

### OFSTED INSPECTION MAY 2014 - IMPROVEMENT 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	R/A/G	Monitoring and Evaluation
1.	17. (57, 138)	Ensure that caseloads in children in need and looked after children's teams remain manageable	Assistant Director, Safeguarding and Family Support (PM)	Review of Medicare contract.	August 2014	Completed. All cases now transferred back to the fieldwork teams	<b>G</b>	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. Pilot of Caseload Management tool (weighting) undertaken during September and evidence that case loads continue to be at a manageable level - completed.	<b>G</b>	Safeguarding and Family Support Heads of Service
3.			Assistant Director: Safeguarding & Family Support	Forecasting of support services medium term staffing requirements based on assessment of performance data to inform direct work service development.	November 2014	Assessment of performance data in progress	<b>G</b>	Monitored through CHIPP.  Health and Social Care Overview and Scrutiny Committee.

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4.			Assistant Director: Safeguarding & Family Support (PM)	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 management arrangements.	September 2014	The review of budgets has been completed by Heads of Service and Project Leads and are due to be presented to Directorate Leadership Team in October 2014 for discussion and decision - completed.	<b>G</b>	Directorate Leadership Team  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 Children with Disabilities and Practice Development	Two additional social workers to be employed in the service	June 2014	Completed as at June 2014	<b>G</b>	
6.			Head of 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	A further five social workers have been recruited to the CWD team as from December 2014. An experienced permanent team manager has now also been appointed who has substantial child protection experience.	<b>G</b>	Childcare Managers
7.			Head of 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	This review is now a project within CHIPP and a project manager will be appointed.	<b>G</b>	Directorate Leadership Team  Children and Young People Partnership  Health & Wellbeing Board  Cabinet

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8.			Head of 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.	December 2015	The Improvement Outcomes for Young People in Herefordshire external consultant report will inform the CWD project.  Visits to other local authorities to look at best practice will be ongoing and conducted by the Heads of Services and Team Manager for CWD.	<b>G</b>	Safeguarding and Family Support Heads of Service
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.	Framework Transformation Manager (MG) in conjunction with Service Manager – ICT Strategy and Commissioning (DL)	Framework 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	The transformation of framework is progressing on schedule.  Further upgrade to the care management system in December 2014  Work is currently in process with regard to creating an EDT contact episode which will evidence a range of actions taken by EDT including whether the child was detained in custody. This is due to be signed off in January with a go live date of 31 January 2015.	<b>G</b>	QA Framework and performance management reports will focus on impact of changes to practice  Service Manager – ICT Strategy and Commissioning

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						<p>Currently developing the finance model to pay children in residential placements via Frameworki. The finance model went live on 17 December 2014 for the residential placement component.</p> <p>A new reporting tool has been implemented which will enable reports to be produced more quickly and accurately.</p> <p>An authorisation for the placement of a child on an unplanned basis has now been implemented within frameworki.</p> <p>The LAC module reconfiguration continues and this will link to the personal education plans.</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	Not yet started and it is anticipated this will be completed by March 2015.	<b>A</b>	<p>CHIPP</p> <p>Joint Senior Management Team</p> <p>Service Manager – ICT Strategy and Commissioning</p>
11.			Head of Children with Disabilities and Practice	Children's social care QA and performance framework is being integrated within the HSCB's	December 2014	Completed	<b>G</b>	<p>HSCB Steering Group</p> <p>HSCB QA sub group</p>

