

## SAFEGUARDING REVIEW – ACTION PLAN

Ref	Recommendation	Actions	Timescale	Success indicator	Lead and Responsible officer	Resources required
<b>1</b>	<b>Children's Trust</b>					
1.1	<i>The Trust set out <b>clear objectives</b> for the Safeguarding Board to promote the wider safeguarding agenda.</i>	<ul style="list-style-type: none"> <li>▪ Children's Trust Board and HSCB work together to safeguard and promote the welfare of children</li> <li>▪ Define objectives in line with best practice</li> <li>▪ Ensure understanding of the objectives by all members of the HSCB Board</li> </ul>	April 2009	Objectives agreed by April 2009 Objectives reviewed by September 2009	DCS	N/A
1.2	<i>The Trust ensures that there are appropriate services for vulnerable groups that are at risk in the community. These to be included as a regular item in the Board's schedule until embedded and effective.</i>	<ul style="list-style-type: none"> <li>▪ Identify vulnerable groups within the community</li> <li>▪ Identify key outcomes required</li> <li>▪ Identify service specifications that are proven to make a difference, in line with capacity of the CT Board to deliver</li> <li>▪ Tender/design services</li>   <li>▪ Implement Locality Teams.</li>   <li>▪ Integrate safeguarding and support for vulnerable groups into all Outcome Group delivery plans</li> </ul>	May 2009  May 2009  June 2009   July – Sept 09 January 2010  April 2009	Forward plan for the Board agreed by May 2009   Services in place up to Jan 2010  Initial structure agreed and implemented.  All 2009/2010 delivery plans specify integration of safeguarding and actions to support vulnerable groups	Head of Safeguarding & Vulnerable / Children's Trust Manager  Head of Planning, Performance & Development  Head of Community Operations  Outcome Group leads/Children's Trust Business Manager	Capacity to carry out evaluation and commissioning exercises

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1.3	<i>The Trust specifies the <b>performance standards and the reporting arrangements</b> with the Safeguarding Board.</i>	<ul style="list-style-type: none"> <li>▪ Review and revise dataset for the HSCB Board identifying a minimum set of key performance standards</li> <li>▪ Agree reporting arrangements as per quarterly cycle (in line with other Outcome Groups)</li> <li>▪ Ensure actions to improve performance are supported and carried out</li> </ul>	April 2009	<p>Performance standards and reporting arrangements confirmed by April 2009</p> <p>Sustained improvement and delivery across key outcomes</p>	DCS	Performance Improvement Manager Business Manager
1.4	<i>The Trust agrees the DCS proposals to align the Children’s Directorate to meet the national requirements for integrated working.</i>	<ul style="list-style-type: none"> <li>▪ Report formally to the Board on the proposals to develop Locality Teams</li> </ul>	July 2009	Formal agreement by the Children Trust Board by July 2009	Head of Community Operations	Trust Board
<b>2</b>	<b>Herefordshire Safeguarding Children Board</b>					
2.1	<i>The Safeguarding Board identifies an individual to work with the DCS on the new arrangements for integrated teams which will incorporate multi agency assessments.</i>	<ul style="list-style-type: none"> <li>▪ Named person to be identified</li> </ul>	June 2009	Named officer to work with HSCB and Locality Teams	Head of Community Operations / Head of Safeguarding and Vulnerable	Developing Policy and Practice Sub-group
2.2	<i>The DCS clarifies the <b>assessment model</b> currently in use in Herefordshire and informs all concerned</i>	<ul style="list-style-type: none"> <li>▪ Prepare clear statement on the assessment model currently in use</li> <li>▪ Provide some practice based sessions ie within team meetings across agencies</li> <li>▪ Identify effective communication strategy</li> </ul>	March 2009	Assessment model communicated to all agencies by 31 March 2009 Sample audit of cases carried out 8 week review	DCS	Team managers across agencies to brief teams and then ensure implementation

