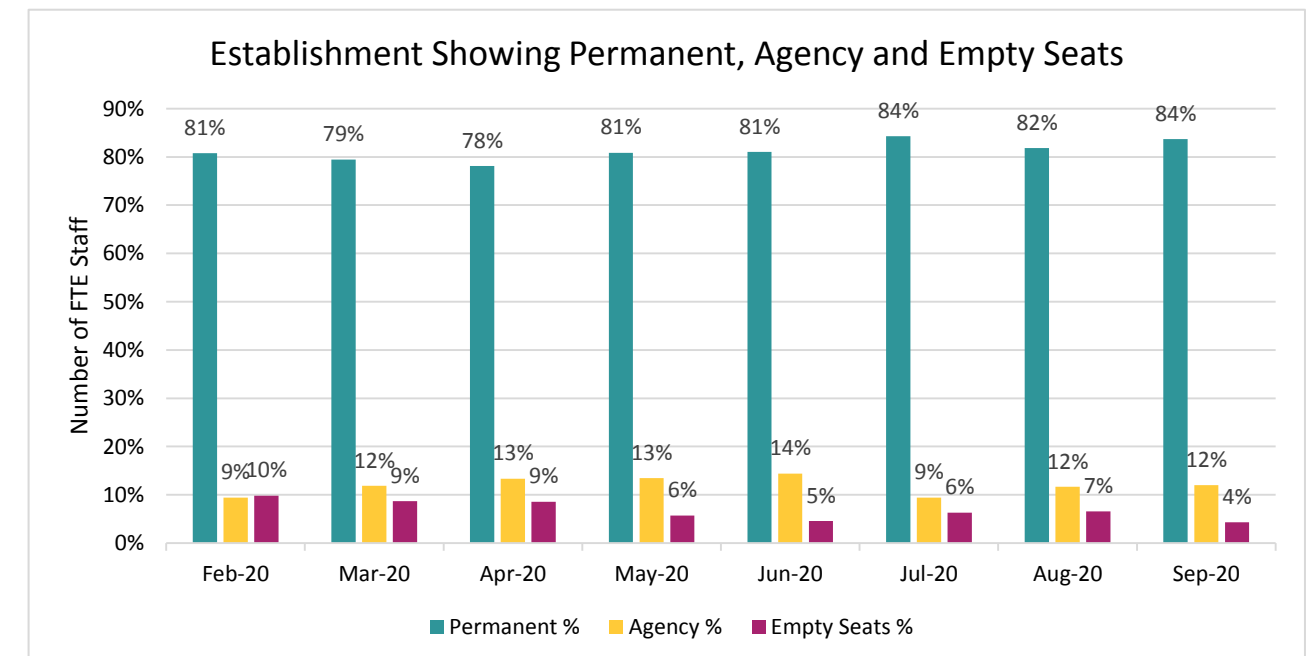
Caseload



Caseloads have remained consistent over the last 5 months and for September were at an average of 16 cases per worker with 14% of workers holding more than 20 cases.

Last year comparison: At the end of September 2019 the average case load across the service was 22 with 39% holding more than 20 cases.

Vacancies



The % of social workers employed on a permanent basis has seen some consistency in the last 5 months and is at 84% this month. Over the same period, we have seen a small fluctuation in the employment of agency workers with this month at 12%. Empty seats is the lowest reported percentage so far at 4%.

Audits

In September, 12 audits were completed.

Focus areas:

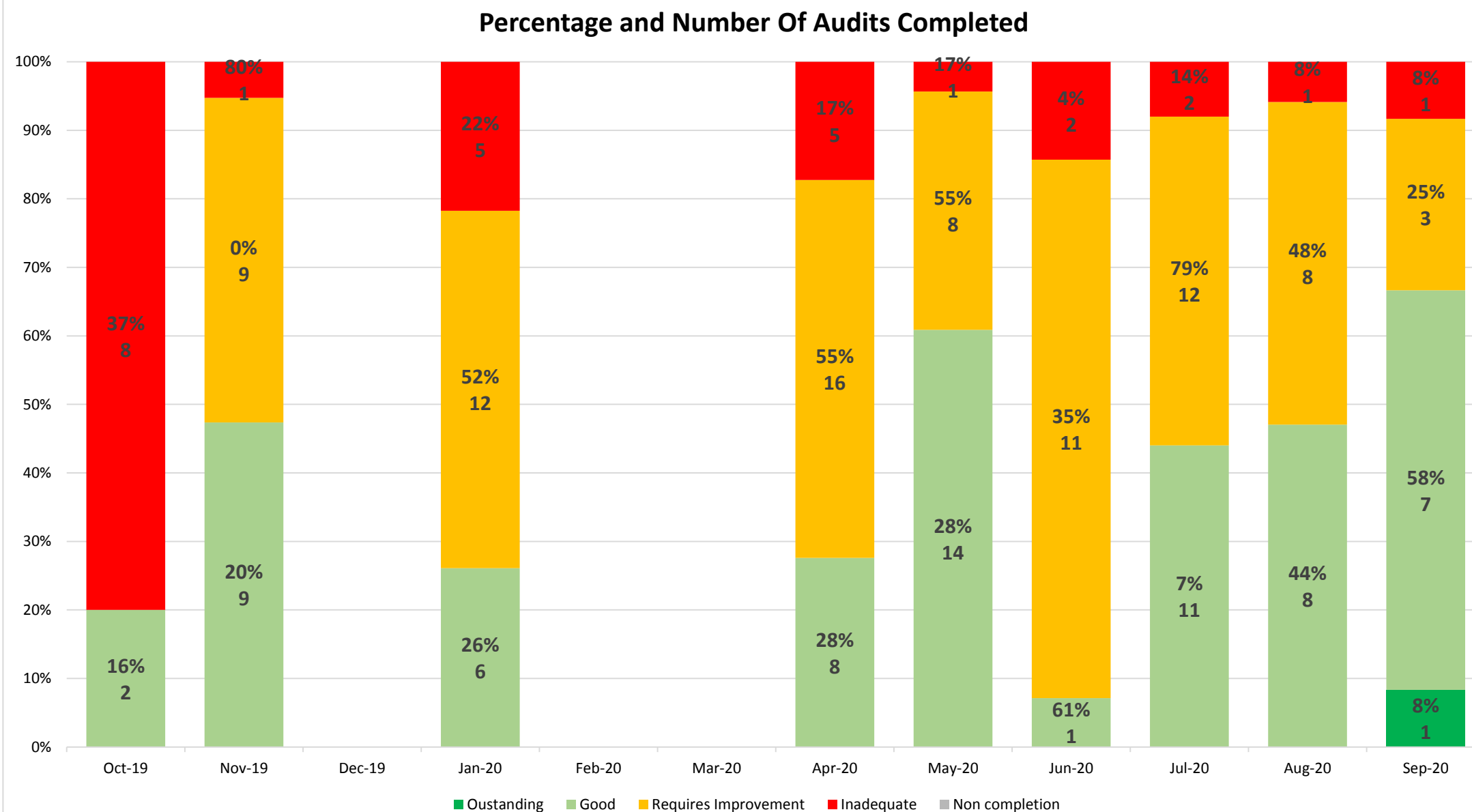
- Moderated (6 audits)
- Neglect GCP2 (6 audits)

Outcomes*:

- Outstanding (1 audit, 8%)
- Good (7 audits, 58%)
- Requires Improvement (3 audits, 25%)
- Inadequate (1 audit, 8%)

Comparison to Last Year			
Year to Date	2019/2020	2020/2021	Direction of Performance
Outstanding	0%	1%	↑
Good	17%	41%	↑
Requires Improvement	43%	48%	↑
Inadequate	37%	10%	↓
Not Completed	2%	0%	↓

• Due to rounding not all percentages add up to 100%.





