



# **Herefordshire Safeguarding Children Board**

## **Business Plan 2013-2014 and Development Priorities 2013-2016**

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## Foreword by the Independent Chair

The last year has been a challenging one from which everyone involved in safeguarding activity in Herefordshire has learned a great deal. We learned that we need to be very clear about what beneficial difference the organisations that make up HSCB are making to the safety and welfare of our children. We need to be sure that all professionals involved in safeguarding are able to work to the highest standards at all time and how effective the processes are that are used to co-ordinate their work. We need to listen carefully to the voices of children and families and act on them to constantly improve the way we work, individually and together.

Many organisations that make up the membership of HSCB are having to change the way they structure themselves to be more lean and efficient because of the current financial situation. Some will have to make hard decisions about work that they will no longer be able to do. All those organisations have prioritised the need to keep children safe and promote and safeguard their welfare; HSCB members now need to hold their own and other member organisations to account in doing so.

Many real improvements have been made in the way that HSCB member organisations work together to safeguard children since the Ofsted Inspection of September 2012, in which serious shortcomings were identified in some local safeguarding work. It has been impressive to see the energy and commitment that has secured that improvement. This HSCB plan will require that energy and commitment to be sustained over the coming months and years if the rate of improvement is to continue and become embedded. Herefordshire Supporting and Protecting Children Improvement Board (established after the Ofsted Inspection) will also oversee this work and hold us to account for delivering the sustained improvement that we need. By working to this plan within the values that HSCB members have adopted, I have no doubt that we can make significant and positive strides towards achieving our vision that 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.



**David McCallum, Independent Chair**  
**Herefordshire Safeguarding Children Board**



**Endorsed by Jo Davidson, Director of People's Services**

## Introduction

It is the mission of both the HSAB and the HSCB 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, young people and people at risk in Herefordshire and keeping them safe from harm.

2012-2013 has been a year of development and change for Herefordshire Safeguarding Children Board as the member organisations of the Board have identified further priorities for improvement and responded to those identified by Ofsted in its inspection of our arrangements for child protection. The Board is taking its responsibility for improvement very seriously and has been fully engaged in the wider work of the Herefordshire Supporting and Protecting Children Improvement Board

The Board's Business Plan for 2013-14 builds upon the following agreed development areas for 2013-2016 for the Board in meeting its statutory objectives and functions<sup>1</sup> and identifies the necessary actions that the Board and its members agree to undertake during the year:

- ✚ Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)
- ✚ Improving multi-agency case work.
- ✚ Tackling evidenced safeguarding issues in Herefordshire.
- ✚ Improving the functioning of Herefordshire's Safeguarding Boards.

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
- ✚ Herefordshire Clinical Commissioning Group
- ✚ 2gether NHS Trust
- ✚ CAFCASS
- ✚ West Mercia Probation
- ✚ West Mercia Police
- ✚ Education establishments
- ✚ Wye Valley NHS Trust
- ✚ Herefordshire and Worcestershire Youth Offending Service
- ✚ Herefordshire Voluntary Organisations Support Service

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<sup>1</sup> The statutory objectives and functions of Local Safeguarding Boards are outlined in Section 3 of [Working Together to Safeguard Children](#) and described in detail in Section 14 of the [Children Act 2004](#) in Regulation 5 of the [Local Safeguarding Children Boards Regulations 2006](#) respectively.

## **HSCB's Vision, Mission and Values**

During 2012-13 Herefordshire Safeguarding Children's Board developed its statement of purpose outlining its vision for children and young people in Herefordshire, its mission as it works together to bring about that vision and the values that it works to as it works together.

