



**Business
Plan
2014-2015**

**Development
Priorities
2013-2016**

Herefordshire
Safeguarding Children Board

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Foreword by the Independent Chair

This is the second of a three year strategic period for Herefordshire Safeguarding Children Board. In order to make significant progress, it was important that The Board carefully prioritised its activity. This year, our priorities continue to be improving the experiences of children and families in safeguarding systems, improving the way in which organisations work together, tackling specific safeguarding issues that we know are in need of local focus and improving the way that The Board discharges its responsibilities.

The HSCB Business Plan for 2013-14 was ambitious and far reaching. Much of the planned activity was delivered successfully and my thanks go to all those who worked tirelessly to achieve this. HSCB is now considerably better placed to understand the quality of safeguarding work that is being done in the county, there is a significant drive to develop that quality and the co-ordination in the way it is being managed is also considerably improved. We now need to sustain and accelerate the momentum that has been achieved so far. There remain important areas in which HSCB plans were not fully delivered. One notable such area relates to how HSCB member organisations use the voices and experiences of children and families to improve how they work.

The constituent organisations of HSCB work together more effectively than they did and the level of mutual challenge and reflection has increased since our adoption of HSCB's vision, mission and values. In addition to the implementation of the MASH, most of the groups of HSCB have been well supported and Ofsted recognised the engagement of multi-agency partners. The management of the ambitious local audit framework, serious case reviews and the reviewing of child deaths as a means of learning and improvement have all benefited from good multi-agency support. Our quality assurance of safeguarding children activity is a priority for all HSCB partner organisations and that activity is now to become even more focused so that audits are repeated with greater frequency to more quickly assess the pace of development. Child Sexual Exploitation, children who go missing and child trafficking are areas requiring particular attention nationally, as illustrated by The Jay Report into child sexual exploitation in Rotherham.

HSCB has travelled a long way in the right direction over the past year but it still has a very long way to go before it can be content that safeguarding services are functioning fully as they need to be. HSCB will be influencing other strategic bodies to prioritise the safeguarding of children. Action Plans will be relentlessly followed through. Training of our workforce and awareness raising among the local population will be further developed to ensure that children whose welfare is being compromised are recognised and well supported. HSCB's use of performance information has improved last year and this improvement must be sustained. Herefordshire Council is working hard to ensure that the performance information it generates is what is required and accurate and HSCB will continue to hold it to account in achieving this.

As independent chair of HSCB for two years now, I have seen the evolution of The Board into a hard edged body that challenges itself and others and that increasingly knows what it is seeking to achieve and how to successfully achieve it. We are now at a defining point and the successful delivery of our plans this year will collectively leave us increasingly good at ensuring that what is done to safeguard children in Herefordshire is both well co-ordinated and effective.



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



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

Introduction

The significant work undertaken by Herefordshire Safeguarding Children Board (HSCB) during 2013-2014 (documented within the Annual Report¹) along with the 2013-2016 Development Priorities form the basis for the actions agreed within the Business Plan. These are designed to improve the experiences of children, young people and families receiving safeguarding services across our partner agencies and to support the Board in meeting its statutory objectives and functions². The actions have also been influenced by observations made by Ofsted regarding HSCB in their inspections in 2012 and 2014 are mapped here against those key areas.

	Ofsted 2012: “the Board has not been sufficiently effective”	Ofsted 2014: the Board “Requires Improvement”
Safeguarding Training	“Effective single and multi-agency child protection training is in place, however the HSCB has recognised that attendance is low from some key statutory agencies and is taking action to address this.”	“Ensure that multi-agency safeguarding training is sufficient, taken up by partners... Evaluation of the quality and impact of training on improving practice and the experience of children is significantly underdeveloped”
Governance	Governance identified as an additional priority to improve the Board’s effectiveness.	“The respective roles of the Improvement Board and the LSCB are not sufficiently clear... as the LSCB increases its effectiveness its lead statutory role in safeguarding children needs to be realigned with that of the Improvement Board.”
Policy and Procedures	“Ensure that inter-agency thresholds for statutory intervention are understood and applied by all agencies, leading to children and their families receiving appropriate and timely services in accordance with their assessed needs.”	“Ensure that LSCB policies and procedures are up to date and incorporate issues specific to Herefordshire... an LSCB policies and procedures sub-group has now been tasked to undertake this.”
Audit and Case Analysis	“HSCB has not effectively monitored the quality of child protection practice, audit and other quality assurance processes have not provided HSCB with a full understanding of the weaknesses in current child protection practice and this greatly reduces its effectiveness.”	“Ensure that learning from multi-agency case audits is actioned and the impact is reviewed through repeat audits... [which to date] have not been achieved due to the extensive and overambitious work programme.”
Performance Monitoring		“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.”
Voice of the Child	Voice of the Child identified as an additional priority to improve the Board’s effectiveness.	“Board members recognise the need to engage with children, young people, families and the community... however, little progress has been made in obtaining the views of children.”
Children at Higher Risk	Children at higher risk identified as an additional priority to improve the Board’s effectiveness.	“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.”

