

OFSTED INSPECTION MAY 2014 - ACTION PLAN

Key:

- Ofsted Para Number refers to the Area of Improvement identified in the Ofsted Inspection Outcome of 30 June 2014
- Children of Herefordshire's Improvement and Partnership Programme (CHIPP) is the transformation programme for children's wellbeing and associated partners which will be the vehicle through which all the Ofsted areas for improvement will be delivered. Each area for improvement therefore has been allocated within the programme to ensure a clear lead and consistent approach to its delivery.

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
1.	17. (57, 138)	Ensure that caseloads in children in need and looked after children's teams remain manageable	Head of Fieldwork (KP)	Review of Medicare contract	August 2014	Completed. All cases now transferred back to the fieldwork teams.	Weekly caseload reports. Monthly reports to Monthly Children's performance challenge meeting with Leader, CX, Cabinet Member and Group Leaders.
2.			Head of Fieldwork (KP)	Profile caseloads to establish what a reasonable caseload would look like across the service	August 2014	Weekly reports now developed to enable trend analysis and ensure that action can be taken quickly if peaks emerge.	Safeguarding and Family Support Heads of Service
3.			Head of Direct Work Services (AC)	Forecasting of support services medium term staffing requirements based on assessment of performance data to inform direct work service development.	August 2014	A new Head of Direct Work Services (AC) post has been created and will be in post from September 2014.	Monitored through CHIPP. Health and Social Care Overview and Scrutiny Committee.
4.			Assistant Director: Safeguarding & Family	A review and evaluation of the whole service which will be undertaken to establish whether the infrastructure is right and to inform service staffing and	September 2014	The reconfiguration of senior management arrangements in Safeguarding and Family Support has been agreed and will be implemented as from 1	Directorate Leadership Team

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			Support (PM)	management arrangements.		September. Heads of Service / Project Leads are currently reviewing budgets to inform service delivery for the next 3 financial years.	CHIPP Programme Board and Directorate Leadership Team
5.	17. (138)	Reduce caseloads within the Children with Disabilities service so that all social workers have sufficient time to provide children with the level of service they require.	Head of Fieldwork (KP)	Two additional social workers to be employed in the service	June 2014	Completed as at June 2014	
6.			Lead Manager for Children with Disabilities and Practice Development (DC)	An interim review of the CWD service to take place to ensure that there is sufficient capacity in light of the Children and Families Act 2014 and the Care Act 2014	October 2014		Childcare Managers
7.			Lead Manager for Children with Disabilities and Practice Development (DC)	A comprehensive review of the CWD service to be undertaken over a 12 month period to consider to the potential for an integrated service model in the context of the Care Act 2014 and the Children's and Families Act; the innovation programme, personalization, adults wellbeing transformation programme and health organisations and the potential for a different integrated service model.	September 2015	A lead manager for Children with Disabilities Review has been appointed and will be in post from 1 September 2014.	Directorate Leadership Team Children and Young People Partnership Health & Wellbeing Board Cabinet
8.			Lead Manager for Children with Disabilities and Practice Development (DC)	To support the CWD review, external expertise and/or consultation will be needed. The lead manager for the CWD review will investigate best practice to incorporate within the review.	September 2015		Safeguarding and Family Support Heads of Service

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9.	18. (96, 122, 130, 131, 132, 133)	Ensure that the electronic case and performance management system in children's social care provides accurate performance information.	Frameworki Transformation Manager (MG) in conjunction with Service Manager – ICT Strategy and Commissioning (DL)	Frameworki Transformation Manager is implementing the project plan, with full system revision to be completed by end 2014/15. Development of FWI and integrated data sharing across health, social care and public health. Development and upgrades of FWI will take place	March 2015	<p>Completion of the reports repository in Frameworki took place 20 June 2014.</p> <p>Install of 5 outstanding reports for Frameworki repository have been tested and are now live.</p> <p>8 outstanding upgrades to Frameworki care management system went live at the beginning of August 2014.</p> <p>Reconfiguration of the CP model is due to be finalised and implemented during August 2014.</p>	<p>QA Framework and performance management reports will focus on impact of changes to practice</p> <p>Service Manager – ICT Strategy and Commissioning</p>
10.			Frameworki Transformation Manager in conjunction with Service Manager – ICT Strategy and Commissioning	As the project is reaching closure a benefits review will be undertaken to establish the skills and capabilities required to maintain and develop the system	December 2014		<p>CHIPP</p> <p>Joint Senior Management Team</p> <p>Service Manager – ICT Strategy and Commissioning</p>
11.			QA & Compliance Manager (AT & LH)	Children's social care QA and performance framework is being integrated within the HSCB's framework following the journey of the child through the partnership and its systems and services	December 2014	HSCB QA sub group on 19 July 2014 agreed draft framework.	<p>HSCB Steering Group</p> <p>HSCB QA sub group</p>
12.	19. (134)	Ensure that audit and performance management is robustly and routinely undertaken by managers across children's services and is effectively used to develop services and to	QA & Compliance Manager (AT & LH)	Children's social care QA Framework has been approved and is being implemented. Any irregularities in the performance reports will be routinely audited by the QA and Compliance Team	September 2014	QA Managers presented the holistic draft QA Framework/Strategy to Head of Service on 14 July and will go to Directorate Leadership	<p>Quarterly reports to Improvement Board</p> <p>HSCB QA Sub Group</p>

