

Safeguarding and Family Support Improvement Plan 2019-2020

(updated to end of quarter 4, March 2020)

This plan is underpinned by individual service area action plans to address improvement. Performance is reviewed through weekly reports, monthly scorecard and through the audit programme. These are reported up through Assistant Director/Head of Service bi monthly meetings, Directorate Senior Management Meetings, to the Chief Exec and Lead member on a monthly basis, to group leaders through performance challenge sessions and to Children and Families Scrutiny and to cabinet.

Aim

We will provide a service where children are protected, and do not experience drift or delay in the progression of their plans

Actions to achieve aim	Delivery lead	Impact on children	How will we know	End of quarter progress	RAGB Status	Direction of travel compared to previous quarter
Statutory Visits to children will be completed within timescales	Heads of Service Team Managers	Children are seen to be safe and well, their voices heard, and they can develop a trusting relationship with their social worker	Looked after child (LAC) visits will be completed to timescale. Target 95%	98%		↑
			LAC visits average Sept 2018 – March 2019 : 79%			
			Child in need (CIN) visits will be completed to timescale. Target of 95%	82%		↑
			CIN visits average Aug 2018 – March 2019 : 53%			
			Child protection (CP) visits will be completed to timescale. Target of 95%	96%		↑
			CP visits average Aug 2018 – March 2019 : 77%			
Strategy discussions will take place within timescales	Heads of service Team managers	Risks to children and young people are assessed, and	Strategy discussions are held within timescale - target of 90%	97%		↔

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		intervention agreed is effective in keeping them safe	Outturn 2018/19 : 97%			
Section 47 (S47) investigations will take place within timescales	Heads of Service Team Managers	Levels of risk will be identified in a timely manner, and children will receive the most appropriate intervention to safeguard them, according to their needs, swiftly.	S47 investigations will take place within timescales. Target 95% Outturn 2018/19 : 34%	67%		↑
Children and family assessments will be completed within 45 days	Team Managers	Children will be seen, their voices heard, and their level of need identified in a timely manner	Assessments will be completed within timescale. Target 95% Outturn 2018/19 : 65%	80%		↔
Initial Child Protection Conferences (ICPC's) and Review Child Protection Conferences (RCPC's) will take place within timescales	Team Managers IRO Service Business Support	Risks to children will be assessed, and services required to protect them will be identified and planned, so risk is reduced and children are safeguarded.	ICPC's and RCPC's will take place within timescales Target 90%	ICPC: 75%%		↓
			Outturn 2018/19 : ICPC 65% RCPC 100%	RCPC: 100%		↔
LAC Reviews will take place within timescales	Team Managers IRO Service	Children will not be subject to drift and delay	LAC reviews will take place within target timescales 90%	Total LAC reviews % in timescale 88%.		↔

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All contacts received into the Multi Agency Safeguarding Hub (MASH) will be assessed within 24 hours of receipt into MASH. We will strengthen MASH by adding an additional social worker to the establishment.	MASH TM and Head of Service	Risk will be identified and no child will be left at risk of significant harm.	Target of 95% of contacts dealt within 24 hours of receipt into MASH will be met.	1 day 88% 24hr: 44% We will be moving to reporting contacts that are dealt with in a 24 hour period		↔
We will ensure children receive early help swiftly where this is the appropriate service, by establishing an early help hub in MASH.	Head of Service Early help. Assistant Director Education	Issues will be addressed at the earliest opportunity with the lowest level of intervention where appropriate and safe to do so, to prevent escalation of issues for children. Children will wait no more than 4 weeks to receive a service.	Increase in children receiving early help intervention. Outturn 2018/19 : 1088	Early Help: Jun 19: 1188 Sep 19: 1230 Dec 19: 1159 Mar 2020: 1295 Historically there was a long waiting list for early help specialist family support services with some children waiting for more than 4 weeks for a service. At the end of Q4 there		↑

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				were 19 families' with a maximum waiting time of 4 weeks on the waiting list.		
			Reduction in % contacts converting to referral. Outturn 2018/2019: 17.4%	Contacts to Referral (year to date %): Q2 2019: 24% Q3 2019: 23% Q4 2019/20: 21%		↓