Meeting:	Children and young people scrutiny committee
Meeting date:	Tuesday 1 December 2020
Title of report:	Work programme 2020 - 2021
Report by:	Democratic Services Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose and summary

To: review the attached work programme for 2020/21; receive the executive responses to the child exploitation task and finish group and peer on peer abuse recommendations; and note the recommendations tracker.

Recommendation(s)

That the committee:

- (a) reviews the 2020/21 work programme at appendix a, discusses any additional items of business or topics for inclusion in the work programme and agrees the changes to the work programme itemised in paragraph 3 below;
- (b) receives and notes the executive response (appendix b) to the recommendations arising from the child exploitation task and finish group and updates of work undertaken in response to the recommendations;
- (c) receives and notes the draft executive response (appendix c) to the recommendations arising from the review of peer on peer abuse cases; and
- (d) notes the recommendation tracker in appendix d.

Alternative options

1. It is for the committee to determine its work programme to reflect the priorities facing Herefordshire. The committee needs to be selective and ensure that the work programme is focused, realistic and deliverable within existing resources. The committee needs to develop a manageable work programme to ensure that scrutiny is focused, effective and produces clear outcomes. Topics selected on the work programme should reflect issues of current importance facing children's services at Herefordshire council.

Key considerations

Work Programme

2. The work programme needs to focus on the key issues of concern and be manageable allowing for urgent items or matters that have been called-in. Should committee members become aware of any issue they think should be considered by the committee they are invited to discuss the matter with the chairperson, vice chairperson and the statutory scrutiny officer. On 20 November 2020 members of the committee participated in a work programming session and considered forthcoming business. The existing work programme, including the business to allocate list, was supported together with the additional items listed below. The proposed version of the work programme is attached at appendix a.
3. The committee is asked to agree the following change to the work programme:
 - i) That the report concerning the impact of the pandemic on opportunities for school and care leavers is deferred and placed on the list of business to allocate pending the circulation of a briefing note on the topic.
 - ii) Following the work programming session on 20 November the following new items are proposed for allocation to the work programme:
 - A task and finish group to focus on paediatric therapies – scoping document to be presented to the 12 January meeting (2020/21)
 - An agenda item on children and young people's mental health at the 23 March 2021 meeting (2020/21)
 - An agenda item on leaving care and preparing for adulthood; to include a focus on unaccompanied child asylum seekers (2021/22)
 - The child exploitation summit to include to include a focus on modern day slavery (2021/22)
 - A briefing note and potential agenda item concerning elective home education trends.
 - A briefing for the committee on signs of safety.

Constitutional Matters

Task and Finish Groups

4. A scrutiny committee may appoint a task and finish group for any scrutiny activity within the committee's agreed work programme. A committee may determine to undertake a task and finish activity itself as a spotlight review where such an activity may be undertaken in a single session; the procedure rules relating to task and finish groups will apply in these circumstances but the review is likely to be attended by all members of the committee and chaired by the chairperson.

5. The scrutiny committee will approve the scope of the activity to be undertaken by a task and finish group, the membership, chairperson, timeframe, desired outcomes and what will not be included in the work. A task and finish group will be composed of a least 2 members of the committee, other councillors and may include, as appropriate, co-opted people with specialist knowledge or expertise to support the task. The committee will appoint the chairperson of a task and finish group.
6. The committee is asked to determine matters relating to the convening of a task and finish group including the scope of the review to be undertaken, the chairperson, membership, timeframe, desired outcomes, what will not be included in the review and whether to co-opt any non-voting members to the group. Such co-optees could consist of individuals with valuable skills and experience that would assist a task and finish group to undertake a review (see below).
7. The executive response to the recommendations and outcomes of the child exploitation task and finish group is attached as appendix b to this report. The committee is asked to receive and note the executive response and any updates of progress made in response to the recommendations.

Co-option

8. A scrutiny committee may co-opt a maximum of two non-voting people as and when required, for example for a particular meeting or to join a task and finish group. Any such co-optees will be agreed by the committee having reference to the agreed workplan and/or task and finish group membership.
9. The Committee is asked to consider whether it wishes to exercise this power in respect of any matters in the work programme.

Tracking of recommendations made by the committee

10. The recommendations of the committee concerning the review of peer on peer abuse cases at the previous meeting on 15 September and the draft executive response to those recommendations are attached as appendix c. Cabinet will consider the draft executive response at its meeting on 26 November; any updates or changes resulting from the Cabinet's deliberations will be reported to the committee at the meeting on 1 December.
11. A schedule of recommendations in the current administrative council term is appended to this report as appendix d.

Forward plan

12. The constitution states that scrutiny committees should consider the forward plan as the chief source of information regarding forthcoming key decisions. Forthcoming key decisions are available publically under the forthcoming decisions link on the council's website, as below:

<http://councillors.herefordshire.gov.uk/mgDelegatedDecisions.aspx?&RP=0&K=0&DM=0&HD=0&DS=1&Next=true&H=1&META=mgforthcomingdecisions&V=1>

Suggestions for scrutiny from members of the public

13. Suggestions for scrutiny are invited from members of the public through the council's website, accessible through the link below. There have been no suggestions for scrutiny received from members of the public since the previous meeting of the committee.

https://www.herefordshire.gov.uk/info/200148/your_council/61/get_involved/4,

Community impact

14. In accordance with the adopted code of corporate governance, Herefordshire Council is committed to promoting a positive working culture that accepts, and encourages constructive challenge, and recognises that a culture and structure for scrutiny are key elements for accountable decision making, policy development and review. Topics selected for scrutiny should have regard to what matters to residents.

Equality duty

15. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
16. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. As this report concerns the administrative function of the children and young people scrutiny committee, it is not felt that it will have an impact on our equality duty.

Resource implications

17. The costs of the work of the committee will have to be met within existing resources. It should be noted the costs of running scrutiny can be subject to an assessment to support appropriate processes.
18. The councillors' allowance scheme contains provision for co-opted and other non-elected members to claim travel, subsistence and dependant carer's allowances on the same basis as members of the council. If the committee agrees that co-optees should be included in an inquiry they will be entitled to claim allowances.

Legal implications

19. The council is required to deliver a scrutiny function. The development of a work programme which is focused and reflects those priorities facing Herefordshire will assist the committee and the council to deliver a scrutiny function.

20. The Scrutiny Rules in Part 4 Section 5 of the Council’s constitution provide for the setting of a work programme, the reporting of recommendations to the executive and the establishment of task and finish groups, as below.
21. Paragraph 4.5.28 of the constitution explains that the scrutiny committee is responsible for setting its own work programme. In setting its work programme a scrutiny committee shall have regard to the resources (including officer time) available.
22. Under section 4.5.10 of the constitution a scrutiny committee may appoint a task and finish group for any scrutiny activity within the committee’s agreed work programme. A committee may determine to undertake a task and finish activity itself as a spotlight review where such an activity may be undertaken in a single session; the procedure rules relating to task and finish groups will apply in these circumstances. The relevant scrutiny committee will approve the scope of the activity to be undertaken, the membership, chairperson, timeframe, desired outcomes and what will not be included in the work. It will be a matter for the task and finish group to determine lines of questioning, witnesses (from the council or wider community) and evidence requirements.
23. Under section 4.5.19 of the constitution task and finish groups will report their findings/outcomes/recommendations to the relevant scrutiny committee who will decide if the findings/outcomes/recommendations should be reported to the cabinet or elsewhere.

Risk management

24.

Risk / opportunity	Mitigation
There is a reputational risk to the council if the scrutiny function does not operate effectively.	The arrangements for the development of the work programme should help mitigate this risk.