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		<ul style="list-style-type: none"> <li>▪ Implement communication strategy</li> <li>▪ Review position at end of 8 weeks</li> </ul>		indicates clear practice shift		
2.3	<i>That the Board reviews the <b>business plan</b> [2008-2011] setting out the required outcomes, targets and measures of success.</i>	<ul style="list-style-type: none"> <li>▪ Review business plan focusing on key outcomes, targets and measures</li> </ul>	Updated draft by March 2009	Business plan reviewed and completed June 2009	HSCB Business Manager	Performance Improvement Manager
2.4	<i>The Children's Trust confirms its support for a revised plan.</i>	<ul style="list-style-type: none"> <li>▪ Submit revised plan to Children's Trust Board</li> </ul>	July 2009	Business plan signed off by the Trust Board by April 2009	HSCB Business Manager	Children's Trust Business Manager
2.5	<i>The <b>delivery plan</b> [2008] is reviewed along the lines of the business plan and that the Board confirms that the requirements of the revised plan are achievable.</i>	<ul style="list-style-type: none"> <li>▪ Review delivery plan in line with the business plan</li> </ul>	April 2009	Delivery plan reviewed by April 2009 Delivery plan signed off by HSCB Board by May 2009	HSCB Chair / HSCB Business Manager	Performance Improvement Manager Business Manager
2.6	<i>The board clarifies who is accountable for each element of the delivery plan.</i>	<ul style="list-style-type: none"> <li>▪ Identify responsible officers for each element of the delivery plan</li> <li>▪ Clarify and communicate roles and responsibilities of responsible officers</li> <li>▪ Ensures progress to the plan through regular review and action between meetings</li> </ul>	March 2009	Quarterly review of delivery plan Evidence against plan indicates systematic delivery and improvement	HSCB Chair	Performance Improvement Manager Business Manager
2.7	<i>The role and performance expectations of the <b>business manager</b> are clarified. The line management</i>	<ul style="list-style-type: none"> <li>▪ Clarify the current job description of the Business Manager and line management arrangements</li> </ul>	February 2009	Completed	DCS	Business Manager HR Manager

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	<i>arrangements for the business manager are aligned with her functions.</i>	<ul style="list-style-type: none"> <li>▪ Identify and agree performance standards</li> </ul>	March 2009	Performance standards agreed by March 2009 Monthly review of performance standards Completed		
2.8	<i>The <b>minute taker</b> is trained and competent in the production of accurate and timely minutes.</i>	<ul style="list-style-type: none"> <li>▪ Identify appropriate individual to minute meetings of the HSCB</li> <li>▪ Identify clear standards for the production of minutes for the HSCB</li> <li>▪ Action points to be circulated within 48 hours</li> </ul>	March 2009	Review of minutes against agreed standards Agendas and all reports circulated 5 working days in advance of the meeting Minutes prepared and circulated within 5 working days of the meeting	HSCB Business Manager	
2.9	<i>The chair in consultation sets the content and size of the agenda.</i>	<ul style="list-style-type: none"> <li>▪ Confirm process and procedure for identifying and agreeing items for inclusion on each agenda</li> </ul>	February 2009	Agendas agreed 8 working days in advance of the meeting	HSCB Chair	HSCB Business Manager
2.10	<i>The <b>functions</b> of the Board, Executive Group and the sub-groups are clarified and made explicit, reducing the number of levels if appropriate.</i>	<ul style="list-style-type: none"> <li>▪ Review scope, effectiveness and 'fitness for purpose' of the Board and its groups</li> <li>▪ Develop and agree clear terms of reference for the Board and its groups</li> </ul>	March 2009	Terms of reference and revised functions agreed by February 2009	HSCB Chair	HSCB Business Manager
2.11	<i>The <b>development needs</b> of the chair identified at interview are addressed by the DCS.</i>	<ul style="list-style-type: none"> <li>▪ Clarify development needs</li> <li>▪ Identify appropriate development programme and associated timescales-</li> </ul>	Deferred due to resignation of independent	Development needs addressed when new independent	DCS	HR Manager

