

**Herefordshire
Change for Children Programme**

**Action for a Better Herefordshire for all
Children and Young People**

JAR PERFORMANCE IMPROVEMENT ACTION PLAN

VERSION 2 16.06.06

We are delighted to endorse this Plan. It demonstrates the Council's commitment to raise the standard for children's services. It is an integral part of all we are doing with our partners to improve outcomes for Children and Young People in Herefordshire.

Roger Phillips, Leader of the Council
Neil Pringle, Chief Executive

The Commitment of the Local Authority & Its Partners:

We are committed as partners to the delivery of this Improvement Plan as an integral part of all we are doing to improve outcomes for children, young people and their families in Herefordshire.

Leader of the Council

Roger Phillips

Chief Executive

Neil Pringle

Deputy Chief Executive of the PCT

Simon Hairsnape

Director of Children's Services

Sue Fiennes

Director - Adult & Community Services

Geoff Hughes

**Divisional Commander, West Mercia
Police**

Mark Turner

Chief Executive Connexions

Roger Little

Chief Executive – L & Skills Council

Sharon Gray

Chief Executive – The Alliance

Helen Horton

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INTRODUCTION

PURPOSE of the Plan

In general:

- To enable the Council and its partners to deliver the best possible children's services and,
- To achieve better outcomes for children and young people in Herefordshire

In particular:

- To set out what the Council and its partners is doing and will do to respond to the Recommendations of the JAR Report of December 2005
- To provide a focus for partnership working to deliver the improvements required in service delivery
- To give clarity about accountability and responsibility for the actions required to address the recommendations

Development of the Plan

This Action Plan has been drawn up under the direction of the Director of Children's Services. It is subject to the approval of the Chief Executive, Lead Cabinet Member for Children's Services and the Leader of the Council. The plan will be fully endorsed by Cabinet Key partner organisations, including the PCT, Police and the Voluntary Sector, have been directly involved in producing the Plan. The Children and Young People's Partnership Board - the membership of which is constituted in accordance with the requirements of The Children Act 2004 - will endorse this updated version of the Action Plan.

DfES required further revisions of the draft plan produced at the beginning of February 2006 and this version is the responsive to the comments made. This version will go forward to dfES for approval in May 2006.

The Format of the plan

This document sets out the:-

- Ownership of the plan by the CYPP and how that will work
- Integration of this plan with the wider Children' and Young People's Plan and Local Area Agreement
- The response to ALL the JAR recommendations and how these will be brought together in a coherent programme of action in terms of timescale and service area
- Link between the outcomes of the plan and the 5 Every Child Matters Outcomes

The plan is presented in a way which:-

- Identifies the person responsible for each action by name
- Denotes expected outcomes and measures for those outcomes
- Describes the timescale for achieving each recommended improvement, and the milestones which will measure progress.
- The plan is set out in 3 parts
 - Part 1 - A summary chart to provide a quick overview and timeline
 - Part 2 – An accessible plan for general use and co-ordination describing outcomes, organisation, and milestones
 - Part 3 – Detailed action plans, which are located in service areas and held by the identified responsible officer (the service plans and team plans)

This document contains Parts 1 & 2.

Managing Delivery of the Plan

Clear arrangements are in place to ensure that there is clear responsibility and accountability for the delivery of the Plan.

There has also been an analysis of additional capacity requirements to manage and deliver the Plan.

In appendices at the end of the Plan there is further information on:

Strategic management

1. An illustration of the fit between this document and other plans
2. Linkage of the JAR recommendations to Children's trust arrangements / Change for Children and the proposed Outcome based arrangements
3. Performance Management Arrangements for Children's Services including Delivery of the JAR Action Plan &, in particular: Review arrangements related to the local application of the national improvement cycle

Operational management

4. A note of additional capacity already identified to deliver
5. Key achievements to date
6. Summary of remaining capacity pressures (human resources, financial resources, IT, structure) identified
7. A note of communication and staff development plans to ensure robust and sustainable improvement
8. Risk log for the Plan's delivery

Progress Requirements – Responsible Issue leads

JAR Action Group

Sue Fiennes – Chair, Director of Children & Young People’s Services
Henry Lewis – HOS – Lead for Stay Safe Recommendations
Anne Heath HOS – Lead with SD for Be Healthy Recommendations
Sue Doheny – PCT – Lead with AH for Be Healthy recommendations
George Salmon – HOS Lead for Achieving Economic Well-Being and
Service Management recommendations
Steve Martin – Corporate Policy and Research Manager
Alan Blundell – Plan Monitoring
Amy Weir - Consultant

Others attend to cover specific recommendations.

Herefordshire Council

SF= Sue Fiennes DCS
AH= Anne Heath HOS
HL = Henry Lewis HOS
GS = George Salmon HOS
SMA-Steve Martin – Corporate Policy and Research Manager
LM= Linda Maden Service Manager
JD=Jon Dudley Service Manager
SMe= Steve Merrell Service Manager
RT=Ruby Thomas, Team Manager – Planning, audit and review
JR-John Ralph, Youth Services Manager
LS=Lorna Selfe, Change for Children Manager
JH=Julie Holmes, Corporate ICT
BW= Brian Twitty, Early Years
SC=Steph Canham, Adults’ Services

DJ= David Johnson Corporate HR
ST=Sheila Thompson HR





Hereford PCT

SD=Sue Doheny, Children’s Services Manager, PCT
LR=Lyn Renton Designated Nurse PCT
MP=Marcia Perry, PCT/HCC – Service Manager for Disability

Other Partners

HH=Helen Horton =The Alliance (Voluntary and Community Sector)
RL=Roger Little, Chief Executive, Connexions

TIMELINE FOR PROGRESS ON JAR RECOMMEDNATIONS

REC.	Jan06	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	Sept 06	Oct 06	Nov 06	Dec 06
1	On track	On track	Completed									
2		On track	On track	On track	Completed							
3												
4					Completed							
5				On track	On track							
6					On track							
7		On track	On track	Completed								
8												
9					On track							
10					On track							
11												
12				On track								
13												
14		On track	On track	On track								
15					On track							
16				On track	On track							
17			On track									
LEGEND												
	Recommendation progress on track / completed											
	On track											
	Not on track											
	No progress											