Consultees

25. The work programme is reviewed at every committee meeting.

Appendices

- Appendix a – Work Programme 2020/21.
- Appendix b – Executive response to the recommendations and outcomes of the child exploitation task and finish group.
- Appendix c – Executive response to the recommendations of the committee concerning the review of peer on peer abuse cases at the previous meeting on 15 September.
- Appendix d – Recommendation tracker.

Background papers

None identified.

Children and Young People Scrutiny Committee

1 December 2020

Work Programme 2020/21

Meeting date: 2 June 2020 – 1.00 p.m.		Despatch: 22 May	
Item	Description	Report Author	Form of Scrutiny*
Review of performance and progress against the Safeguarding and Family Support improvement plan.	To review progress against the improvement plan produced in response to the Ofsted Inspection of Local Authority Children's Services (ILACS) inspection judgement of June 2018 and the subsequent Safeguarding and Family Support division improvement plan.	Liz Elgar	Performance Review
Child Exploitation task and finish group – outcomes and recommendations	To receive the outcomes and recommendations of the child exploitation task and finish group.	Matthew Evans	Policy review and development
Meeting date: 28 July 2020 – 1.00 p.m.		Despatch: 20 July	
Schools update	To provide an update on the reopening of schools including detail of the number of children who have returned to school and how schools will continue to support children who have not returned. The report should include detail the known situation of the mental health impact and educational deficit experienced by pupils during the lockdown.	Ceri Morgan/Alison Naylor	Performance review
Corporate Parenting Strategy – 2020-2023	To consider the Corporate Parenting Strategy 2020-2023 and the Care Leavers covenant.	Gill Cox	Pre-decision scrutiny
Adoption Service and Fostering Service annual reports	To receive the annual reports from the adoption and fostering services and consider the outcomes and recommendations. To make recommendations to the cabinet member on the operation of the services during 2020/21.	Gill Cox	Performance review
Meeting date: 15 September 2020 – 1.00 p.m.		Despatch: 7 September	

Review of peer on peer abuse cases	To provide the outcome of the review (including lessons learned) into cases of peer on peer abuse referred to the Multi Agency Safeguarding Hub (MASH).	Ceri Morgan	Performance Review
Review of performance and progress against the Safeguarding and Family Support improvement plan	To review progress against the improvement plan produced in response to the Ofsted Inspection of Local Authority Children's Services (ILACS) inspection judgement of June 2018 and the subsequent Safeguarding and Family Support division improvement plan.	Andy Gill	Performance Review
Decision on accommodation and support framework for care leavers.	To conduct pre-decision scrutiny on developing proposals for a local contract framework for purchasing accommodation based services for care leavers and other vulnerable young people ahead of a key decision in 2020.	Ewen Archibald, Christa Jackson	Pre-decision call-in
Meeting date: 1 December 2020 – 1.00 p.m.		Despatch: 23 November	
Update on reducing the number of looked after children (LAC)	Updates concerning efforts to reduce the number of looked after children (LAC). To include an update on the 49 cases presented to the meeting on 25 November 2019 that had been identified for Special Guardianship Orders (SGOs) or reunification.	Liz Elgar	Performance Review
Review of performance and progress against the Safeguarding and Family Support improvement plan	To review progress against the improvement plan produced in response to the Ofsted Inspection of Local Authority Children's Services (ILACS) inspection judgement of June 2018 and the subsequent Safeguarding and Family Support division improvement plan.	Andy Gill	Performance Review
Child Exploitation Task and Finish Group	To receive an update on the work undertaken in response to the recommendations of the Child Exploitation task and finish group.	Action owners	Policy review and development
Meeting date: 12 January 2021 – 1.00 p.m.		Despatch: 4 January	
Budget and Medium Term Financial Strategy (MTFS)	To seek the views of the committee on the draft medium term financial strategy (MTFS), the budget proposals for 2021-22 relating to Children and Families.	Andrew Lovegrove, Josie Rushgrove	Pre-decision call-in/Policy review and development
Paediatric therapies – task and finish group	To consider a scoping document for a task and finish group concerning access to children and young people's community therapies and performance during the COVID19 pandemic.	Matthew Evans	Policy review and development

Meeting dates 2021/22	To receive the meeting dates of the committee for 2021/22		
Meeting date: 23 March 2021 – 1.00 p.m.		Despatch: 15 March	
Children and Young People's mental health	To include: <ul style="list-style-type: none"> - A review of schools pastoral support and a mental health pathway for looked after children; - Briefing from CCG on CYP mental health and impact of COVID19; and - Presentation by Healthwatch on Schools Mental Health Forum and Youth Watch 	Ceri Morgan CCG Healthwatch	
School Examination Performance	To consider available data concerning school performance of summer 2020 and make recommendations to cabinet on how the effectiveness of the school improvement framework and strategy could be enhanced.	Alison Naylor	Performance review
Review of performance and progress against the Safeguarding and Family Support improvement plan	To review progress against the improvement plan produced in response to the Ofsted Inspection of Local Authority Children's Services (ILACS) inspection judgement of June 2018 and the subsequent Safeguarding and Family Support division improvement plan.	Andy Gill	Performance Review
Work programme 2021/22	To agree the work programme for the 2021/22 administrative year.	Matt Evans	

Business to allocate

- Early Help Strategy – policy review and development item – scrutiny panel - **Proposed**
- Not in Education, Employment or Training (NEETs) – task and finish group – **Proposed**

Oral Health Needs Assessment	To provide a report on the high-level action plan for improving oral health in Herefordshire and details of any progress against the recommendations in the oral health needs assessment.	Public Health	Performance Review (agenda item) /Briefing note
Childhood obesity	Update on work of the council to address childhood obesity – to be scheduled for a meeting in 2021	Public Health	Performance Review (agenda item)
Report of work of prevent and disrupt group to address child exploitation	To provide detail on the work of the prevent and disrupt group to address child exploitation in Herefordshire. To	Liz Elgar	Performance Review (agenda item)

and the current risk of exploitation in Herefordshire. Child Exploitation summit, to include modern day slavery	facilitate the child exploitation summit to include a focus on modern day slavery.		
Impact of pandemic on opportunities for school and care leavers	To provide a report concerning how the council is intending to address the impact on school and care leavers of the potential economic downturn and reduced employment opportunities caused by the COVID-19 pandemic.	Ceri Morgan	Briefing Note – potential Performance Review (agenda item)
Leaving care and preparing for adulthood	To receive details of what services exist to prepare care leavers and unaccompanied child asylum seekers for adulthood.	Andy Gill	Performance Review/Briefing note
Briefing note concerning the NEETs project			Briefing note
Outcome of the audit of the reduction in child protection plans			Briefing note
Current risk of exploitation in Herefordshire			Briefing note
Public Health England BSIL Programme			Briefing note
Herefordshire Safeguarding Children Partnership (HSCP) annual report			Performance Review
Elective Home Education and current trends			Briefing note
Signs of safety briefing			Training

* *Pre-decision call-in, Performance review, Policy review and development*

Summary of recommendations to the executive and executive responses [Child Exploitation task and finish group]