### **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.

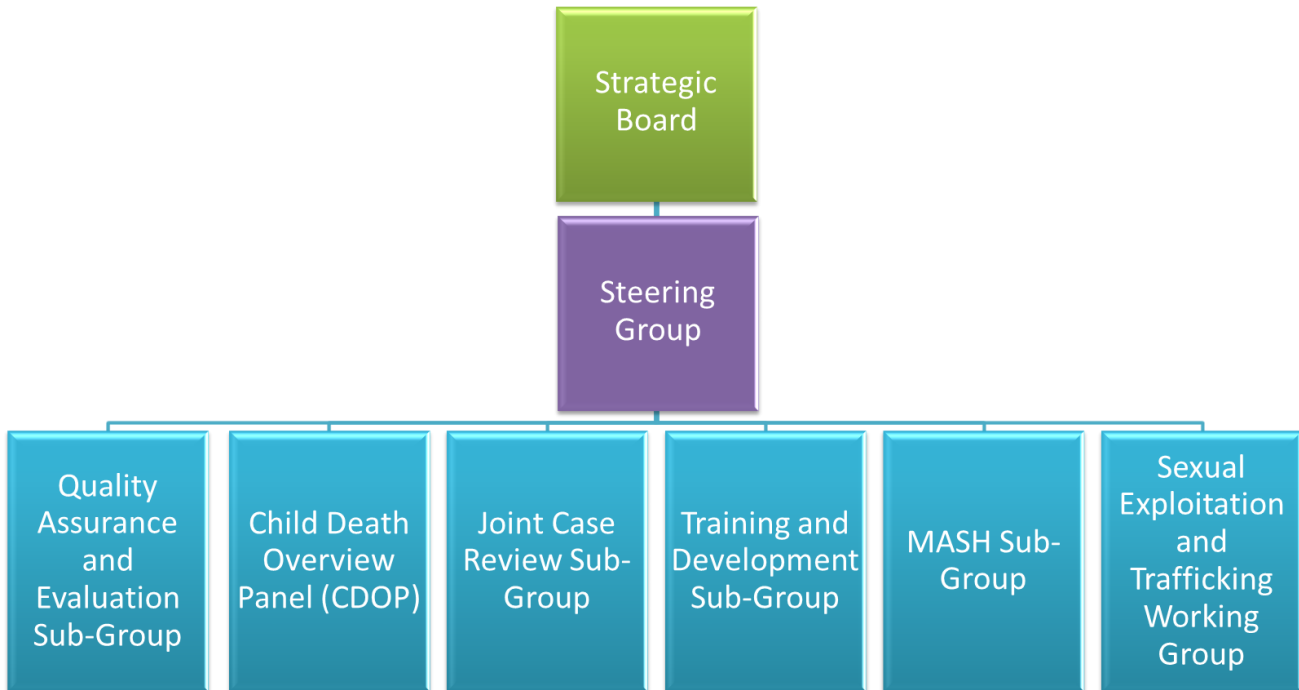
### **Our values**

- 🧵 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.

## Structural Arrangements

Herefordshire Safeguarding Children Board works in close collaboration with Herefordshire Safeguarding Adults Board and arrangements have been made to ensure they support each other's work and respond appropriately to their work and findings. These arrangements include the shared Independent Chair and Business Unit, Joint Case Review sub group, joint Risk Register and aligned development priorities.

The structure of Herefordshire Safeguarding Children Board is as follows:



### Strategic Board

The Strategic Board, sets the performance, policy and strategic priorities for Herefordshire Safeguarding Children Board and is responsible for ensuring that statutory requirements are met and the quality of safeguarding practice is maintained and developed across its partners. Its membership comprises directors and senior managers with strategic and resource oversight of relevant agencies in Herefordshire who are therefore able to commit resources and enable change within their agencies.

### Steering Group

As the operational arm of the Board, the Steering Group ensures work is planned and progressed to meet the priorities set and monitored by the Strategic Board. As such, it is responsible for ensuring that the business plan for the Board is delivered. It tasks individual agencies and lead officers with responsibility for delivering key activities, in line with the overall aims of the Business Plan, and holds them to account for effective delivery of agreed actions.

### Quality Assurance and Evaluation Sub-Group

This group is responsible for providing assurance to the Strategic Board that all organisations, individually and collectively, are meeting their requirements to safeguard and promote the welfare of children. It has oversight of all multi-agency and single agency

audits and audits to ensure that all HSCB member organisations are working with the need to safeguard the welfare of children at the forefront of their activity. This group also provides analysis of performance data about safeguarding within and between relevant agencies in Herefordshire and undertakes thematic and case audits to gather further learning and drive improvement.

### **Child Death Overview Panel (CDOP)**

CDOP reviews all child deaths within Herefordshire, identifies necessary learning and disseminates that learning to all agencies as appropriate in order to take all action necessary to avoid such tragedies in the future. As Herefordshire is too small an area for further analysis of child deaths to be statistically significant, Herefordshire's CDOP works in partnership with the regional Child Death Overview Panels to identify further learning. CDOP also ensures that local rapid responses to sudden and unexpected child deaths are appropriate and in accordance with national guidance.