¹ Available to download from the Board’s website: www.herefordshiresafeguardingchildrenboard.org.uk.

² 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

The Board works to the following shared vision, mission and values.

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.

Membership

Through delivery of the 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:

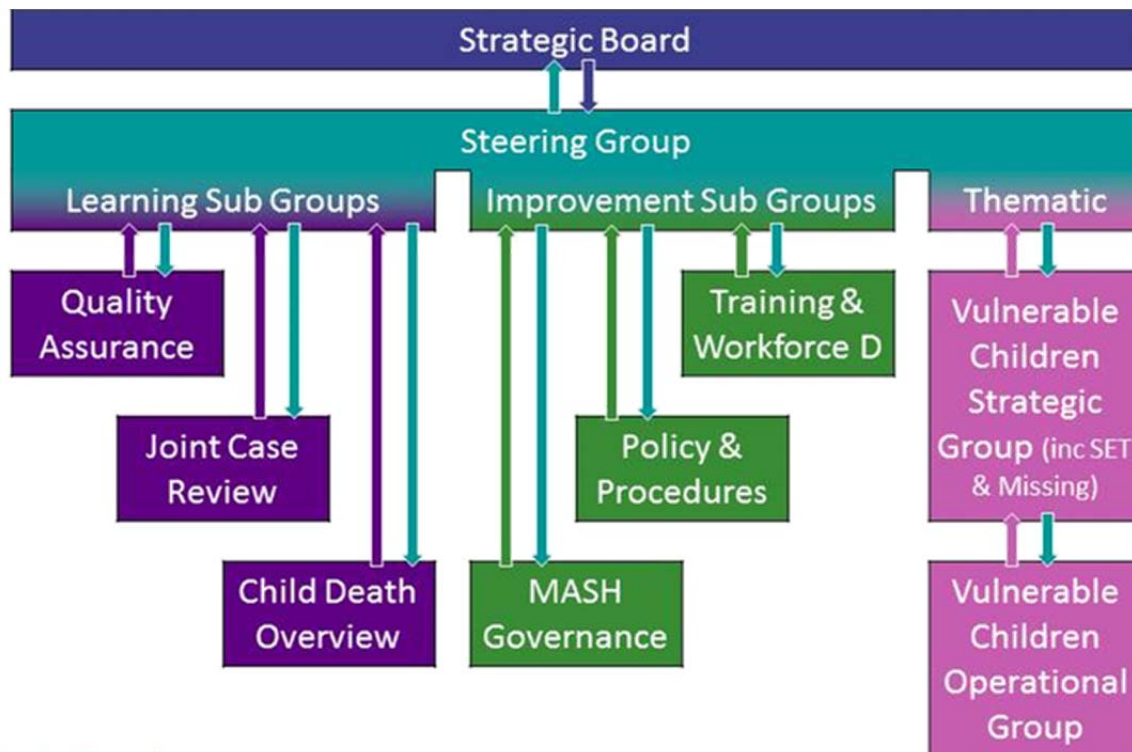
- 🧵 Herefordshire Council
- 🧵 Herefordshire Clinical Commissioning Group
- 🧵 2gether NHS Trust
- 🧵 Wye Valley NHS Trust
- 🧵 CAFCASS
- 🧵 West Mercia Youth Offending Service
- 🧵 West Mercia Probation
- 🧵 West Mercia Police
- 🧵 Education establishments

Structural Arrangements

Herefordshire Safeguarding Children Board sits within a developing framework of other statutory and non-statutory multi-agency structures including the Children and Young People's Partnership Forum, the Health and Wellbeing Board and the Community Safety Partnership.