THE JOINT AREA REVIEW RECOMMENDATIONS

Stay Safe

1. Ensure that appropriate criteria are set for the involvement of the local authority's professionally qualified social care staff in child protection cases
2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice
3. Ensure that there is an effective workforce strategy to address the recruitment and retention problems within the local authorities care service
4. Ensure that a written record is made of all contacts with the social care duty team
5. Ensure there is a single referral, assessment and service planning framework for children in need which is consistently and effectively applied in practice
6. Ensure that the training guidance and support needs of all staff contributing to the implementation of the Child Concern Model are addressed, both in terms of the time required to undertake the tasks involved and the necessary skills.

Be healthy

7. Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children
8. Improve access to occupation therapy services
9. Ensure appropriate social care support for the families of children with learning difficulties and disabilities
10. Ensure better co-ordinated planning for all children with learning difficulties and disabilities
11. Improve communication with parents and young people with learning difficulties and disabilities in terms of both the assessment of need and planning of provision
14. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)

Achieving Economic well-being

16. Improve housing provision for both single young people and families

Service Management

12. Improve action planning to deliver strategic aims and objectives and, in particular, ensure that associated resourcing needs are met
13. Improve information systems within the LA's social care services to enable better management oversight and evaluation of service effectiveness
15. Improve co-ordination of consultation with children and young people to support their participation in strategic planning and review
17. Strengthen performance management processes involving elected members and senior officers at all levels including the Partnership Board and the LA's Children's Scrutiny Committee

JAR recommendation	JAR timescale	Outcomes/ Key requirement	Action Milestones	Success Criteria	Lead	Due date	On track?
ECM OUTCOME STAY SAFE							
1. Ensure that appropriate criteria are set for the involvement of the LA's professionally qualified social care staff in child protection cases	Immediate (Jan – June 06)	Effective targeting of social work assessment and intervention on the most vulnerable children	1) Review & revise threshold criteria for duty social work involvement	New criteria drawn up.	SMe LM	03/06	
			2) Seek advice and challenge from high performing LAs	Advice received, noted and acted upon.	HL SMe LM	03/06	
			3) Introduce new protocols and thresholds	Revised criteria; shared and agreed across agencies. Survey all agencies in June	SMe HL	03/06	
			4) Identify additional duty team staff	Additional posts filled. All cases allocated.	LM	04/06	
			5) Review process management and case handling in duty and consider options for change.	Improvement on PIs for timely assessment: PI DIS 1704: CF/C64	LM & RT	06/06	
			6) Publish new criteria protocols and procedures	All staff using new procedures and revised thresholds.	SMe	04/06	

ECM OUTCOME STAY SAFE

2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice	Immediate Jan – June 06	Clear supervisory, decision making and case flow arrangements are embedded within the duty team and understood by partners	1) Review and update management and supervision system for duty social workers	PI Numbers of referrals of CIN leading to Initial Assessments on target: PI CH143 PI Number of Core Ass on target – PI CH145 Supervision log audited 6/12	LM	04/06	
			2) Practice, file and peer audit system to be developed	Mthly file audit; Quarterly Practice audit; Annual peer audit	LM with RT	06/06	
		Effective independent audit system for overview of duty service and all social care in place	3) Establish new independent practice and performance team	Team Manager in post and system designed. Team in operation and auditing regularly	SF AW RT	6/06	
		LSCB effectively overseeing all safeguarding arrangements including response to new <i>Working Together 2006</i>	4) Confirm LSCB arrangements	LSCB established and reviewing use of new criteria; training post and development post recruitment. Guidance reviewed and reissued	HL	06/06	
		Local professionals know and understand criteria for social work	5) New threshold booklet widely circulated 6) Deliver training workshops for CCM	Managers to check staff awareness in supervision and training sessions. Review appropriateness of	LM LR	4/06	

		involvement and make appropriate referrals	consultants 6/52	referrals in audits. Workshops running March 06 onwards			
		Information sharing is effective across agencies	7) Information Sharing Protocol to be drafted to CYPP and agreed.	IS Protocol in place and agreed by CYP's Partnership.	LS/SD	06/06	
ECM OUTCOME STAY SAFE							
4. Ensure that a written record is made of all contacts with the social care duty team	Immediate Jan – June 06	All contacts with / referrals to duty social work team recorded and responded to promptly and appropriately to meet National Assessment Framework timescales	1) Redesign and implement a new system for receipt and recording of referrals	PI Numbers of referrals of CIN are on target All duty cases are allocated.	LM	04/06	
			2) Embed the new process and monitor regularly.	Weekly case tracking and monthly file audit	LM	05/06	

JAR Recommendation	JAR timescale	Outcomes/ Key requirement	Action Milestones	Success Criteria	Lead	Due date	On track?
ECM OUTCOME STAY SAFE							
3. Ensure there is an effective workforce strategy to address the recruitment and retention problems within the local authority's social care service.	Immediate Jan – June 06	All vacant social work posts are covered	1) Recruit temporary staff to cover all vacant posts	All post filled in short term.	HL/ST	3/06	
		All vacant social work posts are covered	2) Advertise for social work staff: Develop social work recruitment campaign with Consultants Tribal	All posts filled Good response to adverts.	MG/ST	04/06	
		Reduction in turnover of social work staff	3) Seek views of existing staff and seek views to inform strategy	Increasing rate of retention.	MG/ST	04/06	
		Effective workforce strategy is in place to ensure that recruitment, retention and development of professional social workers is in place	4) Collate data and analyse current and future social care workforce requirements as basis for medium to long term plan	Improved retention rates – to be monitored. Reduced vacancy rates - to be monitored quarterly.	HL MG	05/06	