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		improve the quality of practice.		<p>and relevant corrective action will be taken.</p> <p>Quarterly reports will be presented to Heads of Service and DLT. An action plan with respect to deficit issues identified will be incorporated into the report.</p> <p>Learning from audit to inform training and development needs of service through integration of QA and Compliance Team with Social Work Academy</p>	September 2014	<p>Team meeting September 2014</p> <p>QA & Compliance Manager (AT & LH)s have joined HSCB QA sub-group and joint framework agreed (19 July 2014).</p> <p>Thematic Audit of children subject to CP Plans for 2nd/Sub time completed and presented to HoS Meeting on 14 July 2014</p> <p>Overview Analysis Reports completed for 13/14 Audit Activity – to be used as a baseline from which to measure progress and impact through 14/15. Audit report presented to HoS meeting on 14 July 2014</p> <p>Overview and Analysis Report completed for 'As If' Ofsted Audit and for actual Ofsted Audit – presented to HoS on 14 July 2014.</p> <p>Tracking of recommendations (i.e. have been implemented / progressed) has been completed for As If and Ofsted audits and evidenced in children's files.</p> <p>Overview Audit Issues Log has been introduced so that themes can be captured from monthly case audit activity.</p>	<p>HSCB Steering Group</p> <p>Safeguarding & Family Support Heads of Service</p> <p>Quarterly Performance Cabinet Reports</p>
13.	20.	Ensure that consistent and high quality formal supervision of social	Head of	All managers to be trained in reflective supervision and in line with the	September	Training for all social care managers took place in	QA Framework

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14.	(58, 128)	care staff is provided and that all staff have regular supervision that provides reflection and challenge.	Fieldwork (KP)	expectations of the supervision policy.	2014	March/April. Further training will take place in late 2014. As part of a new manager's induction there will be a requirement to complete the supervision training.	
			QA & Compliance Manager (AT & LH)	Supervision survey commissioned with Bristol University taking place in June 2014 and will be in September to Childcare Management and joint senior management team	September 2014	33 social workers have completed the survey and a sample of 8 social workers are being formally interviewed.	Childcare Managers Joint Senior Management Team
			QA & Compliance Manager (AT & LH)	Supervision Audit as part of annual cycle of audits is due to take place in July/August 2014, reporting in Sept 2014. As part of the outcome, there will be recommendations as to required actions and further audit activity with respect to supervision.	September 2014		HSCB QA Group HSCB Steering Group Safeguarding and Family Support Heads of Service Directorate Leadership Team
16.	21. (134)	Ensure that regular case file audits and re-audits within social work teams are undertaken and are used to identify areas of strength and development and to measure the effectiveness of actions taken to improve performance.	QA & Compliance Manager (AT & LH)	QA Framework has been approved and is being implemented. for Safeguarding and Family Support which will be refreshed on an annual basis. Learning from audit to inform training and development needs of service through integration of QA and Compliance Team with Social Work Academy is underway.	July 2014	Audit analysis is shared at operational team meetings. QACM's meet with the social work academy to share audit findings. For example, the social work academy is looking at improving support to social workers undertaking parenting assessment where parents have additional learning needs resulting from childhood abuse.	Quarterly reports to Improvement Board HSCB QA Sub Group HSCB Steering Group Safeguarding & Family Support Heads of Service
17.			Head of Safeguarding and Review (JR)	QA and Compliance service capacity increased.	September 2014	Completed	