The Board also 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 a 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 direction of HSCB and is responsible for ensuring its effectiveness. Specific work is directed to the Steering Group and Sub Groups which are ultimately accountable to the Strategic Board. The Strategic Board has responsibility for ensuring compliance with the duties set out in the Children Act 2004 and consequential Regulations and Statutory Guidance. Included within these duties it must:

- ✂ Set the strategic direction for HSCB, taking account of any developments in national policy, practice and legislation through the National Safeguarding Delivery Unit;
- ✂ Ratify, adopt and monitor the Annual Business Plan;
- ✂ Set the Annual Budget;
- ✂ Oversee the Learning and Improvement Framework (including responsibility for Serious Case Reviews and Child Death Reviews) including the ratification of all individual SCR's and considering regular reports from the panels;
- ✂ Ensure the planning and commissioning arrangements for all partner agencies takes into account safeguarding and the promotion of children's welfare; and
- ✂ Challenge and scrutinise the Children and Young People's Partnership Forum on its arrangements to safeguard children and young people.

Steering Group

As the operational arm of the Strategic Board, the purpose of the Steering Group is to govern the work programmes and effectiveness of HSCB's sub groups as they progress the development priorities, learning activities and improvement actions of the Board set out in the:

- Current year Business Plan; and
- Learning and Improvement Framework.

Quality Assurance and Evaluation Sub-Group

As a learning group of the HSCB the Quality Assurance and Evaluation Sub Group undertakes their assigned tasks within the HSCB Learning and Improvement Framework (as set out in the Quality Assurance Programme) and additional actions assigned to it through the current business plan and the Boards ongoing learning and improvement work.

Child Death Overview Panel (CDOP)

Through a comprehensive and multidisciplinary review of child deaths, Herefordshire Safeguarding Children Board's Child Death Overview Panel (CDOP) aims to better understand how and why children in Herefordshire die and to use these findings to take action to prevent child deaths and improve the health and safety of our children and young people.

In carrying out its activities the CDOP meets the requirements set out in Chapter 5 of Working Together to Safeguard Children 2013, in relation to the deaths of any children normally resident in Herefordshire. This includes collecting and analysing information about each death with a view to identifying:

- Any case giving rise to the need for a Serious Case Review not previously identified.
- Any matters of concern affecting the safety and welfare of children in Herefordshire.
- Any wider health, public health or safety concerns arising from a particular death or from a pattern of deaths in Herefordshire.

Joint Case Review Sub-Group

The Joint Case Review Sub Group (JCR) acts as a learning sub group for and is accountable to:

- Herefordshire Safeguarding Children Board (HSCB)
- Herefordshire Safeguarding Adults Board (HSAB)
- Herefordshire Community Safety Partnership

Herefordshire Safeguarding Children Board has a legal duty to undertake reviews of serious cases (SCRs) where children have died or suffered serious harm, the criteria for such reviews is set out in Working Together 2013. The chair of HSCB has the responsibility for decision making about whether to conduct a review in individual cases.

Herefordshire Safeguarding Adults Board has a responsibility to undertake reviews of cases where an adult at risk has died or suffered serious harm. Though there is currently no statutory requirement to do so, this is in line with ADASS (Association of Directors of Adult Social Services) recommendations on best practice. The criteria for such reviews are set out in the West Midlands Regional procedures. The chair of HSAB has the responsibility for decision making about whether to conduct a review in individual cases.

Herefordshire Community Safety Partnership (or Crime and Disorder Reduction Partnership) has a statutory duty to undertake a Domestic Homicide Review (DHR) when a person (over 16) is murdered either by an intimate partner or a member of their household. The chair of HPEG has the responsibility for decision making in individual cases. The criteria are set out in the Home Office Domestic Homicide Review Guidance 2010.

Multi-Agency Safeguarding Hub (MASH) Governance Group

As an improvement group of the HSCB the MASH Governance Sub Group undertake their assigned tasks within the HSCB Business Plan in relation to the Learning and Improvement Framework and additional actions assigned to it through the Boards ongoing learning and improvement work.

Policy and Procedures Sub-Group

As an improvement group of the HSCB the Policy and Procedures Sub Group ensures that staff across the partnership have access to the necessary range of multi-agency safeguarding and child protection policies and procedures through the development of new policies and the review and maintenance of existing policies.

