

Appendix A - Safeguarding and Family Support Improvement Plan 2020-2021

(updated to end of quarter one, June 2020)

Executive Summary

The significant points that are highlighted are the top 5 elements that we are working towards; however, work continues across all the priorities as detailed in this improvement plan.

What is going well? (reflection on the previous quarter)

Includes:

- Timeliness of visits to looked after children and children subject to a child protection plan
- Completion of supported accommodation building for care leavers
- Domestic Abuse Hub established within MASH
- Single practice approach (Signs of Safety) and supporting implementation plan
- Backlog of life story work for children we look after has been largely removed

What are we worried about? (reflection on the previous quarter)

Includes:

- % of child protection enquiries (Section 47s) that are NFA
- Reducing numbers of children subject to a child protection plan
- High numbers of children looked after
- Are children who have gone missing getting support when they return home? Are risk management and safety plans being completed within appropriate timescales?
- Need to increase QA capacity to triangulate improvements in compliance with service quality and outcomes for children

What actions are we going to take over the next quarter? (SMART actions to be progressed)

Includes:

1. Complete multi-disciplinary audit to properly understand reasons for high percentage of Section 47s where a decision of NFA is taken (look at “thresholds” and consistency of decision making); develop action plan. Joint priority with Safeguarding Partnership. **Lead Andy Gill (AD)**
2. Review reducing numbers of children subject to a child protection plan (building on previous work). **Lead Barbara Langstaffe (Head of Service).**
3. Complete initial review of children where family reunification should be assessed and actively explored as part of permanence planning. **Lead Gill Cox (Head of Service).**
4. Establish robust reporting system of return to home assessments and follow-up support for children who go missing. **Lead Barbara Langstaffe (Head of Service)**
5. Whilst re-advertising for a second QA Manager post, appoint interim support (3 days per week) and revise our recruitment strategy. **Lead Andy Gill (AD)**

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Our vision for Children and Young People in Herefordshire as set out in the Children and Young People's Plan for Herefordshire 2019 - 2024 is that we will work to ensure that: 'The children and young people of Herefordshire have a great start in life and grow up healthy, happy and safe within supportive family environments'.

Our aim is to set out within this safeguarding and family support improvement plan to provide the detail about what we are striving to achieve; what we will do to make a difference to children's lives and how we ensure that our practice is consistently good!




Over the coming year our key focus will be to complete QA activity to check (triangulate) performance measures against practice quality and most importantly outcomes for children ("Impact on Children").

Our Priority areas
1. Getting it right for children and families first time
2. Keeping Children and families together where possible; including a reduction in our looked after children numbers
3. Record appropriate and full information to ensure that we meet the identified needs for children and families to support and achieve outcomes.
4. Ensuring consistency of decision making for children and families
5. Policy and practice that enables good quality social work for children and families
6. A single practice approach that deliver and improves quality and outcome for children and families (Signs of Safety)
7. The leadership of change to prioritise better quality and outcomes for children and families
8. Sustainable workforce to provide continuity for children and families

Our Aims	Our priorities
We will provide a service where children are protected, and do not experience drift or delay in the progression of their plans	1, 4, 5
We will recruit, train and develop a highly skilled and confident workforce who are enabled to develop and progress in their social work careers	5, 6, 7, 8
We will embed a system of performance management that provides strong management grip, oversight , and decision making, informed by a robust Quality Assurance system	1, 3, 4, 5
We will achieve positive futures for looked after children; avoid drift, achieve permanence at the earliest opportunity, and ensure looked after children and care leavers receive effective support into adulthood	1 , 2
We will aim to strengthen families and enable children to live within their family network through early help and edge of care offers	1, 2, 6, 7, 8