JAR recommendation	JAR timescale	Outcomes/ Key requirement	Action Milestones	Success Criteria	Lead	Due date	On track?
		Integrate social work workforce strategy to wider HR strategies for children's services	5) Link with & seek consultancy from CWDC to Widen workforce strategy to interagency children's services focus	Social care workforce needs and issues are fully embedded within wider workforce strategy.	DJ NA	05/06	
ECM OUTCOME STAY SAFE							
5. Ensure there is a single referral assessment and service planning framework for children in need which is consistently and effectively applied in practice	June –Dec 2006 -	Updated Child Need Framework in place to cover the whole continuum of needs and services	1) Build on existing Child Concern Model to develop and agree <i>Change for Children</i> Child Need Framework	QV Rec.1 as step to CAF CCM is updated and incorporated within CAF whole system approach.	SMe AW	6/06	

		Effective common process system for managing the identification and provision of services to children with additional needs to meet requirements of national Common Assessment	2) Establish interagency common processes group (CAF) to respond to national CAF guidance, to design local response and to develop an implementation plan for the County	New CAF, building on CCM, is produced and disseminated. No of CAFs completed as measure – (Local PI)	SMe LR	7/06	
		Effective early identification of and intervention with children with additional needs – linked to Rec. 2 re child protection and threshold criteria	3) Plan and develop a pilot project (S Wye and Children with disabilities) to test out new child need framework and to introduce common assessment system and lead professionals: consider role of referral co-ordinators and concern panels.	Learning from pilot is captured to inform new model. PI targets for referral. No of children identified with additional needs in pilot area.	HL SMe	9/06 –	
			4) Improve and develop existing Directory of services for children QV Rec. 15.	Directory published	BT	12/06	
		Prepare for	5) Identify Lead Officer	Index implemented	SF	10/06	

JAR recommendation	JAR timescale	Outcomes/ Key requirement	Action Milestones	Success Criteria	Lead	Due date	On track?
		introduction of Information Sharing Index in 2007/08	for Information Sharing Index and consider requirements		GS		
ECM OUTCOME STAY SAFE							
6. Ensure the training, guidance and support needs of all staff contributing to the implementation of the Child Concern Model are addressed both in terms of the time required to undertake the tasks involved and the necessary skills	June – Dec 2006	Training and development strategy in place for staff and managers across agencies	1) Training for new CAF and CCM to be planned and implemented	Programme and curriculum set up. Facilitators in place.	SMe	9/06 LR	
			2) roll out of training sessions	No of staff trained and using CAF. No of CAFs completed.	SMe LR	10/06	

JAR recommendation	JAR timescale	Outcomes/ Key requirement	Action Milestones	Success Criteria	Lead	Due date	On track?
ECM OUTCOME BE HEALTHY							
7. Ensure effective implementation of the multi-agency health care planning procedures for Looked After children	June – Dec 2006	All Looked After Children receive the best possible health care and all have a plan subject to consent	1) Review and audit all LAC records to check for health care plan	Audit evidence available. PI to check target: PI C19. CC Review chairs to monitor assessments completed	LR	1/06	
		LAC have access to all services and support required to deliver the best possible outcomes for them	2) Clear procedures for health assessments to be agreed	Procedures in place. Review chairs to monitor actions to be completed.	LR JD RT	3/06	
		National Healthy Care Standard is adopted by the CYP's Partnership	3) Develop plan for implementation of all HC Standards	Hold HCS event 27/6/06 & Draft implementation plan	LR & JD	10/06	
JAR recommendation	JAR timescale	Outcomes/ Key requirement	Action Milestones	Success Criteria	Lead	Due date	On track?
ECM OUTCOME BE HEALTHY							
8. Improve access to occupational therapy services	June-Dec 2006	Prompt access to OT services is in place for all relevant cyp	1) Immediate review of OT services to identify gaps and needs	Increase in number of OTs Standard is access to assessment within 12 weeks: (Local PI)	SD	4/06	

ECM OUTCOME BE HEALTHY

9. Ensure appropriate social care support for the families of children with learning difficulties and disabilities	June-Dec 2006	Effective family support and casework in place for all children with disabilities &/or learning disability and their families / carers	1) Family support including short term breaks to be specified and commissioned. (Link to recent Fostering Inspection)	New service available. Monitor increase in no of breaks provided. Audit all cases every 6/12 to monitor take up	MP	6/06	
			2) Improved support and care planning to be developed through mapping NSF / ECM pathways through development of CAF	Local care pathways in place and linking to CAF processes. No of CAF and AF assessment completed			MP

ECM OUTCOME BE HEALTHY

10. Ensure better co-ordinated transition planning for all children with learning difficulties and disabilities	June-Dec 2006	Transitions strategy and protocol in place to give clear planning framework	1) Transitions steering group with adults' service to be set up to develop strategy.	Needs analysis / commissioning plan in place and joint transitions strategy with adult services Joint protocol in place between adults and children's services	MP & SC	3/06	
			2) Appoint new transitions workers & Implement new processes	Appointment of staff June 06 Improved planning for CYP.			MP RL

				Monitor through PI SC5026 Survey CYP and carers to QA.		12/06	
11. Improve communication with parents and young people with learning difficulties and disabilities in terms of both the assessment of need and planning of provision	June-Dec 06	Clear information in place for children, young people and families / carers through all available systems QV Rec 15, P23.	1) To develop and implement clear standards for effective communication with cyp and families – in person, in writing and also through website	Standards drafted and consulted on. Continuing system for parental contact in place Survey parents to check progress.	MP	9/06	
		Consultation system in place for cyp and families with clear standards and requirements in place	2) Disability workshops to be arranged with support of Council for Disabled Children	Parents & Carers views recorded & checked out regularly - 6/12 audits Dates of meetings – Sept / Oct	MP	10/06	

