



2012-13

Annual
Report

Herefordshire
Safeguarding Children Board

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The Board's Vision, Mission and Values

The Board works to the following shared vision, mission and values developed during 2012-13.

Our Vision

Children and young people in Herefordshire grow up in an environment in which their well being needs are met and they are safe from harm.

Our Mission

To work together effectively, as organisations and with children and families, to ensure that local services and arrangements are effective in promoting the well being of children and young people in Herefordshire and keeping them safe from harm.

Our values

- 🧵 The impact on the well being and safety of children and young people in Herefordshire will be at the centre of all HSCB activity.
- 🧵 We will learn and be willing to develop, responding to evidence and best practice.
- 🧵 We will work in an open and honest manner with children, young people, their families and with each other.
- 🧵 We will address the well being needs of children and young people at the earliest opportunity and prevent the need for later child protection intervention whenever possible.
- 🧵 We will challenge each other and be ready to receive challenge as we work together in a spirit of mutual respect.

Reviewing the Year: April 2012- April 2013

Having started my tenure as chair of Herefordshire Safeguarding Children Board (HSCB) in March 2012, this is the first full year over which I have had the privilege of chairing the board. On taking up the post, it was immediately apparent that there were invaluable advocates for safeguarding representing a range of organisations at the board, but there was also very considerable change being managed across most member organisations. That change, motivated by the enforced need to deliver more with less, continues today and whilst it provides opportunities, also carries significant risks to continuity and the ability to focus the required resources on improving the co-ordination and effectiveness of activity to safeguard children.

This annual report sets out some of the positive development work that has been done in our local safeguarding arrangements. Examples include the opening of the West Mercia Sexual Assault Referral Centre, providing a much improved service for the victims of sexual abuse and the establishment of the accommodation providers forum. Also highlighted are the important areas in which there is a need for substantial and sustained continued improvement in how organisations work together in order to be truly effective.

This year saw substantial rises in the number of children being referred to Children's Social Care and also of children being made subject of child protection plans. Children's Social Care staff and other front line workers have been under considerable pressure responding to the number of children being referred to them. It was also recognised that HSCB quality assurance processes were not being sufficiently effective in informing the board on how well we were collectively working in partnership to safeguard children in need of action to promote their welfare and to protect children at risk. An independent audit conducted in May 2012 reinforced this and raised concerns over the quality of some child protection practice and supervision. The 'Levels of Need' guidance document which sets out the thresholds for intervention in relation to children with different welfare needs was established but was not sufficiently embedded in day-to-day use across all member organisations of HSCB. In addition, although domestic abuse was well recognised to be a problem in Herefordshire as it is nationally, and a range of measures have been taken to address domestic abuse in Herefordshire, it was apparent that there was insufficient strategic management of this issue locally. This is something that is currently subject of specific scrutiny by the Health and Wellbeing Board.

In September, there was an inspection of Local Authority arrangements to safeguard children in Herefordshire conducted by OFSTED. The inspection found good work being done, particularly in the early help being provided to vulnerable children. However, there were enough examples of children who had not been supported to an adequate standard, particularly those in need of protection, that a judgement was made that across areas of Local Authority safeguarding activity, local arrangements were inadequate. Concerns were expressed over social care management of cases, supervision of Social Workers, and quality assurance activity being conducted both by Children's Social Care and HSCB. There had been awareness of the areas in need of development. However, the OFSTED inspection exposed that neither Children's Social Care nor HSCB had in place the necessary searching processes to inform accurate assessment of the effectiveness of practice. As a result, the depth of shortcomings had not been fully recognised or addressed with proportionate priority. It is also important to recognise that other HSCB member organisations working in close partnership in delivering safeguarding processes had not been escalating concerns as would be expected in light of some of the poor practice identified.

It is important to explicitly state that Social Workers and other front line practitioners and their managers safeguarding our children have been working and continue to work in a very

challenging area with huge dedication and that, on a daily basis, children are successfully protected from abuse. Recruitment and retention of skilled workers is itself a challenge in an environment in which good work can be largely unnoticed but when things go wrong, staff can face vilification. I must also pay tribute to the accepting and reflective response that there has been within Herefordshire Council and across all HSCB member organisations to the criticism within the OFSTED report and to the determination to accelerate and sustain the necessary changes.

