

Guidance to completing the intelligence gathering matrix – HEREFORDSHIRE COUNCIL DECEMBER 2004

Question	Definition of 'mature'
<p>1. How does the local area manage the change process?</p>	<p>There is dedicated, full-time resource allocated to the change process and clear mechanisms for reporting to senior staff.</p> <p><i>The newly appointed Director of Children's Services (12th November 2004) is in the process of proposing an approach to the Chief Executive which is likely to include a change team to explore options and develop an action plan for change in the next 4 months (?); this will build on the work by a group that made recommendations to the chief executive prior to the appointment;</i></p> <p><i>the change team would report to the leadership team of the current education and children's services in the council;</i></p> <p><i>a stakeholder day in Spring 2005 will begin to develop the county's strategy for children based on the ECM framework;</i></p> <p><i>a high level Children and Young Person's strategy Board will be developed in early 2005 chaired by the Director of Children's Services. The CYP Strategic Board could act as a "trust board" ensuring that in the development of any strategic plan for children and families in Herefordshire it encapsulates a shared vision based on</i></p> <ul style="list-style-type: none"> <i>• mapping/analysis of needs and resources</i> <i>• ensuring resources are appropriately targeted.</i> <i>• any organisational changes e.g. integration following a child centred outcome based approach</i> <i>• involving children and their families in the planning/evaluation of services</i> <i>• monitoring outcomes around the 25 aims of Every Child Matters.</i> <p><i>DEVELOPING</i></p>
<p>2. What measures has the authority put in place to maintain and improve its existing</p>	<p>A joint analysis of risk has been completed and there are clear mitigation strategies in place to ensure that existing statutory service provision is maintained and improved.</p>

<p>statutory service provision (e.g. safeguarding children, looked after children services, school attendance, special educational needs, adoption services) while it manages the change process?</p>	<p><i>The new leadership team under the DCS will build on the current arrangements that are in place by developing a risk plan as part of any proposals.</i></p> <p><i>MATURE</i></p>
<p>3. What support does the local area require in managing their change programme?</p>	<p><i>To include any technical advice on mapping; leadership workshops locally; national protocols for sharing information across all professionals; best practice signposting.</i></p>
<p>4. How far has the local area progressed with a needs analysis?</p>	<p>Needs analysis is complete and clearly linked to outcomes for children, young people and families. Establishes a clear baseline and an analysis of local need against the outcomes. Evidence that all partners were meaningfully involved - including the voluntary and community sectors, children, young people and families. There is a good understanding of how the market of providers (statutory and non-statutory) can meet the needs of children, young people and families in the area.</p> <p><i>In December/January 2005 the IMPACT team (Health/social care planning) is working with Connexions in mapping need and to translate in to terms of ECM and the 25 aims. Considerable work has been undertaken by Children's Fund; Early years; Surestart; CAMHS and there is work to be done to ensure that these are linked and developed into an overall base document which can be used to produce a county wide commissioning strategy</i></p> <p><i>DEVELOPING</i></p>
<p>5. Has the local area undertaken a childcare needs analysis to establish demand for places?</p>	<p>Childcare supply is mapped, demand and need are assessed, weaknesses and market failures are identified. Well-targeted plans are in place for ensuring sustainable, flexible provision in response to local need/demand and are agreed with partners and providers. Needs analysis gives specific attention to the needs of lower income parents who are working or aspiring to work.</p>

	<p><i>The Herefordshire Early years Development and Childcare partnership has mapped the needs and the supply across the county. The published EYDCP Audit report 2003 reflects this and identifies further actions. The 2004 report is being compiled. SureStart has a clear delivery plan. (2004-2006) .</i></p> <p>DEVELOPING</p>
<p>6. What progress has the local area made on agreeing a shared vision?</p>	<p>Vision has been agreed with all partners and children, young people and families have been consulted. The vision is documented and includes clear local priorities / targets.</p> <p><i>Herefordshire has well described approaches in all the major areas of intervention. The development of the CYP Strategic Board will contribute to a more coherent approach and develop the overall vision within the aims of ECM. A multi agency project group has been set up (meets in December 2004) to agree approach to the NSF.</i></p> <p>EARLY STAGES</p>
<p>7. What has the local area done to establish an understanding of the current workforce?</p>	<p>Joint analysis of the workforce has been completed. This includes skills audit and the identification of training needs. Clear joint plan agreed for tackling gaps, using the Common Core of Skills and Knowledge. This should include all partners.</p> <p><i>Social Services (Children) have a training/development officer will be contributing to the workforce development strategy. Has begun identifying shared needs with partners in child protection. Workforce needs have not been collated across the agencies.</i></p> <p>EARLY STAGES</p>
<p>8. What plans are there for workforce development?</p>	<p>Joint consideration has been given to issues of recruitment and retention and action is being taken. Local area is aware of the common core and is planning for its implementation. Plans include joint training for a wide range of staff. Work includes all partners.</p> <p><i>The project group formed re the NSF will ensure there is an awareness raising programme</i></p>