JAR recommendation	JAR timescale	Outcomes/ Key requirement	Action Milestones	Success Criteria	Lead	Due date	On track?	
ECM OUTCOME BE HEALTHY								
14. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)	June 2006 -	Enhanced access to Tier 4 services.	1) Regional review of needs for Tier 4 service, recent patterns.	Needs analysis completed for the region. Clear criteria for nature and scale of commissioning	SD	2/06		
						6/06		
				2) Regional PFI bid	Plan in place. Bid submitted	SD		2/06
			A range of acute service provision in place locally	3) Local review of all tiers of provision	Commissioning criteria in place. Link with Joint Agency meeting process.	SD		9/06
			4. Consult with cyp and families, plan and provide	Survey views and respond to these.	SD	12/06		
JAR recommendation	JAR timescale	Outcomes/ Key requirement	Action Milestones	Success Criteria	Lead	Due date	On track?	
ACHIEVE ECONOMIC WELL-BEING								
16. Improve Housing provision for both single young people and families	June – Dec 06	Care Leavers are provided with access to appropriate	1) Identify £500,000 capital for single-person accommodation for vulnerable young	6-10 units of additional accommodation for care leavers off the open market. An additional 2 self-	RG	6/06		

		accommodation	people and care leavers	contained flats are being provided in partnership with a local housing association. Monitor PI SC5026.			
			2) Children's social care represented on commissioning and operational groups for Supporting People	Attendance and influence on agenda. PI % of Care Leavers at age 19 years living in suitable accommodation	RG LM		
		A range of appropriate housing is available for the most vulnerable cyp and families	2) Protocol between housing providers and children's social care re handling of CYP and families and homelessness where tenancy / housing is at risk	Protocol in place and working & reviewed quarterly Affordable housing targets	RG LM	6/06	
		Wherever possible homelessness is prevented	3) The Council to bring homelessness and Housing Advice Services back in-house with focus on prevention including family mediation and a Safe Moves Project.	Improved further preventive information and advice service. Reduced numbers of homeless. Corporate reporting of strategic PIs - Use of B&B	RG	4/06	

JAR recommendation	JAR timescale	Outcomes/ Key requirement	Action Milestones	Success Criteria	Lead	Due date	On track?
SERVICE MANAGEMENT							
12. Improve action planning to deliver strategic aims and objectives and, in particular, ensure that associated resourcing needs are met	June 2006-	5 Year Guidance on Joint Planning and Commissioning adopted as local system	1) Produce CYP Plan linked to LAA	CYP Plan published	LS	4/06	
		Effective focus on delivery of best possible outcomes for all children and young people through joint working with CYP's Partnership Board	2) Partnership to have workshop on governance and adopt Joint Planning and Commissioning Framework (DfES et al) (July 06)	Clear governance and accountability arrangements JP & C Policy adopted and in place	SF	7/06	
		CYP's Plan and needs analysis completed drive commissioning and development of services	3) CYP's Plan Forward delivery Action Plan to provide overarching strategic framework for all other plans		LS	6/06	

		VSC is fully engaged in partnership working	4) To work with VSC through The Alliance on ensuring active engagement	VCS reps on CYPP's Board. VSC involved in all aspects of commissioning	LH	11/06	
		Resources and Capacity for delivery of children's services across all agencies is transparent and clear.	5) Partners to identify all resources for children in the area and to consider options for joint funding single or pooled funding arrangements.	List of all resources available. Progress on joint commissioning & pooling. % Increase in activity.	SF CYPP	9/06	
			6) This information to feed into refresh and update of CYP Plan in Autumn 2006	Revised and updated CYP's Plan.	SF	11/06	
SERVICE MANAGEMENT							
13. Improve information systems within the LA's social care services to enable better management oversight and evaluation of service effectiveness	June –Dec 06		1) Ensure that social care information needs are identified with and managed within <i>Herefordshire Connects</i> including review and specification as an urgent issue – for sign up by July 06	Improved data quality. Whole system approach in place – linking to council-wide system	GS JH	7/06	
			2) To seek external	Workshops held with	GS	6/06	

			advice on system requirements to ensure that new ICT systems will met children's services requirements.	managers. Requirements explored and specified. Informed decisions.			
			3) Children's Services to contribute to specification, design and implementation of new systems	Clear specification in place identifying children's services needs – incl. ICS and CAF.	GS	7/06	
			4) Interim system Performance Management arrangements to be put in place – file audits including Climbié, supervision recording, and collation of information re referrals, assessments and disposals on a monthly basis.	Data quality audits in place monthly. PIs on assessment rates and timeliness of assessments. QV P30 –32 for more on performance management arrangements and reporting. Internal audit sampling and audited regularly.	LM RT	5/06	
SERVICE MANAGEMENT							
15. Improve co-ordination of consultation with children and young people to support	June –Dec 06		1) Ensure effective co-ordination of all consultations with cyp through Herefordshire Partnership adviser	Liaison system in place to ensure this happens Maintain local timetable for activities.	JR	6/06	

their participation in strategic planning and review							
		Clear system in place for the co-ordination of all participation and involvement.	2) To produce and develop a framework for the involvement of all cyp and families.	Framework in place. Review every 6/12 to ensure implementation effective.	JR	9/06	
		CYP's views are represented to CYP's Partnership.	3) To set up Shadow CYP's Partnership Board	Shadow Board meeting and reps attending /influencing CYPP Board by March 06 Audit minutes 6/12 to assess effectiveness of involvement.	LS	3/06	
			4) To involve parents and carers in CYP's Partnership Board	Parent reps attending CYP's Board	SF	12/06	
		Inclusion of CLA in Youth Council.	5) C& YP's Youth Council to be enhanced with engagement of relevant LAC	LAC engaged. Monitor no of attendances quarterly.	JR	3/06	
		Consistent participation and	6) To adopt and implement Hear by	Monitor use of standard – nos using process to be	JR	10/06	

		advocacy system in place.	Rights Standard	monitored.			
		Accessible information about services available to children, young people and families.	7) To enhance Children's service Directory to ensure it is easily accessible and able to be used by cyp and families.	Directory published. Survey uptake.	BT	12/06	
SERVICE MANAGEMENT							
17. Strengthen performance management processes involving elected members and senior officers at all levels, including the Partnership Board and the LA's Children' Scrutiny Committee	June –Dec 06	Comprehensive outcome based performance system in place for children's services	1) To draw up performance management system for the Children's Services, which can deliver the requirements of DfES Children's Services Improvement Cycle and fit with the Council's Performance Improvement Cycle.	System documented including monitoring system. Regular data set available to track progress monthly.	SF GS	9/06	
			2) Ensure regular performance reports to Lead Member, Scrutiny Committee and Cabinet	System in place and operating: Quarterly outcome performance available. QV P31.	SF GS	6/06	