Following the OFSTED inspection, Herefordshire Supporting and Protecting Children Improvement Board was established to oversee the necessary improvements both within the local authority and HSCB. Since then the pace of improvement has accelerated markedly. Children's social care have instigated a range of Measures to improve the quality of work with vulnerable children and those at risk, to supervise front line work with young people and to monitor performance and quality of practice. HSCB has established a rigorous programme of case audits, both looking at specific children and families and how their circumstances are managed and also how child protection and safeguarding processes are managed across member organisations. A performance report which informs HSCB members of key performance information across organisations including direction of travel and comparison with local neighbours is scrutinised on a regular basis. A multi-agency safeguarding hub will start work in July and this will undoubtedly improve the ability of the key organisations to effectively share information, assess the situation of children and families and make well informed decisions. The way in which multi-agency training is organised and delivered is being changed to improve awareness of what is good child protection practice across those who work with children locally.

The challenges ahead are many and it must be recognised that we are improving from a relatively long standing low base in terms of our safeguarding practice. HSCB and its member organisations must focus on developing consistently high standards in child protection practice before we widen our ambitions. We must continue to foster a mature culture of challenging and welcoming challenge. We must work harder to ask for and listen to the voices of children and families in the process of developing Services. HSCB does not have a high profile in Herefordshire and, as a result, the safeguarding children agenda does not. All HSCB member organisations have prioritised child protection but the extent of financial cuts being endured will unavoidably have an adverse effect on the ability of organisations to resource safeguarding activity to the required level. A peer review process will take place in September and that will provide invaluable feedback concerning what is being successful and what areas of further development needs to be pursued. A follow up OFSTED inspection is expected in the second half of 2013.

With the benefit of hindsight, the issues identified as requiring focus in last year's business plans were about right. However, the Board fell some way short of exerting the required energy, tenacity and mutually questioning and challenging approach to drive development activity with the speed and determination to deliver our plans successfully. I have seen evidence of a much more questioning and challenging approach in recent months and a deep resolve to make the step change that we seek. I am optimistic that the improvement that has been achieved to date can be built on and sustained and that we can achieve our objectives.

Dave McCallum, Independent Chair

very seriously and has been fully engaged in the wider work of the Herefordshire Supporting and Protecting Children Improvement Board.

Levels of Need, Co-ordinated Early Help and Referrals to Social Care

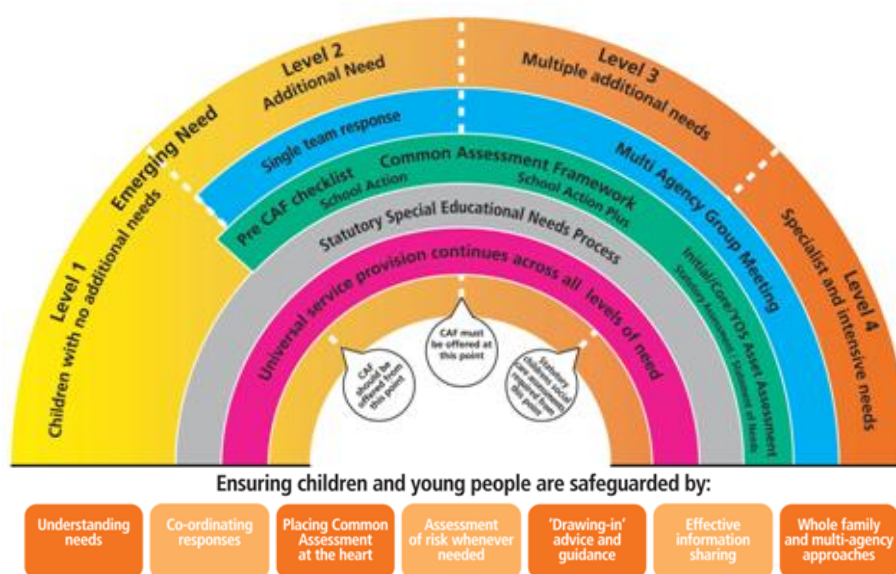
Herefordshire Safeguarding Children Board, in cooperation with its regional partners, maintains multi-agency procedures⁷ to safeguard and promote the welfare of children and with the aim of encouraging close working between agencies to facilitate early intervention and support to meet the needs of children, young people and their families.

These are supplemented locally by The Herefordshire Levels of Need and Service Response Guidance⁸ which gives all practitioners across partner agencies clear guidance as to when they should be providing appropriate responses on their own; engaging the services of a range of other providers through use of the Common Assessment Framework and when it is appropriate to make a referral to Social Care.