<p>Between November 2019 and December 2019 a task and finish group concerning child exploitation was conducted.</p> <p>The following was recommended to the executive:</p>	
<p>Recommendation 1</p>	<p><u>Publicising efforts to address Child Exploitation</u></p> <p>That the executive:</p> <ul style="list-style-type: none"> • undertakes an exercise to highlight to the local community the work that has been undertaken over the past year to coordinate local partners addressing Child Exploitation; and • undertakes publicity to raise awareness of Child Exploitation issues locally and promote the reporting of issues and concerns to assist disruption and prevention work.
<p>Executive Response</p>	<p>Agreed. There is a need to raise awareness as part of a Public Health led initiative, to co-ordinate information and advice regarding the risk to young people’s health and welfare from exploitation. This key area of preventative activity is key component of the new Child Exploitation strategic plan being developed by the CE Strategic Group (will be completed by 30th September). Action though on this area has already commenced with a particular focus on young people participation and best methods of promoting key messages and resources. The CE Strategic Group intend to use intelligence on high risk groups to better target public health information on contextual safeguarding and community awareness (including specific cohorts of known young people and geographical hotspots).</p> <p>Updated information on the WISH website to incorporate all forms of Exploitation not solely CSE. This also includes updated information and relevant signposting in February 2020.</p> <p>Throughout late 2019 and early 2020 children and families co-delivered with the youth justice service, monthly contextual safeguarding training to partner agencies to highlight holistic approaches to safeguarding adolescents. The aim was to promote and embed the use of the Child Exploitation risk assessment toolkit across the directorate and partner agencies. Training ceased in March 2020 but will be re-starting virtually in September 2020 All training sessions have been fully booked.</p> <p>The Child Exploitation team delivered training in November 2019 to all Designated Safeguarding Leads at annual Education Conference. The aim was to raise awareness and promote the assessment toolkit and engage partner agencies in agile responses to exploitation.</p>

	CE awareness day to be incorporated into Children and Families all staff conference in collaboration with a specialist partner (NWG) - this was scheduled for March 2020 but did not happen due to COVID -19. The CE Strategic Group as part of its new delivery plan are planning a dedicated contextual safeguarding event at the end of 2020.			
Action	Owner	By When	Target/Success Criteria	Progress
To establish through the CE Strategic Group a public health led publicity campaign across the county.	Andy Gill - Assistant Director Children's Safeguarding Quality and Improvement	31 st October 2020	There is a co-ordinated public health awareness raising campaign regarding child exploitation across Herefordshire.	This is being progressed by public health but has been delayed as a result of the work that is being done for COVID 19. Public health have progressed work on resources for young people and agreed through the CE Strategic Group this needs to be delivered with greater pace and an agreed delivery plan. Delivery work to start in January 2021.
To arrange and facilitate contextual safeguarding training across the partnership	Andy Gill - Assistant Director Children's Safeguarding Quality and Improvement	Start in September 2020	There is virtual training delivered across the partnership.	Virtual training has been continuing across the partnership; with more dates being arranged for January – June 2021 on a monthly cycle
The CE Strategic Group as part of its new delivery plan are planning a dedicated contextual safeguarding event at the end of 2020.	Andy Gill - Assistant Director Children's Safeguarding Quality and Improvement	December 2020	Event delivered successfully.	Planning is underway for a contextualised safeguarding event to take place in Spring 2021 and is being arranged through the Safeguarding Partnership

Recommendation 2	<p><u>The exploitation risk assessment tool and safeguarding thresholds of need</u></p> <p>That the executive:</p> <ul style="list-style-type: none"> • expedite the inclusion of level 3 cases in the exploitation risk assessment tool to ensure a more detailed assessment of those children and young people at risk; and • investigate the potential of including those children presenting at the level 2 threshold of need in the exploitation risk assessment tool. 			
Executive Response	Agreed. It is good practice to ensure the exploitation tool is completed by any agency working with a child or young person at any level of need where there are emerging concerns of child exploitation.			
Action	Owner	By When	Target/Success Criteria	Progress
Children and families to request all interventions with children at risk of child exploitation, regardless of the level of need, complete an exploitation risk assessment to better inform the level of risk and the intervention(s) required to meet the child/young person's need.	Ceri Morgan – Assistant Director Education Development and Skills	30 th September 2020	All children open to HCC Early Help/ family support service will ensure a child exploitation risk assessment is completed should there be evidence of emerging risk of Child Exploitation.	Data now being collated on the number of children & young people being identified with a concern around CE. A risk assessment is not always being completed.
The Early help strategic group (right help right time) to work with partner agencies, to encourage the use of the Child Exploitation tool when completing an early help assessment and there is an emerging risk of Child Exploitation.	Nicola Turvey – Early Help Manager	30 th September 2020	Any agency working with a child at level 2 will consider if there is risk of child exploitation, and if so, complete the CE risk assessment.	This hasn't been discussed at the Early Help Strategic Group yet. To be put on the agenda at the next meeting to promote the use of the CE tool.

Recommendation 3	<p><u>Data sharing</u></p> <p>That the executive works with partner agencies, in particular the Police and organisations in the CSP, to examine the impediments to the sharing of data and propose solutions where issues exist.</p>			
Executive Response	<p>Agreed. It is always important to ensure information and data can be shared as effectively as possible across all agencies, to enable children and young people to be appropriately safeguarded. There have been discussions with police regarding the Problem Profile that was being undertaken.</p>			
Action	Owner	By When	Target/Success Criteria	Progress
<p>The CE Strategic Group will have blocks and impediments to information and data sharing as a standing agenda item, to ensure this receives regular attention.</p>	<p>Andy Gill - Assistant Director Children's Safeguarding Quality and Improvement</p>	<p>Ongoing</p>	<p>Data sharing protocols are used effectively to protect young people</p>	<p>Information and data sharing is a standing agenda item on each meeting agenda to ensure that the CE Strategic group share any blocks or impediments so that these can be addressed across the partner agencies. Working with support from the national Tackling Child Exploitation programme (from November 2020) we are developing a targeted approach – pulling data and intelligence together on group of young people most at risk of child exploitations (approximately 300) so we can be more strategic and preventative in our approach.</p>

Recommendation 4	<p><u>Mapping of current services and organisations</u></p> <p>That the executive facilitates a mapping exercise of all current Child Exploitation services provided by local organisations and agencies and publicises the finalised map to all organisations, agencies and the public.</p>			
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Executive Response	Agreed. This links to Recommendation 1 response - will include a list of local resources and organisations that is updated by the CE team that all colleagues can access.				
Action	Owner	By When	Target/Success Criteria	Progress	
The CE Strategic Group to lead on pulling information together as to services available to support both young people, and their parents and carers, where there is concern regarding child exploitation. There will be further work, as previously described, on listening and responding to the voice of young people.	Andy Gill - Assistant Director Children's Safeguarding Quality and Improvement Karen Wright	End December 2020	All services to young people will be mapped, and the information made available to parents, carers, young people and professionals across Herefordshire.	<p><i>See response to Recommendation 3</i></p> <p>Tackling Child Exploitation bespoke support package has commenced in November 2020 to take this work forward.</p> <p>Child Exploitation Team already have resources available for parents and carers in respect of CE issues which are promoted.</p>	

Recommendation 5	<p><u>Promotion of training and raising awareness</u></p> <p>That the executive:</p> <ul style="list-style-type: none"> • Considers the promotion of the training from the exploitation and vulnerability coordinators to schools or groups of schools; • Investigates the provision of the training from the exploitation and vulnerability coordinators to all members of the Council; and • Arranges the hosting of a parish summit on Child Exploitation to raise awareness throughout the local community and inform parish and town councils how to contribute to disruption and prevention work.
Executive Response	<p>Part agreed. Whilst it is agreed that there should be awareness raising across schools, the Child Exploitation team is a very small team, and would not have the capacity to train schools, even if clustered. A presentation to the schools Designated Safeguarding Leads meeting to fulfil this recommendation.</p> <p>Agree a presentation to council members.</p> <p>Agree hosting a parish council summit at which a presentation could be delivered by the CE team.</p>