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Priority 1					
Getting it right for children and families first time					
Objectives to achieve priority	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Statutory Visits to children will be completed within timescales	Looked after child (LAC) visits will be completed to timescale. Target 95% LAC visits average Sept 2018 – March 2019 : 79% Outturn 2019/2020 : 86%	94%	Performance data regarding visits is circulated on a daily basis to Team Managers. Lead:-Gill Cox Team Managers reviews the data. The data informs of visits due and overdue visits. Team Manager ensures the Social Worker is visiting and recording the details of the visit on MOSAIC. Lead:-Gill Cox		
Impact on children	Child in need (CIN) visits will be completed to timescale. Target of 95% CIN visits average Aug 2018 – March 2019 : 53% Outturn 2019/2020 : 70%	88%	Performance data regarding visits is circulated on a daily basis to Team Managers. Lead:-Sue Rogers Team Managers reviews the data. The data informs of visits due and overdue visits. Team Manager ensures the Social Worker is visiting and recording the details of the visit on MOSAIC. Lead:-Sue Rogers		
Children are seen to be safe and well, their voices heard, and they can develop a trusting relationship with their social worker	Child protection (CP) visits will be completed to timescale. Target of 95% CP visits average Aug 2018 – March 2019 : 77% Outturn 2019/2020 : 82%	94%	Performance data regarding visits is circulated on a daily basis to Team Managers on a daily basis. Lead:-Cath Thomas Team Managers reviews the data. The data informs of visits due and overdue visits. Team Manager ensures the Social Worker is visiting and recording the details of the visit on MOSAIC. Lead:-Cath Thomas.		

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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
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.	Target of 95% of contacts dealt within 24 hours of receipt into MASH will be met. Outturn 2019/2020 : 44.2%	24hr: 68.1% Early Help Hub to go live on 21/09/2020.	Additional Social Worker to be added to the establishment:- Lead-Sue Rogers A process of recording Domestic Abuse Notifications at level 1, 2 and 3 to be established and not recorded as a MASH contact (contact Bexley to learn from their experience): Lead-Sue Rogers Early Help Hub established to process Level 1, 2 and 3 Multi agency referral forms: Lead-Nicky Turvey		
Impact on Children					
Risk will be identified and no child will be left at risk of significant harm.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Risk assessments are completed within timescales where risk of exploitation has been identified	90% of exploitation risk assessments completed within 5 working days	Q1 2020/21 : 26%	Clear process of arranging Risk Management Meeting to be developed and implemented. Lead Barbara Langstaffe.		
Impact on Children					
Young people will receive an effective response and support to prevent them from being exploited or further exploited			Request by 03.07.20 to Heads of Service to remind managers and Social Workers of the timescales for completion of CE Assessments and undertaking of Risk Management Meeting. Lead Barb Langstaffe.		This is the first quarter of reporting
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Risk management meetings are held within prescribed timescales	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% June 2020 : 21.2%	Any change of scheduled RMM dates to require authorisation from HoS Safeguarding and Review by completion of the Change of Meeting Request form. A refreshed MOSAIC process to inform the need of a risk Management Meeting and alert the CE coordinator so they		


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Impact on Children	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% June 2020: 68.75%	have oversight from the start of the process. Lead: Barbara Langstaffe.		
Young people will receive an effective response and support to prevent them from being exploited or further exploited.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Safety plans are developed in a timely manner during and following risk management meetings	90% of safety plans provided and distributed within 5 working days of a risk management meeting	78 Safety Plans from Risk management meetings were distributed from 1 st April 2020 – 30 th June 2020; however the number of safety plans that were distributed within 5 days = 3 plans Outturn Q1 = 3.85%	Development of terms of reference for direct work including quality assurance of interventions for young people and families. This will include feedback on service delivery. Lead: Barbara Langstaffe Safety plans completed within the meeting and distributed with the minutes. Business Support to be reminded by HoS to task minutes to be signed off by the Chair so distribution can take place within 5 working days. Lead: Barbara Langstaffe		This is the first quarter of reporting
Impact on Children					
Young people will receive an effective response and support to prevent them from being exploited or further exploited.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Children who are reported missing and are found receive an effective response and their views are heard	100% of young people not currently receiving a service are offered a return home interview within 24 hours of being found	Workflow has been amended as per instruction from HOS Safeguarding and Review and new reporting is being developed in Q2	Clear process and terms of reference to be implemented regarding notifications of missing children of Hereford children and children from other Local Authorities. Lead: Barbara Langstaffe Identification of children who are placed within Herefordshire by other local authorities has been requested from Mosaic reporting on RHIs as these children are subject to the statutory duties of the placing local authority. While RHIs are completed for some of these children, establishing		