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Actions to achieve aim	Delivery lead	Impact on children	How will we know	End of quarter progress	RAGB Status	Direction of travel compared to previous quarter
			Decrease in re-referrals Outturn 2018/19 : 31%	There has been a decrease in re-referrals. End Q1: 23% End Q2: 19% End Q3: 19% End Q4: 20%		↔
We will “shift” CIN work to the assessment service and to achieve this will establish a third team in the assessment service, one Team Manager, a Senior practitioner and four social workers	Assistant Director, Safeguarding and Family Support	Children will receive services, appropriate to their level of need without delay, and without a change in social worker. We will intervene swiftly at CIN level preventing unnecessary escalation to CP	CP numbers will decrease and stabilise. CIN interventions will evidence sustainable change.	CIN work moved to the Assessment Service. New Assessment team has been set up and the numbers of CP are decreasing.		↔
We will “shift” the family support service to work alongside the assessment service, to support families at the child in need level with	Assistant Director Safeguarding and family support	Children and families will receive family support at the earliest opportunity, to address issues, and work with families	CP numbers will decrease and stabilise. CIN interventions will evidence sustainable change.	Family support service has moved into the assessment teams and CP numbers have decreased.		↔


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strong intensive family support		to bring about sustainable change	There will be a decrease in repeat CP plans. There will be a decrease in re-referrals			
We will enable CP Court workers to focus on CP cases, cases in pre proceedings and proceedings.	Assistant Director safeguarding and family support. CP/Court Head of Service	Children who require intervention as they are at significant risk of harm will receive intervention that promotes their safety and wellbeing.	Decrease in repeat CP interventions with children Maintain CP numbers @ 140-150 (appropriate number for Hereford demographic compared to statistical neighbours)	CP numbers @ month end: Sep 18: 124 Mar 19: 111 Jun 19: 105 Sep 19: 153 Dec 19: 173 Mar 20: 108 We need to note that whilst we have decreased the number of CP we are below the demographic compared to our statistical neighbours.		



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				Second CPP (within 2 years) Mar 19: 18% Jun 19 : 17% Sep 19: 16% Dec 19: 14% Mar 20: 21%		
We will progress cases through pre proceedings and ensure actions identified are carried out to timescale. We will appoint an additional case progression officer to track cases and ensure they are working to timescales	Heads of Service CP/Court and safeguarding and review.	Children will not experience drift and delay. Parents will be clear what needs to change and timescales for children for changes to be made.	Evidence timescales in pre proceedings are consistently met. Decision regarding children's futures at the conclusion of pre proceedings are taken at panel without delay.	Suggested changes to alternatives to care panel and pre proceedings being consulted upon and being implemented in February 2020. Delay in recruitment of case progression officer and delay in making changes to the alternative to care panel; but these		

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				have now been implemented in q1.		
We will consider permanence planning at the earliest opportunity upon agreement to issue care proceedings.	Head of Service CP/Court. Case progression officer.	Children will not experience drift and delay. The most appropriate permanency option for each individual child will be considered at the earliest opportunity.	More children have appropriate permanence plans identified earlier in proceedings.	Initial permanency planning meetings established. Review permanency meetings also established to ensure permanence options considered and timescales met to inform planning. Full impact of this has yet to be evidenced. Review to be undertaken end March 2020.		↔
We will front load work to ensure when we do enter proceedings these can be concluded in a timely manner.	Assistant Director safeguarding and family support. Heads of Service Team Managers	Children will not be subject to extended care proceedings	Maintain high performance in care proceedings concluding in 26 weeks.	Local Family Justice Board data indicates high performance against 26 week timescale		↔