Action	Owner	By When	Target/Success Criteria	Progress
CE Head of Service, Barb Langstaffe, to liaise with Alison Naylor, Head of Learning and Achievement, to arrange presentation at DSL event(s) as appropriate for primary and secondary schools.	Salwa Farid – Head of Safeguarding and Review Alison Naylor – Head of Learning and Achievement	September 30 th 2020	Schools will have greater awareness of the signs of exploitation, and will be able to complete the CE risk assessment tool to better inform their response and interventions.	Safeguarding Education officer now in post. In the process of being made to hold a series of CE workshops during spring term 2021. Ruby Mathews (Managing Practitioner) from the CE team is leading.
CE Head of Service Barb Langstaffe to liaise with Chris Jones, strategic business intelligence manager, to arrange date and time for briefing to council members on child exploitation. Briefing will be delivered before the end of November 2020	Salwa Farid – Head of Safeguarding and Review Chris Jones – Strategic Business Intelligence Manager	30 th October 2020	Councillors will have a greater awareness of the signs of exploitation	This has not yet happened. New Head of Service Salwa Farid to follow this up with a view to providing a briefing at the beginning of 2021.
CE Head of Service Barb Langstaffe to liaise with Chris Jones, strategic business intelligence manager, to arrange date and time for a presentation to be delivered at a parish council summit preferably before the end of November 2020.	Salwa Farid – Head of Safeguarding and Review Chris Jones – Strategic Business Intelligence Manager	30 th November 2020	Parish councillors will have a greater awareness of the signs of exploitation	This has not yet progressed, however The Childrens Society CLIMB project have delivered CE Workshops to local parish councils across Herefordshire.

Recommendation 6	<u>Signposting and reporting tools</u> That the executive: <ul style="list-style-type: none"> • Undertakes a review of the signposting of information concerning Child Exploitation to identify improvements that could be easily accomplished across agencies; and • Works with organisations involved in the development of the new reporting Tell Someone app to expedite its introduction. 			
Executive Response	<p>Part agree. This will be incorporated along with Recommendation 4 mapping of current services and organisations actions, under a whole system approach captured under Recommendation 1. This will pull all information together and can then be disseminated via safeguarding partnership website for all agencies to access.</p> <p>The WISH website has been updated by the Child Exploitation team to incorporate all forms of exploitation.</p> <p>Young people have requested an online platform such as Instagram or Facebook for this information to be accessible and signpost them to the services they may require. Will also consider the potential introduction of the Tell Someone app and sharing of experience of other organisations.</p>			
Action	Owner	By When	Target/Success Criteria	Progress
See actions under Recommendation 1 and 4. The Child Exploitation Strategic Group will implement as part of its delivery plan.	Andy Gill - Assistant Director Children's Safeguarding Quality and Improvement	30 th October 2020	Signposting is clear and accessible and if agreed, a rollout plan for the use of the above reporting app.	Use of the App has been discounted as it was felt that young people wouldn't use this. CE team working to update the website to provide access to resources that are freely available for children and young people

Recommendation 7	<u>Annual Child Exploitation summit</u>				
	That the children and young people scrutiny committee considers the scheduling of an annual Child Exploitation summit as part of its work programming.				
Response	To be completed by the scrutiny committee – to be considered as part of the scrutiny committee’s work programme prioritisation session. Supported by the Child Exploitation Strategic Group.				
Action	Owner	By When	Target/Success Criteria	Progress	
See above and Recommendation 1					

Recommendation 8	<u>Transition to adulthood for vulnerable young people</u>				
	That the executive develops a clear pathway for young people (not in care), vulnerable to exploitation, during transition to adulthood to ensure that services and access to support continues over the age of 18.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Pathway to be developed by Child Exploitation team that links into the transitions protocol. Key part of the Child Exploitation Strategic Groups delivery plan.	Salwa Farid – Head of Safeguarding and Review	October 2020	A clear pathway will be in place for all young people that enables them to continue to access the services and support that they need	The Local Authority is currently engaged with the Tackling Child Exploitation project and is receiving a bespoke support package focused on Horizontal and Vertical expansion and inclusion. The first meeting was held to progress this on 16 th November 2020. The next steps of the project will involve a small group of individuals from key partner agencies. It is anticipated this will be concluded by Spring 2021.	

Recommendation 9	<p><u>Licensing and safeguarding training</u></p> <p>That the executive considers what other licenses granted by the council could include a requirement for mandatory safeguarding training.</p>				
Executive Response	<p>Agreed Training is mandatory for Taxi Drivers and being delivered through the work of the Safeguarding Business Unit. Consideration needs to be given to the development of mandatory training for security staff in the night time economy, sports coaches, those with alcohol licences and transportation hubs.</p>				
Action	Owner	By When	Target/Success Criteria	Progress	
Training packages to be developed that can be delivered to specific areas of employment that provide them with mandatory safeguarding training	Salwa Farid	December 2020	Training Packages developed and training arranged.	CE Team/ LADO/Licensing to develop online CE e-learning module. This will be developed and ready by no later than 1 st April 2021. This will require some specialist input from the Communications Team.	

Recommendation 10	<p><u>Children not in school</u></p> <p>That the executive:</p> <ul style="list-style-type: none"> • undertakes a review of the risk of exploitation to children not in school and determines whether additional resource should be dedicated to the home education team to assist in the identification of safeguarding concerns relating to children not attending school; and • works with schools to ensure that a Child Exploitation risk assessment is conducted on individual pupils ahead of the application of fixed term exclusions. 				
Executive Response	<p>Partially agreed. Determines whether additional resource should be dedicated to the home education team to assist in the identification of safeguarding concerns relating to children not attending school. This is being considered by Ben Straker.</p>				

Undertakes a review of the risk of exploitation to children not in school and determines whether additional resource should be dedicated to the home education team to assist in the identification of safeguarding concerns relating to children not attending school:

The current law on home education states:

- *If your child is currently on the roll of a school you are not obliged to inform the school that he or she is being withdrawn for home education or gain consent for this. However, it is sensible to do so, in order to avoid subsequent misunderstandings as to how you intend to fulfil your parental responsibility for your child's education. The school is obliged to inform the local authority of children removed from its admission register and will give home education as the reason, if notified of this by the parent. Parents of children withdrawn from school for home education are not legally obliged to inform the local authority themselves*
- *Your local authority has no formal powers or duty to monitor the provision of education at home*
- *Local authorities have a general duty to make arrangements to safeguard and promote the welfare of children (section 175 of the Education Act 2002) in relation to their education functions as a local authority. This applies equally to children who are being educated at home, as it does to children attending school. This duty does not entitle a local authority to insist on visiting a child's home, or seeing the child, simply for the purposes of monitoring the provision of home education.*
- *Informal enquiries can include a request to see the child, either in the home or in another location. But the parent is under no legal obligation to agree.*

As a consequence, until the law is changed at a national level requiring that the Elective Home Education Officer must have access to an EHE child on a regular basis and be informed of all children being home educated (a national register) a review to establish if more resources were required to assist the EHE Officer in identification of exploitation/safeguarding concerns would not provide the information to allow a cost benefit analysis to be completed.

The EHE Officer currently works effectively with the multi agencies including the MASH, schools, the CE team and others, referring in concerns if they have them and attending multi agency meetings in order to assist in the safeguarding of EHE children. Attention needs to be focussed on changing the national laws regarding EHE and then additional resource would become useful in assisting with identifying safeguarding concerns for EHE children.