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18.			Lead Manager for Children with Disabilities and Practice Development (DC)	The creation of a new lead manager will oversee QA and the Social Work Academy integration, including its training and development function. This post holder will have lead responsibility for ensuring the review and revision of the quality assurance framework and will track progress against the QA action plan in accordance with the agreed governance arrangements.	September 2014	Lead Manager will be in post from 1 September 2014	HSCB QA Group HSCB Steering Group Safeguarding and Family Support Heads of Service Directorate Leadership Team
19.	22. (48, 50, 52, 54)	Ensure that thresholds for access to children's services are understood and consistently applied by local authority staff and partner agencies, so that children and families get the right help at the right time.	Head of Safeguarding and Review (JR)	Review and revision of Levels of Need / thresholds guidance	September 2014	Currently under consultation across Children and Young People's Partnership and HSCB	HSCB P&P Group HSCB Steering Group Children & Young People's Partnership Health and Wellbeing Board
20.			Head of Safeguarding and Review (JR)	Launch and implementation of new guidance.	October 2014	HSCB Strategic Board has agreed funding to support thorough implementation.	HSCB Strategic Board Children & Young People's Partnership
21.			QA & Compliance Manager (AT & LH)	Regular thematic audits will be undertaken to establish the embedding and effectiveness of the guidance.	January 2015		HSCB QA Sub Group HSCB Steering Group
22.	23. (55, 56)	Ensure that the independent reviewing officers effectively structure and manage child protection conferences and develop specific and measurable child protection plans.	Head of Safeguarding and Review (JR)	Introduction of an ongoing parental feedback mechanism. The feedback will be analysed and used to inform service delivery. This will also enable an ongoing check back as to the success of the plans to improve CP Plans detailed below.	October 2014	Parental ICPC and RCPC Feedback forms introduced on 14th July 2014.	HSCB LGA Diagnostic
23.			Head of Safeguarding and Review	Introduction of time limited agency feedback mechanism. This will provide critical feedback on the quality and	October 2014	Agency Feedback Questionnaires forms implemented from 14 July	HSCB LGA Diagnostic

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

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		service.				and discussed in Team Meeting of 2nd July.	Directorate Leadership Team
29.			Head of Safeguarding and Review (JR)	The business plan for the service will be reviewed to ensure that all the issues are contained within the business plan.			
30.			Head of Safeguarding and Review (JR)	Immediate recruitment to current vacancy underway.	August 2014	Completed	
31.			Head of Safeguarding and Review (JR)	Secondment of SM into the service with specialist expertise in LAC from August.	August 2014	Completed	
32.			Head of Safeguarding and Review (JR)	Self-assessment against IRO Handbook and Care Planning Regulations to be undertaken to establish where the gaps are and to prioritise the actions needed in order to ensure the service improvement.	April 2015		Childcare Managers Joint Senior Managers Directorate Leadership Team
33.			Head of Direct Work Services (AC)	Improve business process so that minutes are distributed in accordance with agreed timescales	September 2014	Completed. Full implementation as from September 2014	Joint Senior Managers
34.	24. (66)	Ensure that all children with a disability known to children's services are rigorously assessed to ensure that their needs are met and that the local authority is fulfilling its statutory functions.	Lead Manager for Children with Disabilities and Practice Development (DC)	An audit of all high cost placements is being undertaken to establish the quality of assessments and that needs have been correctly identified. The outcome of the audit will inform prioritisation as to practice issues and any relevant training and development.	August 2014	This Ofsted recommendation will effectively be an action within the wider CWD service review and development	Complex Needs Panel Joint Group Commissioning Directorate Leadership Team
35.			Lead Manager for Children with	A comprehensive review of the CWD service to be undertaken in the context of the Care Act and the Children's and	September 2015	A lead manager for Children with Disabilities Review has been appointed and will be in	Directorate Leadership Children and Young

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			Disabilities and Practice Development (DC)	Families Act; Adults Wellbeing Transformation Wellbeing; health organisations; the innovation programme, personalization and the potential for a different integrated service model. .		post from 1 September 2014.	People Partnership Health & Wellbeing Board Cabinet
36.	25. (62, 64, 65)	Ensure that information about children who go missing is effectively shared and robustly analysed between partner agencies.	Head of Safeguarding and Review (JR)	Develop HSCB mechanism for the ongoing strategic oversight of coordinated multi-agency responses for children who go missing. The CSAR sub group will ensure the analysis of missing children data and identify specific themes, groups and trends which may identify risk areas within the county and regionally and develop an appropriate response.	September 2014	The HSCB Missing Action Plan has been signed off by the Board and is in the process of implementation. The analysis of the data will feed into the joint strategic needs assessment (JSNA)	HSCB Business Plan 2014/15 HSCB Strategic Board HSCB Sexual Exploitation and Trafficking Strategic Group
37.			Framework Transformation Manager (MG)	Develop a reporting mechanism within frameworki to ensure best identification and best practice in respect of missing children and enable performance reporting including return interview outcomes.	October 2014	Missing episode in FWi drafted and due to be discussed with key stakeholders 10th July with view to implementation during October 2014. Quick Reference Guide drafted and will be launched in line with the new FWi Module.	Performance framework
38.	26. (68)	Ensure that the partner agencies and the community are aware of the need to notify children's social care services of private fostering arrangements.	Head of LAC (JK)	Training of frontline staff around private fostering. Refresh of private fostering awareness raising strategy. This to include local press, schools (exchange students) and children's centres early years settings and the public at large.	December 2014	Practice standards drafted by QA & Compliance Manager (AT & LH) which need to be signed off. Meeting has taken place with Communication Unit to update current posters and publications.	HSCB Steering Group Scrutiny