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			Development (DC)HSCB Business Manager	framework following the journey of the child through the partnership and its systems and services				
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 improve the quality of practice.	Head of Children with Disabilities and Practice Development (DC)	<p>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 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  September 2014	<p>Owing to sickness and the appointment of some new team managers there has been some slippage in audit completion by team managers. Heads of Services will be discussing the situation with the relevant team managers. QA and Compliance managers are providing the support to the Heads of Service and Team Managers</p> <p>Overview Audit Issues Log has been introduced so that themes can be captured from monthly case audit activity. The log is updated on a monthly basis and reviewed.</p>	A	<p>Quarterly reports to Improvement Board</p> <p>HSCB QA Sub Group</p> <p>HSCB Steering Group</p> <p>Safeguarding &amp; Family Support Heads of Service</p> <p>Quarterly Performance Cabinet Reports</p>
13.	20. (58, 128)	Ensure that consistent and high quality formal supervision of social care staff is provided and that all staff have regular supervision that provides reflection and challenge.	Head of Children with Disabilities and Practice Development	All managers to be trained in reflective supervision and in line with the expectations of the supervision policy.	September 2014  January 2015	<p>The requirement for all new managers to have a formal induction which includes supervision is in development</p> <p>Further audit which was due to be completed in December 2014 will now take place in March 2015 due to reprioritization of QA work to focus on re-</p>	A	QA Framework

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14.						referral and CwD.		
			Head of Children with Disabilities and Practice Development (DC)	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	Completed.	<b>G</b>	Childcare Managers Joint Senior Management Team
15.			Head of Children with Disabilities and Practice Development (DC)	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.	December 2014	Further audit which was due to be completed in in December 2014 will now take place in March 2015	<b>A</b>	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.	Head of Children with Disabilities and Practice Development (DC)	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 continues to be shared at operational team meetings. However, there has been some slippage in completing audits by the team managers owing to sickness and management changes which is currently being addressed by the relevant Heads of Services.  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	<b>A</b>	Quarterly reports to Improvement Board HSCB QA Sub Group HSCB Steering Group Safeguarding & Family Support Heads of Service

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17.						from childhood abuse.  The QA Framework will be refreshed in order to incorporate learning as it arises from audits.		
18.			Head of Safeguarding and Review (JR)	QA and Compliance service capacity increased.	September 2014	Completed	<b>G</b>	
18.			Head of 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	Completed	<b>G</b>	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	Completed	<b>G</b>	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 – March 2015	Multi-agency workshops are being held throughout October to March 2015 to launch the new guidance.	<b>G</b>	HSCB Strategic Board Children & Young People's Partnership

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								HSCB MASH Governance Group
21.			Head of Children with Disabilities and Practice Development (DC)	Regular thematic audits will be undertaken to establish the embedding and effectiveness of the guidance.	January 2015	Regular thematic audits planned in line with the QA Framework.	<b>G</b>	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	Completed.  Data collection from parental feedback will continue and the findings from that data will be analysed quarterly and the findings reported to childcare managers and HSCB. Any findings will then feed into any learning.	<b>G</b>	HSCB Steering Group
23.			Head of Safeguarding and Review (JR)	Introduction of time limited agency feedback mechanism. This will provide critical feedback on the quality and effectiveness of CP Conferences to secure a strong evidence base to establish the scale of any issues identified and pinpoint the developmental needs.	October 2014	Completed.  Time limited agency feedback will be conducted for one month on an annual basis.  The analysis of the findings will then be reported into childcare managers and the HSCB.	<b>G</b>	HSCB Steering Group
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	January 2015	Completed.  A sample review of the new outline CP plan will take place in January to ensure that they are being	<b>G</b>	HSCB LGA Diagnostic



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						<p>embedded.</p> <p>Work will continue to ensure that the quality SMART CP continue to improve. This will be monitored through dip sampling with ongoing development sessions with the IROs.</p>		
25.			Framework Transformation Manager (MG)	Improve Framework to better support the formulation of a quality Outline CP Plan at Conference	December 2014	Completed	<b>G</b>	Performance framework
26.			Head of Safeguarding and Review (JR)	Direct observations of conference by service manager and key partner agencies (Named Nurse)	December 2014	<p>Direct observation by service manager and named nurse has commenced and it is planned that 10 conference will be observed and a report provided for HSCB QA Sub Group.</p> <p>The remaining observations will take place during January and a report will be prepared for the HSCB QA Sub group for March 2015.</p>	<b>A</b>	HSCB QA Sub Group
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	The LGA have conducted their review and the Health and Social Care Overview and Scrutiny Committee will be receiving a report on 4	<b>G</b>	<p>HSCB Steering Group</p> <p>QA Framework</p> <p>Health and Social Care Scrutiny Committee</p>

