Herefordshire Council

APPENDIX 2

Herefordshire ILAC action plan 2026			
Area of Improvement / development	**Activity to improve or develop the service**	**QA Measure of progress – Service User Feedback / KPI / Audit**	**Lead Officer**
1)Family Group Conferences (FGCs) are held when required to strengthen children and families' support networks. Those family members providing support are not always involved in key meetings, which limits the contribution they could make	Revise and strengthen our approach to Family Led Decision making through a combination of service expansion and a redesigned delivery model. Recruitment of x0.5fte additional FGC/FLDM Co-ordinators increasing capacity to deliver high-quality family-led decision-making across the service **Practice development : Once an FGC is initiated**: FGC will be offered for all families receiving a Family Help Assessment. MASH will make the referral when the threshold decision for FH Assessment is made The practice standard in Herefordshire is that an FGC will be held within 15 working days of referral. The genogram becomes a live document and those identified through the genogram become core contributors to the family plan.	**Structured feedback after:** • Initial Family Network Meetings • Family Group Conferences • Reviews of the family plan **KPI Measures of success** • Number and % of Family Help Cases with an FCG plan. • Timescale met from referral to allocation • Number and % of Case in PLO with a FCG plan. • Number of children received into care that moved to Kinship placement and had an FCG plan which identified the kinship carer. • Number of children residing short term under family arrangements including Private Fostering arrangements (care prevention) where the carer was identified in the FCG plan.	Ruby Card

	The responsible worker will complete the genogram and with the family identify three primary support contacts and any additional relevant to each case. This aligns with best practice in family network approaches, where at least three naturally-occurring support figures are identified to broaden safety planning, provide relational continuity, and increase resilience around the child this allows earlier mobilisation of family networks ahead of statutory processes. Coordinators will actively ensure that plans remain co-produced and centred around family-led solutions with input to reviews ensuring support / contingency plans with extended family remain engaged.	**Audit** – Targeted Audit on quality of Family Plans initial and review plans These QA measures will be collated and analysed on monthly basis by TM and reported quarterly by SM.	
	Regional Peer Review on FGC practice – March 26	Learning outcome to inform practice development	
Progress Update *Q1/2/3/4			

2)For a small number of children who have experienced neglect, the written plans do not always address the impact of cumulative harm and do not start from the lived experience of the child, resulting in plans that are adult focused.	**Workshop** to Family Help and MACPTs **– Neglect cases: evidencing cumulative harm** Peer Review with Birmingham Children Trust based on Neglect. Multi agency forum presenting data, approaches, tools and outcomes to provide refection and learning.	**Measure of Success** **Workforce feedback** Feedback from practitioners who have attended the workshop – helpful/will impact on practice? **Service User feedback from targeted audit** - Targeted service user feedback	Tutsi Selvey / Suzie Simms

	Safeguarding Partnership to complete GCP2 survey with staff to understand value and accessibility to staff on the front line across the multi-agency partnership. Safeguarding Partnership to re-visit neglect toolkit to ensure this is current and accessible as a useful tool to staff. Roll out further training and set expectations of when GCP2 is completed by workforce. Multi agency audit of cases open under category of Neglect to ascertain if GCP2 had been completed and identify any area of learning. Audit of CP cases subject to repeat CP under category of Neglect to ascertain the use and impact of GCP2 Development of Mosaic and PBi to provide regular reporting on risk categories for contacts, referrals and assessments	on Family Help and Child Protection cases (neglect) to ascertain parental views on what has been helpful / could have been more helpful – including their experience of the GCP2 **KPI's** Number of Graded Care Profile 2 completed and completed by agency Reduced number of children subject to referral with Neglect as primary indicator of concern * Reduced number of children on Child Protection Plan under category of Neglect * Reduced number and % of children subject to repeat Family Help Assessment and Child Protection plan under category of neglect * * Base line data as of EoY 25/26	
Progress Update *Q1/2/3/4			