Training and Development Sub-Group

As an improvement group of HSCB, the Training and Workforce Development Sub Group provides evidenced assurance to HSCB that robust, effective and comprehensive training and workforce development processes (including supervision) are in place, to ensure people working with children in Herefordshire understand their responsibilities to children with regard to safeguarding and to oversee the production of the Training Strategy and Programme for the Board.

Children at Specific Additional Risk Strategic Group

As a thematic group of HSCB, the overall purpose of this meeting is to reduce the incidence of child sexual exploitation and missing episodes in Herefordshire through a coordinated multi-agency response to child sexual exploitation, trafficking and missing children.

HSCB Development Priorities 2013-2016

The Board's Business Plan is structured around the four strategic priority development areas for 2013-2016 as follows:

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

DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)			
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
Partners work together to meet safeguarding needs as the workforce changes due to reduced funding.	13-14	14-15	15-16
Ensure learning from analysis of accurate and relevant performance information and from multi-agency case audits is actioned and the impact reviewed.	13-14	14-15	15-16
DEVELOPMENT AREA 2: Improving multi-agency case work.			
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
Ensure that LSCB policies and procedures are up to date and incorporate issues specific to Herefordshire.	13-14	14-15	15-16
Improving multi-agency case assessments across agencies	13-14	14-15	15-16
DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.			
Domestic Abuse.	13-14	14-15	15-16
Sexual Exploitation and Trafficking.	13-14	14-15	15-16
Missing Children.	13-14	14-15	15-16
Children Placed in Herefordshire by Other Local Authorities.	13-14	14-15	15-16
Private Fostering	13-14	14-15	15-16
DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.			
Develop the effectiveness of Board meetings through constructive challenge and clear governance and ensure that the work of the LSCB operational groups is manageable and prioritised.	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
Develop the resource available to support HSCB by the Business Unit through a review of its functioning and the needs of both HSAB and HSCB.	13-14	14-15	15-16
Ensure that multi-agency safeguarding training is sufficient, taken up by partners and is robustly evaluated.	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 2014-2015

DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)				RAG		Process	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
				Process	Completion	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?
Action area 1.1: Every agency to ensure the voice of children, young people & families is captured & used to improve services.						Development need identified through QA's 2013-14 assessment of the effectiveness of the use of VoTC.		Monitored by: QA Sub Group Strategic Oversight: Les Knight/Oremi Evans	
HSCB, Chair of QA, Lynne Renton	All members report to HSCB learning from their analysis of the views of children, young people and their families and the impact of the implementation of this learning into practice, to the QA sub group within all their quarterly reports.	Ongoing from April 2014	Through QA Sub Group's reports to Steering Group.	N	N				HSCB will be able to evidence how all partner organisations (including all statutory partners) have captured the voice of the child appropriately and used the findings of this work to improve the experience of children, young people and their families while supported in safeguarding systems. HSCB will also be able to use the findings of its own work to capture the voice of the child to improve the effectiveness of work to safeguard children and promote their welfare across organisations.
HSCB, Chair of QA, Lynne Renton	HSCB analyses and reports on common themes arising from agencies' collection of the views of children, young people and their families, proposing development actions.	Sep 14	Report to be presented to November 2014's Steering Group meeting.	N	N				
HSCB Business Manager, Andy Churcher	HSCB to develop and implement its own regular mechanisms for capturing the voice of the child with findings presented Quarterly to QA sub group.	Oct 14	Mechanisms to be in place by during Q3 with first quarterly report to be received March 2015	N	N				
Action area 1.2: Improve the quality of reflective supervision and the involvement of management in case decision making.						Development need identified in Ofsted's 2012 inspection report and builds upon 2013-2014 work.		Monitored by: T&WD Sub Group Strategic Oversight: Tom Currie	
HSCB, Chair of T&WD Hazel Blankley	An agreed set of processes for monitoring compliance with the supervision of minimum standards across agencies will have been developed and implemented.	Dec 14	Inclusion within quarterly reports from agencies to the QA Sub Group.	N	N				Evidence submitted to HSCB QA sub group will evidence how HSCB's Supervision Standards are being applied throughout partner agencies to ensure management are involved in case decision making. The impact will be evidenced through improvements in outcomes identified through case audit and through the capturing of the voice of the child.
HSCB, Chair of T&WD Hazel Blankley	Develop HSCB's expectations of partner sectors (i.e. education and 3rd Sector) to provide enhanced assurance and support within their organisations, developing HSCB support mechanisms as necessary.	Feb 15	Through T&WD Sub Group's reports to Steering Group.	N	N				
HSCB, Chair of T&WD Hazel Blankley	Develop HSCB's expectations of partner agencies to provide enhanced assurance and support within their organisations.	Feb 15	Through T&WD Sub Group's reports to Steering Group.	N	N				
Action area 1.3: Partners work together to meet safeguarding needs as the workforce changes due to reduced funding.						Development need identified as partners have become aware of current organisational change.		Monitored by: Steering Group Strategic Oversight: George Branch	
HSCB, Chair of Steering Group Paul Meredith	The planned relaunch of the MASH, Levels of Need Guidance, Multi-Agency Referral Form and supporting guidance will be used by agencies and sectors to embed thresholds of intervention across the partnership to support agencies in making more effective referrals.	Oct 14	Bimonthly reporting to Steering Group on progress.	N	N				HSCB will be able to comment upon how proposed changes are likely to impact on children, young people and their families within safeguarding systems in the