### **Joint Case Review Sub-Group**

Local Safeguarding Children Boards have a statutory responsibility to undertake significant, multi-agency reviews of cases where a child has died, or it is thought that work between agencies was not effective and didn't prevent a child suffering considerable harm. The Joint Case Review sub-group receives nominated cases by professionals which might meet the threshold, and decides, in a multi-agency forum, whether a review is necessary and what kind of review is appropriate. The group then makes a recommendation to the Independent Chair who, after reviewing the evidence himself, makes a final decision. The group is then responsible for monitoring reviews as they are undertaken and the implementation of learning from them.

In Herefordshire, a similar process has been agreed for learning from cases of concern involving adults at risk and the Joint Case Review sub group oversees this. It also functions as a sub group of the community safety partnership (which is incorporated into the work of Herefordshire Partnership Executive Group - HPEG) to review incidences of domestic homicide and make recommendation to HPEG upon whether to commission a domestic homicide review.

### **Training and Development Sub-Group**

Responsible for ensuring that there is appropriate safeguarding training to meet the need the Herefordshire's needs identified through the training strategy and the Board's on-going work.

### **Sexual Exploitation and Trafficking Working Group**

Responsible for the implementation of HSCB's Sexual Exploitation and Trafficking Action Plan.

### **Multi-Agency Safeguarding Hub (MASH) Sub-Group**

Overseeing the implementation of the MASH in Herefordshire, this group will develop into a governance group once the MASH is fully operational from September 2013. More information about the MASH can be found by searching for "Multi Agency Safeguarding Hub" at [www.herefordshire.gov.uk](http://www.herefordshire.gov.uk).

## HSCB Development Priorities 2013-2016

Herefordshire Safeguarding Children Board has identified the following development priorities for the next 3 years and highlighted action areas within those. Future years will be added to as the safeguarding agenda develops.

<b>DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)</b>			
Every HSCB member organisation to ensure the voice of children, young people and their families is captured and used to improve services.	13-14	14-15	15-16
Improve the quality of reflective supervision and the involvement of management in case decision making.	13-14	14-15	15-16
Implement changes in safeguarding practices and HSCB functioning to meet the statutory changes within Working Together.	13-14	14-15	15-16
Ensure HSCB member organisations work together to meet safeguarding needs as the workforce for children, young people and families changes due to reduced funding.	13-14	14-15	15-16
<b>DEVELOPMENT AREA 2: Improving multi-agency case work.</b>			
Improving multi-agency case decision making.	13-14	14-15	15-16
Improving multi-agency case assessments within children's social care.	13-14	14-15	15-16
Improving multi-agency case assessments across agencies	13-14	14-15	15-16
<b>DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.</b>			
Domestic Abuse.	13-14	14-15	15-16
Sexual Exploitation and Trafficking.	13-14	14-15	15-16
Children Missing from Care.	13-14	14-15	15-16
Children Placed in Herefordshire by Other Local Authorities.	13-14	14-15	15-16
<b>DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.</b>			
Develop the culture of constructive challenge within the Board.	13-14	14-15	15-16
Develop an evidence base of safeguarding casework across all agencies to demonstrate and learn from our good practice and show how we are meeting and exceeding our statutory responsibilities.	13-14	14-15	15-16
Agree a model of SCRs and significant case reviews within Herefordshire.	13-14	14-15	15-16
Develop and review our knowledge of the children's workforce and its development needs.	13-14	14-15	15-16
Undertake a peer learning process with an 'Outstanding' Board to identify areas for further Board development.	13-14	14-15	15-16
Write and implement an Action Plan to embed learning from peer learning process.	13-14	14-15	15-16