3)While allegations against professionals who work with children are managed in a timely way with appropriate outcomes, there are inconsistences in the quality of written records, which do not	LADO advice line relaunched with Business Support Co-Ordinators taking calls for the LADO to review and action. Advice and guidance provided by LADO will be consistently recorded on Mosaic.	**Number of referrals and outcomes / and by agency providing pattern and trends overview to inform further work**	Andrea Busk

consistently reflect the discussions that take place or the support available and provided. Data is also limited and reliant on manual tracking. This means the service has been unable to complete a comprehensive overview of patterns, trends and outcomes of this work.	Manual tracker revised to collect the data required.		
	Guidance to be written for good quality POT meeting minutes and shared with Business Support Co-Ordinators		
	Development of combined LADO/CP Chair x2fte to provide resilience in service		
	Mosaic development undertaken to provide PBi reports		
	Quarterly and annual LADO repots to be completed through 26/27		
	Targeted audit of POT meeting Q1 and Q3		
Progress *Q1/2/3/4			

4)Children who take on a caring role are not always clearly recognised by statutory services, and this can mean that their needs are not sufficiently understood	Implementation and launch of No Wrong Door for Young Carer's within Herefordshire which will include a screening tool for all professionals to use when they identify a YC.	KPI- Increased reporting of number of screening tools completed internally Service user feedback – collected after every Young Carer intervention from Family Help.	Vicky Leader / Sophie Roberts
	Screening tool to be built into mosaic for Children's and Adult's services and will be a mandatory requirement to be completed if identified during assessment. Clear outcome from screening tool which will include referral for Young Carer's Assessment if care provided is moderate – very high		
	Media and Council launch of Young Carers Offer to Children and Young People in Herefordshire to raised awareness		

	Refreshed Young Carer's Assessment built into mosaic, with identified outcomes to be linked into family plans to ensure YC needs are included in social work plans.		
	Evidence based YC tools (PANOC and MACA) to be introduced into Family Help service as a way of evidencing decreasing the amount of caring activity and impact of caring task throughout intervention.		
	Targeted audit within Team Meetings and Supervisions to ensure YC are being considered fully within Family Help assessments		
Progress Update *Q1/2/3/4			

5)There are very few children identified as living in a private fostering arrangement. Current arrangements to identify, assess and support children living in such arrangements are not effective	**Strengthen Identification** Deliver targeted training and refresher sessions for all children's social care staff and education colleagues. Training should focus on what constitutes a private fostering arrangement, early indicators, statutory duties, and referral expectations.	Monthly targeted audit to monitor compliance and quality of assessments. Feedback from children in privately fostered arrangements. Feedback from carers of Privately fostered children through feedback form or telephone call.	Natasha Newton / Sophie Roberts
	Clear and Consistent Pathway for Notifications and Assessment Update the private fostering workflow that clearly outlines what staff must do from point of notification through to assessment and ongoing support.		

	Ensure this workflow is embedded into induction for new staff and is accessible on the service's internal guidance hub.		
	Strengthen Multi-Agency Engagement Continue with communication strategy targeted at schools, health visitors, GPs, youth services, housing, and community organisations to increase awareness of private fostering duties building on the work that took place in 2025/2026.		
	Privately Fostered Children Continue to have a named private fostering lead responsible for oversight, data reporting, and ensuring statutory timescales are met. Develop a standardised support offer for privately fostered children and their carers, including visits, signposting, and access to appropriate services.		
Progress Update *Q1/2/3/4			

6) The virtual school has robust systems and procedures in place to provide effective oversight of the education of children in care. This work is having a positive impact on the educational experiences and the progress of most children, with	**Faster Identification of Non-attendance** Use of the Wonde extraction system for register marks means that unauthorised absence figures are available sooner on Welfare Call. Sessions planned with social workers support access to attendance data to	Overall attendance rates to be better than national rates for looked after children (24/25 rate 90.1% against 91% for national CLA) Targeted audits to be completed for persistent absence to identify compliance	Jo Chick

them making good progress from their starting points. A minority of children do not attend school regularly enough, which limits their achievement	monitor attendance and proactively identify issues earlier. For those young people identified as being persistently or severely persistently absent: • Social worker/VSEO consultation with VS Educational Psychologist • Referrals for STEPS workers • Network meetings arranged Consider local support that may be available for out of county placements where STEPS is not available.	with joint working and outcomes for learning Feedback from young people re barriers for them to get involved with their education, what they feel would help increase their attendance	
Progress *Q1/2/3/4			