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			reciprocal or other terms for undertaking this work with other local authorities will be progressed. These children constitute between 25 – 30% of Return to home interviews are currently being undertaken but this is not reflected in the data. Work is being undertaken to ensure that the data is reported accurately.		
Impact on Children Young people will receive an effective response and support to prevent them from being exploited or further exploited.	100% of children already receiving a service have return home interviews within 72 hours. Children placed by other local authorities within Herefordshire who go Missing multiple times to be subject of local multi-agency oversight.	Workflow has been amended as per instruction from HOS Safeguarding and Review and new reporting has commenced and is being reviewed June 2020 : 82%	Mosaic reporting adjustments required further amendments (not recognising non-working days) – this will go live by 17.08.20. Missing co-ordinator to confirm with Social Worker date of return home interview offered (if the social worker is to complete this) is within 3 working days. This confirmation to be applied to workflow by 17.08.20. Quarterly Missing Report has been re-started (last one was July 2018) and Qrt 1 will be distributed on 07.08.20. This identified 45% of Return Home Interviews were for children placed in Herefordshire by other local authorities. Discussion at SMT required as to use of resources, as no reciprocal arrangements in place with other local authorities. By 14.09.20. Children placed by other local authorities who go Missing three times or more (who will be subject to their own social work interventions) to be on agenda at multi-agency Prevent and Disrupt meetings with lead reporting from the police who hold Risk Management Plans from the placing authorities. From 10.09.20.		


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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>IRO is effective in ensuring care plans are appropriate to meet needs and do not drift</p> <p>Impact on Children</p>	<p>90% of cases have at least 2 IRO oversights recorded within a 12 month period</p> <p>Outturn 2018/19 83% Outturn 2019/20: 84%</p>	75%	<p>Data will be raised in supervision with IRO's to ensure oversight is recorded through individual case trackers. Lead: Louise Bath</p> <p>IRO case note completion reviewed monthly within supervision on the case actions tracker completed by each IRO. Weekly performance data identifies children with less than two oversights in twelve months or no oversights in the first four months of being Looked After and this raised with the IRO by the Principal IRO. Lead: Louise Bath</p>		↓
Children's plans do not drift and their progress is overseen by their IRO. Where issues are identified that are preventing plans for children progressing, these are acted upon swiftly by using the escalation process, evidencing IRO grip on the progression of children's care plans.	100% of formal disputes resolved within 20 working days	29 dispute resolutions were raised; covering Delegated Authority, completion of Care Plans and Pathway Plans for Looked after child reviews and the completion of Matching assessments; all were completed within timescale	<p>Data will be raised in supervision with IRO's to ensure oversight is recorded through individual case trackers. Lead: Louise Bath</p> <p>Raising issues through the formal dispute resolution process to be discussed with IROs at Team Meeting on 01.07.20 to ensure IROs have a clear understanding of when the criteria for formal dispute resolution is met. Lead: Louise Bath</p>		↑
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We are investing in property for our care leavers and support services in the accommodation. We are submitting a further	Funding for placements will decrease. Young people will remain in Hereford.	Completion of building work delayed due to Covid-19. Project	Widemarsh St will now open w/c 13 th July. Actions will be:		↑





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business case for an expansion of local supported accommodation in Herefordshire		expected to commence end of June 2020	Plan and support young people to move into their new home – 16+ team manager		
Impact on Children			Meet with support provider, CCP, at least monthly to ensure good communication and effective working relationship – 16+ team manager Tender for contract for new supported housing project – Head of Community commissioning and resources		
Care leavers who require a level of support will be able to obtain this in Hereford, maintaining their links with friends, kin and community in surroundings they are familiar with.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will establish clear transition pathways for vulnerable young people so they receive the services they require to assist them in adulthood.	There will be an increase in young people who receive services when entering into adulthood.	This is still to be progressed.	Young people leaving care will have an up to date Pathway plan which is reviewed at least every 6 months – 16+ team manager Stacie Lane 16+ team will be invited and contribute to the transitions panel so that there is effective planning between children's and adults social care – transitions team manager. Stacie Lane		
Impact on Children					
Young adults, vulnerable to risk will receive services to assist them transition into adulthood.					