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		reconsider when new independent chair appointed	chair	Chair appointed		
2.12	<i>Directors ensure that the appropriate level of <b>representation</b> is available following the clarification of Board functions.</i>	<ul style="list-style-type: none"> <li>▪ Communicate functions of the Board to all relevant Directors</li> <li>▪ Identify appropriate representatives</li> <li>▪ Identify clear roles and responsibilities for representatives</li> </ul>	February 2009	Representatives identified by February 2009	DCS	Chief Executive Directors Heads of Service
2.13	<i>Performance standards are strengthened.</i>	<ul style="list-style-type: none"> <li>▪ Identify performance standards for HSCB representatives</li> </ul>	June 2009	Performance standards agreed by June 2009	HSCB Chair	Performance Improvement Manager HSCB Business Manager
2.14	<i>The HSCB chair interviews the members of the Board and Executive Group to ensure that the representation is correct.</i>	<ul style="list-style-type: none"> <li>▪ Interview members of the Board and Executive Group</li> <li>▪ Report to Children's Trust Board on the level of representation making recommendations for change as appropriate</li> <li>▪ Undertake annual review of member representation</li> <li>▪ Build strong relationships between independent chair and members</li> <li>▪ Report to Children's Trust Board on strong partnership in HSCB</li> </ul>	June 2009  July 2009  July 2010  Ongoing  January 2010	Review completed by June 2009 Report completed by July 2009	HSCB Chair	HSCB Business Manager
2.15	<i>There is a clear audit trail relating to the decisions on whether or not to undertake a <b>Serious Case Review</b>.</i>	<ul style="list-style-type: none"> <li>▪ Clarify and document procedures for decision making on serious case reviews</li> </ul>	March 2009	Audit trails reviewed quarterly and reported to the HSCB	Chair of Quality and Assurance sub group / Performance Manager	HSCB Business Manager Designated Nurse Safeguarding

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						Children
2.16	<i>The Safeguarding Board arrangements relating to child deaths and SCRs are made explicit</i>	<ul style="list-style-type: none"> <li>▪ Clarify and document arrangements relating to child deaths and SCRs</li> <li>▪ Communicate agreed arrangements</li> </ul>	March 2009	Arrangements clarified by April 2009	Chair of Management of SCR and CDOP sub group	
2.17	<i>Lessons learned from SCRs are systematically disseminated to key stakeholders.</i>	<ul style="list-style-type: none"> <li>▪ Identify methodology and communication strategy for dissemination</li> <li>▪ Address key learning locally and nationally</li> <li>▪ Develop template for capturing lessons learnt from SCRs and IMRs in light of best practice</li> <li>▪ Hold regular multi agency practice sessions that reflect on practice and take back learning points into teams</li> </ul>	March 2009	Practice changes as a result of lessons learnt from SCRs Evidenced by audit trail as part of quarterly review of Serious Case Review	HSCB Business Manager	Team managers and staff to set aside regular sessions for practice improvement throughout year Management of SCR and CDOP sub group Training / Workforce Development sub group
<b>3</b>	<b><i>Recruitment practice – Criminal Records Bureau Checks (Herefordshire Council)</i></b>					
3.1	<i>A single central recording system to track all CRB checks.</i>	<ul style="list-style-type: none"> <li>▪ Establish centralised CRB Team with responsibility for processing CRB checks for all employees and non employees including contractors, volunteers and umbrella body checks.</li> <li>▪ Record all <b>employee</b> CRB checks on the current HR system</li> </ul>	<p>CRB Team established January 2009 CRB Team responsible for all checks by May 2009</p> <p>April 2009</p>	CRB Team responsible for all CRB checks by May 2009	Assistant Chief Executive (HR)	HR Managers / CRB Team

