

Ensure all children are healthy, safe and inspired to achieve

Ensure that children in care, and moving on from care, are well supported and make good life choices

Build publicly owned sustainable and affordable houses and bring empty properties back in to use

Protect and improve the lives of vulnerable people

Use technology to support home care and extend independent living

Support communities to help each other through a network of community hubs

### Delivery

Action	Status	Comments
Increase the functionality of the council website and WISH (wellbeing information and signposting) portal to aid people's easy access to information and advice, along with conducting services online	Green	Increased functionality has recently been deployed through a system upgrade improving access to information and local services.
Increase the quality of information that is published, and provide more information in accessible formats for openness and transparency	Green	Additional information on the council website provided for Covid-19, along with social media. Revised website in progress that will allow for more on-line forms.
Continue the support and delivery of the armed forces covenant in Herefordshire to help the armed forces community (including family and carers), shaping and supporting access to advice and services	Green	The DG team through the Grants Manager, the Veteran Support Centre Manager and the Armed Forces Covenant Support Officer continue to provide the support and secretariat to the Covenant Partnership in delivering the aims of the covenant. This past quarter has been facilitating online meetings with partners, the Ops Group, Covenant Partnership and wider covenant Partnership. Introduction of a Veteran to Veteran volunteering Scheme from the Veteran Support Centre in response to the Covid19, update and monitoring of the Council's website that hosts the Armed Forces information to ensure that organisations had the correct and up to date information, newsletters, virtual Armed Forces Day coverage, etc. Most specifically work towards the Council's Gold Award and completion of the Armed Forces Needs document for Herefordshire.
Develop and increase the uptake of a range of activities aimed at identifying early risk factors and improve the overall health and wellbeing of Herefordshire residents such as NHS Health checks	Amber	NHS Healthchecks were paused due to COVID-19, due to limited GP availability. The services is looking to restart in Sept/Oct and will focus on individuals known to be high risk; using both postcode data (indicating levels of deprivation) and targeting large workforces (particularly those in routine and manual work). Smoking cessation services have continued delivered online and over the phone; the service this year has been opened up to all residents. Substance use services have remained open, albeit showing a downturn in activity. Sexual Health services have continued; those with a clinical need have been seen in person, whilst there has been an increase in the use of online STI test kits.
Explore new models of delivery for high demand services such as nursing provision for people with dementia	Green	The local authority is supporting the work around enhanced health in care homes which is a national programme to improve health in care homes and link to the wider local PCN model of delivery. Work continues on both the market position statement and accommodation needs plans.
Increase the effectiveness and efficiency of the urgent care system to avoid admission or enable people to leave hospital earlier	Green	We continue to work closely with system partners after a united and successful approach to COVID-19 providing an integrated approach to discharge and hospital avoidance. We continue to work together in preparation for the forthcoming discharge guidance due to be in place from September with the aim of continuing an integrated approach with health and community partners.
Develop and embed effective community hubs across the county (referred to as the Talk Community programme) which can demonstrate impact on health, wellbeing and independence of local residents	Green	Relationships that have been established through the link workers with community groups/organisations across Herefordshire during lockdown are being further developed by the talk community team; and with the groups that had been engaged prior to lockdown those connections are being re-established. The focus therefore has been on re-establishing and developing those connections in order to continue and capitalise on the fantastic community response during the pandemic and with support from the talk community team establish these groups as a talk community hub.
Maximise the use of the disabled facilities grant to support people to remain in their own home with appropriate advice, equipment, adaptations, technology and essential repairs	Amber	Technology offer extended during covid -19 to support hospital discharge. Use of DFG adversely affected by Covid-19; Building Contractors returned to working in people's homes in July 2020 with appropriate guidance.
Implement a new housing allocation policy and system through which residents in housing need are nominated for affordable housing in Herefordshire	Blue	New Housing Allocations Policy introduced on 24 June 2020
Support people to access technology and increase their ability to use technology to enhance daily living and overall wellbeing	Green	Technology offer extended during covid -19 to support hospital discharge and to support access of adults in care homes to connect with their families and friends whilst COVID-19 is preventing face to face contact.
Redesign social care resources to align better within the locality based community health services	Blue	Locality remodelling has been completed and is now embedded