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						February 2015.  Extraordinary Meeting of HSCB took place on 2 <sup>nd</sup> December 2014 to review the findings, which inform the proposal as to the development of the HSCB structure at it's January meeting		
28.	23. (67?, 80)	Ensure that there is effective leadership, practice, quality assurance and capacity within the Independent Reviewing Officer service.	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.	January 2015	.The review and scoping exercise has been completed and a project plan will be drawn up to support implementation as part of the CHIPP programme.	<b>A</b>	Safeguarding and Family Support Heads of Service  HSCB Steering Group  Directorate Leadership Team  CHIPP Programme Board
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.	November 2014	Completed	<b>G</b>	Safeguarding and Family Support Heads of Service
30.			Head of Safeguarding and Review (JR)	Immediate recruitment to current vacancy underway.	August 2014	Completed	<b>G</b>	
31.			Head of Safeguarding and Review (JR)	Secondment of SM into the service with specialist expertise in LAC from August.	August 2014	Completed	<b>G</b>	
32.			Head of Safeguarding and Review	Self-assessment against IRO Handbook and Care Planning Regulations to be undertaken to	April 2015	SEF Completed and development day taking place 29 <sup>th</sup> January 2015	<b>G</b>	Childcare Managers

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			(JR)	establish where the gaps are and to prioritise the actions needed in order to ensure the service improvement.		to develop action plan and feed into CHIPP project plan		CHIPP Project Board
33.			Head of Safeguarding and Review (JR)	Improve business process so that minutes are distributed in accordance with agreed timescales	September 2014	Completed. Full implementation as from September 2014. Tracking mechanism now established to monitor compliance.	<b>G</b>	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.	Head of 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 September 2015	The findings from the audit will form part of the CWD project within CHIPP.	<b>G</b>	Complex Needs Panel Joint Group Commissioning Directorate Leadership Team
35.			Head of Children with Disabilities and Practice Development (DC)	A comprehensive review of the CWD service to be undertaken in the context of the Care Act and the Children's and Families Act; Adults Wellbeing Transformation Wellbeing; health organisations; the innovation programme, personalization and the potential for a different integrated service model.	September 2015	This is now a project with the CHIPP programme and a project manager will be appointed	<b>G</b>	Directorate Leadership Children and Young 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	September 2014	Multi-agency operational group is established to share information, identify themes and trends to respond consistently – completed but further	<b>G</b>	HSCB Business Plan 2014/15 HSCB Strategic Board HSCB Sexual Exploitation and

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				children data and identify specific themes, groups and trends which may identify risk areas within the county and regionally and develop an appropriate response.		work on embedding processes and the data set continues within this group		Trafficking Strategic Group
37.			Framework Transformation Manager (MG)	Develop a reporting mechanism within framework to ensure best identification and best practice in respect of missing children and enable performance reporting including return interview outcomes.	October 2014	Completed	<b>G</b>	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)	<p>Training of frontline staff around private fostering.</p> <p>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.</p>	December 2014	<p>Practice standards drafted by Head of Children with Disabilities and Practice Development (DC) which need to be signed off.</p> <p>Meeting has taken place with Communication Unit to update current posters and publications.</p> <p>Training for frontline staff around private fostering is still outstanding. Practice standards giving greater clarity around the difference between a private fostering arrangement and kinship arrangement have not been drafted.</p> <p>Radio campaign started on the 1<sup>st</sup> Dec 2014.</p>	<b>A</b>	HSCB Steering Group  Scrutiny
39.			Head of LAC (JK)	Refresh of current posters and information leaflets and consider wider strategy as to information	December 2014	completed	<b>G</b>	Childcare Managers