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39.			Head of LAC (JK)	Refresh of current posters and information leaflets and consider wider strategy as to information sharing and awareness sharing.	December 2014		Childcare Managers
40.			Head of LAC (JK)	Analysis of data from comparator and good performing authorities as to what number of private fostering arrangements would be expected in Herefordshire and learn from approaches they take.	December 2014		Corporate Parenting Panel
41.			Head of LAC (JK)	Clarification of what a private fostering arrangement is as part of the practice standards for kinship and private arrangements.	December 2014		Internal Policy and Procedures Group
42.			Head of LAC (JK)	To provide sufficient leadership and capacity to achieve above actions, responsibility for private fostering to move into the Kinship and SGO hub	December 2014	Monitoring of Private fostering added to the roles and responsibilities of SGO and Kinship Team Manager role to report to Childcare Managers at six monthly. . But process of referral will need to be agreed with the MASH in the interim.	Childcare Managers monthly
43.			Head of LAC (JK)	Update private fostering workflow on frameworki as currently not fit for purpose to enable effective monitoring and performance reporting of such arrangements.	December 2014	This will be delivered within the frameworki performance project plan.	Performance framework
44.	27. (70)	Ensure that the Emergency Duty Team effectively supports young people held in police custody out of hours and that appropriate alternative accommodation is available to prevent young people being held in police custody overnight.	Head of LAC (JK) and Head of Fieldwork (KP)	Review of EDT operational protocols	October 2014	Lead Commissioner, HoS LAC and HoS Fieldwork have reviewed operational protocol. Updated draft to be discussed with EDT in August 2014. Once protocol has been agreed, then new functionality needs to be developed within framework.	Joint Senior Managers HSCB Steering Group
45.			Head of Children's Commissionin	Review with YOS and police colleagues as to expectations and practice	November 2014	YOS Commissioning, Performance and Quality Assurance Manager is	HSCB Steering Group YOS Management Board

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			g (PG)			currently investigating issues around overnight detention of young people work with the West Mercia EDTs	
46.			Head of Children's Commissioning (PG)	Identify providers of appropriate accommodation	November 2014	Exploring Worcestershire's existing "Safe Base" contract as a potential model to follow, or as an option the EDT should already have access to.	Joint Senior Managers
47.			Head of LAC (JK)	Reporting arrangements to be discussed and agreed with police	October 2014		Childcare Managers
48.			Head of Looked Children	Develop clear strategy with police to trouble shoot such issues locally including definition of 'secure'.	October 2014		HSCB Steering Group
49.			Framework Transformation Manager	Develop performance report to monitor and evaluate progress in reducing frequency of use of custody inappropriately.	December 2014	This will be delivered within the framework performance project plan	HSCB Steering Group YOS Management Board
50.	28. (73)	Fully utilise Family Group Conferences to inform care planning, particularly where care proceedings are being considered.	Head of Direct Work Services (AC) and Head of Fieldwork (KP)	Review and resource FGC service to ensure robust response to requirements of Public Law Outline, and case law implications.	December 2014		Childcare Managers
51.			Framework Transformation Manager (MG)	Performance reporting on FGC activity and outcomes developed.	December 2014	This will be delivered within the framework performance project plan	
52.	29. (51 , 147)	Ensure that diversity issues and the ethnic and cultural identity of children and their families are thoroughly assessed and addressed.	Lead Manager for Children with Disabilities and Practice Development (DC)	Council and partnership wide strategy to be developed which will include actions and monitoring and evaluation mechanisms.	January 2015		Cabinet Children and Young People's Partnership Health & Wellbeing Board
53.			Head of Safeguarding and Review	Engage with Equalities Manager to ensure that children's diversity issues are fully embedded within the council's	November 2014		Management Board