HSCB Business Plan 2013-14				RAG			
DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)				Process	Completion	Impact	
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency				Progress Update and Planned Future Actions
Action area: <b>Every agency to ensure the voice of children, young people and their families is captured and used to improve services.</b>				Linked to HSPCIB Priority 1.2; 1.6; 1.10; 1.11; 4.7			Monitored by: <b>HSCB Quality Assurance and Evaluation Sub Group</b>
HSCB, Chair of QA Damian Barratt	All member agencies report the mechanisms they are using for capturing the views of children, young people and their families at all stages of their work to the QA sub group within their quarterly reports delivered in Q2.	Sept 2013	Through QA Sub Group's reports to Steering Group.				
HSCB, Chair of QA Damian Barratt	All members report to HSCB learning from their analysis of the views of children, young people and their families to the QA sub group within their quarterly reports delivered in Q3 onwards.	Dec 2013	Through QA Sub Group's reports to Steering Group.				
HSCB, Chair of QA Damian Barratt	HSCB monitors the implementation of actions arising from analysis of views of children, young people and their families. This will be reported to the QA sub group within agency quarterly reports delivered in from Q4.	Mar 2014	Through QA Sub Group's reports to Steering Group.				
HSCB, Business Manager Andy Churcher	HSCB analyses and reports on common themes arising from agencies' collection of the views of children, young people and their families, proposing development actions.	Mar 2014	Report to be presented to April 2014's Steering Group meeting.				
Action area: <b>Improve the quality of reflective supervision and the involvement of management in case decision making.</b>				Linked to HSPCIB Priority 4.22; 4.24; 4.25			Monitored by: <b>HSCB Training and Workforce Development Sub Group</b>

RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
	Completion to Timescale	Fully Completed	Risk Won't Be Completed Within Timescale	Failure To Complete
	Impact	Judgement will be made through an appropriate assessment of impact as part of <a href="#">HSCB's Learning and Improvement Framework</a> .		



HSCB Business Plan 2013-14				RAG		
DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)				Process	Completion	Impact
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			
HSCB, Chair of T&WD Hazel Blankley	An agreed set of minimum standards for case management and professional supervision will have been established.  Impact will be measured in the longer term through processes for listening to the experiences of children, young people and families involved with safeguarding systems.	July 2013  March 2014	To be reported to July's Steering Group Meeting.			
HSCB, Chair of QA Damian Barratt	An agreed set of processes for monitoring compliance with the supervision of minimum standards across agencies will have been developed and implemented.  Impact will be measured in the longer term through processes for listening to the experiences of children, young people and families involved with safeguarding systems.	Sept 2013  March 2014	Inclusion within quarterly reports from agencies to the QA Sub Group.			
<b>Action area: Implement changes in safeguarding practices and HSCB functioning to meet the statutory changes within Working Together 2013.</b>				Linked to HSPCIB Priority 3.2		Monitored by: <b>HSCB Steering Group</b>
Herefordshire Council, Head of Safeguarding and Review Paul Meredith	The areas of practice which must change will have been identified and a multi-agency action plan to outline how this will be done will have been agreed.	July 2013	Bimonthly reporting to Steering Group on progress.			
HSCB, Chair of Steering Group Dave McCallum	The action plan will have been fully implemented.	Oct 2013	Bimonthly reporting to Steering Group on progress.			

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HSCB Business Plan 2013-14				RAG			
DEVELOPMENT AREA 2: Improving multi-agency case work.				Process	Completion	Impact	
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency				Progress Update and Planned Future Actions
Action area: <b>Improving multi-agency case decision making.</b>		Linked to HSPCIB Priority 1.5; 2.5; 2.11; 2.13; 3.1; 3.21; 3.27; 3.36; 4.26			Monitored by: <b>HSCB Steering Group</b>		
HSCB, Chair of Steering Group Dave McCallum	A process for agencies not in on-going support relationships with children and families (e.g. Police) to instigate and input into a CAF will have been developed.	Sept 2013	Bi-monthly reports from nominated agencies to Steering Group.				
Herefordshire Council, Head of Locality Services Tina McGrath	A baseline of CAF timeliness and effectiveness will have been established; an action plan to increase timeliness and effectiveness reporting within children's social care's quarterly reports to QA Sub Group will have been developed and implemented.	Sept 2013	Through QA Sub Group's monthly reports to Steering Group.				
Herefordshire Council, Assistant Director CYP Provider Services Kathy O'Mahony	A baseline of multi-agency involvement in strategy decisions will have been established; an action plan to increase involvement reporting within children's social care's quarterly reports to QA Sub Group, triangulated with reports from other agencies will have been developed and implemented.	July 2013 Sept 2013	Through QA Sub Group's monthly reports to Steering Group.				
HSCB, Chair of MASH sub group Jon Roberts	Herefordshire's Multi-Agency Safeguarding Hub will be implemented in line with the MASH Implementation Plan.	Sept 2013	Through MASH Sub Group's quarterly reports to Steering Group.				
Action area: <b>Improving multi-agency case assessments within Children's Social Care.</b>		Linked to HSPCIB Priority 3.28; 3.33; 3.34			Monitored by: <b>HSCB Steering Group</b>		