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40.				sharing and awareness sharing.				
41.			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.	April 2015	Private fostering has been transferred to the kinship and SGO hub so that there is greater oversight. Comparative data will be one of their primary tasks.  Alison Forshaw is due to meet with MASH to review the number of referrals being received as to establish capacity within the SGO and Kinship Hub to ensure 6 weekly visits can be completed.	<b>G</b>	Corporate Parenting Panel
42.			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	Practice standards have been drafted. We are working with our partners in Worcester to try and bring consistency around kinship arrangement heard in court. This has also included joint training around kinship placements.	<b>A</b>	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	April 2015	Monitoring of Private fostering has been added to the roles and responsibilities of SGO and Kinship Team Manager, who will report to Childcare Managers six monthly. . .  Alison Forshaw is due to meet with MASH to review the number of referrals being received as to	<b>G</b>	Childcare Managers monthly

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						establish capacity within the SGO and Kinship Hub to ensure 6 weekly visits can be completed.		
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.  Outstanding	A	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 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. Meeting to be held in October 2014 to finalise the protocol.	A	Joint Senior Managers HSCB Steering Group
45.			Head of Children's Commissioning (PG)	Review with YOS and police colleagues as to expectations and practice	November 2014	YOS Commissioning, Performance and Quality Assurance Manager is currently investigating issues around overnight detention of young people work with the West Mercia EDTs.	A	HSCB Steering Group YOS Management Board
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.	A	Joint Senior Managers

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47.			Head of LAC (JK) and Head of Fieldwork (KP)	Reporting arrangements to be discussed and agreed with police	October 2014	Cases where young people are held in custody overnight are now flagged by the EDT duty manager and the duty HOS is contacted were agreement/ challenge is brought around the terms for the young person being held and whether or not they should return to placement.	<b>G</b>	Childcare Managers
48.			Head of Looked Children	Develop clear strategy with police to trouble shoot such issues locally including definition of 'secure'.	October 2014	Remand Protocol has been shared at HOS level and will need to be progressed through governance.  Peter Merry has complied a very good report following the police inspection which will look at recognizing offenders under 18 as children and improving the current custody suit arrangements in Hereford. There is also greater clarity around the term 'secure' and how this is used. Ongoing Meeting held Jan 2015 – work required in partnership with the police	<b>A</b>	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	Work is currently in process with regard to creating an EDT contact episode which will evidence a range of actions taken by EDT including whether the child was detained in custody. Performance	<b>A</b>	HSCB Steering Group YOS Management Board

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						<p>report will be produced following go live of the episode at the end of January 2015.</p> <p>EDT now have appropriate access to Frameworki in Herefordshire which is pending the build for the new episode.</p>		
50.	28. (73)	Fully utilise Family Group Conferences to inform care planning, particularly where care proceedings are being considered.	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	All cases that are presented to Legal Gateway (new name for the meeting) now have an action to convene a FGC.	<b>G</b>	Childcare Managers
51.			Frameworki Transformation Manager (MG)	Performance reporting on FGC activity and outcomes developed.	December 2014	A specific module for FCG is currently under development. FGC service incorporated into review and development of direct work services in CHIPP	<b>A</b>	CHIPP Project Board
52.	29. (51 , 147)	Ensure that diversity issues and the ethnic and cultural identity of children and their families are thoroughly assessed and addressed.	Head of 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	<p>A meeting has taken place with the Head of Additional Needs.</p> <p>An audit has been requested which looks at good and bad practice in connection with diversity</p> <p>Head of CWD and Practice Development will liaise with the children and young people's consultant to ensure that this matter is contained within the new children and young</p>	<b>G</b>	<p>Cabinet</p> <p>Children and Young People's Partnership</p> <p>Health &amp; Wellbeing Board</p>