The guidance provides the following useful diagram to help practitioners make decisions about the appropriate response to a child, family or young person's needs and further detail is available in the guidance document.

Ofsted noted that The Herefordshire Levels of Need and Service Response Guidance is a clear document which should be very effective. However, they stated also that thresholds were not being effectively applied by professionals. The Board therefore has begun to promote the guidance more purposefully through its publications and will continue this work during 2013-14. It will also be focussing on thresholds through some of its auditing work in order to assure itself that the guidance is being embedded in practice across agencies.

Embedding the Levels of Need Guidance
Further work needed



Herefordshire has strong engagement across organisations working with children and young people in the Common Assessment Framework (CAF). CAF is a standardised assessment process that enables a child, young person or family to tell their story once, to one professional

⁷ <http://westmerciaconsortium.proceduresonline.com/index.htm>

⁸ Available for download from the [Policies and Procedures page](http://www.herefordshiresafeguardingchildrenboard.org.uk) at www.herefordshiresafeguardingchildrenboard.org.uk.

who can then access a range of services from other organisations as appropriate through the same assessment form.

In 2012-13 the number of CAFs open supporting effective multi-agency co-ordination in work with children and families has remained steady between 950 and 1000 at any one time. On average, 44 CAFs have been completed each month.

In the first half of the year, the number of referrals made to social care (called contacts within social care) continued a downward trend, but following the Ofsted Inspection of local authority arrangements for the protection of children, the number increased significantly. It has since remained high.

What have we done to improve the effectiveness of child safeguarding in Herefordshire?

a. Evaluating the effectiveness of Child Safeguarding through performance monitoring.

During 2012-13, a significant quantity of performance information has been made available to the Board through its Quality Assurance and Evaluation sub-group, from Children's Social Care as well as across partner organisations (through quarterly single agency performance reports).

This information has been used by member organisations to develop their services and to develop an understanding across relevant organisations of how other organisations discharge their safeguarding responsibilities. There has also been a process of thematic analysis of multi-agency management of a range of issues from children reported missing to child sexual exploitation and allegations made against professionals.

This work has resulted in some significant strategic improvements (e.g. in how children who repeatedly go missing are safeguarded and recognising and responding to childhood sexual exploitation). The sub-group also considered how other relevant multi-agency processes, such as Multi-Agency Public Protection Arrangements (managing the risks posed by dangerous offenders) and Multi-Agency Risk Assessment Conferences (safety planning for the highest risk victims of domestic abuse and their children) were working in terms of safeguarding children.

A concern highlighted following Ofsted's inspection was that the Board has not always identified and focussed on the most significant information and that analysis of performance data has not been strong. This has hampered the ability of the Board to draw and act on clear conclusions reached through that evaluation. A revised Board performance report was completed in December 2012 and this is being further refined in order to ensure that HSCB and Herefordshire Supporting and Protecting Children Improvement Board have access to the same performance information.

Improve the process of communicating analysis of performance data

Further work needed

An area that has not been developed as it should have been is how organisations listen to the voice of the child and staff as part of the quality assurance arrangements. Prior to the Ofsted inspection in September, there were few processes in place to seek the views of children and families. Since then, a strategy has been formulated by Children's Social Care to seek and use the views of service users but the sampling of such information has yet to be implemented. The new quality assurance regime includes an expectation from each member organisation concerning how they seek and take account of children and families in their service delivery. HSCB has developed a link with Herefordshire Children and Young People's Partnership Forum Shadow Board. They receive notes of meetings and have the opportunity to comment on and contribute to plans.

Voice of children and families to be used to improve services.

Further work needed

The joint strategic needs assessment, Understanding Herefordshire, has been considered by HSCB through the year. It was through this that the need to develop services to support victims and children affected by domestic abuse was recognised and the Community Safety Partnership held to account in leading this. However, the document does not include a significant focus on safeguarding issues. This is something that is being addressed for the future. An example is the dearth of information on domestic abuse. This was highlighted by HSCB and a further scoping exercise has been commissioned to examine how services to respond to domestic abuse need to develop.

Within the Board's 2012-13 Business Plan was a commitment to improve multi-agency safeguarding arrangements including the quality of assessment of need, multi-agency child protection planning and delivering effective arrangements for sexual assault examinations.