			3) To agree governance and accountability arrangements for CYP's Partnership Board including responsibility for performance monitoring of Forward Delivery Plan for CYP's Plan.	TORs and governance of CYPP Board delivered and agreed. Forward D Plan issued and being monitored	SF LS	9/06 6/06	
			4) CYP's Partnership to agree on process for monitoring progress on CFC, delivery of CYP's Plan.	All partners involved in designing and delivering FD Plan Quarterly monitoring on outcomes in place.	SF GS	9/06	

APPENDIX 1

LINKAGE of JAR IMPROVEMENT PLAN TO CHANGE FOR CHILDREN REQUIREMENTS

CYP INVOLVEMENT

REC 11 & 15 Involvement of children, young people, parents and families in planning 7 commissioning

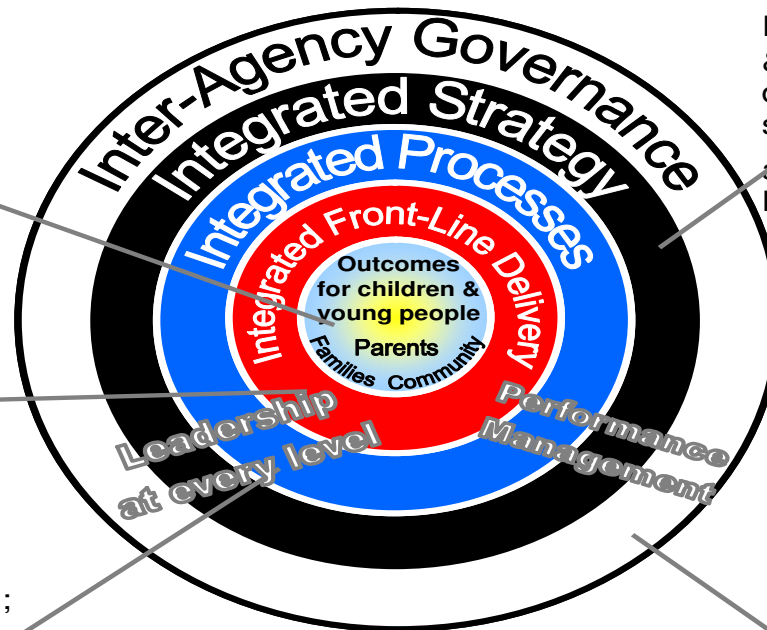
FRONT LINE DELIVERY CW D /LDD/CLA

REC 7,8,9,10, 11, 14

Disability services and CAMHs

FRONT LINE DELIVERY

REC 1, 2, 4, 5 & 6 Duty SW changes; Revisions to CCM; work on designing updated CAF / CCM model; Pilot in S Wye: Data & Performance Management Improvement.