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						people's plan		
53.			Head of Children with Disabilities and Practice Development (DC)	Engage with Equalities Manager to ensure that children's diversity issues are fully embedded within the council's diversity strategy.	November 2014	Completed as this will be encompassed with the children and young people's plan.	<b>G</b>	Management Board
54.			Head of 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	An audit will take place to identify good and bad practice. This will then inform training needs for safeguarding and family support.	<b>G</b>	QA Framework
55.			Head of Children with Disabilities and Practice Development	Identification of good practice examples where diversity issues have been thoroughly considered.	October 2014	The audit of cases will provide examples of good practice.	<b>G</b>	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) and Head of Fieldwork (KP)	Review of processes for decision making including resource panel, legal planning and CNS.	November 2014	<p>Legal gateway terms have been reviewed and implemented.</p> <p>CNS has been reviewed and signed off Nov 2014.</p> <p>TOR for resource panel/ placement panel has now been updated and circulated to staff and agreement to accommodate a child is now being raised at assistant director level and signed off when appropriate. The placement agreement process has been communicated out to all</p>	<b>G</b>	<p>Childcare Managers</p> <p>Directorate Leadership Team</p>

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						staff		
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 workflow is not yet in FWi.  The permanence process for LAC is being looked within CHIPP.	<b>A</b>	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	A representative from family support has now been identified and will present a report at resource panel in order to monitor young people on the edge of care.	<b>G</b>	Childcare Managers  CHIPP Project Board
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	Permanence policy is in draft but has to be agreed by a multi-agency group before being signed off. This will be looked at as part of CHIPP.	<b>A</b>	Policy approval: Cabinet/Cabinet Member
60.			Framework Transformation Manager	Performance measurement reports to be developed to evidence compliance	December 2014	Due to capacity issues and competing priorities, the LAC module will go live at the end of January 2015	<b>A</b>	Performance to be reported within the broader performance framework
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	<b>G</b>	
62.			Head of Safeguarding	Revised LACR Records drafted and due to be trialed – these give	September	Documents completed	<b>G</b>	QA Framework

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			and Review (JR)	greater focus to permanence planning and better evidence QA by IROs	r 2014	and are being trialed.  Work on the LAC module will be completed by the end of January 2015		
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	Sibling assessments are being completed by the advanced practitioner service. Clear matching document already being used to match children to appropriate placements.	<b>G</b>	QA Framework
64.			Head of Children with Disabilities and Practice Development (DC)	Ensure QA processes incorporate analysis of impact of use of this guidance in improving outcomes	November 2014	Completed. An audit will be undertaken in October/November to establish the impact of use of the guidance. Due to capacity issues, this audit has not yet commenced.	<b>A</b>	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, and themes emerging to improve services. Outcome measures have now been developed which will evidence difference the service has made – reporting on these is still in its infancy and the fact it is only on a quarterly basis	<b>A</b>	Joint Senior Management Team  Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
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 is within the existing contract; this has been addressed with the provider and awareness now needs to happen with internal staff to make referrals	<b>A</b>	Joint Senior Management Team Corporate Parenting Panel
67.			Head of Children's Commissioning	Analysis of resource required to achieve expectations of voice of child strategy	November 2014	Tender for this service closed early January 2015 with aim to award contract in March 2015.	<b>G</b>	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	<p>Analysis session with Education Liaison for LAC service planned for 12<sup>th</sup> September</p> <p>Session held and analysis sheet being completed by team members</p> <p>Analysis and development session planned for 27 November with Senior LAC Education Officer</p> <p>Interventions being developed to support development of emotional health of primary aged looked after children. Trial delivery during Spring Term 2015.</p>	<b>G</b>	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	December 2014	<p>Will come out of session on 27 November.</p> <p>Data gathering sheet</p>	<b>G</b>	Joint Senior Management Team Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
				the barriers to learning of the individual child coming in to the care system is gathered and used to develop appropriate packages of support.		devised, being trialled with new cases.		
70.			Virtual Head Teacher (SL)	Identification of critical friend to act as challenge to ensure robust strategy.	September 2014	<p>The School Improvement Advisor will act as a critical friend.</p> <p>Regular series of meetings established and started.</p> <p>Role of critical friend to be developed formally provide agenda for meetings.</p> <p>Role being developed in meeting with Critical Friend.</p>	<b>G</b>	<p>Joint Senior Management Team</p> <p>Corporate Parenting Panel</p>
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 Second draft completed and with Head of Service	<b>A</b>	<p>Joint Senior Management Team</p> <p>Corporate Parenting Panel</p>
72.			Virtual Head Teacher (SL)	Develop ICT monitoring to allow closer tracking of progress and attendance.	September 2014	<p>Looked After Call engaged to provide data for those placed out of county. Set up meeting arranged for week commencing 14<sup>th</sup> September</p> <p>Looked After Call now collecting Out County Data held with eGov Digital to look electronic</p>	<b>G</b>	<p>Joint Senior Management Team</p> <p>Corporate Parenting Panel</p>