	<p><i>across the multi agency staff group which will incorporate the ECM direction. This will be commenced when the DCS with partners has finalised the next steps in Herefordshire with an appropriate time frame. This will be clear by the end of January 2005.</i></p> <p><i>Specific joint workforce plans are envisaged in the integration of the children with disabilities and illness service being developed. A joint service manager across social services and health is to be advertised in January 2005.</i></p> <p><i>Joint training is undertaken in child protection and in the development of the Herefordshire Child Concern Model. CAMHS has a developed multi agency training programme.</i></p> <p>DEVELOPING</p>
<p>9. What progress is being made to integrate services at the front-line?</p>	<p>Evidence that innovative and successful services are being delivered through a range of integrated teams at the front-line, according to need. These are coordinated into a broader strategy.</p> <p><i>Specific examples are the CAMHS service, as well as the Youth Offender Service and the early years Child Development Centre. Discussions have commenced between PCT and the Council of the development of a building which will allow co-location of staff.</i></p> <p><i>As part of the work of the DCS's change team areas of integration are to be identified. The children with disabilities and illness are to be integrated between health and social care. A joint service manager aimed at being in post by April/May 2005. Areas already identified for initial development includes defining lead professional(key worker roles); single assessment(common assessment framework); single access point; information sharing</i></p> <p>DEVELOPING</p>
<p>10. What consideration has been given to the concept of a lead professional?</p>	<p>Evidence that a framework for lead professional is being developed at a local level and being trialled across agencies with accountability and frameworks for support in place.</p> <p><i>There are examples of lead professional in child protection (clear procedurally) and the development of a lead professional through the Child Concern Model which identifies</i></p>

	<p><i>vulnerable children at an earlier stage. Formalised protocols require multi agency development and approval as a next stage. – within 12-18 months</i></p> <p>DEVELOPING</p>
<p>11. What progress is being made in developing children’s centres?</p>	<p>Clear strategy for children’s centre development agreed across all partners and seen as an integral part of the overall vision for children’s services. All implementation plans approved by the department and some children’s centres already designated.</p> <p><i>There is a clear plan to develop 3 Children’s Centres in the County. We are on target for 2006. Details are in the SureStart Plan 2004-2006. All key partners have been involved in the development.</i></p> <p>DEVELOPING/MATURE</p>
<p>12. What progress is being made in developing extended schools?</p>	<p>Clear strategy for extended school development agreed across all partners. ‘Core’ of extended services is available in all schools, either on site or across a cluster of schools/other providers. Some schools offering a wider range of extended services.</p> <p><i>There is an extended school co-ordinator in the Council and at this stage just under 25% of the schools in Herefordshire have developments which could be described as part of the “extended” approach.</i></p> <p>DEVELOPING</p>
<p>13. Are there other examples of integrated, co-located services in the local area that are working well?</p>	<p>Other examples clearly linked into a wider joint strategy.</p> <p><i>Specific areas of work have developed co-location(children with disabilities, YOS, CAMHS, Child Development Centre). Co location is being considered in child protection at the police family protection unit. Overall joint strategy is to be developed</i></p> <p>DEVELOPING</p>

<p>14. What progress is being made in developing services providing information, advice and support for parents, carers and families?</p>	<p>Integrated services offer information, advice and support to parents, carers and families. <i>A Children and Families Resource Directory has been launched onto the Herefordshire website which is accessible to parents and families and professionals. (November 2004). This was developed as part of the Herefordshire Child Concern Model initiative in May 2004. There is a Child Information Service for early years. Partners were involved in the development of the information available.</i></p> <p>MATURE</p>
<p>15. What consideration has been given to the implementation of the Common Assessment Framework?</p>	<p>Local area is aware of the CAF and a clear plan has been agreed with all partners about implementation. In some cases, common assessment processes are already in use.</p> <p><i>A major initiative ,which took 18 months of multi-agency development has been the Herefordshire Child Concern Model (CCM). This was launched in May 2004 and has positive connections with the common assessment framework. Herefordshire made a multi agency response to the recent consultation on the CAF (November 15th 2004). Herefordshire is confident that the CCM will complement the CAF and aid implementation. The cultural change required in such an initiative can not be underestimated and the work so far in the county will help the process of the CAF's implementation.</i></p> <p>DEVELOPING</p>
<p>16. What progress is the local area making on information sharing?</p>	<p>Service directory fully populated and used by practitioners and children, young people & families. There is guidance available for children, young people and families about information sharing (particularly on consent). Protocols for information sharing agreed with all partners and joint training and guidance provided for front-line staff. In some cases, information sharing is already be supported by a technical system and anonymised data is used to inform service planning.</p> <p><i>Work in all these areas are being developed through the process of the CCM. Consent and information sharing continues to be a challenge. There is active discussion between the PCT and the Council re information sharing protocols initially in child protection. The development</i></p>