Works with schools to ensure that a Child Exploitation risk assessment is conducted on individual pupils ahead of the application of fixed term exclusions"

The current guidance from the DFE on exclusions states that: 'The head teacher must take into account of their legal duty of care when sending a pupil home following an exclusion'

Schools must therefore take into account the safety of the child before excluding them either for a fixed term period or for a permanent exclusion and as a result many schools already have strategies in place to deal with a child where an exclusion is not a 'safe' option. The use of a child exploitation risk assessment should be amongst a number of tools that schools consider before

excluding a child however it would not be appropriate to complete one before every fixed term exclusion. The vast majority of fixed term exclusions are for periods of less than 5 days and there is a limit on the number of days a child can be 'fixed term' excluded for in any one term and year. If a child is given a fixed term exclusion of more than 5 days, the school has to ensure that they arrange alternative provision for the child. The use of the child exploitation risk assessment should therefore continue to be promoted to schools as one part of the tool kit that should be considered when excluding a child

Action	Owner	By When	Target/Success Criteria	Progress
To continue to promote the Child Exploitation Risk Assessment with schools via termly briefings to head teachers and designated safeguarding leads and through training events e.g. the safeguarding in education conference. <i>See Actions under Recommendation 5.</i>	Alison Naylor – Head of Learning and Achievement and Victoria Blackmore – Education Safeguarding Office	31 st December 2020	Conferences and briefings will include information/training on the Child Exploitation Risk assessment and schools will consider the need to complete one as part of their RA processes before excluding a child	November 2020 education safeguarding conference – session led by the CE team on CE and using the new CE RA tool.
To complete a short review of the risk to exploitation of children not currently in school (EHE) children with the child exploitation team	Victoria Blackmore - Education Safeguarding Office and Joy Burnett – Elective Home Education Officer	31 st December 2020	A written report is completed on the risk to exploitation of EHE children	This is being progressed.

Summary of recommendations to the executive and executive responses [Peer on peer abuse review]

<p>On 15 September 2020 the children and young people scrutiny committee considered the Peer on Peer Review Herefordshire MASH 2017 - 2019 report.</p> <p>Recommendations 1-3 and 5-11 are made to the executive Recommendation 4 is to the Children and Young People Scrutiny Committee</p>				
Recommendation 1	That the committee calls on the executive to consider the recommendations of the committee during its finalisation of the Peer on Peer Review Herefordshire MASH 2017 - 2019 report;			
Executive Response	The executive has considered the recommendations of the committee during the finalisation of the report by officers that was commissioned through the chief executive and they have informed the final version of the report attached as Appendix 1 to the cabinet report.			
Action	Owner	By When	Target/Success Criteria	Progress
A final report of the review of the historic cases is attached.	Assistant Director, Education, Development and Skills	13/11/20	The report is now final	Completed

Recommendation 2	That the committee recommends that the report is strengthened to provide an explanation as to why the CSO report of April 2017 was not circulated to schools prior to the commencement of the summer term in 2017 together with the risk assessment template. An explanation as to why it was not shared or mentioned at the peer on peer abuse in schools spotlight review is also required. The use of the term 'unhelpful', to describe the decision to not share the report, should be reconsidered and a stronger term adopted;			
Executive Response	Why the CSO report was not circulated to all schools will require investigation. The term unhelpful in the report has been reviewed and replaced			
Action	Owner	By When	Target/Success Criteria	Progress
To provide an explanation regarding the circulation of the CSO report and template and why it was not mentioned at the spotlight review of 2019.	Andrew Lovegrove, Deputy Chief Executive	December 2020	Explanation provided	Terms of reference are currently being scoped

Recommendation 3	That the committee recognises that risk posed to victims of peer on peer abuse is not merely physical but also emotional and psychological. In light of the handling of some cases detailed in the review report the committee recommends that there is a reassessment of the finding in the review that no children were put or left at risk;			
Response	Response: Risks can be physical, emotional and psychological as indicated in the report. The report finding was that, for the period in question, no children were put or left at risk. However, it is recognised that this wording means different things to different people and that it is a sensitive issue. It is further recognised that the absence of evidence largely rests on the records available from that time which were imperfect. It is acknowledged that the effects of peer on peer abuse can be and are profound and can affect survivors into and through their adult life. This is stated in the final version of the report.			
Action	Owner	By When	Target/Success Criteria	Progress
The report is to make clear that although the review found no evidence that children were put or left at risk of harm this is different to children potentially being affected emotionally and psychologically into adulthood by peer on peer abuse	Assistant Director, Education, Development and Skills	Nov 2020	Report reflects the potential impact of its wording	Completed see appendix 1 to cabinet report

Recommendation 4	That the committee retains a watching brief, through the quarterly performance report, on the reporting rates of peer on peer abuse and the performance of the council in response to reported cases. This progress will be monitored at meetings of the children and families performance challenge. Any concerns with reporting rates or the performance of the council will prompt a report to the following meeting of the committee to explain concerning trends;			
Executive Response	Agreed and will be reported on quarterly. The reporting office is the Safeguarding Officer in children and families directorate and this will be done via the challenge sessions. We also recommend that when reviewing the quarterly figures the council should consider including a review of the data drawn from wider organisations than within the council itself.			
Action	Owner	By When	Target/Success Criteria	Progress
To provide the quarterly updates on the reports of peer on peer abuse allegations, and to review, in partnership with organisations beyond the council alone.	Children and Families Safeguarding Officer	On a quarterly basis but to include wider organisations as soon as can be agreed	That the committee are able to review information and performance and exercise their scrutiny function to inform practice	In place for council data but not yet beyond that.

Recommendation 5	That the committee recommends that the <i>Response to Reports</i> flowchart for Herefordshire schools (appendix 1 of the review report) is enhanced with yes and no actions and is regularly scenario-tested with schools by the council. The flowchart should incorporate details of individuals accountable for actions and timelines for the completion of actions;				
Executive Response	Response: Agreed in part. The flowchart is not produced by Herefordshire - it is part of the national system which can be improved as the report makes clear. Herefordshire could draft a similar local version with details of the roles and timelines as suggested.				
Action	Owner	By When	Target/Success Criteria	Progress	
A 'local' flowchart will be produced to include aspects of the new SRE curriculum (which was due to be implemented nationally in September 2020 but delayed in it's implementation due to COVID-19)	Children and Families Safeguarding Officer	December 2020	New flowchart to be issued to all schools with the model guidance	In train	

Recommendation 6	That the committee recommends that schools that do not implement the model policy are held to account for the decision not to implement. Schools should be encouraged to share any policy which they feel supersedes or is superior to the model policy produced by the council;				
Executive Response	Response: Agreed in part. Schools are not obliged to adopt any suggested policies - and indeed Ofsted do not encourage that as a default response by schools; instead Ofsted encourage schools to develop their own individually. Officers will log conversations with those that choose not to do so as to their reasons and what they have as alternatives. We anticipate however that most (if not all) schools will want to use the model guidance and incorporate it within their polices. Officers will ask that this guidance be adopted as a matter of urgency.				
Action	Owner	By When	Target/Success Criteria	Progress	
Legal to approve the model guidance and CM to share with schools and other agencies such as WMRASAC	Assistant Director, Education, Development and Skills	End of December 2020	All schools have a copy and the Note of Visit completed when schools are visited shows whether they have adopted it - and if not why not - and a register kept.	The draft guidance has been approved by legal and is awaiting consultation response with The University of Bedfordshire as the national authority in this issue. We recognise the urgency in this now.	