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
						PEPs as a way of gathering data..  Looked After Call now collecting in county data. This now includes collection of attainment information.  ePEP recommendation in review paper.		
73.			Virtual Head Teacher (SL)	Develop intervention strategies at county, school, group and individual level	November 2014	To follow from session on 12 <sup>th</sup> September.  Team promoting strategies and making use of Education Endowment Fund website information.  Emotional health intervention in development.	<b>G</b>	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	No applicants and a further advert placed.  Two assessments completed by current team members.  Post remains vacant.	<b>A</b>	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 <sup>th</sup> September.  Session held, follow up to be held with Designated Teachers during November network	<b>G</b>	Joint Senior Management Team  Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
						meeting (planned for 12 November)  Designated teachers conference planned for 27 March, will look at closing the gap.		
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	Developing using Education Endowment Fund website.  Discussed at designated teacher meeting in December, will be part of the conference in March.	<b>G</b>	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	Year end data required	<b>A</b>	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.  Trainee EP is developing evaluation methodology.  Evaluation underway.	<b>G</b>	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 children and all children in Herefordshire.	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 <sup>th</sup> September.  As above	<b>G</b>	Joint Senior Management Team  Corporate Parenting Panel
80.			Virtual	Annual report to Corporate	November	Report prepared.	<b>G</b>	November Corporate Parenting

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
			Headteacher	Parenting Panel on LAC attainment	2014			Panel
81.			Virtual Head Teacher	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	Report prepared and updated on a monthly basis.	<b>G</b>	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	This task has been started but is still ongoing.  Outstanding task linked to work being completed within CYPP.	<b>A</b>	YOS Board Corporate Parenting Panel
83.	Framework 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 Framework 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 Frameworki which commenced in August. This will now be live as from January 2015.	<b>A</b>	Performance framework arrangements	
84.	Head of LAC (JK)		Scoping of Prevent and deter work with LAC young people 11+	October 2014	This is being looked at as part of integrated youth approach. Joint meetings have taken place between YOS, 16+ and youth contracts.	<b>A</b>	YOS Board Corporate Parenting Panel	



No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
85.			Head of LAC (JK)	Development of Northumberland Risk Model.	October 2014	Policy and terms of reference now agreed. Need to agree panel composition and frequency of meetings. Consideration being given to the strategic CSE group hearing these cases given the need for senior officer oversight and agreement to actions.  Draft plan has been compiled by Angela Robinson and shared with HSCB.	A	YOS Board  Corporate Parenting Panel
86.			Head of LAC (JK)	Development of Integrated youth approach with YOS/ 16+/ Youth Contract/Police/ Health.	October 2014	Outstanding task. Angela Robinson has drafted a proposal but this is subject to further discussion with partners and is linked to work being undertaken within CHIPP	A	CHIPP Project Board  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	Emotional health and wellbeing strategy agreed at Children and Young People's Partnership Oct 2014, implementation to be overseen through steering group.  Highlighted at health and wellbeing board Nov 2014.  Review meeting taking place w/c 19 Jan 2015	A	Cabinet  Children and Young People's Partnership provide monitoring  Health & Wellbeing Board