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			(JR)	diversity strategy.			
54.			Lead Manager for Children with Disabilities and Practice Development	Develop enhanced reporting and QA of assessments to evaluate quality of awareness of diversity issues to inform training needs.	January 2015		QA Framework
55.			Lead Manager for Children with Disabilities and Practice Development	Identification of good practice examples where diversity issues have been thoroughly considered.	October 2014		QA Framework
56.	30.	Implement and monitor a robust system for making timely decisions to ensure there are no delays in accommodating children when they need to be looked after.	Head of LAC (JK)	Review of processes for decision making including resource panel, legal planning and CNS.	November 2014		Childcare Managers Directorate Leadership Team
57.			Head of LAC (JK)	As part of review, reporting arrangements to be developed to evidence timeliness of decisions and escalation process if delay is identified.	November 2014	Work on the looked after children module within Frameworki started at the beginning of August.	Childcare Managers
58.			Head of LAC (JK)	Continued joint working between Edge of Care and resource panel. Direct work service development to ensure dedicated edge of care response to ensure all actions have been taken to support the child remaining within the family.	December 2014		Childcare Managers
59.	31. (78)	Ensure that plans for permanency are made and clearly recorded at children's second looked after review in line with national guidance.	Head of LAC (JK)	Development and roll out of permanency policy and its implementation.	November 2014	Currently in progress.	Policy approval: Cabinet/Cabinet Member
60.			Frameworki Transformation Manager	Performance measurement reports to be developed to evidence compliance	December 2014	Work on the looked after children module within Frameworki started at the beginning of August.	Performance to be reported within the broader performance framework

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61.			Head of Safeguarding and Review (JR)	Secondment of SM into the service with specialist expertise in LAC will lead on self-assessment against Care Planning regulations and LAC Review Process improvement agenda.	August 2014	Completed	
62.			Head of Safeguarding and Review (JR)	Revised LACR Records drafted and due to be trialed – these give greater focus to permanence planning and better evidence QA by IROs	September 2014	Documents completed and are being trialed.	QA Framework
63.	32. (81)	Develop specific assessment methods to inform decisions about whether siblings should be permanently placed together or apart. Record assessments and decisions in detail to reflect the significance of the decision being made.	Head of LAC (JK)	Refresh guidance documentation and share best practice examples across the service.	September 2014	Guidance documentation ready for dissemination within timescale.	QA Framework
64.			QA & Compliance Manager (AT & LH)	Ensure QA processes incorporate analysis of impact of use of this guidance in improving outcomes	August 2014	Completed	Safeguarding and Family Support Heads of Service
65.	33. (79)	Ensure that regular analysis and reporting from the advocacy service provides an accurate account of emerging themes.	Head of Children's Commissioning (PG)	Review of the contract to ensure analysis of information gathered informs future commissioning, good practice and most effective means of service delivery Agree outcomes for the service that demonstrate the difference advocacy has made to the experience of the child	November 2014	Contract is formally monitored on a quarterly basis with the provider. Continuous discussions about operational aspects, themes emerging as to how we capture and use intelligence to improve services.	Joint Senior Management Team Corporate Parenting Panel
66.			Head of Children's Commissioning (PG)	Specific developments of advocacy arrangements for younger children and CWD as part of contract refresh.	November 2014	The contract has been reviewed and provision for younger children and CWD; this has been addressed with the provider and awareness now needs to happen with internal staff to make referrals	Joint Senior Management Team Corporate Parenting Panel

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67.			Head of Children's Commissioning	Analysis of resource required to achieve expectations of voice of child strategy	November 2014	Service specification for Voice of the Child Coordinator function has been drafted.	Joint Senior Management Team Corporate Parenting Panel
68.	34.	Ensure that the virtual school develops and implements a strategy to narrow the gap in attainment between looked after children and all other children in Herefordshire.	Virtual Head Teacher (SL)	Increase our understanding of the educational needs of the current LAC cohort to identify barriers to learning and to include the strengths and weaknesses in core curriculum subjects.	September 2014	Analysis session with Education Liaison for LAC service planned for 12 th September	Joint Senior Management Team Corporate Parenting Panel
69.			Virtual Head Teacher (SL)	Develop a core data package for Education Liaison for Looked After Children Service to ensure that all information required to understand the barriers to learning of the individual child coming in to the care system is gathered and used to develop appropriate packages of support.	December 2014		Joint Senior Management Team Corporate Parenting Panel
70.			Virtual Head Teacher (SL)	Identification of critical friend to act as challenge to ensure robust strategy.	September 2014	The School Improvement Advisor will act as a critical friend. Regular series of meetings established and started. Role of critical friend to be developed formally provide agenda for meetings.	Joint Senior Management Team Corporate Parenting Panel
71.			Virtual Head Teacher (SL)	Conduct review of ELL Service working practices and workloads, including exploration of extending remit of Virtual School from 0 – 25.	October 2014	Review underway, initial draft to Head of Service by 30 th September	Joint Senior Management Team Corporate Parenting Panel
72.			Virtual Head Teacher (SL)	Develop ICT monitoring to allow closer tracking of progress and attendance.	September 2014	Looked After Call engaged to provide data for those placed out of county. Set up meeting	Joint Senior Management Team