	<p><i>of a new NHS electronic system will be a challenge for other agencies in gaining access to information and developing a tracking system for our most vulnerable children. Work is to be undertaken on the developing of social services client index system (CLIX). Any changes needs to take account of the NHS national spine.</i></p> <p>DEVELOPING</p>
<p>17. What progress is being made towards joint planning?</p>	<p>Joint strategic plan agreed with (at least) Health, Education, Children’s Social Services and Youth Justice and strategy in place for integrating with plans of other partners. This summarises local needs for children, probably drawing on audit activity by a number of partners, and sets out a clear vision, strategic analysis and activities against outcomes.</p> <p><i>Herefordshire has all the main plans in place. There is a current exercise being undertaken through joint social services/health planning group (IMPACT) to bring all the plans together and identify the cross overs in the terminology of ECM in order that a more coherent strategy can be developed. The setting up of the strategic board will contribute to this as a joint overarching plan would be a clear outcome with a vision for Herefordshire and consequent targets and aims reflecting the 25 aims of ECM. This work aims to be completed in the first 6 months of 2005 and then a subsequent timetable to be established for the medium term reflecting the ECM dates to 2008.</i></p> <p>MATURE</p>
<p>18. How is the local area planning to move towards more preventative service provision?</p>	<p>The local area has a clear strategy for enhancing preventative service provision which includes learning from existing initiatives e.g. Children’s Fund, Sure Start local programmes and children’s centres</p> <p><i>There is a local preventative service plan and this reflects a number of initiatives e.g. the children’s fund; teenage pregnancy; CAMHS tier 1 and Sure Start. These require to be incorporated into an overall plan approved by the CYP Strategic Board and in the approach of Every Child Matters.</i></p>

	DEVELOPING
19. What progress is being made on joint commissioning?	<p>A number of services are specified and secured jointly. Commissioning is focused on meeting the needs of users and follows best value criteria. The local area has an understanding of the current market and is working to fill gaps. Monitoring arrangements are in place and lines of accountability have been agreed. Children, young people and families are involved in the process.</p> <p><i>Health, Education and Social services have begun the process of joint provision through a “virtual pooled budget”. This is the first year and the aim is to develop a joint commissioning approach. Herefordshire is also part of a multi agency West Mercia group (Herefordshire, Worcestershire, Shropshire) who are looking to jointly commission residential provision for a specific group of particularly complex needs which have been identified by all three authority areas as a concern. The “consortium” have gained agreement from the “choice protects” task force to get support in developing this initiative. This commences December 2004.</i></p>
20. Has progress been made on pooled budgets?	<p>DEVELOPING</p> <p>Evidence that budgets are being pooled for specific services. Clear objectives set for pooling budgets which are supported by a formal agreement (Section 31 or otherwise)</p> <p><i>There are currently no formal section 31 pooled budgets in children’s services. There is a virtual budget as described in the section above. The first year’s experience of working this formal arrangement is being reviewed and the review will identify the necessity or otherwise for a formal Section 31 registration.</i></p>
21. Is the local area pooling other resources to support cooperation between partners? E.g. staff, goods,	<p>DEVELOPING</p> <p>Evidence of significant pooled resources in a number of areas.</p> <p><i>There are a number of examples where resources are shared – education liaison service; the</i></p>

<p>accommodation</p>	<p><i>Youth offender service; the kite centre (health – children with disabilities); child development centre; police family protection unit; connexions service; Hunderton room (space in a primary school)</i></p> <p>DEVELOPING</p>
<p>22. Has the local area considered how the work on children's trust arrangements will contribute to the Gershon efficiency gain targets?</p>	<p>The LA has clear plans about how 2.5% efficiency gains will be made in FY05/06, and how these will be measured.</p> <p><i>This area requires specific discussion.</i></p> <p>EARLY STAGES</p>
<p>23. What is the local authority's strategy for working with its partners to fulfil its duty under [section 50] of the Children Act 2004 to promote the educational achievement of looked after children?</p>	<p>Evidence that the authority has arrangements in place to fulfil its new duty to promote the educational achievement of looked after children, with particular reference to (a) tackling the five key issues set out in the 2003 Social Exclusion Unit report; (b) ensuring that its education and social services departments work coherently together in fulfilling this duty; and (c) working positively with a range of local partners, including the schools in its area, to support it in fulfilling this duty</p> <p><i>There is the Education Liaison Service (ELSS) which has contact with every child in the looked after system and is monitoring progress; supporting schools and social service staff. The corporate parent group has reports on the educational progress. The lead member for children (commencing January 2005) is currently the cabinet member for education and the chair of the corporate parent group. Educational needs of this group are monitored and scrutinised by this senior councillor/officer group.</i></p> <p>DEVELOPING</p>
<p>24. Is there a mechanism for incorporating the views of all key partners?</p>	<p>There is a mechanism to bring together all the relevant partners (i.e. those under duty to co-operate) at a strategic level to discuss the Children's Agenda. Relationships are strong and the links to existing partnerships have been clarified and agreed.</p>