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		<ul style="list-style-type: none"> <li>▪ Hold records for non employees on a separate system pending implementation of the new HR system in October 2009</li> <li>▪ Streamline records to ensure consistency of information recorded and to enable effective monitoring</li> <li>▪ Report action of HSCB</li> </ul>		Agresso HR system implemented October 2009		
3.2	<i>National guidance on individuals subject to CRB checks should be followed.</i>	<ul style="list-style-type: none"> <li>▪ Implement new CRB Policy &amp; Procedure in line with DCSF guidance on safer recruitment in education</li> </ul>	Policy approved by end February 2009	New CRB Policy and Procedure implemented.	Assistant Chief Executive (HR)	HR Manager (Employee Relations)
3.3	<i>A named individual responsible for compliance should be identified.</i>	<ul style="list-style-type: none"> <li>▪ Assistant Chief Executive –HR &amp; OD identified as the Lead Counter-signatory for CRB.</li> </ul>	Completed	Completed	Assistant Chief Executive (HR)	
3.4	<i>A system is set up to ensure that the policy is read, understood and actioned</i>	<ul style="list-style-type: none"> <li>▪ Develop and implement system for communicating and embedding of new CRB Policy</li> </ul>	By end February 2009	Regular monitoring and reporting of compliance to JMT and Children's Trust Management Group.	Assistant Chief Executive (HR)	HR Manager (Employee Relations)
3.5	<i>Performance is reported to Children's Trust Management Group on a quarterly basis.</i>	<ul style="list-style-type: none"> <li>▪ Implement quarterly reporting of performance in line with performance reporting requirements for the Trust</li> </ul>	Quarterly	Quarterly performance reporting	CRB Coordinator	Performance Improvement Manager
3.6	<i>The council support the HR appointments with specific responsibility for safer recruitment.</i>	<ul style="list-style-type: none"> <li>▪ CRB Team established in January 2009</li> </ul>	Completed	Completed	Assistant Chief Executive (HR)	
3.7	<i>The DCS agrees the policy on safer recruitment as a</i>	<ul style="list-style-type: none"> <li>▪ Agree CRB Policy and Procedure</li> </ul>	February 2009	Policy agreed by February 2009	DCS	HR Manager

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	<i>matter of urgency</i>					
<b>4</b>	<b><i>Referral and Assessment (Herefordshire Council)</i></b>					
4.1	<i>The performance improvement manager and team manager agree the best approach to provision of <b>data</b> to drive the decisions and manage the business of the team.</i>	<ul style="list-style-type: none"> <li>▪ Review current practice in relation to data and information management</li> <li>▪ Identify best approach in line with best practice elsewhere, including proactive data ie to address trends before they occur</li> <li>▪ Implement agreed approach</li> </ul>	April 2009	Data and information management arrangements agreed by April 2009	Referral & Assessment Team Manager with Performance Improvement Manager	Referral and Assessment Team Manager + staff
4.2	<i>Performance targets are set for the team in the context of current staffing.</i>	<ul style="list-style-type: none"> <li>▪ Develop team plan incorporating achievable, but stretching, performance targets</li> <li>▪ Include quarterly performance reporting in dataset for DLT and HSCB</li> </ul>	April 2009  From July 2009	Team plan developed and agreed by April 2009 Dataset in place by July 2009	Referral and Assessment Team Manager	Service Manager Performance Improvement Manager
4.3	<i>A training support programme is put in place.</i>	<ul style="list-style-type: none"> <li>▪ Develop training support programme based on needs identified through the team planning process</li> </ul>	July 2009	Training programme developed by July 2009 Review effectiveness of programme by July 2009	Referral and Assessment Team Manager	HR Manager (Learning and Development)
4.4	<i>The Directorate engages with key partners as a matter of urgency to clarify the <b>eligibility criteria</b> and assessment methods currently in use in Herefordshire.</i>	<ul style="list-style-type: none"> <li>▪ Confirm threshold criteria for Herefordshire in line with best practice elsewhere</li> <li>▪ Communicate criteria and assessment methods to all key partners</li> </ul>	March 2009	Threshold criteria agreed and communicated by 31 March 2009 Sample audit of cases carried out to check compliance	Head of Safeguarding and Vulnerable Children	Partner agencies Service Managers