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						arranged for week commencing 14 th September.	Corporate Parenting Panel
73.			Virtual Head Teacher (SL)	Develop intervention strategies at county, school, group and individual level	November 2014	To follow from session on 12 th September.	Joint Senior Management Team Corporate Parenting Panel
74.			Virtual Head Teacher (SL)	Use of EP time, commissioned with Pupil Premium money to help with understanding and planning for those LAC with particularly challenging needs	December 2014	Dependent on recruitment, advert placed with closing date 3 rd September.	Joint Senior Management Team Corporate Parenting Panel
75.			Virtual Head Teacher (SL)	Develop intervention strategies at county, school, group and individual level	September 2014	Initial trawl of strategies recommended by team planned for session on 12 th September.	Joint Senior Management Team Corporate Parenting Panel
76.			Virtual Head Teacher (SL)	Develop data on comparative effectiveness of interventions by demonstrating progress to support decision making in choice of appropriate interventions for LAC.	January 2015		Joint Senior Management Team Corporate Parenting Panel
77.			Virtual Head Teacher (SL)	Demonstrate good progress for all and accelerated progress for the majority	September 2015		Joint Senior Management Team Corporate Parenting Panel
78.			Virtual Head Teacher (SL)	Assess immediate impact of Letterbox Club on initial cohort	December 2014	Project to be offered to Trainee Educational Psychologist when she starts.	Joint Senior Management Team Corporate Parenting Panel
79.	35. (87, 88, 89)	Ensure that all looked after children and young people make consistently good or better progress at every stage of their education and close the attainment gap between looked after	Virtual Head Teacher (SL)	Analyse current LAC cohort to identify barriers to learning and to include the strengths and weaknesses in core curriculum subjects.		Analysis session with Education Liaison for LAC service planned for 12 th September	Joint Senior Management Team Corporate Parenting

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		children and all children in Herefordshire.					Panel
80.			Virtual Headteacher	Annual report to Corporate Parenting Panel on LAC attainment	November 2014		November Corporate Parenting Panel
81.				Develop termly report for Looked after Children Placement Operation Group (LACPOG) to show progress against key strategic targets and identifying key cases causing concern	December 2014		Joint Senior Management Team Corporate Parenting Panel
82.	36.	Ensure effective joint working with the police and youth offending services to routinely record and analyse information about looked after children engaged in offending behaviour.	Head of LAC (JK)	Audit of cohort of young people with history of offending and reoffending.	October 2014		YOS Board Corporate Parenting Panel
83.	Frameworkki Transformation Manager (PG)		Review of recording and analysis arrangements to ensure robust and regular reporting and response to issues is in place	December 2014	Performance and Frameworkki Transformation Manager to liaise with the police and YOS to ensure there are robust reporting arrangements in place. This will be linked to the review of the LAC module within Frameworkki which commenced in August.	Performance framework arrangements	
84.	Head of LAC (JK)		Scoping of Prevent and deter work with LAC young people 11+	October 2014		YOS Board Corporate Parenting Panel	
85.	Head of LAC (JK)		Development of Northumberland Risk Model.	October 2014		YOS Board Corporate Parenting Panel	

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86.			Head of LAC (JK)	Development of Integrated youth approach with YOS/ 16+/ Youth Contract/Police/ Health.	October 2014	LAC and Care Leavers Group meeting on 11 July 2014 chaired by DCS to plan partnership working moving forward and resources needed across West Mercia.	Directorate Leadership Team Children & Young People's Partnership Health & Wellbeing Board Cabinet
87.	37. (93)	Develop and implement working arrangements with local Child and Adolescent Mental Health Service providers to enable better access to treatment for looked after children.	Assistant Director: Education & Commissioning (CB)	Refresh of CAMHS Strategy which will then feed into wider recommissioning of mental health services. Strategy will contain actions for 12 months to improve emotional health and wellbeing	December 2014	Strategy in draft for completion in September 2014 and then to be taken forward through the Children and Young People's Partnership	Cabinet Children and Young People's Partnership provide monitoring Health & Wellbeing Board
88.			Assistant Director: Education & Commissioning (CB)	Ensure CAMHS Strategy includes early years component	December 2014	NHS England Arden Herefordshire and Worcestershire has ensured that emotional wellbeing already forms part of the contractual requirements of the health visiting service specification. In this way work on the 0 – 2 years initiative forms part of tier 1 universal offering and hopes to impact on future generations development of mental health problems	Cabinet Children and Young People's Partnership provide monitoring Health & Wellbeing Board
89.			Head of LAC (JK)	Ensure relationship between CAMHS Strategy and services and the HIPPS and TISS developments are clearly defined.	December 2014	Intensive placement support service commissioned based on therapeutic model. First LAC cases expected to be supported from December 2014. Fieldwork LAC services working with the	Children and Young People's Partnership provide monitoring Health & Wellbeing Board Joint Commissioning