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HSCB Business Plan 2013-14				RAG			
DEVELOPMENT AREA 2: Improving multi-agency case work.				Process	Completion	Impact	Progress Update and Planned Future Actions
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency				
Herefordshire Council, Assistant Director CYP Provider Services Kathy O'Mahony	A baseline of multi-agency involvement in ICPCs will have been established; an action plan to increase involvement reporting within children's social care's quarterly reports to QA Sub Group, triangulated with reports from other agencies will have been developed and implemented.	July 2013 Sept 2013	Through QA Sub Group's monthly reports to Steering Group.				
Herefordshire Council, Head of Children & Families Casework Jon Roughton	Herefordshire's Risk and Resilience Assessment Tool will be rolled out across the social work and multi-agency workforce and used with 100% of children entering the social care system.	Sept 2013	Quarterly updates to Steering Group.				
HSCB, Chair of T&WD Hazel Blankley	Appropriate levels of training and support will be available for practitioners involved in ICPCs.	Sept 2013	Through T&WD Sub Group's quarterly reports to Steering Group.				



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HSCB Business Plan 2013-14				RAG			Progress Update and Planned Future Actions
DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.				Process	Completion	Impact	
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency				
Action area: <b>Domestic Abuse.</b>		Linked to HSPCIB Priority 5.2; 5.3			Monitored by: <b>HSCB Steering Group</b>		
CCG, Safeguarding Lead Lynne Renton	HSCB will have intelligence about DA as a factor in cases for concern as a result of the development of additional DA questions for the Board's on-going audit program focussing. Report to July's Strategic Board.	July 2013	Bi-monthly updates to HSCB Steering Group.				
CCG, Safeguarding Lead Lynne Renton	Working in conjunction with the DA Forum, recommendations have been identified to increase the service offered for prevention and support services and presented to October's Strategic Board with identified resources from partners and, if appropriate, HSCB.	Oct 2013	Bi-monthly updates to HSCB Steering Group.				
CCG, Safeguarding Lead Lynne Renton	Influence the Commissioning of required DA prevention services through partner agencies and/or appropriate commissioning bodies.	April 2014	Bi-monthly updates to HSCB Steering Group.				
Action area: <b>Sexual Exploitation and Trafficking.</b>					Monitored by: <b>HSCB Sexual Exploitation and Trafficking Working Group</b>		
HSCB, Chair SET Working Group Paul Meredith	The HSCB SET Action Plan 2013-14 to raise awareness and develop processes for the management of SET cases will have been implemented.	March 2014	Through SET Working Group's monthly reports to Steering Group.				

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HSCB Business Plan 2013-14				RAG		
DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.						
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process	Completion	Impact
				Progress Update and Planned Future Actions		
HSCB, Chair SET Working Group Paul Meredith	HSCB's SET Working Group will evolve into a SET Case Evaluation Panel.	July 2013	Through SET Working Group's monthly reports to Steering Group.			
Action area: <b>Children Missing from Care.</b>		Linked to HSPCIB Priority 2.14			Monitored by: <b>HSCB Steering Group</b>	
Herefordshire Council, Head of Safeguarding and Review Paul Meredith	There are clear and effective multi-agency process to support other local authorities and accommodation providers in notifying agencies of children placed within Herefordshire by other local authorities.	June 2013	Through quarterly themed reports to Steering Group.			
HSCB, Business Manager Andy Churcher	Following the presentation of the Missing Children Annual Report to the QA Sub Group (June 2013) the Business Unit will have developed an action plan for the Board to improve multi-agency responses to incidences of missing children.	Aug 2013	Presented to September's meeting of the Steering Group.			
Action area: <b>Children Placed in Herefordshire by Other Local Authorities.</b>		Linked to HSPCIB Priority 2.14			Monitored by: <b>HSCB Steering Group</b>	
Herefordshire Council, Head of Safeguarding and Review Paul Meredith	There are clear and effective multi-agency process to support other local authorities and accommodation providers in notifying agencies of children placed within Herefordshire by other local authorities.	June 2013	Through quarterly themed reports to Steering Group.			

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HSCB Business Plan 2013-14				RAG		
DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.						
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency	Process	Completion	Impact
HSCB, Business Manager Andy Churcher	A baseline of engagement of accommodation providers with HSCB through the Accommodation Providers Safeguarding Forum will have been established.	July 2013	Through quarterly themed reports to Steering Group.			
HSCB, Business Manager Andy Churcher	Engagement through the wider implementation of the Contract of Expectations and targeted communications will have increased.	Sept 2013	Through quarterly themed reports to Steering Group.			