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Actions to achieve aim	Delivery lead	Impact on children	How will we know	End of quarter progress	RAGB Status	Direction of travel compared to previous quarter
We will ensure cases are transferred without delay to the appropriate part of the service	Heads of Service Team Managers	Children will receive the right service from the right social work service at the right time	Weekly transfer meetings will be held. There will be no unallocated cases. Cases will not remain on CIN or CPO plans for extended periods of time.	Transfer meetings held on a weekly basis chaired by HoS. No unallocated cases.		↔
We will develop our intervention with children and young people at risk of exploitation and develop a multi-agency approach to address child exploitation and rebrand this as contextualised safeguarding.	AD Safeguarding and family support. HoS safeguarding and review	Children and young people at risk of Child exploitation are diverted or where necessary supported to reduce the risk of harm ensure the child has	Young people and children who are at risk of exploitation will have regular risk management meetings and safety plans. Police operations can take place if required on information gathered. Multi agency prevent and disrupt activity will be effective.	Risk management meetings are being completed. Reporting on activity in this area of the service to scrutiny committee, November/December 2019. Still awaiting final report from scrutiny.		↑
Risk assessments are completed within timescales where risk of exploitation has been identified	AD Safeguarding and Family Support. HoS safeguarding and review	Young people will receive an effective response and support to prevent them from being exploited or further exploited	90% of exploitation risk assessments completed within 5 working days	This reporting on this is being discussed further as to ensure that it accurately reflects the measure being		

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				asked for and will be developed in Q1 2020/21		
Risk management meetings are held within prescribed timescales	AD safeguarding and family support. HoS safeguarding and review	Young people will receive an effective response and support to prevent them from being exploited or further exploited.	95% of risk management meetings held at least every 4 weeks for young people who are known to be exploited or at significant risk of exploitation	Dec 19: 79.63% Mar 20: 13%		↓
			90% of risk management meetings held no more than 12 weekly for young people at moderate risk of exploitation	Dec 19: 100% Mar 20: 73%		↓
Safety plans are developed in a timely manner during and following risk management meetings	AD safeguarding family support. HoS safeguarding and review.	Young people will receive an effective response and support to prevent them from being exploited or further exploited.	90% of safety plans provided and distributed within 5 working days of a risk management meeting	Safety plans are uploaded into mosaic as a word document and discussion is underway with the HOS Safeguarding and Review as to how this can be reported from Mosaic		
Children who are reported missing and are found receive	AD safeguarding and family support. HoS	Young people will receive an effective response and support	100% of young people not previously receiving a service have a return home interviews	Workflow has been amended within Q4 as per instruction from HOS		

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an effective response and their views are heard	safeguarding and review.	to prevent them from being exploited or further exploited.	within 1 working day of being found	Safeguarding and Review and new reporting will commence in Q1 of 2020/2021		
			100% of children placed from another local authority or already receiving a service have return home interviews within 3 working days	Workflow has been amended within Q4 as per instruction from HOS Safeguarding and Review and new reporting will commence in q1 of 2020/2021		

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Aim We will recruit , train and develop a highly skilled and confident workforce who are enabled to develop and progress in their social work careers						
Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
Every staff member will receive regular supervision	Assistant Director safeguarding and family support Heads of Service Team managers	Children will receive a high quality service and are safeguarded through plans and support which are effective	90% supervisions undertaken every calendar month Outturn 2018/ 19 : 71% overall	March supervisions: 84% overall 80% operational 100% business support		
Recruitment of social workers, will mean caseloads will be at a manageable level to enable staff to fulfil their responsibilities	Assistant Director safeguarding and family support. Organisational Development Business partner.	Children and families will receive an improved service as social workers will have time and capacity to build relationships, reflect on issues and appropriate responses, with children and families.	Fortnightly caseload performance information will evidence all caseloads under 20.	% workers holding more than 20 cases. 16+ team: 0% Assessment Team 1: 17% Assessment Team 2: 0% Assessment Team 3: 0% Court Team 1: 20% Court Team 2: 14% Court Team 3: 0% CWD: 50% LAC Team 1: 17% LAC Team 2: 0%		All teams have seen  improvement