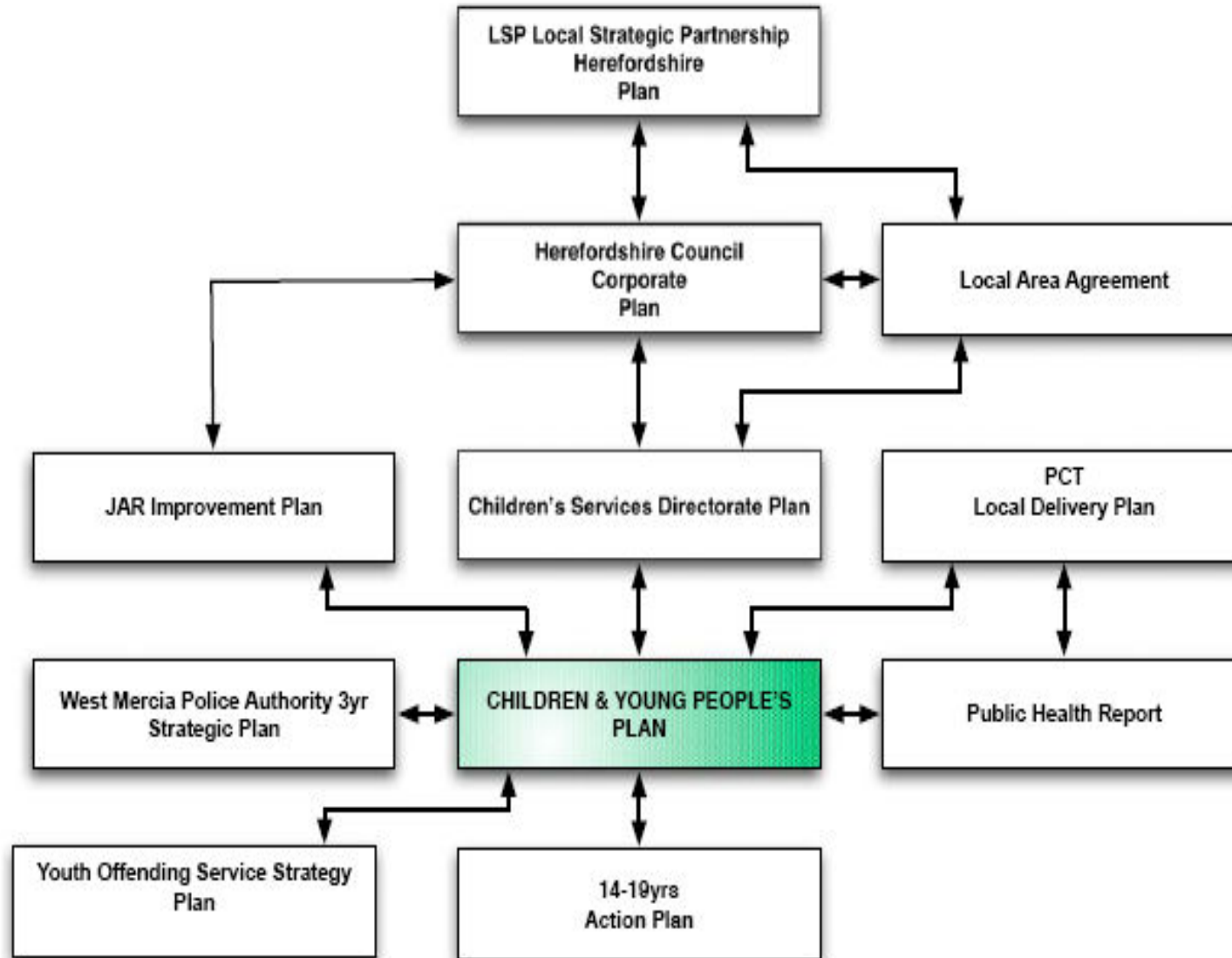
PLANNING & COMM'ING

REC 3, 11, 12, 16 Children & Young People's Plan. To develop workforce strategies and joint planning and commissioning; Housing strategy

GOVERNANCE & ACCOUNTABILITY

REC 13, 17: DCS and LM in place. Governance & Acc. arrangements of CYP's P'ship to be developed

APPENDIX 2
The relationship of the JAR action plan to other plans



Appendix 2 (cont)

Relationship to Other Plans

There are explicit links to the Council's priorities, including its shared priorities with partners within the Children and Young People's Plan and the wider Herefordshire Community Strategy. Individual partners are taking forward specific actions. For example relevant key recommendations are being led by the PCT to meet the requirements of the National Service Framework.

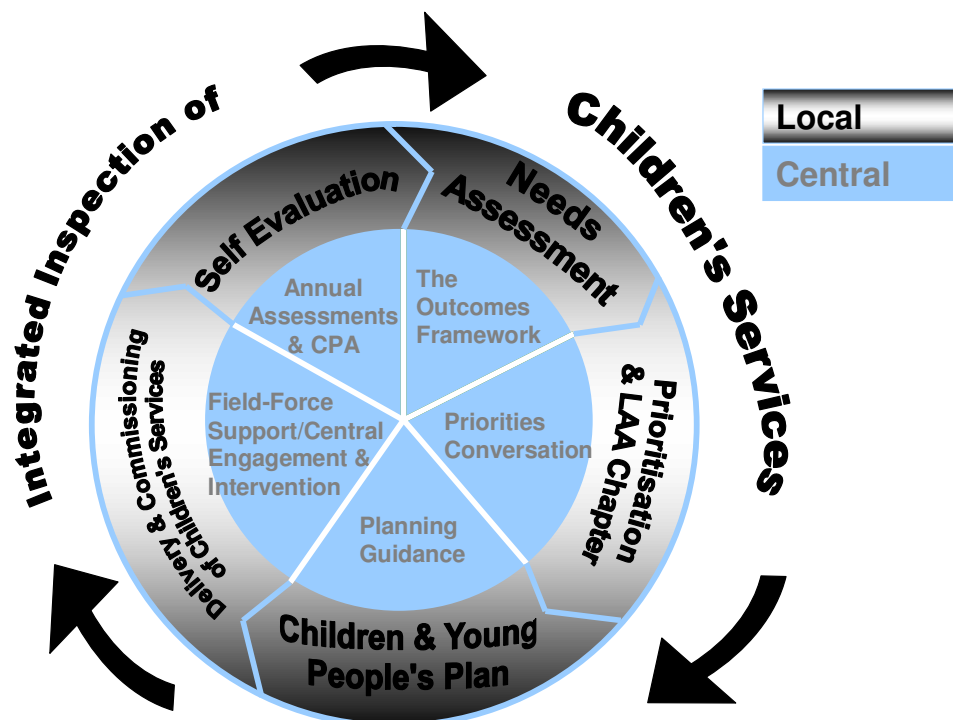
In addition to the handling of the formal recommendations from the Joint Area Review, the Council and its partners are addressing other concerns outlined in the JAR Report through the priorities set for action within the Children and Young People's Plan and its Forward Delivery Plan.

APPENDIX 3

Performance management of the JAR Performance Improvement Action Plan – 1. The Context

Tracking of progress against each outcome is detailed in the plan. In addition, a system of file audit, practice audit, and peer audit has been introduced to measure the quality and robustness of improved practices. This is supported by a range of measures including appraisal(SRD), skills and competency audits (within the Workforce Strategy), peer reviews, benchmarking against other authorities and the appointment of a responsible Head of Service and the introduction of an overall Performance Lead within Children’s Services.

These arrangements are set within the overarching performance management and monitoring arrangements for the Council and for the Children & Young People’s Partnership. In addition, the Council’s Children’s Services Performance management, planning and commissioning arrangements will link directly to DfES national requirements as set out in the Improvement Cycle.



The Council, working with key partners, is responsible and accountable for this revised draft Action Plan. Its development and performance management involves not only the Council but also its partners on the

Children and Young People's Partnership Board (CYPPB) and, in respect of staying safe, the Local Safeguarding Children Board (LSCB).

The arrangements are as follows:

Within the Council

This JAR Action Plan has been drawn up under the direction of the Director of Children's Services (DCS). It is subject to the approval of the Chief Executive (CX), the lead Cabinet member for Children's Services and the Leader of the Council. The full Cabinet will endorse it.