Recommendation 7	That the committee recommends that when consideration is given to an act of reconciliation there should be an assessment of long and short term processes to provide a variable response tailored to needs of children and families affected by peer on peer abuse. A longer term process would provide for comprehensive engagement with children and families who required and requested this level of reconciliation. A shorter term process would provide for those children and families who did not want or did not need to engage with the longer term approach. The reconciliation process is not intended to be counselling but to provide an opportunity for victims to be heard if they so wish. As such the process would need to differ according to each family.			
Executive Response	Response: Agreed. The recommendation to provide an opportunity for reconciliation will require more detail to be set out and will therefore consider how these aspects can be addressed.			
Action	Owner	By When	Target/Success Criteria	Progress
The opportunity for reconciliation will be established in detail and will take into account the short and long term approach, in line with the views of children and families. The process is optional and would be conducted in accordance with the wishes of the families of the victims.	Assistant Director, Education, Development and Skills	Jan 2021	This process be in place to offer to families by January 2021	In train

Recommendation 8	That the committee recommends that a comprehensive plan of help and support for victims of peer on peer abuse and their families is developed by the council. This should include detail of what ongoing mental health support for children and families would be available			
Executive Response	Response: Agreed. This is already underway and forms part of the model guidance - but expert advice is that each case needs to be considered with sensitivity and on an individual basis. When incidents of alleged peer on peer abuse emerge - there is now a clear pathway for schools to operate with - and the committee recommends that we engage with voluntary groups who have expertise in this area - we can and are doing this. Officers are setting out what more could be done. The intention is to prioritise the support for the mental health of both alleged victims and perpetrators (the evidence indicates most are themselves children).			
Action	Owner	By When	Target/Success Criteria	Progress
Complete and share the plans that are developed in partnership with wider agencies.	Safeguarding Officer	January 2021	Help and support for victims, survivors and perpetrators is enhanced	To be agreed with partner agencies

Recommendation 9	That the committee recommends that clarification is provided in the report around the distinction between policy and guidance. There should be an explanation of who was responsible for: providing peer on peer abuse policies for use in Herefordshire schools; the adoption of such policies; the production of guidance; and the sharing of new guidance.			
Executive Response	Agreed - there is a problem with the use of the word policy as most of our secondary schools have their own policies and we cannot enforce adoption. Guidance allows for more nuanced and detailed information to be shared. Draft guidance has been produced with support from others including the University of Bedfordshire who have a centre of expertise in peer on peer sexual abuse (as defined in the report) - it will be reviewed however continually and in the light of the forthcoming contribution of Ofsted and DFE			
Action	Owner	By When	Target/Success Criteria	Progress
Issue the approved model guidance and then establish a reporting mechanism listing which schools have adopted it or not – and not what they do instead.	Assistant Director, Education, Development and Skills / Safeguarding Officer	Jan 2021	Ensure all schools have discussed / adopted the guidance	In train

Recommendation 10	That the committee recommends that the timelines in the recommendations in the review report should be finalised and include the title of those officers responsible for actions.			
Executive Response	Agreed – see refreshed timelines in appendix 1 to the cabinet report			
Action	Owner	By When	Target/Success Criteria	Progress
The timelines in the report are agreed and has officer responsibility listed	Assistant Director, Education, Development and Skills	13/11/20	Timelines and responsibilities agreed	Complete

Recommendation 11	That the committee recommends that a summary is provided at the foot of the review report detailing the scrutiny committee's recommendations and providing a recognition that the report was the start of a process to understand and address peer on peer abuse in Herefordshire. The summary should explain that not all elements of peer on peer abuse were understood and that improved data gathering, new guidance and new processes were being developed to attempt to come to terms with and address the issue.			
Executive Response	Agreed - the report was written to the specific terms of reference dates. The recommendations in the report (appendix 1) also note that nationally we could help improve wider systems of advice, prevention, recording and data analysis - we have made progress in this regard .			
Action	Owner	By When	Target/Success Criteria	Progress
A summary will be provided at the foot of the report covering the scrutiny committee's recommendations and a recognition that in 2016 actions and understanding were limited. The action for improved data collection and guidance is being taken forward as there is still more to do to address this issue. Work will continue to be reviewed and developed.	Assistant Director, Education, Development and Skills	Quarterly reporting on progress will reflect on these	All schools locally contribute to and understand the processes - and Herefordshire Council continue to engage with national organisations and local expertise.	In train

Schedule of Children and Young People Scrutiny Committee recommendations made and actions in response

Meeting	item	Recommendations	Action	Status
15 July 2019	Corporate Parenting Annual Update – 2018/2019	<p>RESOLVED: That:</p> <ul style="list-style-type: none"> • A briefing note is provided concerning the multiagency panel relating to looked after children mental health services; • A briefing note is provided on the introduction of the care leavers covenant; • A response is provided to the question relating to the implications of the national funding changes on A Levels undertaken by looked after children; • A letter is sent to Herefordshire clinical commissioning group to seek clarification regarding the resourcing of the looked after children health team; and • A briefing note is provided on SHYPP referral levels. 	<ul style="list-style-type: none"> • Circulated on 3 October 2019 • Circulated on 3 October 2019 • Response circulated on 31 July 2019 • Letter sent to CCG on 31 July 2019 • Circulated on 3 October 2019 	Completed
	Fostering and adoption service annual reports 2018/19	<p>RESOLVED: That:</p> <ul style="list-style-type: none"> • The achievements in the adoption annual report and the compliments in the fostering report are recognised and the officers working in those 		Completed

		<p>teams and carers of the council's looked after children are commended;</p> <ul style="list-style-type: none"> • A briefing note on proposals to increase the retention of foster carers and details of the training provided be provided; • A letter is sent to the Wye Valley Trust (WVT) to request details of the provision of occupational therapists in Herefordshire; and • A session is organised to look at case samples of how appropriate forms of care are determined for looked after children. 	<ul style="list-style-type: none"> • Foster carers training programme circulated on 31 July. • Letter sent to WVT on 31 July. • Included in safeguarding training delivered to members of the Council. 	
16 September 2019	Accommodation based support service for care leavers	<p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> • supports the introduction of the accommodation based support service for care leavers; • supports an ongoing review of the service to determine its effectiveness and possible replication in future; and • requests that a site visit to the facility is arranged once completed. 	Approved at cabinet on 26 September	Completed
	Youth Justice Plan 2019-2020	<p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> • Endorses the Youth Justice Plan for presentation to full Council; and • Asks that an addendum is added to the report, in forthcoming years, providing up-to-date statistics. 	Approved at full Council on 11 October	Completed

25 November 2019	Review of budget and corporate plan proposals for 2020/21 relating to the remit of the children and young people scrutiny committee	<p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> • Supports the planned investments for looked after children, edge of care and improving social care services and requests further information is submitted to the committee regarding proposals for these services; and • Asks that a report concerning the dental health initiatives is provided to the committee setting out key performance indicators for the proposals. 		Completed
	Update on reducing the number of looked after children	<p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> • Recognises the work that has been undertaken and the progress made in implementing systems to reduce the numbers of looked after children; and • Asks that a report is submitted to a meeting in 12 months times which provides a breakdown of the progress made in regard of the 49 children identified for SGOs or reunification. 	Added to work programme for committee on 1 December 2020.	Completed
	Review of performance and progress against the safeguarding and family support improvement plan	RESOLVED: That the committee notes the report and the improvements made since the previous quarter.		Completed

	2019 / 2020			
14 January 2020	Review of budget and corporate plan proposals for 2020/21 relating to the remit of the children and young people scrutiny committee	<p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> • Supports the additional areas of investment identified in the budget; • Writes to the local MPs to request details of actions to lobby central government to improve oral health in Herefordshire; and • Requests a report to a forthcoming meeting of the committee containing the high-level action plan for improving oral health in Herefordshire and details of any progress against the recommendations in the oral health needs assessment. 	<p>Correspondence sent on 30 January 2020.</p> <p>Added to work programme for committee on 2 December 2020.</p>	Completed
	Spotlight review – outcomes and recommendations	RESOLVED: That the committee agrees the recommendations and outcomes of the peer on peer abuse in schools spotlight review (appendix b) for submission to the executive, subject to the amendments to recommendations outlined above and evaluation of appropriate factual corrections.	Executive response reported to the committee meeting on 2 June 2020	Completed
16 March 2020	School Examination Performance	<p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> • Notes the report and the good results in key 		Completed