	<p><i>There is very positive relationships between the principal partners; the development of a compact with the Alliance (voluntary organisations) and the setting up of the CYP Strategic Board as described will bring together the effective local partnerships into a coherent process and ensure common language (ECM) in the development of an overall vision and unified plan for children and families in Herefordshire. The CYP Strategic Board would be chaired by the DCS and provide the wider connection with the Herefordshire Partnership Board and Herefordshire Plan.</i></p> <p>MATURE</p>
<p>25. Are front-line staff fully engaged in the partnership?</p>	<p>There is evidence of consultation with front-line staff in all agencies. This should include those not under the duty to cooperate e.g. Schools and GPs.</p> <p><i>The Child Concern Model process gives the opportunity for this broader engagement . This will require a longer term process which is sensitive to the demands and pressures on schools and health providers particularly GPs. Making the vision of the education’s 5 year strategy and the NSF integrated in any overall plan is important if schools and GPs are to be engaged. Relevance of the 5 outcomes to everyone’s agenda has to be stressed. Involving GPs and schools in stakeholder events is essential. Engagement of school governing bodies is an important approach.</i></p> <p>DEVELOPING</p>
<p>26. To what extent are voluntary and community sector organisations involved in the partnership?</p>	<p>The voluntary and community sectors are engaged at all levels, and in a manner that ensures the full diversity of the sectors is effectively represented'</p> <p><i>There is full involvement of this sector on all major partnerships. The part played by voluntary sector representatives in the development of the Child Concern Model by the ACPC was crucial. There is a local COMPACT with the voluntary sector.</i></p>

<p>27. To what extent are children and young people involved in the partnership?</p>	<p>MATURE</p> <p>Children and young people are involved at all levels and there is a clear policy / strategy to ensure effective and meaningful engagement. There is evidence of positive feedback from children and young people.</p> <p><i>Children and Young people involved in surestart; children's fund; looked after children and work with advocacy. There is a need to develop further across all the service planning areas</i></p> <p>DEVELOPING</p>
<p>28. To what extent are parents and families involved in the partnership?</p>	<p>Parents and families are involved at all levels and there is a clear policy / strategy to ensure effective and meaningful engagement.</p> <p><i>This has been seen in sure start; children's fund and Herefordshire's family centre. A major provider NCH involves families in looking at outcome/efficacy of services.</i></p> <p>EARLY STAGES</p>
<p>29. Are there mechanisms in place to engage with the private sector?</p>	<p>There is an agreed strategy to support links with the private sector and evidence of good relationships e.g. with independent providers of childcare or independent schools.</p> <p><i>The early years partnership has positive private and independent sector involvement. Such groups would be part of any stakeholder events. Consideration to be made on how the sector's input is to be made at CYP Strategic Board level.</i></p> <p>EARLY STAGES</p>
<p>30. Has the local authority appointed a Director of Children's Services?</p>	<p>There is a DCS in post who fulfils all the requirements of the statutory guidance.</p> <p><i>The interim DCS has been appointed and will be in post from January 2005. The DCS is the current Director of Social Care and Strategic Housing (Ms Sue Fiennes). Her background is social care.</i></p>

	Children Act compliant
31. Has the local authority appointed a Lead Member?	<p>There is a Lead Member in post who fulfils all the requirements of the statutory guidance.</p> <p><i>The lead member was approved by Council in November 2004. Cllr Don Rule is the current cabinet member for Education and the chair of the Corporate Parent Working group. He takes up his responsibilities from January 2005.</i></p> <p>Children Act Compliant</p>
32. Has the local area considered how to develop LSCBs by April 2006?	<p>A clear strategy has been agreed for taking forward the development of LSCBs. There is a clear idea about the remit of the LSCB and how it links to other partnership arrangements.</p> <p><i>The Herefordshire ACPC following some initial work with a consultant in May 2004 (Tony Morrison) are setting up a working group as an extension of its standing committee. The ACPC in consultation with the DCS will be clear by the Autumn 2005 of what needs to be put into place for full implementation by April 2006. The development of the Child Concern Model by the ACPC is an example of mature multi agency working in this area. A positive transition is expected to the new body.</i></p> <p>MATURE</p>