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Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
Learning from audit activity will be shared with teams in learning workshops to aid development in social work practice across the service.	Principal Social Worker. QA Manager Heads of Service	Learning will inform and develop social work practice, improving services and interventions offered to children and families.	All workshops will take place in the timescales set and attendance by children and families' social workers will be at least 70%.	7 of 9 planned workshops have gone ahead. 1 cancelled due to absence of Principal Social Worker. 1 not yet achieved due to COVID 19 – update awaited from team manager. Attendance ranges between 33% for bi monthly event to 100% for reflective case discussion between Heads of Service following deep dive audits		↑
Bi-monthly learning events will take place to aid learning and development across the workforce, and embed a learning culture which informs development of good practice.	Principal Social Worker	Children will benefit from having a stable workforce that is highly skilled	QA Manager report will evidence bi monthly learning events have taken place. 70% of staff will have attended.	Bi monthly events are taking place as required. Event regarding Professional development and strengthening practice held on 03/02/2020. Attendance of 30 staff across a variety of		↔

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Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
				Social Work teams. This equates to around 33% of Social Work staff.		
Group Supervision will be held on a monthly basis, led by senior practitioners, to aid and enhance learning and development	Heads of Service	Children and families will benefit from improved service delivery through social worker reflection on practice.	HoS will report in their improvement plans that group supervisions have taken pace as required.	Group supervision has commenced across all services.		↔
Feedback and learning from audit activity will evidence improvement in the quality of social work practice on a quarterly basis.	Principal Social Worker	Practice will improve for children and families in Herefordshire.	Audit activity will show an increase in the % of work graded good: End September target; <ul style="list-style-type: none"> 30% good. 0% inadequate End December target <ul style="list-style-type: none"> 40% good 0% inadequate End March target <ul style="list-style-type: none"> 50% good. 0% inadequate. 	End March 2020 55% Good 39% RI 6% Inadequate		↑

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Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter										
We have put in place a range of measures to enhance salaries and benefits for social workers Commissioned an external recruitment agency to recruit to hard to fill posts Worked with the regional ADCS Future Social Scheme to bring in agency workers. Increased business support and family support to assist social workers and take tasks from them	Organisational Development Business Partner, Assistant director safeguarding and family support, Director Children and Families	Children benefit from having well qualified, committed social workers	Vacancies will be filled and over time Herefordshire will recruit permanent social workers who stay	<div>As at March 2020</div> <table><tr><td>Permanent</td><td>117</td></tr><tr><td>Agency</td><td>19</td></tr><tr><td>Permanent Vacancies</td><td>31.2</td></tr><tr><td>Empty Seats</td><td>12.2</td></tr><tr><td>Fixed Term</td><td>2.8</td></tr></table>	Permanent	117	Agency	19	Permanent Vacancies	31.2	Empty Seats	12.2	Fixed Term	2.8		
Permanent	117															
Agency	19															
Permanent Vacancies	31.2															
Empty Seats	12.2															
Fixed Term	2.8															
We will recruit newly qualified social workers to complete an Assessed and Supported year in employment (ASYE) social workers.	Principal Social Worker	Herefordshire will increase the number of qualified, substantive social workers, reducing change in social worker for children	We will have a clear rolling programme of ASYE joining the organisation and ASYE completing their first year of practice.	ASYE’s :- 2019/2020 Q1 = 3 Q2 = 3 Q3 = 3 Q4 = 4												

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			7 NQSWs who started their ASYE in 2018 and finished in 2019 6 NQSWs started in September 2017 and finished in September 2018 3 NQSWs who started in June 2017 and finished in 2018			
We will establish a clear social work career pathway to enable social workers to invest in a career in Herefordshire	Organisational Development Business Partner	Children will benefit from having well qualified, committed and experienced social workers.	We will retain workers in Herefordshire, and appoint to senior positions from within.	This has not progressed in this quarter		
Signs of safety will be implemented across the council so there is a consistent approach across all partners in working with children and families.	Principal Social Worker	A strengths based approach will be embedded across all agencies, relationship based social work practice will flourish, feedback will be	Signs of safety is implemented, embedded and informs all practice across the directorate and partnership.	Signs of safety implementation is continuing to progress with virtual training sessions and workshops taking place. Prior to COVID-19, 3 sessions of		