**Progress Update and Planned Future Actions**

RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
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HSCB Business Plan 2013-14				RAG			
DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				Process	Completion	Impact	
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency				Progress Update and Planned Future Actions
Action area: <b>Develop the culture of constructive challenge within the Board.</b>		Linked to HSPCIB Priority 3.9; 3.10; 3.12; 3.24; 3.30; 3.43			Monitored by: <b>HSCB Strategic Board</b>		
HSCB, Business Manager Andy Churcher	An effective system for documenting challenge across the Board to capture learning and good practice will be developed and maintained.	Sept 2013	Synopsis to be included in Steering Group's quarterly report to Strategic Board.				
HSCB, Business Manager Andy Churcher	A robust system of communicating qualitative and quantitative safeguarding performance information and analysis is established from the sub groups to the Strategic Board so that it can effectively monitor and challenge the effectiveness of child protection practice	July 2013	Monthly reports to be presented to Strategic Board members.				
HSCB, Chair of T&WD Hazel Blankley	A training needs assessment with Board members will have been undertaken to ensure all members have appropriate training and development opportunities to support their role.	July 2013	Synopsis to be included in Steering Group's quarterly report to Strategic Board.				
HSCB, Chair of Steering Group Dave McCallum	All Board members will have undertaken training identified through the TNA.	Dec 2013	Synopsis to be included in Steering Group's quarterly report to Strategic Board.				
HSCB, Chair of Steering Group Dave McCallum	Attendance at all Board meetings will be monitored; an action plan to increase level and consistency of attendance of member agencies will have been developed and implemented.	Sept 2013	Synopsis to be included in Steering Group's quarterly report to Strategic Board.				

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HSCB Business Plan 2013-14				RAG			Progress Update and Planned Future Actions
DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				Process	Completion	Impact	
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency				
HSCB Training Commissioner Eve Johnston	The Board's Induction Pack will have been refreshed and re-launched to support new (and existing) members at all levels of Board business.	Dec 2013	Synopsis to be included in Steering Group's quarterly report to Strategic Board.				
Action area: <b>Develop an evidence base of safeguarding casework across all agencies to demonstrate and learn from our good practice and show how we are meeting and exceeding our statutory responsibilities.</b>							Monitored by: <b>HSCB Steering Group</b>
HSCB, Business Manager Andy Churcher	A system for documenting cases of good practice and excellent outcomes across agencies will be developed and maintained, and where appropriate anonymous case studies will be published on HSCB website.	Sept 2013	Business Unit to provide quarterly update to the Steering Group.				
HSCB, Independent Chair Dave McCallum	All agencies will have submitted appropriate cases and highlighted learning within their good practice.	July 2013	Business Unit to provide quarterly update to the Steering Group.				
Action area: <b>Agree a model of SCRs and significant case reviews within Herefordshire.</b>							Monitored by: <b>HSCB Joint Case Review Sub Group</b>
HSCB, Chair of JCR Sub Group Paul Meredith	Case reviews using alternative formats will have been evaluated by those involved in the processes and reported to Steering Group.	Sept 2013	Report and proposal to be presented to Sept's Steering Group.				
HSCB, Chair of Steering Group Dave McCallum	The most appropriate format for reviews within Herefordshire will have been decided upon.	Sept 2013	Steering Group to report their recommendation to October's Strategic Board.				

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HSCB Business Plan 2013-14				RAG			Progress Update and Planned Future Actions
DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				Process	Completion	Impact	
Lead Org & Officer	How progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency				
Action area: <b>Develop our knowledge of the children's workforce and its development needs.</b>		Linked to HSPCIB Priority 4.6; 4.15; 4.16			Monitored by: <b>HSCB Training and Workforce Development Sub Group</b>		
HSCB, Chair of T&WD Hazel Blankley	TNA will have been undertaken across agencies and training needs catered for through the further development of the Board's Training Strategy.	Sept 2013	Findings to be included in the T&WD sub group's quarterly report to November's Steering Group.				

RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
	Completion to Timescale	Fully Completed	Risk Won't Be Completed Within Timescale	Failure To Complete
	Impact	Judgement will be made through an appropriate assessment of impact as part of <a href="#">HSCB's Learning and Improvement Framework</a> .		