The Director is supported in her performance management of the Plan by a small JAR Action Plan Group. The Group members are the Interim Senior Children's Service Manager, the three Heads of Children's Services, a senior manager from the Primary Care Trust, a member of the Children's Services Change Team and, to provide challenge and links with the Council's Overall Performance Improvement Action Plan, the Council's Corporate Policy and Research Manager.

The Action Plan Group meets fortnightly to review progress against the Plan, on the basis of a written report.

- The DCS receives detailed progress reports against the plan weekly
- The JAR Improvement Action Plan Group (IAPG) supports the DCS at a fortnightly meeting. The group includes Heads of Children's Services, the PCT, the Council's Corporate Policy lead on the PIAP, and a member of the Departmental Change for Children Team
- A minute from the IAPG is sent to the CE, Lead Cabinet member and the Leader
- The CE and Lead member to join the IAPG meeting monthly (from June 06)
- Formal reports are made monthly to Cabinet and Scrutiny
- Critical Milestones in the JAR Plan are included in the PIAP which is monitored regularly by Cabinet and the Corporate Management Board and Strategic Committee
- Reports on implementation progress are brought to the IAPG by those responsible for each milestone area – this includes Service Managers and may include Team Managers (from June 06)

Formal reports on progress against the Plan are made to the Cabinet and the Corporate Management Board; the latter is chaired by the CX. Progress reports are also made to each meeting of the Children's Services Scrutiny Committee.

Critical milestones in the revised Plan are included in the Council's Overall Performance Improvement Plan (as will the targets for improved outcomes for children within the JAR Action Plan), performance against which will also be subject to regular monitoring by the Cabinet, the Corporate Management Board and the Strategic Monitoring Committee.

The Council and its partners

The JAR Action Plan has been drawn up with the Council's key partner organisations: the PCT, the Police and the voluntary sector. The CYPPB endorses the revised Plan.

The CYPPB has an overall responsibility for oversight of the Plan's delivery. In conjunction with the CYPP, the Local Safeguarding Children Board oversees delivery of those elements of the Plan that are aimed to ensure fully adequate arrangements for safeguarding.

Performance Managing and Monitoring the JAR action plan - 2 Management & Monitoring of the delivery of the JAR Plan

At operational level within social care a process of managerial file review/audit has been implemented focussing not just on process but also on quality of decision-making. A detailed audit of files has been commissioned in order to ensure that data is both accurate and complete to ensure that a sound base is used for setting targets and monitoring performance. The new Directorate structure contains a dedicated Performance Management function, which will ensure that progress is regularly reviewed and maintained.

Evidencing Improvement and audit trail

A comprehensive record is being maintained by the Council to document that effective action has been taken to implement the action plan

Relevant Performance Indicators

In relation to Recommendations 1, 2, 4, 5, 6, the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
CH 141	Referrals of children in need per 10,000 population aged under 18	175	220
CH 143	% referrals of children in need leading to initial assessments	49	65
DIS 1704	% of Initial assessments completed with 7 days	70.1	75
CH 145	Number of core assessments of children in need per 10,000 population under 18	32.5	45
CF/ C64	No of Core Assessments completed within 35 days	76	80
CH 01	Number of children on child protection register per 10,000 population under 18	16.8	17

In relation to **Recommendation 7** the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
C19	Health Assessments of Children Looked After on time	90.7	93

In relation to **Recommendations 8, 9, 10 and 11** the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
Local PI OT	% Of referred children assessed to OT services within 12 weeks	100%	100%

SC 5026	% Of children with disabilities aged 14+ who had a transition plan to support their move from Children's to Adults' Services	Up to 50%	Up to 75%
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In relation to **Recommendation 16** the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
SC 5037	% of Care Leavers at age 19 years living in suitable accommodation (No of Young People)	89.5% (19/20)	100%

Appendix 4

Additional capacity already identified to deliver

The restructuring of Children's Services within the Council has enabled the identification of additional capacity. A new Head of Service for commissioning and Performance Improvement was appointed in March 2006 focusing on the service management recommendations. In addition, since April, a senior manager with change management experience has been working with the Council. a project manger for the JAR Plan is to be identified to ensure that the Plan is delivered June 06).

Other additional capacity for the recommendations:

Staying Safe

- Seconded Service Manager and Interim Senior Manager
- Support with social care recruitment and strategy from central recruitment team & Tribal
- Additional resources for training CCM consultants from the PCT
- Additional £149k for safeguarding and operation of LSCB

Being Healthy

- Support from PCT
- Additional funding for extra OT posts (3)
- Workshop and support from National children's Bureau on Healthy Care Standards for CLA
- LDD and CWDs developments – Council for Disabled Children for challenge and support
- Additional funding of £70k for commissioning family support

Achieving Economic Well-being

- Information and advice services for homelessness brought back in house
- Additional funds of £500k used to purchase additional housing for care leavers

Service Management

- Corporate support and challenge from the Head of Policy
- Advice and training on performance management and data management from the Institute of Public Care

Promoting Change and Improvement

- Funding has been earmarked to commission the Office for Public Management to facilitate with local senior managers a series of workshops across the county on Championing Children (ECM) from July to December 2006
- Support and expertise from AW, ISM – from April 06
- Link with other Local Areas e.g. Gloucestershire, Poole on implementation – June 06

Appendix 5

Key achievements to date

- Further development of the existing Child Concern Model to redefine and widen the criteria for social work involvement (Recommendation JAR Report (REC) 1)
- Publication and dissemination of a new leaflet for all those working with children to explain the changed criteria: £3,500 distributed (REC 2)
- New initiatives to ensure all vacant posts are covered and to improve social worker recruitment – immediate work with agencies and contract with Tribal for a national and regional recruitment campaign has enabled new temporary and permanent staff to be recruited (REC 3)
- Appointment of a manager to lead regular independent professional scrutiny and analysis of children’s social work (REC 1,2,4 and 17)
- Successful bid for consultancy support from the Children’s Workforce Development Council and strategy in development – workshop to be held 22nd June 06. (REC 3)
- Additional resources – corporate contingency budget across all social care services £1.3m, funding for the JAR Improvement Plan – £100k, LSCB funding £149k and additional preventative service funding of £70k already identified within the Council and also by partners (REC 12). Three additional OTs appointed to improve access to service. (REC 8)
- Funding bid made to DH for improved access to multi-agency tier 4 provision (REC 14)
- Shadow CYP’s Partnership Board established to improve consultation with and involvement of children and young people (REC 15): Youth Council established.
- Support commissioned from Institute of Public Care on performance management and social care data requirements: workshops and training for managers REC 13,17