As part of this commitment, adherence to the multi-agency threshold document, Herefordshire Levels of Need and Service Response Guidance⁹, information sharing, quality assurance and learning from audit were assessed. A detailed audit of cases was commissioned by HSCB and published in April 2012, "An audit of the needs of 108 children in touch with early intervention, child protection and looked after services" highlighted some concerning findings in relation to interpretation of thresholds and multi-agency information sharing.

HSCB did not react sufficiently to effectively address the issues raised in this audit in relation to the management of child protection concerns.

The Ofsted Inspection of September 2012 identified some good practice in Herefordshire, in particular in relation to early help for vulnerable children. However, it exposed that HSCB did not have sufficient awareness of the quality and effectiveness of Local Authority safeguarding arrangements and had therefore not taken necessary action to improve practice that was not of an adequate standard; a primary responsibility of any Safeguarding Children Board.

Embedding the Levels of Need guidance across practice in all organisations.
Further work needed

The Quality Assurance and Evaluation sub-group were not holding member organisations rigorously enough to account for providing evidence of their internal effectiveness in safeguarding children and multi-agency audits were not effective enough in shining a light on how well organisations were working together to safeguarding children. Since the Ofsted Inspection, a comprehensive programme of single and multi-agency case audits has been agreed. Each HSCB member organisation is expected to present evidence to the Quality Assurance and Evaluation sub-group on how they are managing their safeguarding responsibilities and regular themed and other case audits are being conducted. This process has already begun, with results being reported to the Board in order that best practice is disseminated and lessons learned. The progress towards ensuring that the necessary development is effectively completed and sustained and that it has a positive impact on children involved will be monitored through the HSCB Steering Group.

The Sexual Assault Referral Centre
Success Story

After significant planning, a sexual assault referral centre was opened in West Mercia in 2012. "The Glade" is an excellent new facility providing a holistic service to adults and children who have been the victim of sexual assault and is the culmination of considerable positive multi-agency collaboration.

In addition to the above business planned through the Board's Business Plan for the year, the Quality Assurance and Evaluation sub-group has identified a range of issues that required addressing through the year and brought them to the attention of HSCB Steering Group and other forums as appropriate where there were concerns about service delivery and how children's safety might be being compromised. These include the management of domestic abuse, missing children, child sexual exploitation and youth homelessness.

There has not been a searching programme of examination of evidence from HSCB member organisations that demonstrates the effectiveness of their individual commitment to safeguarding or multi-agency audit evaluating how effectively they work together. The need for

⁹ Available for download from the [Policies and Procedures page](http://www.herefordshiresafeguardingchildrenboard.org.uk) at www.herefordshiresafeguardingchildrenboard.org.uk.

significant improvement in this area has been recognised but the necessary improvements have needed to be driven in a period of considerable change in personnel and structure and some contraction within HSCB member organisations.

Since the Ofsted Inspection, the Board has formulated a robust process for enquiring into the effectiveness of HSCB member organisations' arrangements for safeguarding and multi-agency audits designed to test how effectively they co-ordinate to safeguard children.



The primary concern for the Quality Assurance and Evaluation sub-group is developing a culture across HSCB member organisations of complete openness in the implementation of a searching and challenging approach to performance management and quality assurance in safeguarding children, both within their own organisations and working with others. Each organisation must examine the effectiveness of their own activity and the impact of what they do on the safety of children in Herefordshire. The audit framework will be onerous for Quality Assurance and Evaluation sub-group

members in the coming year with many members being required for two meetings per month and significant additional associated reading and research. This is coming during a period of significant pressure on all member organisations. However, this work is critical to the ability of HSCB to effectively quality assure activity across organisations to safeguard children in Herefordshire.

b. Learning and Improvement through Case Reviews.

The sub group of the Board that oversees learning and improvement through case reviews started the year as the Serious Case Review (SCR) Sub Group providing advice and management of SCRs for both Adult and Children's Safeguarding Boards. The group makes initial decisions about case reviews and makes a recommendation to the Independent Chair of Herefordshire Safeguarding Children Board who will make a final decision on the review process in each case.

During 2011-12 it developed to take on a similar role for Domestic Homicide Reviews on behalf of the Community Safety Partnership as well as the management of cases which do not meet the criteria for an SCR but which do merit review. The sub group is now known as the Joint Case Review group.

The meeting had seven cases referred during the year as follows. In addition, a domestic homicide review was commissioned by the group.