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Priority 2 Keeping Children and families together where possible; including a reduction in our looked after children numbers					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	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.	Re referrals will decrease. Early help interventions will increase. LAC numbers will decrease. CP numbers will stabilise within a range of 135-155 (tbc)	There has been a decrease in re-referrals. End Q1: 21% Early help assessments have continued to be completed through lockdown which is positive as children and families continue to be identified, assessed and support put in place. Number of open assessments 1324 LAC numbers have decreased to 345. CP numbers have increased to 115.	Early help hub will be established by end of quarter 2 which will enable families to receive support at the earliest possible time. Early Help hub to go live 21/09/2020– Nicky Turvey Complete thematic audit on re-referrals in July 2020 to identify actions to reduce the referrals. Actions will be implemented to timescale – Sue Rogers Embed family support role in the assessment teams to work with families to provide support at the earliest point of statutory intervention – Sue Rogers		  
Impact on Children					
We will establish a culture of maintaining children within their families where it is safe and appropriate to do so.	Outturn 2018/19 2019/20 Re-referrals 31% 20% Early Help 1088 1295 LAC 334 352 CP 111 108				
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will developed an edge of care service, to enable children to reunify to and/or remain with their families	We will have a fully functioning edge of care service.	A full team of in-house ECHO workers has been appointed who have begun to	Multi-disciplinary posts (Women's Aid and We Are With You) will be recruited – Head of CP Court		

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Impact on Children Children will be enabled to remain within their family network, or return to their family network where safe to do so, maintain their links with kin and community.	Fewer children will enter the looked after system More children will leave the looked after system	transition to their new roles. Initial cases for reunification and stepped-down from care have been identified and direct work is beginning with them. Covid19 has impacted commissioning timescales for externally provided elements of the service, but progress is being made.	Development of KPIs and performance framework for ECHO – Head of CP Court Communications and engagement re ECHO practice model and pathway – Head of CP Court		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will ensure children receive early help swiftly where this is the appropriate service, by establishing an early help hub in MASH.	Increase in children receiving early help intervention. Outturn 2018/19 : 1088 Outturn 2019/20 : 1295 Early Help will contact families and make a decision on at least 95% referrals within 72 hours	Early Help: June 2020: 1324 Nicky Turvey	The recruitment for the Early Help hub will be completed by the end of quarter 2 – Nicky Turvey Recruitment completed all new staff start on 07/09/20. The EHH to go live on 21/09/2020. The Early Help Hub will be fully functional by the end of Quarter 3 – Nicky Turvey On track to start on 21/09/20. Following induction and training of the team.		

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			Early Help will contact families with consent and make a decision on at least 95% referrals within 72 hours – Nicky Turvey		
Impact on Children	Maintain target of 20% contacts converting to referral. Outturn 2018/2019: 17.4% Outturn 2019/20 : 21%	Contacts to Referral (year to date %): Q1 : 19%	Maintain referral rate by having monthly performance meeting to review consistency of application of threshold – Sue Rogers		↓
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.	Decrease in re-referrals Outturn 2018/19 : 31% Outturn 2019/20 : 20%	End Q1: 21%	Complete thematic audit on re-referrals in July 2020 to identify actions to reduce the referrals. Actions will be implemented to timescale – Sue Rogers		↔
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
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).	Number of looked after children leaving care will increase to that equivalent to or above statistical neighbours. Numbers of looked after children will decrease.	Care orders have been discharged for 7 children in the LAC teams in this quarter - 2 children were reunified and 5 children became subject to SGO's. At the end of the quarter a further 31 applications are filed either with court or with legal services to	Practice tools and standards shared with all staff involved in developing permanence plans – Cath Thomas Training on foster to adopt and writing CPRs will be delivered by ACE to relevant social workers – Cath Thomas Monthly review of children who may be able to be reunified or leave care via an SGO will continue to avoid drift – Gill Cox Permanence plans submitted to the second LAC review to establish clear and safe plans out of the looked after system – Cath Thomas		↑
Impact on Children					
Children who can be safely cared for outside of the LAC system can grow up within a family without state intervention.					



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		achieve children's exit from the LAC system. There are 18 SGO applications and 7 care order discharge applications filed with court. There are 3 SGO and 3 care order discharge applications with legal services to be prepared for issue.			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will ensure children who are privately fostered have their needs assessed and are visited appropriately to assure their safety is assured	We will know exactly how many children in Herefordshire are privately fostered and will be able to report that arrangements for their care is appropriate and that they are safeguarded. A monthly report will be provided at SMT to report on private fostering activity in Herefordshire, and report on trend in this ie, increasing or decreasing.	1 Child currently in private fostering Report on private fostering to be presented to SMT on a regular basis from quarter 2	Report to be developed that provides an overview of all children that are privately fostered and gives SMT the oversight needed to understand this cohort fully within quarter 2. Lead Sue Rogers		↓
Impact on Children					
Children who are privately fostered will be safely cared for outside their family.					