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4.5	<i>The Directorate reinvigorates the work on CAF to develop an improved understanding of shared assessments.</i>	<ul style="list-style-type: none"> <li>▪ Review and expedite implementation of CAF</li> <li>▪ Ensure full implementation of training programme</li> </ul>	July 2009	CAF implemented by July 2009	Head of Community Operations	Heads of Service Service Managers Partner agencies
4.6	<i>The impact of the introduction of the CAF is closely monitored in relation to referrals to the R&amp;A team</i>	<ul style="list-style-type: none"> <li>▪ Implement monitoring of impact of CAF on referrals</li> <li>▪ Report monthly to DLT</li> </ul>	April 2009	Monthly reporting to DLT in place	Head of Safeguarding and Vulnerable Children	Referral and Assessment Team Manager Performance Improvement Manager
4.7	<i>The team develops a more assertive approach to minimum standards of information when receiving referrals.</i>	<ul style="list-style-type: none"> <li>▪ Identify minimum standards of required information</li> <li>▪ Communicate standards to all key agencies</li> <li>▪ Monitor effectiveness of new standards</li> </ul>	April 2009	Minimum standards agreed by April 2009 Weekly monitoring of standards	Head of Safeguarding and Vulnerable Children	Referral and Assessment Team
4.8	<i>The team clarifies the status of the decisions taken by social workers and managers. The team reviews the capacity issues regarding the expected number of decisions required by duty managers</i>	<ul style="list-style-type: none"> <li>▪ Develop clear protocols for decision making within the team</li> <li>▪ Implement protocols</li> </ul>	April 2009	Protocols agreed by April 2009 Protocols reviewed by April 2009	Head of Safeguarding and Vulnerable Children	Referral and Assessment Team
4.9	<i>The IT department provides short term, dedicated, onsite support to the team.</i>	<ul style="list-style-type: none"> <li>▪ Identify support requirements for the R&amp;A team</li> <li>▪ Commission ICT Services to provide identified support</li> </ul>	Immediate	Support requirements identified by March 2009 Review effectiveness of support provided	Head of Safeguarding and Vulnerable Children	Referral and Assessment Team ICT Services

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4.10	<i>Training requirements of the team are addressed as a matter of urgency.</i>	<ul style="list-style-type: none"> <li>▪ Identify longer term Frameworkki training requirements for the team</li> <li>▪ Commission ICT Services to deliver identified programme</li> </ul>	Immediate  April 2009	Programme identified by March 2009 Review effectiveness of support provided	Head of Safeguarding and Vulnerable Children	Referral and Assessment Team ICT Services
4.11	<i>The residual paper based systems are properly archived to ensure appropriate access.</i>	<ul style="list-style-type: none"> <li>▪ Identify retention schedule for paper files</li> <li>▪ Archive paper files</li> </ul>	April 2009	Retention schedule identified by April 2009 Archiving completed by September 2009	Head of Safeguarding and Vulnerable Children	Referral and Assessment Team Modern Records
4.12	<i>The paper systems are fully migrated to an IT based system to ensure access to the relevant information.</i>	<ul style="list-style-type: none"> <li>▪ Identify schedule for full migration to Frameworkki</li> </ul>	April 2009	Migration completed by May 2009	Head of Safeguarding and Vulnerable Children	Referral and Assessment Team Herefordshire Connects Project Team
4.13	<i>The Service Manager assumes responsibility for the transfer of completed work. Timescales are explicit Transfer process is explicit.</i>	<ul style="list-style-type: none"> <li>▪ Develop procedure for transfer of completed work</li> <li>▪ Ensure that procedure incorporates explicit timescales</li> <li>▪ Communicate transfer process to key stakeholders</li> </ul>	April 2009	Procedure agreed by April 2009 Review of effectiveness of procedure	Head of Safeguarding and Vulnerable Children	Service Manager
4.14	<i>Transfer arrangements are performance managed &amp; reviewed to understand the impact on R&amp;A team core business.</i>	<ul style="list-style-type: none"> <li>▪ Monitor transfer arrangements and impact on the core business</li> <li>▪ Review arrangements as appropriate</li> </ul>	April 2009	Monthly monitoring of arrangements	Head of Safeguarding and Vulnerable Children	Service Manager
4.15	<i>A Best Value exercise is undertaken to determine the effectiveness of the</i>	<ul style="list-style-type: none"> <li>▪ Identify scope of Best Value exercise</li> <li>▪ Seek comparisons with other</li> </ul>	April 2009	Best Value exercise completed by	Head of Safeguarding and Vulnerable	Performance Improvement Manager

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	<i>current arrangements.</i>	authorities <ul style="list-style-type: none"> <li>▪ Challenge existing arrangements in light of comparative information</li> </ul>		May 2009 Change implemented by July 2009 Review effectiveness of revised arrangements	Children	