7)Special guardianship orders (SGOs) are made when it is in children's best interests, and carers and families are well supported and included in planning for these. However, there has been some confusion in the SGO financial offer and how long this support is provided for, which has dissuaded some carers from pursuing this	New finance policy launched which details financial support SGO carers will receive and our commitment to children aged 18yrs.	KPI – increase in SGO placements leading to a reduction of children in care	Natasha Newton / Deb Morgan
Progress Update *Q1/2/3/4			

8)Foster carers, including kinship carers, are supported well with improved training opportunities. However, the unique needs of kinship carers are not accommodated in this generalised training.	**Development of Kinship specific training**: • Kinship specific course being run by Safe Connections over 4 sessions 7th May 2026 – 27th May 2026. This will be on a rolling programme. • Online platform Pink Pearl Parenting academy Kinship specific courses. • Working with Pink Pearl Parenting to develop more courses specific to our Kinship carers	Training Officer uptake of courses and feedback data each quarter. Feedback from kinship carers on the quality of training, level of support offered. Increase of Kinship Carers	Natasha Newton
	Further develop a Local Kinship Offer to include: **Additional financial assistance from the point of Reg 24 authorisation for Kinship carers** Specific training for Kinship carers on • managing birth family contacts • Life story work with children in their care		
Progress Update *Q1/2/3/4			

9)The limited English for speakers of other languages provision in Herefordshire is a challenge, which means that those care leavers who choose to return to the area, must travel	UASC Migration Steering group meet to identify opportunities for ESOL Language Courses to be delivered to care experienced young people within the Herefordshire based college and community based settings.	**KPI Measure** Number of separated young people locally who are EET with attendance at specific courses/venues **Service User Feedback**	Stacie Edwards

to access these courses. Leaders are encouraging growth in college-based classes, and new courses are planned for January 2026.	ESOL at Herefordshire and Ludlow College Course has mobilised and referrals been taken for students to begin studying. Review of ESOL at the Kindle Centre takes place to ensure that young people can continue to attend for those young people whose language skills are not yet ready for the College Course. UASC Migration Co-ordinator to start employment to assist in identifying opportunities with the Post 16 Education Officer to deliver additional ESOL courses and language-based activities of separated young people	• Direct Feedback from young people via visit's • Structured Feedback from Survey developed by TM's and completed by end of April **Audit** Pathway Plan review and weekly recordings from supported accommodation providers will assist us to measure impact of improved language skills. Increase in young people accessing community activities and self-reporting feeling more integrated into the local community.	
Progress Update *Q1/2/3/4			

10)Care leavers who are disabled receive support from workers from the 'Young Adults' team, who work with care leavers' PAs. For a few of these care leavers, the decision and plan for where they will live are not always in place well before their 18th birthday. This does not provide the certainty care leavers need to be assured	Strategic meeting with CWD and YAT to review internal process of referral, allocation and joint working to ensure this is streamlined and as timely as possible. Strategic Leader within Children's and ICB to review process for ICB decision making on funding / joint funding care placements to ensure security of placement is achieved in a timely way.	**Service User feedback** Young People aged 16-19 feel informed and secure in their placement provision Young people are able to share understanding of their plan. Where young people are not able to directly share their understanding of their plan, there is evidence of clear effort to communicate to young people and creative methods to support their understanding.	Stacie Edwards

about where they will be living. Leaders are aware of this and are working with colleagues to address this.	Formal escalation to ICB of cases where funding decision is delaying permanency / care planning for child / young adult in transition.	Readiness for adulthood scaled feedback tool to be developed for young people **Audit** Monthly review at Children's Continuing Care panel between CSC leadership and ICB. Quarterly audit of panel decisions focusing on: • timeliness • quality of assessments • whether decisions provided certainty on forward planning **KPI's** Accommodation needs will be understood for children moving up to adulthood. - % of young people with agreed accommodation type by age 17 - % with agreed plan for accommodation by age 17.5 Timeliness of referral from CSC to YAT	
	Children's and Adult safeguarding partnership to complete work to review the process and pathway for vulnerable young people leaving the care of Children Social Care but where risks of self-harm, exploitation continue to identify an appropriate source of support.		
	Escalation log to be held with focus on preparation for adulthood, with both adult social care and the ICB, to ensure any delay is being recognised and acted upon.		
	Strategic meeting with leaders in CSC/ASC/Public Health to develop partnership approach to enable data on number of vulnerable YP referred to: • CARM • YAT • Adult safeguarding • SAFE post 18		
Progress Update *Q1/2/3/4			