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DEVELOPMENT AREA 1: Improving the experience of children, young people and families when they are supported in safeguarding systems (i.e. CAF, Social Care)				RAG		Process	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
				Process	Completion	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?
HSCB, Chair of Steering Group Paul Meredith	All constituent partners will be required to report to the Board any significant proposed changes across organisations that are likely to impact safeguarding practices to enable the Board to challenge should this be necessary. All agencies will report current situation to September's Steering Group.	Oct 14	Reports to be received and discussed at September Steering Group.	N	N				Safeguarding systems in the context of simplified referral pathways. HSCB will therefore be more able to influence the commissioning of multi-agency services.
Action area 1.4: Ensure learning from analysis of accurate and relevant performance information and from multi-agency case audits is actioned and the impact reviewed.						Ofsted Area for Improvement (Paragraph 151 and 153): Cross Referenced to the Ofsted Review Action Plan points 5, 6, 10 and 11.		Monitored by: Steering Group Strategic Oversight: Phil Kendrick	
HSCB, Chair of QA, Lynne Renton	Develop a multi-agency child's journey scorecard. This will clearly define what data will be received, the format and the frequency.	Sep 14	Bimonthly reporting to Steering Group on progress.	N	N				HSCB will be able to assure itself of the quality of safeguarding work across the partnership and increased accuracy within the data will be evidenced through the Board's triangulation processes.
HSCB, Chair of QA, Lynne Renton	Effectiveness of audit programme to be reviewed to ensure that it provide adequate assurance on accuracy of performance data.	Feb 15	Bimonthly reporting to Steering Group on progress.	N	N				
HSCB, Chair of QA, Lynne Renton	Provide the opportunity for triangulation across the multi-agency data set and further assurance on accuracy to be measured through audit activity	Sep 14	Bimonthly reporting to Steering Group on progress.	N	N				
HSCB, Chair of QA, Lynne Renton	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.	Oct 14	Bimonthly reporting to Steering Group on progress.	N	N				
HSCB, Chair of QA, Lynne Renton	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.	Oct 14	Bimonthly reporting to Steering Group on progress.	N	N				
HSCB, Business Manager, Andy Churcher	The necessity of quality case recording will have been promoted through both HSCB communications to the children's workforce and through internal agency communications to managers highlighting the need to support and check this through case supervision.	Nov 14	Bi-monthly communications from July 2014.	N	N				