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Priority 3					
Record appropriate and full information to ensure that we meet the identified needs for children and families to support and achieve outcomes					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Children and family assessments will be completed within 45 days Impact on children 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% Outturn 2019/20 : 80%	90%	Audit to be undertaken reviewing all assessments completed outside of required timescales within the last 3 months to establish common themes. Following audit, action plan to be formulated to address issues arising (Hayley Brooks/Sue Rogers). Dip sampling to ensure that allocation meeting, 10 day review and 25 day review are taking place (Sue Rogers) to avoid drift and delay. Team Managers will scrutinise weekly reporting to ensure that they are aware of out of date assessments in their team. They will identify reasons why the assessment is out of timescales, and will record a clear case note indicating these reasons, identifying a date for completion. (Team Managers).		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will use performance information to interrogate practice and performance, to inform progress against improvement plan targets Impact on Children All managers across Childrens and families will know area for development, and can take swift	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.	Performance reports will continue to be available on a weekly basis. Accurate and accessible performance information to be provided to Heads of Service in line with service priorities (Kath Austin-Bailey). Team Managers will be clear about their own team's performance, taking responsibility for this. They will address		




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action to rectify areas where minimum standards required are not being met.			areas for improvement in consultation with their Head of Service and colleagues within their team, timescales around which will be clarified within performance meetings. (Heads of Service).		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
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	The RAG ratings 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.	Heads of Service will update the AD/HoS meeting monthly, indicating areas of success and areas for on-going improvement. This will be supported by current and accurate data. Heads of Service will ensure that they scrutinise available data and highlight to the performance team areas of incorrect data in order for this to be corrected.		
Impact on Children As performance improves, children and families will receive services of a consistently high quality.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Each HoS will provide a SEF to report on overall service area activity on a quarterly basis	SEF will increasingly identify areas of good practice and strengths within service areas.	Self-evaluations have been completed for end of quarter 1.	Heads of Service will complete a SEF by the identified deadline. This will be informed by accurate and current data (Heads of Service). Heads of Service will have a clear understanding of areas of strength and areas for development within their service. They will identify an action plan to address any areas where performance is not at the required level. (Heads of Service).		
Impact on Children Each service area will have an up to date and accurate assessment of its strengths, areas for improvement, and timescales to achieve improvement, so are continually driving forward to improve the quality of services.					



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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
A Mosaic improvement group will meet on a monthly basis to develop and improve the efficiency and breadth of reporting across children & families	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; to be incorporated in the signs of safety workstreams to ensure robust delivery	Providing a clear evidence base, Team Managers from a broad spread of service areas will attend the Mosaic improvement group to report on difficulties or inefficiencies within the Mosaic system. Any action required to address this and associated timescales will be agreed within the improvement group meeting. (Team Managers).		
Impact on Children Processes to identify case progression for each child will be improved, so cases that may be subject to drift and delay are quickly identified.			Analyse current systems and identify opportunities/efficiencies to enable better data extraction, modifying existing systems where necessary (Performance team). New Signs of safety forms to be developed and tested with input from end users. (Carrie Guest).		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Looked after children (LAC) reviews are held and records distributed within statutory timescales	95% of 1st LAC reviews held within timescale Outturn 2018/19 90% Outturn 2019/20 84%	100%	Duty system for 1 st Lac Reviews where the child(ren) not previously subject to CP plans offers increased availability for times slots for allocation of IROs.		
Impact on Children	95% of 2nd and subsequent LAC reviews held within timescale Outturn 2018/19 84% Outturn 2019/20 89%	90%	IRO posts will be 100% permanent staff by 06.07.20, increasing staff stability and reducing changes in IROs which contributed to changes in dates of Lac Reviews.		