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
						contracted provider to develop operational relationships with all CAMHS providers in Herefordshire	Group
90.	38. (94)	Ensure that the children in care council is effective, is representative of the range of looked after children and has membership of the council's corporate parenting group.	Head of LAC (JK)	Head of LAC (JK), chair of corporate parenting, chair of CiC council and care leavers champion to develop approach to inform corporate parenting strategy.	September 2014	Meeting booked with Cabinet Support Member Children & Young People's and care champion.	Corporate Parenting Panel
91.			Head of LAC (JK)	As from September 2014, young people will have membership of corporate parenting panels	September 2014	Completed	Corporate Parenting Panel
92.			Head of LAC (JK)	Head of LAC (JK) to be sent minute from CiC for information and action when required.	September 2014		
93.			Head of LAC (JK)	Adopt and publish the Pledge for Looked after Children, as a demonstration of the commitment of the Corporate Parent to our Looked After Children.	September 2014	This will be signed at the fete on 9 August 2014 and then go to Council for adoption on 26 September.	Corporate Parenting Panel
94.			Head of LAC (JK)	Develop CiCC website to ensure it is representative of the voice of our LAC and is a useful resource for them	October 2014	Mentoring and Participation Manager has met with Communications Unit to develop webpages	Corporate Parenting Panel
95.	39. (125, 136)	Ensure all local authority elected members understand and effectively undertake their role as a corporate parent.	Head of LAC (JK)	Members' Seminar in October/November re Corporate Parenting.	October 2014	Seminar organised for 15 September 2014	Corporate Parenting Panel Joint Senior Management Team
96.			Head of LAC (JK)	Programme of Members' Seminars in place up until February 2015. New rolling programme to be developed after 2015 local elections.	February 2015		Corporate Parenting Panel Joint Senior Management Team

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
97.			Head of LAC (JK)	Survey of Members' understanding of their corporate parenting role to be undertaken and repeated following programme of seminars to evaluate impact.	March 2015		Corporate Parenting Panel Joint Senior Management Team
98.			Cabinet Member: Children's Services (JM)	Work being undertaken by Cabinet Member Children's Wellbeing to make proposals to the Group Leaders re mandatory training for all Councillors at the start of each administration year to attend safeguarding and corporate parenting seminars. The proposal will recommend that failure to attend will result in members allowances not being paid.	August 2014 with effective from May 2015	Note to Group Leaders is in draft form and will be completed by the end of August.	Cabinet
99.			Cabinet Support Member Children's Services (JM)	Cabinet Support Member is liaising with various local business leaders about apprenticeships and work experience for looked after children.	November 2014		Cabinet Corporate Parenting Panel
100.	40. (103?)	Refresh and re-launch the recruitment strategy to increase the number of adopters for children with complex needs and for larger sibling groups.	Head of LAC (JK)	Recruitment to a marketing and recruitment post within the adoption and fostering service with particular investment in social media.	July 2014	Job description has been sourced and is being progressed. Role will be financed by Adoption Reform Grant.	Childcare Managers
101.			Head of LAC (JK)	The recruitment strategies across the West Mercia have been developed and are due to be signed off in September.	October 2014		Childcare Managers
102.	41. (110, 111)	Ensure that all pathway plans are up to date, are of good quality, are based on a robust analysis of need, with clear and agreed goals and are regularly reviewed.	Head of LAC (JK)	Development of Pathway plan with young people and partners	July 2014.	Pathway plan is now at point of sign off through Corius.	QA Framework
103.			QA & Compliance Manager (AT & LH)	Audit activity with respect to the impact and quality of pathway plans will be undertaken as part of the QA framework and any learning will be incorporated.	March 2015		QA Framework

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104.				In conjunction with the above process a survey of young people will take place to understand their experience of the pathway planning process.	March 2015		QA Framework
105.	42. (112)	Ensure that all care leavers receive a copy of their health records.	Head of LAC (JK)	Development of health passport for care leavers.	January 2015	Best practice example identified and being adapted for Herefordshire. Children and young people moving from foster care are continuing to use the full health passport, care leavers will be more condensed but will include advice and medication details for life limiting illnesses.	Childcare Care Managers QA Framework
106.	43. (82, 117, 137)	Ensure that all looked after children and care leavers understand their rights, responsibilities and entitlements and receive the guidance, support and resources to realise them.	Head of LAC (JK)	Refresh of Corporate parenting strategy to include the rights and children and young people, incorporating monitoring and evaluation arrangements to ensure all children are enabled to understand their rights.	January 2015	A monitoring mechanism will be incorporated with the review of the LAC review of frameworki module and will also link to the Voice of the Child Group.	Corporate Parenting Panel
107.	44. (135)	Ensure that learning from complaints and representations from children and young people, parents and carers and service users is systematically collated and analysed and is used to improve service delivery and development.	QA & Compliance Manager (AT & LH)	Children's social care complaints procedure and guidance has been revised and incorporated within the QA and Compliance Service to strengthen accountability, knowledge, understanding, learning and dissemination of learning	March 2015	Operational from 2 June 2014.	Quarterly reports to Heads of Service Half yearly report to Joint SMT and members Statutory Annual Complaints Report will be produced for year end March 2015 and presented to Audit and Governance Committee, HSCB Steering Group
108.			Lead Manager for Children with Disabilities and Practice Development (DC)	New integrated QA and SW academy service will enable learning from complaints to be built into training and development plan.	March 2015	QA and SW Academy services are now integrated as from 1 September and will be co-located as from 1 October 2014.	Childcare Managers