Increase early help resources through effective targeting of commissioned services and increase in direct family support workers	Blue	The internal Early Help resources have been increased by family support workers and early years support workers. This increase in resource has led to an increase in the number of children and their families who receive specialist support from 147 families (298 children) April 2019 to 283 families (611 children) in June 2020. The Troubled Families programme started a years extension from April 2020. To date the target of 15 Payment By Results claims has been achieved for the first 3 months.
Support and challenge early years settings, schools and colleges to continue to improve the outcomes for children and young people to achieve our aim of having education outcomes in the top 25%	Amber	Standards visits have been completed and follow up visits to monitor progress towards actions have taken place. Targets have been set for schools and schools have been risk assessed. Support is being provided through a variety of means including school to school support (8 schools) and Herefordshire School Improvement Partnership projects (Raising the attainment of boys in English at GCSE). Use of National Leads in Education and Teaching Schools to support and challenge schools. Due to COVID 19 and the closure of schools to most pupils, these projects have been put on temporary hold. As a result of CV19 there will be no EYFS, KS1, Phonics or KS2 results this year, therefore no measurement of outcomes in the primary phase in 2020. KS4 and KS5 exams (GCSE and A Levels) have been suspended with results being awarded on teacher assessment. The projects above will resume when the schools return in September.
Develop and implement a strategy to tackle the growing issue of childhood obesity and dental health in Herefordshire	Amber	An oral health action plan has been approved including a targeted approach across early years settings to tooth brushing; identifying options to increase the numbers of children accessing fluoride varnish; a training programme and marketing and promotion of good oral health. Actions for a comprehensive and consistent approach for services and settings for under 5s have been identified in relation to healthy eating, oral health and physical activity, including multi-disciplinary training, building on the Solihull parenting training, ensuring consistent messages and guidance around appropriate resources. This approach will be taken to CYPP Board for consideration in due course as no further progress has been made due to external circumstances.
Develop speech and language skills of under 5's through education and training in early years settings	Green	<ul style="list-style-type: none"> <li>• Elklan speech and language project – communication friendly settings accreditation, communication champions within settings. A new completion date for the Elklan contract has been agreed and extended until end September 2021 due to CV19. There is a completion rate of 87%</li> <li>• Training for parents via 'let's talk' courses; settings and children centres have successfully continued to run 'let's talk' courses for parents via video calls, with good engagement. Elklan parent toolkit went live on WISH on 27.6.20 to support parents with their child's language development whilst at home. The professional toolkit will be ready to launch in September 2020.</li> <li>• Solihull Approach; licence has been extended to make it a 5 year project. Engagement is being monitored and some targeted marketing is being released for parents during lockdown to encourage language development.</li> <li>• Training for EYFS professionals and home learning environment initiatives such as library membership for under 5s, bookstart packs and associated activity, including dual language books and information for parents; home learning environment bursaries for settings to engage parents in their children's learning at home; translated leaflets to encourage use of home language to develop good communication skills for children with EAL; signing courses for practitioners and settings to support communication.</li> <li>• The Maths project has been completed, with the last 2 sessions being run via video meetings during lockdown. More sessions to run in the new term.</li> <li>• Forest school training has been adapted by Forest School Alliance so that it can continue to go ahead with blended learning now taking place. We currently have 2 participants engaging in this.</li> <li>• COVID-19 has meant a temporary halt to some of these programmes due to the closure of settings.</li> </ul>
Undertake a mental health needs analysis for young people	Amber	The Herefordshire Mental Health Profile is drafted; the scope of the profile has been revised in the light of COVID-19 and has expanded to embrace the range of risk and protective factors for mental health. The profile focusses on key lifestyle, social and environmental factors affecting mental wellbeing. The children's survey is now planned for early in 2021 and the Talk Community survey of a representative sample of Herefordshire residents will provide an indication of the mental wellbeing of the wider population.
Develop and implement a care leavers covenant that sets out the council's commitment to care leavers as part of our corporate parenting role	Green	Accepted as a "trailblazer" local authority and working with the national covenant team. A local care leavers covenant has been drafted and is due to be considered by Scrutiny Committee in July and Cabinet in September.
Implement new model for social care to ensure consistency and quality of practice so that children and families are supported effectively within the right part of the system	Green	Signs of Safety is being progressed following the delays due to COVID-19; governance and reporting arrangements have been finalised and the project board has been established, a refreshed implementation plan has been agreed and signed off, and project workstreams leads have been identified. Training is being arranged for the C&F staff to be completed virtually during Q2 and Q3.