Appendix 6

Summary of remaining tasks

- Adopting an enhanced strategic approach to delivering all of the Change for Children Programme in Herefordshire across all agencies to maximise the efficiency of the delivery of this Plan and the overarching Children and Young People's Plan. (REC 12)
 - Development and delivery of a change programme for all of children's services in the local area – *Office of Public Management commissioned to assist.*
 - As part of this change programme, to equip all managers at all levels with a sound understanding of the principles and practice of effective single and joint planning and commissioning of children's services, modelling this on the national children's services improvement cycle – *Institute of Public Care supporting.*
- To implement a developed and coherent performance management system and approach which operates seamlessly across all levels of children's services and is part of the whole Council approach as well as linking with the outcome performance function of the CYP's partnership: so that performance improvement is seen as *everybody's business* (REC: 17) – *Institute of Public care assisting.*
- To ensure that data collation and handling in children's social care and across the whole of children's services is effective and that the data collected is robust, accurate and timely, so as to provide a sound basis for planning, target setting and effective performance management (REC 13, 17)
- Recruiting and retaining permanent social work staff to vacancies – further work required through Workforce Strategy with CWDC support (REC 3)
- Directing resources and capacity to ensure full delivery of the Plan and for the CYP's Plan (REC 12)
- Full implementation of Hear by Rights standards and Voice of the Child through a designated lead linking with the Shadow Children & Young People's Partnership Board (REC 11,15)
- Transformation of the existing Child Concern Model to develop Herefordshire's Common Assessment framework to meet additional national requirements (REC 5,6) whilst changing ways of working and improving working relationships across agencies to provide greater clarity of roles and responsibilities (REC 5,6,12).

APPENDIX 7

Communication, management and staff development for ownership and delivery of the actions

JAR and CFC Updates

Staff and managers are being provided with regular updates on the progress of delivery on the JAR recommendations through bi-monthly briefing sessions and the monthly children's services newsletter.

The progress on the JAR Plan will be further reinforced with staff and managers across all agencies through local road shows to be set up July-December 2006. These road shows are being commissioned from the Office of Public Management to cover the whole children's agenda in Herefordshire. They will include:

- Further rollout of the change for children programme using DfES's Championing Children initiative
- Coverage of themes from the JAR recommendations – notably:
 - addressing the needs of children with additional needs and common processes Recs 1,2 & 5 and 6,
 - engagement with children, young people and families Rec 15
- And, developing joint working and the capacity for integrated working across professional groups and agencies.

Other workshops will be organised during the summer and autumn to develop staff and to take forward other JAR recommendations. These include:

- 22nd June **Workforce** Strategy Event with CWDC Rec 3
- 27th June National **Healthy Care Standards** Workshop with NCB (with 2 follow up days to be arranged) Rec 7
- July-October 06 Change for Children Workshops by OPM across the County
- Autumn 06 Performance Management training sessions for staff and managers run by IPC – possibly to be certificated (dates to be confirmed) Rec 17
- Sept-Dec 06 Disability workshops for staff and consultations vents with parents – assisted by Council for Disabled Children Recs 8,9, 10,11

Corporate Improvement and Herefordshire Connects

Staff briefings and presentations on the Corporate Improvement programme – Herefordshire Connects will also be used to demonstrate the linkages across the whole Council's agenda for improvement. These workshops are starting in May 2006 for all staff and will run across the year on a bimonthly basis.

Appendix 8

Risk log for the Plan's delivery.

Following the disappointment of the JAR outcome, the Council with its partners has made rapid progress in effectively addressing the requirements of the JAR recommendations. Half way through the required improvement period, there are still improvements to be made but the Council is confident that it will continue to make rapid progress over the next few months.

The list, which follows highlights some issues which still require vigilance and which may require contingency planning, and responses if the current positive trajectory is to be maintained. The Council is clear that it needs to be alert to any possible barriers to progress and delivering the best possible outcomes for children and young people in the area.

1. RISK: Recruitment of social work staff continues to be difficult.
RESPONSE/CONTINGENCY – pursue all possible agency and temporary options. Workforce strategy to review and innovate in relation to all possible retention and recruitment options.
The Council is confident that this risk can be managed.

2. RISK: Insufficient capacity and expertise to deliver improved performance management arrangements.
RESPONSE/CONTINGENCY: Recruit to children's services performance post (July 06), train and challenge staff with support from Institute of Public management – offer in-house performance management certificate course - and benchmarking exercises with high performing LAs / IPC network (Sept 06-).

The Council is confident that this risk can be managed.

3. RISK: Additional resource requirements for delivering improvements may not be fully delivered.
RESPONSE/CONTINGENCY: Additional funding has been identified for children's services improvements and these funds are being committed as required e.g. Funding of LSCB posts, commissioning of CFC workshops from OPM.
The Council is confident that this risk can be managed.

4. RISK: Partners are distracted by their own single agency agendas e.g. PCT financial position
RESPONSE/CONTINGENCY: Strengthen governance arrangements of CYP's Partnership including its performance management of delivery on the five outcomes.(Workshop July 06)
The Council and its partners are committed to ensuring that improvements in children's services are delivered.

APPENDIX 9

Members of the Children & Young People's Partnership

This plan is an integral part of what is being achieved in partnership to improve outcomes for children, young people and their families in Herefordshire. Key partner agencies are represented in their commitment to this plan by: -

Barham, Keith	Youth Offending Service
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