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				RAG		Process	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
						Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
DEVELOPMENT AREA 2: Improving multi-agency case work.				Process	Completion	Progress as at XXX 2014.			
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?	
Action area 2.1: Improving multi-agency case assessments within Children's Social Care.						Development need identified through QA's 2013-14 monitoring of conferences.		Monitored by: Steering Group Strategic Oversight: David Farnsworth	
HSCB, Business Manager, Andy Churcher	HSCB expectations for how agencies take responsibility for ensuring that CPC attendees have sufficient knowledge and skills to participate effectively will be agreed.	Jul 14	Report to be received for discussion at July Steering Group.	N	N				Safeguarding and Review will lead on the implementation of multi-agency feedback forms which will be included in the review of the effectiveness of child protection conferences. Overall reports on the quality of conferences will evidence an increase in the rate of those rated green. These improvements should contribute to a reduction in the length of time children are on places due to more effective decision making and purposeful direction of Core Groups which will in turn increase their effectiveness. The expected impact will therefore be that children will be supported on child protection plans which reach a desired outcome in a shorter length of time.
HSCB, Chair of T&WD Hazel Blankley	Appropriate support resources and learning opportunities for agencies and sectors with representative at CP conferences will have been scoped, agreed and implemented.	Dec 14	Through T&WD Update to Steering Group in November and December.	N	N				
Herefordshire Council, Head of Safeguarding and Review, John Roughton	A short term multi-agency action plan to improve the quality of decision making at Child Protection Conferences (including ensuring the right people are invited, the rate of attendance and the rate of reports received at conference) will have been developed and implemented by Children's Wellbeing Services.	Nov 14	Bi-monthly reports to Steering Group from July 2014 (presentation of action plan) to November 2014.	N	N				
Action area 2.2: Ensure that LSCB policies and procedures are up to date and incorporate issues specific to Herefordshire.						Ofsted Area for Improvement (Paragraph 150): Cross Referenced to the Ofsted Review Action Plan points 2, 3, 4.		Monitored by: Steering Group Strategic Oversight: Michelle Clarke	
HSCB, Chair of P&P, John Roughton	West Mercia independent chairs to agree sub regional approach to policy and procedure development.	Nov 14	Update to be received at October Steering Group.	N	N				HSCB will have a rolling programme which will enable the Board to refresh all policies and procedures, including those agreed regionally, to ensure they are kept up-to-date and relevant.
HSCB, Chair of P&P, John Roughton	Priority to be given to Child Sexual Exploitation and Children Missing procedures on the basis of Ofsted recommendations.	Oct 14	Update to be received at October Steering Group.	N	N				
HSCB, Chair of P&P, John Roughton	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.	Oct 14	Update to be received at Oct and Dec Steering Group.	N	N				

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				RAG		Process	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
						Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.				Process	Completion	Progress as at XXX 2014.			
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?	
Action area 3.1: Domestic Abuse						Development need identified through QA's ongoing monitoring of Domestic Abuse.		Monitored by: QA Sub Group Strategic Oversight: Lynne Renton	
Herefordshire Council, Community Safety Manager, Adrian Turton	Services for children & young people effected by Domestic Abuse (e.g. Crush and Great) will be scoped and recommendations to commissioners to support safeguarding will be made.	TBC - Action Area is dependent upon the work of the CSP's Domestic Abuse Steering Group. Items relevant to safeguarding children will be reported to QA through the quarterly Domestic Abuse report delivered in May, August and November 2014 and February 2015.		N	N				Additional services will be commissioned for both children and young people and perpetrators which will lead to a reduction in the number of children exposed to domestic abuse and number of children exposed to domestic abuse on multiple occasions.
Herefordshire Council, Community Safety Manager, Adrian Turton	Services for perpetrators of Domestic Abuse will be scoped and recommendations to commissioners to support safeguarding will be made.			N	N				
Action area 3.2: Sexual Exploitation and Trafficking.						Ofsted Area for Improvement (Paragraph 154): Cross Referenced to Ofsted Review Action Plan points 12, 13, 14.		Monitored by: SET Steering Group Strategic Oversight: Neil Fraser	
HSCB, Chair CSAR Strategic Group, John Roughton	Undertake a self assessment against the requirement of the National SET Action Plan.	Oct 14		N	N				Incidences of children being sexually exploited and trafficked will be managed by a workforce knowledgeable about the issue and skilled in dealing with it. HSCB's resulting disruption work will have resulted in prevented opportunities for perpetrators to engage with children.
	Develop a new Strategic Plan and Disruption Plan for Herefordshire.	Oct 14	Through CSAR Strategic Group's monthly reports to Steering Group.	N	N				
	Establish a CSAR Operational Group to drive forward the SET agenda in Herefordshire through the implementation of the Strategic Plan.	Nov 14		N	N				
Action area 3.3: Missing Children						Ofsted Area for Improvement (Paragraph 154): Cross Referenced to Ofsted Review Action Plan points 15, 16, 17.		Monitored by: Steering Group Strategic Oversight: George Branch	
Herefordshire Council, Head of Safeguarding and Review, John Roughton	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.	Oct 14		N	N				Incidences of children going missing will be managed by a workforce knowledgeable about the safeguarding issues and skilled in dealing with it. Missing episodes will be dealt with effectively, in line with the WM Protocol and children will be effectively supported to reduce the likelihood of further episodes.
HSCB, Chair CSAR Strategic Group, John Roughton	HSCB's Missing Children Action Plan to be fully implemented to ensure a high quality joined up approach to incidences of children missing from home and care.	Nov 14	Through CSAR Strategic Group's monthly reports to Steering Group.	N	N				
	Develop HSCB mechanism for the ongoing strategic oversight of co-ordinated multi-agency responses for children who go missing.	Sep 14		N	N				
Action area 3.4: Private Fostering						Development need identified as ongoing risk in HSCB's Risk Register and through Ofsted report.		Monitored by: Steering Group Strategic Oversight: Steve Cullen	