	2019	<p>stage 1 and key stage 2; and</p> <ul style="list-style-type: none"> Request that in future the presentation of the results is set against performance in earlier years. 		
	Review of performance and progress against the safeguarding and family support improvement plan 2019/20	<p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> requests that in future details of the changes that the directorate was trying to accomplish be presented in a one page briefing document including details of the intention of a project, who was responsible for it and how change would be measured. requests a briefing note on the mind of my own (MOMO) app. proposes that all members of the children and young people scrutiny committee be invited to the performance challenge session. agrees that meetings are scheduled four weeks after the release of the quarterly report concerning the safeguarding and family support improvement plan. 	<ul style="list-style-type: none"> This suggestion is being looked into and future reports of progress against the improvement plan will outline how the recommendation could be taken forward. Circulated on 15 April 2020. Arrangements are being looked into. The scheduling of meetings is being looked into. 	
2 June 2020	Review of peer on peer abuse cases	<p>RESOLVED - That the committee agrees the deferral of the report to the next meeting on 28 July to allow for the inclusion of the 2017 review and risk assessment pro forma and clarification of gaps identified in the information provided.</p>	<p>It is proposed that the report is considered at the meeting of the committee on 15 September 2020.</p>	
	Review of performance and	<p>RESOLVED: The committee agrees that:</p>		

	<p>progress against the safeguarding and family support improvement plan 2019/20</p>	<ul style="list-style-type: none"> • consideration is given to how future versions of the report could provide details of the prioritisation of actions in the improvement plan; • consideration is given to how third sector organisations could be resourced to support actions in the improvement plan; • the children and families directorate works with the adults wellbeing directorate to undertake joint work on establishing a clear transition pathway for vulnerable young people; • all members of the committee should be invited to attend performance challenge sessions; and • the outcomes of the audit of the reduction in child protection plans to be made available to the committee. 	<ul style="list-style-type: none"> • Invitations to Council members of the committee have been circulated. • added to the committee's work programming. 	
28 July 2020	Schools update	<p>RESOLVED – That:</p> <ul style="list-style-type: none"> • The committee recommends that a further survey is undertaken concerning children's mental health and schooling arrangements during the pandemic; • A briefing note is circulated providing details of the number of private nurseries that have opened in September 2020 and stayed open in October and November; • An update is provided regarding the national catch-up programme; 	<p>An update briefing on the recommendations relating to the schools update will be circulated in mid-December 2020.</p>	

		<ul style="list-style-type: none"> • The work on children’s mental health is prioritised by the committee and includes a review of school pastoral support and a mental health pathway for looked after children; • Further detailed examination of the outcomes of the survey is undertaken to determine how the provision and effectiveness of mental health services were impacted during the lockdown; • An update is provided regarding the attendance rates after the return to school in September. 		
	Corporate parenting strategy 2020-2023	<p>RESOLVED - That:</p> <ul style="list-style-type: none"> • The wording of the bullet point in the care leavers covenant concerning commissioning and procurement required clarification; • A role for members of the council in respect of assisting looked after children could include the signposting of children in care and care leavers to local organisations offering work experience and apprenticeship opportunities; and • Priority 5 of the corporate parenting strategy should include mention of market towns, the involvement of local communities and the youth games. 	<p>Detail from the cabinet report – 24 September</p> <ul style="list-style-type: none"> • This has been reworded to provide clarity • This is to be considered by councillors. • Priority 5 applies across the County and consideration of children and young people taking part in the youth games can be considered as part of the feasibility assessment. 	
15 September 2020	Accommodation and support framework for care leavers	<p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> • Welcomes and supports the proposal for the accommodation and support framework for care 	Update from Ewen Archibald – 7 November	

		<p>leavers; and</p> <ul style="list-style-type: none"> • Recommends that the timetable for the introduction of the framework is reviewed and a view reached if it is too ambitious or realistic and achievable. 	<ul style="list-style-type: none"> • Reflecting on the timescales required to establish the proposed framework effectively, cabinet members have determined that there will be a change to the timetable for mobilising. The decision to be considered by Cabinet retains the original timetable for procurement. However, when the framework is launched in early April, it is now proposed that it operates in shadow form for three months with other purchasing arrangements continuing in parallel. This will allow time to test some elements and phase in controls and features. The framework will be fully operational from July 2021. 	
	<p>Review of performance and progress against the safeguarding and family support improvement plan 2020/2021</p>	<p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> • Recommends that the executive considers the possibility of a working group to examine the issue of recruitment in Herefordshire, to include a focus on the recruitment of social workers and to engage with projects currently in progress; and • Requires that meeting dates are reviewed to ensure more up to date performance data is presented to meetings of the committee. 	<p>There is a Children's social worker recruitment and retention working group which meets regularly to address this matter. It is chaired by Andy Gill and includes attendees from the directorate as well as Recruitment and Organisation Development. Examples of its recent work include updating and promoting the 'core offer' for social workers and developing service workforce development strategy to ensure that recruitment, retention and service needs are addressed holistically.</p>	
	<p>Review of peer on peer abuse</p>	<p>That the committee:</p>		

	cases	<ul style="list-style-type: none"> • Calls on the executive to consider the recommendations of the committee during its finalisation of the Peer on Peer Review Herefordshire MASH 2017 - 2019 report; • Recommends that the report is strengthened to provide an explanation as to why the CSO report of April 2017 was not circulated to schools prior to the commencement of the summer term in 2017 together with the risk assessment template. An explanation as to why it was not shared or mentioned at the peer on peer abuse in schools spotlight review is also required. The use of the term 'unhelpful', to describe the decision to not share the report, should be reconsidered and a stronger term adopted; • Recognises that risk posed to victims of peer on peer abuse is not merely physical but also emotional and psychological. In light of the handling of some cases detailed in the review report the committee recommends that there is a reassessment of the finding in the review that no children were put or left at risk; • Retains a watching brief, through the quarterly performance report, on the reporting rates of peer on peer abuse and the performance of the council in response to reported cases. This progress will be monitored at meetings of the children and families performance challenge. Any concerns with reporting rates or the performance of the council will prompt a report to the following meeting of the committee to 		
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		<p>explain concerning trends;</p> <ul style="list-style-type: none">• Recommends that the <i>Response to Reports</i> flowchart for Herefordshire schools (appendix 1 of the review report) is enhanced with yes and no actions and is regularly scenario-tested with schools by the council. The flowchart should incorporate details of individuals accountable for actions and timelines for the completion of actions;• Recommends that schools that do not implement the model policy are held to account for the decision not to implement. Schools should be encouraged to share any policy which they feel supersedes or is superior to the model policy produced by the council;• Recommends that when consideration is given to the process of reconciliation there should be an assessment of long and short term processes to provide a variable response tailored to needs of children and families affected by peer on peer abuse. A longer term process would provide for comprehensive engagement with children and families who required and requested this level of reconciliation. A shorter term process would provide for those children and families who did not want or did not need to engage with the longer term approach• Recommends that a comprehensive plan of help and support for victims of peer on peer abuse and their families is developed by the		
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council. This should include detail of what ongoing mental health support for children and families would be available.

- Recommends that clarification is provided in the report around the distinction between policy and guidance. There should be an explanation of who was responsible for: providing peer on peer abuse policies for use in Herefordshire schools; the adoption of such policies; the production of guidance; and the sharing of new guidance.
- Recommends that the timelines in the recommendations in the review report should be finalised and include the title of those officers responsible for actions.
- Recommends that a summary is provided at the foot of the review report detailing the scrutiny committee's recommendations and providing a recognition that the report was the start of a process to understand and address peer on peer abuse in Herefordshire. The summary should explain that not all elements of peer on peer abuse were understood and that improved data gathering, new guidance and new processes were being developed to attempt to come to terms with and address the issue.