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		positive, from families, partners and Ofsted.		Signs of Safety Assessment and next steps planning took place along with initial workshops for 4 of the 5 identified work streams		
We will establish an apprenticeship scheme to train non-qualified workers to social worker level and will back fill posts for apprentices to enable them to maximise their study activities	Organisational Development Business Partner	Children will receive a service from a suitably qualified social worker. Children will be able to build relationships with their social worker, and will not experience unnecessary changes in the social worker allocated to work with them.	The apprenticeship scheme will be operational, with all places filled.	6 apprentices started in Q4. Further plans are being worked up to offer further apprenticeships		
We will increase our children's social work leadership and capacity to enable the council to have the capacity to improve.	Director children and families	Children will receive a high quality and timely service	We will be able to demonstrate appropriate workloads for staff and clear evidence of improvements in quality of practice being embedded in day to day work –	Business case developed for a range of leadership and quality posts as well as additional social workers are in the assessment team and a senior practitioner, tracking		

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			evidenced by performance and quality measures improving and reported in this plan.	and put forward for 2020/21 budget.		

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Aim We will embed a system of performance management that provides strong management grip, oversight, and decision making, informed by a robust QA system.						
Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
We will use performance information to interrogate practice and performance, to inform progress against improvement plan targets	Assistant Director safeguarding and family support Heads of Service Team managers Performance team	All managers across Childrens and families will know area for development, and can take swift action to rectify areas where minimum standards required are not being met.	Performance information will be green across the board and all KPIs will be consistently met.	Performance reports are available weekly, consistently collated and distributed, and used to inform evaluation of progress against service area improvement plans.		↑
Each HoS will oversee a service area improvement plan which will track improvement against KPIs. This will be updated on a monthly basis and be reported into AD/HoS Budget & Performance monthly meeting	Heads of Service	As performance improves, children and families will receive services of a consistently high quality.	The RAG rating in each plan will move from majority red to majority green.	Plans are updated every quarter, so the process of reviewing performance and reporting on performance against plans is embedded.		↔
Each HoS will provide a SEF to report on overall service area activity on a quarterly basis	Heads of Service	Each service area will have an up to date and accurate assessment of its strengths, areas for improvement, and	SEF will increasingly identify areas of good practice and strengths within service areas.	SEFs have been completed for end of quarter 4.		↑

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Aim We will embed a system of performance management that provides strong management grip, oversight, and decision making, informed by a robust QA system.						
Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
		timescales to achieve improvement, so are continually driving forward to improve the quality of services.				
Each HoS will hold monthly service area performance meetings with team managers and senior practitioners so all managers are conversant with performance in their individual teams, service areas and across the organisation	Heads of Service	In identifying areas where performance needs attention, children and families in Herefordshire will be served by an organisation seeking to continually improve its service to children and families in Herefordshire.	Trends will show improvement. Areas identified as requiring improvement will receive appropriate attention and show improvement.	Performance information is now available on a weekly basis. Embedding the use of this to drive performance improvement requires embedding across all service areas.		↑
A Mosaic improvement group will meet on a monthly basis to develop and improve the efficiency and breadth of reporting across children & families	Business Support leads. Performance team.	Processes to identify case progression for each child will be improved, so cases that may be subject to drift and delay are quickly identified.	Performance against timescale targets will improve.	The Mosaic Working Group continues to scope and prioritise Mosaic changes and is taking an active role in evaluating 36 new signs of safety workflows		↑

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Monthly audit activity will take place, the outcome of which will be reported into AD/HOS monthly business and practice meeting by PSW and QA manager	Principal social worker	As an organisation, we will identify good practice that can be rolled out across all services, so children and families in Hereford will benefit from improvement in social work practise and intervention.	Audit activity will take place every month as planned. Outcome will be reported into AD/HOS business and practice meeting on a regular basis. % of work graded good will increase. % work graded inadequate will decrease.	Audit activity is taking place as planned (thematic/moderated/deep dive). Monthly reports are discussed at AD/HOS business and practice meeting. % work good has increased between last quarter and this quarter, and % graded inadequate has decreased over the same time period.		
Quarterly deep dive audit will take place focussing on a specific practice area but in all deep dive audits timeliness quality and consistency of management grip will be measured	Principal social worker	Over time, a clear, detailed picture will be established as to the quality of practice, areas for improvement established and training required to support practice improvement will be developed, improving services	Training programme will be informed by outcomes of deep dive audit and practice in specific service areas will improve.	Bi monthly learning events are being held in response to deep dive audit outcomes. The next bi monthly event will relate to neglect and is taking place in June 2020. Re-audit of Peer on peer audit shows an increase in overall percentage from 43% in		