HSCB OFSTED INSPECTION MAY 2014 - ACTION PLAN

Key:

HSCB is the Herefordshire Safeguarding Children’s Board

Ofsted Para Number refers to the Area of Improvement identified in the Ofsted Inspection Outcome of 30 June 2014

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

	Ofsted Para No	Business Plan Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
1.	149	4.1	Ensure that governance arrangements between the LSCB and the Improvement Board are clarified.	Independent Chair of HSCB	Agree protocol which sets out the governance arrangements between HSCB and Improvement Board.	October 2014	Protocol drafted.	Chairs of HSCB Strategic Board and Improvement Board
2.	150	2.2	Ensure that LSCB policies and procedures are up to date and incorporate issues specific to Herefordshire.	Chair of Policy and Procedures	West Mercia independent chairs to agree sub regional approach to policy and procedure development.	November 2014		HSCB Steering Group
3.		2.2		Chair of Policy and Procedures	In consultation with Tri-x, three year timetable to be agreed on a regional basis for a systematic review and update of bespoke policy and procedures in consultation. This should be informed by current, and known about future, national and local priorities.	October 2014		HSCB Steering Group
4.		2.2		Chair of Policy and Procedures	Priority to be given to child sexual exploitation and Children Missing procedures on the basis of Ofsted recommendations.	October 2014		HSCB Steering Group
5.	151	1.4	Ensure that the LSCB receives accurate and relevant performance information from its partners to enable it to assure itself on the quality of safeguarding work.	Chair of the QA Sub Group	Develop a multi-agency child’s journey scorecard. This will clearly define what data will be received, the format and the frequency.	September 2014	Three meetings have taken place and a draft scorecard which is clear about sources and triangulation is being developed on a multi-agency basis.	HSCB Steering Group
6.		1.4		Chair of QA Sub	Effectiveness of audit programme to be reviewed to ensure that it provide	February		HSCB Steering

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

	Ofsted Para No	Business Plan Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
13.		3.2			Develop a new Strategic Plan and Disruption Plan for Herefordshire		Work is in progress to develop a strategic plan and disruption plan.	HSCB Steering Group
14.		3.2		Chair of Children at Specific Additional Risk	Establish a CSAR Operational Group to drive forward the SET agenda in Herefordshire through the implementation of the Strategic Plan.	November 2014		HSCB Steering Group
15.		3.3		Head of Safeguarding and Review	HSCB is taking a leading and ensuring effective contributions across the partnership in connection with the West Mercia Joint Protocol on Missing Children and Young People.	October 2014	A number of pan West Mercia meetings have been held and the protocol is in development with a target completion date of October 2014	HSCB Steering Group
16.		3.3		Chair of children at specific additional risk	HSCB's Missing Children Action Plan to be fully implemented to ensure a high quality joined up approach to incidences of children missing from care or home.	October 2014	Work on the missing action plan will be built into the work plan for the Children at Specific Additional Risk sub group	HSCB Steering Group
17.		3.3		Chair of children at specific additional risk	Develop HSCB mechanism for the ongoing strategic oversight of co-ordinated multi-agency responses for children who go missing.	September 2014	A Children at Specific Additional Risk sub group has been established and the terms of reference agreed.	HSCB Steering Group
18.	155	4.5	Ensure that multi-agency safeguarding training is sufficient, taken up by partners and is robustly evaluated.	Chair of Training and Development	Immediate course evaluation processes, will have been developed and implemented to provide improved quality of information to HSCB to inform the development of its multi-agency safeguarding training offer.	October 2014	The training and workforce development sub group are currently progressing this and will report to the HSCB Steering Group in October 2014	HSCB Steering Group
19.		4.5		Chair of Training and Development	Impact evaluations for HSCB Training, will have been developed and implemented to provide improved quality of information to HSCB understand the impact of training on practice and to inform the development of its multi-agency safeguarding training offer.	February 2015		HSCB Steering Group

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