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DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.				RAG		Process	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
				Process	Completion	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?
HSCB Business Manager, Andy Churcher	Private Forsteing will be included as a risk factor in the relaunched HSCB Levels of Need with appropriate supporting information made available through HSCB;s communication channels.	Sep 14	Through Steering Group's goverance processes for the Levels of Need (see 1.3).	N	N				Greater awareness of the need to report Private Fostering Arrangements will provide a more complete picture of these arrangements in Herefordshire and ensure Children's Wellbeing are able to provide suitable support, where necessary, to children and families in these arrangements.
HSCB T&WD Chair, Hazel Blankley	Promote Private Fostering to the children's workforce by including reference to it throughout appropriate training and communications to ensure they understand the need to notify children's social care services of private fostering arrangements.	Apr 15	Through Steering Group's monitoring of HSCB Communications.	N	N				

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DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				RAG		Process	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
				Process	Completion	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?
Action area 4.1: Develop the effectiveness of Board meetings through constructive challenge and clear governance and ensure that the work of the LSCB operational groups is manageable and prioritised.						Ofsted Area for Improvement (Paragraph 149 and 152): Cross Referenced to Ofsted Review Action Plan points 1, 7, 8, 9.	Monitored by: Strategic Board Strategic Oversight: Jemery Millar		
HSCB Independent Chair, Dave McCallum	Ensure that governance arrangements between the LSCB and the Improvement Board are clarified through the development of an agreed protocol setting out governance arrangements to ensure increased influence nurtures purposeful decision making.	Oct 14	Update reports to Strategic Board (July and October 2014)	N	N				Steering Group will receive regular instruction from Strategic Board to undertake specific work through the Board's sub groups. Evidence of this work will show the Board's ability to respond quickly to safeguarding issues in Herefordshire and influence development.
HSCB, Steering Group Chair, Paul Meredith	Terms of reference for the steering group and sub groups to be reviewed to ensure appropriate governance compliance and prioritisation.	Oct 14	Update reports to Strategic Board (July and October 2014)	N	N				
	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.	Sep 14		N	N				
	Business Unit to support the chairs of the steering group and sub groupsto set agendas to ensure compliance with terms of reference and Business Plan / Ofsted improvement priorities.	Sep 14		N	N				
HSCB Independent Chair, Dave McCallum	Develop the governance arrangements between HSCB and the CYPFF to ensure increased influence nurtures purposeful decision making.	Nov 14	Update reports to Strategic Board (July and October 2014)	N	N				
HSCB Independent Chair, Dave McCallum	Develop the governance arrangements between HSCB and the Health and Wellbeing Board to ensure increased influence nurtures purposeful decision making.	Nov 14	Update reports to Strategic Board (July and October 2014)	N	N				
HSCB Business Manager, Andy Churcher	Provide ongoing opportunities for HSCB Strategic Board members to develop their understanding of safeguarding and the skills necessary to undertake their roles.	Jul 14	Mid year report to be presented to Strategic Board's October meeting.	N	N				