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Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
		to children and families across Herefordshire.		<p>September 2019 to 66% in March 2020; this is an increase in the overall quality of work.</p> <p>Re-audit of parental participation within the IRO team shows an increase in overall percentage from 38% in August 2019 to 54% in February 2020; this is an increase in the overall quality of work.</p> <p>Re-audit of parental participation within the LAC team shows an increase in overall percentage from 50% in August 2019 to 60% in February 2020 an overall increase in the quality of work across the audit.</p>		


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We will embed a system of performance management that provides strong management grip, oversight, and decision making, informed by a robust QA system.

Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
Actions required following audits will be followed up by QA manager to ensure they are completed by a specified date. A weekly report will be provided to the AD and HOS highlighting outstanding audit actions. HOS will ensure these actions are completed within 48 hours.	QA manager	Cases where actions are identified to benefit children and families will be completed in a timely manner, improving the safety and wellbeing of children receiving social care intervention.	QA manager will report into AD/HoS meeting that there are no actions outstanding from timescale agreed.	This process has been reviewed following Ofsted focused visit in December 2019 to ensure all actions are completed in a timely manner. QA manager shares all outstanding audit actions with Assistant Director Safeguarding and Family Support on a weekly basis, who in turn shares with heads of service. Timeliness of completion has improved.		
We will recruit an additional Quality Assurance (QA) manager to provide greater opportunity for quality assurance, feedback and learning	Director Children's Services	Children and families will benefit from improvement in intervention and quality of social work practice identified in QA activity.	Additional QA manager will be in post.	Included in budget setting 2020/21.		

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Aim We will achieve positive futures for looked after children; avoid drift, achieve permanency at the earliest opportunity, and ensure looked after children and care leavers receive effective support into adulthood						
Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
Looked after children (LAC) reviews are held and records distributed within statutory timescales	HoS Safeguarding and Review	Children will not experience drift and delay. Plans will be progressed due to reviews taking place within timescales.	95% of 1st LAC reviews held within timescale Outturn 2018/19 90%	84%		↑
			95% of 2nd and subsequent LAC reviews held within timescale Outturn 2018/19 84%	93%		↑
			90% of LAC review minutes written and distributed within 20 working days Outturn 2018/19 48%	48%		↑
Independent Reviewing Officer (IRO) recommendations from LAC	HoS safeguarding and review	Children's plans will be progressed so they will not experience drift and delay and	90% of LAC review recommendations are completed and sent to relevant	77%		↑

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reviews are agreed and progressed within timescales		the best options for their future will be progressed swiftly.	team manager within 5 working days of the review Outturn 2018/19 73%			
			90% of LAC review recommendations are responded to by the relevant team manager within 5 working days of having received them Outturn 2018/19 65%	72%		↑
IRO is effective in ensuring care plans are appropriate to meet needs and do not drift	HoS Safeguarding and review	Children's plans do not drift and their progress is overseen by their IRO.	90% of cases have at least 2 IRO oversights recorded within a 12 month period Outturn 2018/19 83%	79.13%		↓
	HoS safeguarding and review	Where issues are identified that are preventing plans for children progressing, these are acted	100% of formal disputes resolved within 20 working days	7 dispute resolutions were raised, 7 were dealt within timescale.		↑