Outcome of Referral	Children	Adults
Independently chaired multi-agency review	1	1
Internally chaired multi-agency review	0	1
Single Agency Review	2	1
Did not meet criteria for review.	1	0

During 2012-13 no case met the criteria under Working

Together 2010 (the relevant statutory guidance that was in place during the year) for a Serious Case Review to be commissioned. Under Working Together 2010, Serious Case Reviews were large scale reviews following a set process which were independently chaired. As detailed in the table above, the Joint Case Review sub group decided that two cases were of significant concern to warrant independent facilitation, but were not appropriate to be the subject of a Serious Case Review.

Following the Government's response to the Munro review of child protection¹⁰, in which there is a spirit to move away from the traditional Serious Case Review methodology, to a more systems approach, the Joint Case Review group commissioned Review Consulting to facilitate a review through their Significant Incident Learning Process (SILP). One case review has been undertaken using this methodology and initial feedback has been very encouraging and a structured evaluation is underway.

It is worth noting that the small number of cases makes it difficult to identify any particular themes which have emerged during the period. Herefordshire Safeguarding Children Board, mindful of the requirement to look wider than those cases where the threshold for a formal review is met, undertake a larger number of multi-agency case reviews some through independent facilitation, of cases. For this to be possible, the Board is working during the first half of 2012-13 with other Boards in the West Midlands to develop a shared process for such reviews.

Develop an agreed process across West Mercia LSCBs for multi-agency case reviews.
Further work needed

In order to improve the effectiveness of learning from case reviews, during 2012-13 a more robust system for monitoring the progress and outcome of cases and reviews has been introduced. This is enabling greater scrutiny of review processes and reducing the possibility of any drift in the timeliness of decision-making around referred cases and the management of

¹⁰ A Child-Centred System: The Government's response to the Munro review of child protection, July 2011 is available for download from www.education.gov.uk/childrenandyoungpeople/safeguardingchildren/protection/b00219296/munro

reviews. It is also providing enhanced feedback from all types of reviews making it much easier to analysis outcomes and emerging themes.

The Board now maintains a composite learning and improvement action plan, overseen by its Steering Group, which includes all the agreed actions arising from the recommendations made through case reviews alongside those which have resulted from the Board's thematic and case audit programme. Themes for development that the Board have identified through its learning and improvement processes are described below.

Improve the effectiveness of Strategy Meetings.
Procedures are being updated and guidance on input from other involved agencies is being developed.
Identified through our SILP & thematic audits.

Practitioners need to be able to discuss case concerns with safeguarding experts if unsure of appropriate action.
This is being included in the Board's communication.
Identified through our SILP & thematic audits.

The central CAF monitoring system is not effectively supporting dynamic multi-agency work.
HSCB is currently influencing decisions about system developments.
Identified through our SILP & thematic audits.

CAF Lead Professionals need to have training to deliver their role.
HSCB will develop and deliver multi-agency training on the role of Lead Professional.
Identified through our SILP.

Professionals across agencies need to receive clear messages about the age of consent.
This is included in training and targeted communications.
Identified through our SILP.

HSCB's Escalation Procedures are not effective or well used.
The Board has refreshed its escalation procedures and is widely promoting its use.
Identified through our SILP & thematic audits.

Practitioners need to be able to recognise signs of grooming.
Training and guidance is being developed through HSCB's Sexual Exploitation and Trafficking Strategy
Identified through our SILP & thematic audits.

Step down processes from Social Care should be reviewed to ensure multi-agency involvement.
The Board is reviewing involvement.
Identified through our thematic audits.

GPs are not engaged enough in the statutory SEN process.
Board members are looking at how GPs can be more comprehensively involved.
Identified through our SILP.

c. Workforce Development: Training and Communication.

Herefordshire Safeguarding Children Board communicates with organisations across Herefordshire through it's:

- 🔗 Membership from partner organisations
- 🔗 Business Plan
- 🔗 Training
- 🔗 Events
- 🔗 Website

Herefordshire Safeguarding Children Board progresses the County's joined-up approach to safeguarding in Herefordshire by bringing together directors and strategic leaders across organisations working with children. Organisations represented include:

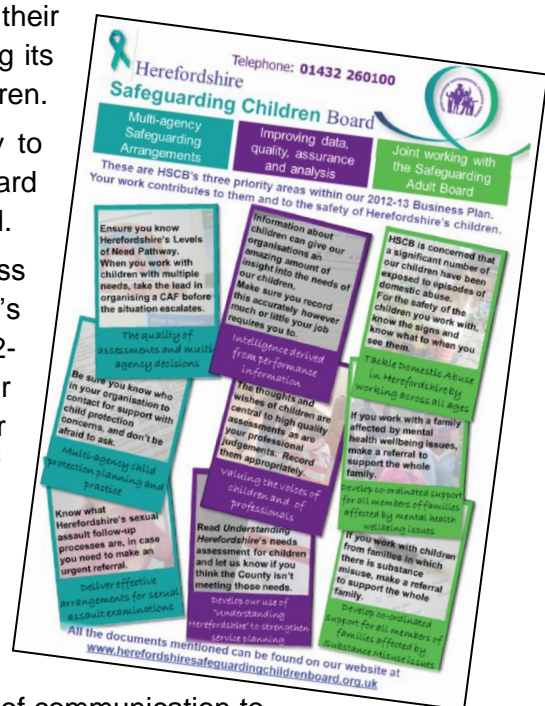
- 🔗 Herefordshire Council, incorporating Children's Social Care, Education Services, Housing and the Community Safety Partnership
- 🔗 NHS Herefordshire
- 🔗 Herefordshire and Worcestershire Youth Offending Service
- 🔗 Herefordshire Voluntary Organisations Support Service
- 🔗 Hoople
- 🔗 Wye Valley Trust
- 🔗 2gether NHS Foundation Trust
- 🔗 Education establishments
- 🔗 West Mercia Police
- 🔗 West Mercia Probation
- 🔗 CAF/CASS
- 🔗 Strategic Health Authority

Further third sector organisations are represented as appropriate within the Board's sub groups. Members of the Board and its sub groups have a range of responsibilities as laid out in its Constitution¹¹ including representing the HSCB within their organisation; and ensure that the organisation is meeting its obligations to safeguard and promote the welfare of children.

Therefore, members of the Board have a responsibility to ensure that their organisations understand what the Board is doing and is working towards the priorities of the Board.

The development and publishing of the Board's Business Plan also supports members in ensuring the Board's priorities are promoted among partner agencies. In 2012-13 the Board produced its poster of priorities for practitioners working in Herefordshire as an aide memoir to the need to safeguard and promote the welfare of children.

Through meeting its statutory responsibility to ensure the availability of inter-agency safeguarding training, and through providing additional training and e-learning to meet the needs of Herefordshire, Herefordshire Safeguarding Children Board maintains an on-going line of communication to



¹¹ Available for download from the [Policies and Procedures page](http://www.herefordshiresafeguardingchildrenboard.org.uk) at www.herefordshiresafeguardingchildrenboard.org.uk.

Whilst it is positive that the county has few child deaths, it is not possible to draw any meaningful analysis or conclusions to determine emerging themes in relation to causes of death. The four West Mercia Local Safeguarding Boards of which Herefordshire is one are working together to develop processes for sharing learning and identifying potential themes from deaths across our region.



2012/13 Strategic Priorities

The HSCB Business Plan 2012/13 set out the Board's strategic aims and specific objectives. The strategic priorities were based on the Board's analysis of priority areas for development and improvement. This section describes the progress made against these specific priorities.

Priority Improvement Area 1

We said we would improve multi-agency safeguarding arrangements.

How we said we would achieve this:

- ✎ Improve the quality of assessment of need
- ✎ Improve multi-agency decision making
- ✎ Improve multi-agency child protection planning and practice
- ✎ Deliver effective arrangements for sexual assault examinations

What did we do?

- ✎ Undertook an audit of over 100 cases to understand the quality of assessments of children with safeguarding needs at level 3 (CAF) and level (referral to social care).
- ✎ Implemented all the recommendations of the audit.
- ✎ Made all the necessary agreements between partners and arrangements to support the creation of the Multi-Agency Safeguarding Hub in 2013-14.
- ✎ Implement the Child Protection Conference Hub.
- ✎ Ensured that all schools have at least one teacher on staff who is trained to level 5 (now specialist).
- ✎ Oversaw the contractual arrangements and implementation of the Herefordshire Child Sexual Assault processes ensuring they became operational in line with planned timescales.

What difference has this made?

- ✎ The majority of these actions will have effects that can be measured during 2013-14.
- ✎ Victims of child sexual assault are supported in an appropriate comfortable environment which also facilitates the collection of forensic evidence that can enable criminal justice procedures to be successful.