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				RAG		Process	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
				Process	Completion	Completion to Timescale	Complete OR On Target	Risk of Missing Timescale	Incomplete & Outside Timescale
DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.						Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency						
HSCB Business Manager, Andy Churcher	Ensure incidences of challenge are clearly marked within all HSCB minutes/meeting notes.	Jul 14	Monitored when any set of minutes are agreed.	N	N				
Action area 4.2: 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.						Monitored by: Strategic Board Strategic Oversight: John Trevains			
HSCB Business Manager, Andy Churcher	In line with HSCB's Communications Protocol, Strategic Board members will oversee the monthly submission of cases of good practice from all agencies. These will be used as appropriate to support HSCB's communications.	Jun 14	Mid year report to be presented to Strategic Board's October meeting.	N	N				HSCB will be able to evidence its good work and use it to promote the importance of high quality planning, case work and recording, in order to improve outcomes for children across Herefordshire.
HSCB Business Manager, Andy Churcher	HSCB's Business Unit to maintain a register of good practice cases submitted.	Jun 14	Mid year report to be presented to Strategic Board's October meeting.	N	N				
Action area 4.3: Develop the resource available to support HSCB by the Business Unit through a review of its functioning and the needs of both HSAB and HSCB.						Ofsted Area for Improvement (Paragraph 156): Cross Referenced to Ofsted Review Action Plan points 23, 24, 25.			
Herefordshire Council, Head of Safeguarding and Review, Diane Partridge	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.	Aug 14	Update reports to Strategic Board (July and October 2014)	N	N				HSCB will be able to evidence the effectiveness of its Learning and Improvement Framework through changes in practice which have resulted from its learning and improvement activities/
HSCB Independent Chair, Dave McCallum	Agree the response to the report ensuring an implementation plan is in place.	Oct 14	Update reports to Strategic Board (July and October 2014)	N	N				
Herefordshire Council, Head of Safeguarding and Review, John Roughton	Implement the agreed outcome of the review, ensuring that a developed Business Unit is in place.	Feb 15	Update reports to Strategic Board (October and January 2014)	N	N				
Action area 4.4: Undertake a peer learning process with another Board and implement highlighted areas for improvement.						Monitored by: Strategic Board Strategic Oversight: Damian Pettit			

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DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				RAG		Process	An Agreed Process Is In Place	Process Planned But Not Agreed	No Progress In Agreeing Process
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Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			Progress as at XXX 2014.	Propose additional work to ensure all priorities are completed to timescale/development work is effective.	What impact has the progress made so far made on the lives of children and young people?	What impact is expected once Action Area is completed? How and when will impact be measured?
Director of Children's Services, Jo Davidson	Undertaken a LGA Diagnostic/Peer Challenge in Sept/Oct 2014 to assess the readiness of HSCB to take over safeguarding responsibilities from the Improvement Board and to assess initial developments following Ofsted's review of the Board in 2014.	Nov 14	Update reports to Steering Group (Aug 2014)	N	N				Peer review will result in a timely assessment of progress for HSCB and focus continued developments during 2015-2016.
Action area 4.5: Ensure that multi-agency safeguarding training is sufficient, taken up by partners and is robustly evaluated.						Ofsted Area for Improvement (Paragraph 155): Cross Referenced to Ofsted Review Action Plan points 18-22.		Monitored by: Steering Group Strategic Oversight: Jo Davidson	
HSCB, Chair of T&WD Hazel Blankley	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.	Oct 14	Monthly updates to Steering Group (Sept and Oct).	N	N				HSCB will increase its understanding of how effectively it meet the needs of the workforce through an increase in the rate of positive feedback received from courses and impact evaluations.HSCB will evidence that training providers are utilising learning from SCR, SILP and QA processes to inform their programmes.HSCB will evidence that training providers are amending programmes as a result of evaluation intelligence.
HSCB, Chair of T&WD Hazel Blankley	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.	Feb 14	Monthly updates to Steering Group (Dec - Feb).	N	N				
HSCB, Chair of T&WD Hazel Blankley	Undertake a review of multi-agency agency training needs to assess the sufficiency of HSCB's multi-agency training offer.	Apr 15	Through Quarterly Reports from Steering Group to Strategic Board (from July 2014).	N	N				
HSCB Business Manager, Andy Churcher	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.	Oct 14 for Education Mar 15 for wider application	Through Quarterly Reports from Steering Group to Strategic Board (from July 2014).	N	N				
HSCB Business Manager, Andy Churcher	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.	Mar 14	Through Quarterly Reports from Steering Group to Strategic Board (from July 2014).	N	N				