Develop and implement an enhanced support offer to those families who are at risk of escalation to higher levels of intervention from social care	Green	The new ECHO (Edge of Care/Home) service is now live and began accepting referrals in April '20. 19 cases have been referred and assigned to an ECHO support workers; one of these cases for reunification, has already been closed successfully with the child returning to live with parents. There are a further three roles to be implemented during the next quarter, to support therapy, domestic violence and substance misuse. Once these roles have joined the team over the summer, the project implementation will be completed and work will move to a business as usual phase, with further progress and impact being reported routinely.
Enhance information and support to parents	Green	The EH page on the website has been updated and improved. The Early Years Family & Community Connectors have identified 209 community assets for children and their families, of which 131 agreed for their details to go on WISH. Services not registered on WISH are on an internal directory available for council staff and shared with partner agencies. Services suspended delivery of group Parenting Courses in March 2020. Courses on the Solihull Approach are available on line free for anyone living in Herefordshire. The EHFST and the EYST are both developing short parenting sessions to be delivered virtually. Early Years Support Workers (EYSW) also filming sessions of some of their evidence based programmes to be sent out to parents virtually.
Develop new models of housing and accommodation to support vulnerable young people	Amber	The refurbishment of Widemarsh Street accommodation for care leavers has been completed and opened in July. Pathways are now in place. Recommissioning of housing related support services for vulnerable young people was reviewed and procurement is now live, with new service to be operational from Feb 2021 - this has been impacted by COVID-19, and planned for cabinet in November 2020.
Continue significant development of affordable and social housing through planning gain and the Development and Regeneration Partnership, also contributing to accommodation for vulnerable people and analysis of projection of population and demographic changes	Green	Whilst impact of COVID-19 led to the closure of housing development sites, development has re-started with Registered Providers reporting difficulties due to materials shortages. Annual delivery target is being reviewed in light of COVID-19 impacts. Ongoing challenges in securing vacant possession continue to hamper delivery of housing at Bromyard through DRP with Keepmoat but the completion of supported units for Care Leavers with complex needs in Widemarsh Street is a positive outcome for Herefordshire improving housing options for priority need groups. The Herefordshire Housing Market Area Needs Assessment has been commissioned and is due to report in October and will inform the Council on housing need in Herefordshire.
Seek to acquire new sites to encourage new housing development within the county and commence development of the former depot site at Bromyard to deliver 45 new homes.	Amber	Registered Providers in Herefordshire continue to work hard to identify sites for affordable housing delivery and a review of Council-owned sites is ongoing. Work to progress delivery at Bromyard remains on hold pending possession of the agricultural land critical for the development.
Further develop the council website including WISH to communicate with residents and increase the ability to access services on-line, with streamlined services making the most of technology to create an improve customer experience	Green	Increased functionality has recently been deployed through a system upgrade improving access to information and local services.

Performance Measures				
Measure	Q1	Improve-ment?	Target Met?	Comments
Reduce the rate of younger adults needing permanent placements in residential and nursing care homes (aged 18-64)	0 (0 people)			Recording of DTOCs has been suspended nationally during COVID-19.
Reduce the rate of older people needing permanent placements in residential and nursing care homes (aged 65+)	65.04 (31 people)			
The number of Delayed Transfers of Care (delayed days) from hospital attributable to social care	NA			
Increase the proportion of older people who are still at home 91 days after discharge from hospital into Reablement/rehabilitation services	70.1%			Delays in construction has impacted on delivery target of 210 new and acquired dwellings in 2020/21. Building works have now resumed, but limited availability of some building materials and social distancing rules on sites have resulted in a predicted decrease in units delivered. Regular contact with Registered Providers (RPs), and discussions are taking place to try and accelerate delivery this year
Increase the number of affordable housing units delivered	8			
Reduce the number of households in temporary accommodation	34			Figures delayed due to COVID-19
Improve the overall satisfaction of people who use services with their care and support	NA			
Increase the number of community hubs throughout the county	8			* figure as at February. Postponed due to COVID-19
Increase the take up of the NHS Health Checks from the most "at risk" population groups	45.2%*			
Reduce the attainment gap at age 16 between free school meal pupils and their peers.	NA			Annual figure
Increase the proportion of pupils attending a school and or setting that is good or outstanding: Primary	96.8%		TBC	

Increase the proportion of pupils attending a school and or setting that is good or outstanding: Secondary	78.3%		TBC	
Improve education outcomes at age 5 (Ensuring they reach a good level of	NA			Annual figure
Improve health outcomes for: 0-5 year olds (Percentage of 2 to 2.5 year olds	NA			Annual figure
completing a developmental health review)				
Improve health outcomes for: 5-19 year olds (Percentage of Year 6 children who are	NA			Annual figure
overweight or obese)				
Reduce the number of children being referred to children's social care for a service	1938 contacts 366 referrals		TBC	
Reduce the number of children looked after by the local authority	345			
Reduce the use of emergency bed and breakfast accommodation for young people at	13		TBC	Increased number of parental evictions as a
risk of homelessness				result of lockdown
Reduce the number of children subject to child protection plans	115		TBC	
Increase flu vaccination uptake for Herefordshire Council staff and other defined staff	NA			Figure reported later in year
groups				

Corporate Risks						
Risk		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
CRR.01 - Childrens operational staffing/workforce CRR.02 - Market Workforce Economy CRR.03 - Budget & Savings Plan - Childrens & Families CRR.04 - Human Rights Claims CRR.07 - Deprivation of Liberty CRR.17 - Demographic Pressures CRR.40 - Ofsted Outcomes	5 Certain					
	4 Likely				CRR.01, CRR.02, CRR.04	CRR.03
	3 Possible			CRR.17	CRR.07	CRR.40
	2 Unlikely					
	1 Rare					