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Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
		upon swiftly by using the escalation process, evidencing IRO grip on the progression of children's care plans.				
Children will be encouraged to participate in their LAC reviews in a meaningful way	HoS safeguarding and review	Children will be able to voice their views and inform their care plans.	90% of children over the age of 4 participate in their LAC review in some form Outturn 2018/19 84%	94%		↑
Children will have the opportunity to consult with their IRO before their LAC review and will be provided with information about their rights and entitlements	Safeguarding and Review Head of Service	The wishes and feelings of children will be heard, validated, and will be part of establishing plans for children.	85% of children have a consultation with their IRO as part of each LAC review Outturn 2018/19 97%	92.17%		↑
Life story work and later life letters will be completed for every child moving to adoption in a timely manner.	LAC head of Service	Children will be able to understand their own family and care history	The backlog of life story work and later life letters will reduce every month and be eliminated	29 children who have been adopted are awaiting the completion		↑

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Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel compared to previous quarter
			Outturn August 2019 was 42 outstanding	of a life story book or later life letter.		
Children who don't need to be looked after will be supported to return to their parents care or to be cared for outside of the looked after system via adoption or Special Guardianship Orders (SGO).	LAC head of Service	Children who can be safely cared for outside of the LAC system can grow up within a family without state intervention.	Number of looked after children leaving care will increase to that equivalent to or above statistical neighbours. Numbers of looked after children will decrease.	Orders have been successfully discharged for 8 children during quarter 4 with applications for a further 17 children with legal or filed with the Court. Progress continues to be scrutinised on a monthly basis by the AD for safeguarding and family support.		↑
We are investing in property for our care leavers and support services in the accommodation. We are submitting a further	LAC head of Service	Care leavers who require a level of support will be able to obtain this in Hereford, maintaining their links with friends, kin and	Funding for placements will decrease. Young people will remain in Hereford.	Completion of building work delayed due to Covid-19. Project		↓

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business case for an expansion of local supported accommodation in Herefordshire		community in surroundings they are familiar with.		expected to commence end of June 2020		
We will establish clear transition pathways for vulnerable young people so they receive the services they require to assist them in adulthood.	Assistant Director safeguarding and family support	Young adults, vulnerable to risk will receive services to assist them transition into adulthood.	There will be an increase in young people who receive services when entering into adulthood.	This is still to be progressed.		↔

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Aim We will aim to strengthen families and enable children to live within their family network through early help and edge of care offers						
Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel
We will invest resources into both early help and family support resources to ensure children receive services at the earliest possible opportunity.	Assistant director safeguarding and family support.	We will establish a culture of maintaining children within their families where it is safe and appropriate to do so.	Re referrals will decrease. Early help interventions will increase. LAC numbers will decrease. CP numbers will decrease Outturn 2018/19 Re-referrals 31% Early Help 1088 LAC 334 CP 111	There has been a decrease in re-referrals. End Q1: 23% End Q2: 19% End Q3: 19% End Q4: 20% Early help interventions remain high @ 1295 LAC numbers have decreased to 352. CP numbers have decreased to 108.		   
We will reconfigure where the social care family support system operates to ensure it can work with families at the earliest opportunity.	Assistant director safeguarding and family support.	Children and families will receive services aimed to enable them to become more resilient and maintain sustainable change at an earlier opportunity, reducing the need for statutory social care intervention	We will have fewer children on CP plans, caseloads in CP/Court will reduce, and fewer children will be re-referred to children's social care.	Family support service has moved into the assessment teams and is evidenced by fewer children being on CP plans		
We will developed an edge of care service, to enable children to reunify to and/or remain with their families	Assistant director safeguarding and family support.	Children will be enabled to remain within their family network, or return to their family network where safe to do so,	We will have a fully functioning edge of care service. Less children will enter the looked after system, more children will leave the looked after system,	A full team of in-house ECHo workers has been appointed who have begun to transition to their new roles.		

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Actions to achieve aim	Delivery lead	Impact on children	How will we know	Quarterly progress	RAGB Status	Direction of travel
		maintain their links with kin and community.	both where safe and appropriate for the child.	<p>Initial cases for reunification and stepped-down from care have been identified and direct work is beginning with them.</p> <p>Covid19 has impacted commissioning timescales for externally provided elements of the service, but progress is being made.</p>		

Direction of travel key:-



Increase in improvement of direction of travel



Remained same as previous period



Decrease in improvement of direction of travel