Priority Improvement Area 2:

We said we would improve data quality, assurance and analysis

How we said we would achieve this:

- ✎ Improve interrogation of performance information at the Strategic Board
- ✎ Listen to the voice of the child and staff as part of the quality assurance arrangements
- ✎ Develop the use of Understanding Herefordshire to identify needs and strengthen service planning across agencies

What did we do?

Appendix 1: HSCB Membership at March 2013

Role/Job Title	Agency
Lay Members (x2)	HSCB
Independent Chair	HSCB
Director of Quality	² gether NHS Foundation Trust
Head teacher, Representing Special Schools	Blackmarston School
Head teacher, Representing High Schools	Fairfield High School
Head teacher, Representing Primary Schools	Marlbrook Primary & Little Dewchurch Primary
Director of Personnel, Representing FE Colleges	Herefordshire College of Technology
General Practitioner	NHS Herefordshire
Lead Member for Safeguarding	Herefordshire Council
Assistant Director of Public Health	People's Services, Herefordshire Council
Director of People's Services	People's Services, Herefordshire Council
Head of Safeguarding and Review	People's Services, Herefordshire Council
Secondary School Improvement Advisor	People's Services, Herefordshire Council
Head of Locality Services	People's Services, Herefordshire Council
Assistant Director, Children and Young People Provider Services	People's Services, Herefordshire Council
Head of Additional Needs	People's Services, Herefordshire Council
Assistant Director, Homes and Communities	Strategic Housing, Herefordshire Council
Housing Solutions Manager	Strategic Housing, Herefordshire Council
HR Manager	Ministry of Defence
Head of Safeguarding	NHS Herefordshire
Programme Consultant – Children's Services	Strategic Health Authority
Head of Public Protection	West Mercia Police
DI, Public Protection Unit	West Mercia Police
Head of Service	West Mercia Probation Trust
Chief Executive, Representing 3rd sector	West Mercia Women's Aid
Regional Safeguarding Manager, 3 rd sector	West Mercia Women's Aid
Head of Quality & Safety (Adults)	Herefordshire Wye Valley Trust
Named Nurse, Safeguarding Children	Herefordshire Wye Valley Trust
Director of Nursing and Transformation	Herefordshire Wye Valley Trust
Designated Doctor, Child Protection	NHS Herefordshire
Head of Service	Youth Offending Service

Membership Key	Strategic Board	Steering Group	Both
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Appendix 2: Structure and Attendance

	Strategic Board	Steering Group	QA Sub Group	T&WD Sub Group	Joint Case Review Sub Group	Child Death Overview Panel	SET Task and Finish Group
HSCB (Chair and/or Lay Members)							
2gether NHS Foundation Trust							
Education Establishments							
GPs							
Herefordshire Council (Elected Member)							
People's Services, Herefordshire Council	Education						
	Social Care						
	Localities and Early Help						
	Public Health						
Strategic Housing, Herefordshire Council							
Ministry of Defence							
NHS Herefordshire							
Strategic Health Authority ¹⁴							
West Mercia Police							
West Mercia Probation Trust							
Third Sector							
Herefordshire Wye Valley Trust							
Youth Offending Service							
CAFCASS ¹⁴							
Attendance Key	Not attended 30% or more meetings	Apologies sent and rep attended 30% or more meetings	Attended more than 70%	Not on group membership			

¹⁴ The agencies are not expected to attend all Strategic Board meetings and attendance rating is calculated on their agreed attendance.

Appendix 3: HSCB Budget Summary

Working Together states that all LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be strong and effective. Members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies.

The following table states how our member organisations contribute financially to the work of the Board.

Agency contributions	2012/13
Herefordshire Council	£124,835
NHS Herefordshire	£45,203
West Mercia Police	£30,165
Youth Offending Service	£645
West Mercia Probation	£4,612
CAFCASS	£550
Funding Carried Forward	£12,685
Total income	£218,695

Expenditure	2012/13
Independent Chair	£27,295
Business Unit Staff and Costs (Manager and Development Officer)	£67,866
Training and development (including HSCB Trainer)	£62,274
Independent Case Review and Auditing	£6,000
Meeting expenses	£1,942
Publicity, information provision and participation	£1,396
Funding Carried Forward	£38,306
Accounting Processes: unassigned expenditure ¹⁵	£13,616
Total expenditure	£218,695

¹⁵ As at July 1st 2013, the Business Unit is working with the Boards' accountant in Hoople to understand and assign this spending.