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
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	<b>G</b>	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	Meeting has taken place with CAMHS local office (Mark Hemming) and agreed that we need a relaunch of the service in the form of a partners event and clarity around criteria for referring cases. Performance data requested from CAMHS.	<b>G</b>	Children and Young People's Partnership provide monitoring  Health & Wellbeing Board  Joint Commissioning 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	Key objectives and KPI's set from January 2015 in line with children's pledge, health and education aspirations. Agreement to these KPI's is subject to agreement at corporate parenting panel this month (January 2015)	<b>G</b>	Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
91.			Head of LAC (JK)	As from September 2014, young people will have membership of corporate parenting panels	September 2014	Completed	<b>G</b>	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	Completed	<b>G</b>	
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	Completed.	<b>G</b>	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	HACK testing day taking place on 28 January 2015.	<b>A</b>	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	Completed.	<b>G</b>	Corporate Parenting Panel Joint Senior Management Team
96.			Strategic Business Intelligence Manager	Programme of Members' Seminars in place up until February 2015. New rolling programme to be developed after 2015 local elections.	February 2015	Ongoing. Have also agreed to send bi monthly updates on how are LAC cohort are getting on and any patterns or trends which members could support to address.	<b>G</b>	Corporate Parenting Panel Joint Senior Management Team
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	Follow up questionnaire to be sent prior to March 2015 following Corporate parenting seminar.  Outstanding	<b>G</b>	Corporate Parenting Panel Joint Senior Management Team

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
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 had been drafted and is to be agreed.	<b>G</b>	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	Being addressed within context of wider apprenticeship and barriers to work project within CHIPP	<b>G</b>	Cabinet Corporate Parenting Panel CHIPP Project Board
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	Marketing and recruitment post in adoption now appointed.  Fostering marketing and recruitment post advertised.	<b>G</b>	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	Completed.	<b>G</b>	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.  Training delivered Nov 2014	<b>G</b>	QA Framework
103.			Head of Children with Disabilities and Practice Development	Audit activity with respect to the impact and quality of pathway plans will be undertaken as part of the QA framework and any learning	March 2015	Completed	<b>G</b>	QA Framework

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
			(DC)	will be incorporated.				
104.			Mentoring and Participation Officer (DB)	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	On track	<b>G</b>	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.	<b>G</b>	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	Corporate parenting strategy to be updated for 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. Rights of the child will also feature on the young people website.	<b>G</b>	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	Head of Children with Disabilities and Practice Development (DC)	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	Completed. Following a recent analysis of complaints, further guidance needs to be produced in relation to documentation that independent investigating	<b>G</b>	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

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	R/A/G	Monitoring and Evaluation
		development.				officers have access to ensure that Data Protection legislation is not breached and what they have received.		Governance Committee, HSCB Steering Group
108.			Head of 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	Completed	<b>G</b>	Childcare Managers

**HSCB OFSTED INSPECTION MAY 2014 – IMPROVEMENT 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

	Ofsted Para No	Business Plan Reference	Ofsted Area for Improvement	Lead	Action	By When	Progress	RAG Rating	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 signed agreed at the October Strategic Board and Improvement Board.  Completed	G	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.	January 2015	Review of existing procedures has been undertaken and a programme for revision developed. Meeting with West Mercia peers was postponed and due to be re-arranged for the new year.	A	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.	January 2015	Meeting with West Mercia peers was postponed and due to be re-arranged for the new year.	A	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	Operational processes effective in MASH from 5 November 2014 and performance reporting into the CSAR operational and intelligence group has now commenced.	G	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	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.	January 2015	The contents of a draft scorecard has been agreed and reporting against it is still in development. This will need to be reviewed against any recommendations from the LGA peer diagnostic on the	A	HSCB Steering Group