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Children will not experience drift and delay. Plans will be progressed due to reviews taking place within timescales.	90% of LAC review minutes written and distributed within 20 working days Outturn 2018/19 48% Outturn 2019/20 48%	52%	Looked after children review minutes deadlines reviewed monthly in supervision with Principal IRO on the case actions tracker completed by each IRO. Data reporting remains 'after the event' and this still requires manual monitoring.		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Life story work and later life letters will be completed for every child moving to adoption in a timely manner.	The backlog of life story work and later life letters will reduce every month and be eliminated	All of the life story books or later life letters have been completed.	The backlog has now been cleared. Successful elimination of the backlog to be sustained and maintained through on-going use of the Life story book and later life letter tracker on SharePoint.		
Impact on Children					
Children will be able to understand their own family and care history	Outturn August 2019 was 42 outstanding		Monthly monitoring and review will take place to ensure that a backlog is not re-occurring. If this does re-occur, the head of service will develop a timely action plan to address. (Gill Cox).		




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Priority 4					
Ensuring consistency of decision making for children and families					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Strategy discussions will take place within timescales	Strategy discussions are held within timescale - target of 90% Outturn 2018/19 : 97% Outturn 2019/20 : 97%	97%	To maintain the current outturn above the target of 95% - all operational HoS		
Impact on children					
Risks to children and young people are assessed, and intervention agreed is effective in keeping them safe					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Section 47 (S47) investigations will take place within timescales Reduce % of Section 47 investigations that are NFA	S47 investigations will take place within timescales. Target 95% Outturn 2018/19 : 34% Outturn 2019/20 : 67%	85%	Team managers use weekly data to pro-actively plan work – all operational HoS Team managers will be challenged at monthly performance meetings regarding compliance with timescales for S.47's – management team		
Impact on children					
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.	Reduction of S47 that are NFA. Outturn 2019/20 : 55% Target: TBC	52%	Complete deep dive audit with our partners on high numbers of Section 47 investigations that are NFA. Lead Hayley Brooks		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Initial Child Protection Conferences (ICPC's) and Review Child Protection Conferences (RCPC's) will take place within timescales	ICPC's and RCPC's will take place within timescales Target 90% Outturn 2018/19 : ICPC 65% Outturn 2019/20 : ICPC 75%	ICPC: 82%	S.47's are completed by day 10 to enable reports to be shared with parents prior to ICPC and conference takes place within timescale – Sue Rogers		

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Impact on children					
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.	RCPC 100%	RCPC: 100%	Team managers use weekly data to pro-actively plan work – all operational HoS		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
LAC Reviews will take place within timescales	LAC reviews will take place within target timescales 90%	Total LAC reviews % in timescale 90%.	LAC review schedules reviewed in monthly supervision for each IRO – Barb Langstaffe to monitor		
Impact on Children	Outturn 2019/20 : 88%				
Children will not be subject to drift and delay					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Group Supervision will be held on a monthly basis, led by senior practitioners or managing practitioners, to aid and enhance learning and development	HoS will report in their improvement plans that group supervisions have taken place as required.	Group supervision has commenced across all services.	Dates for group supervision will be planned at least 3 months in advance – all operational HoS SP/MP's to provide HoS with attendees and topics for reflective sessions on a monthly basis – all operational HoS		
Impact on Children					
Children and families will benefit from improved service delivery through social worker reflection on practice.			All senior practitioners and managing practitioners will be trained in Signs of Safety model for reflective supervision so that they can lead on implementation of this model - PSW SP's and MP's have appropriate caseloads to enable them to have capacity to complete this work (maximum of 50% for SP's and no cases for MP's) – all operational HoS		

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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will enable CP Court workers to focus on CP cases, cases in pre proceedings and proceedings.	Maintain CP numbers @ 140-150 (appropriate number for Hereford demographic compared to statistical neighbours)	CP numbers @ month end: March 2020:108 June 2020: 115	We need to note that whilst we have decreased the number of CP we are below the demographic compared to our statistical neighbours. 1. Inclusion of data re CP plans ending in suite of weekly reporting – Performance Lead / Head of CP Court 2. Audit to update our understanding of declining numbers of children subject to a plan and the shortening of time that they remain on a plan. Lead: Hayley Brookes		↑
Impact on Children	Decrease in repeat CP interventions with children	Second CPP (within 2 years) Mar 2020: 21% June 2020: 20%			↑
Children who require intervention as they are at risk of significant harm will receive intervention that promotes their safety and wellbeing.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Independent Reviewing Officer (IRO) recommendations from LAC reviews are agreed and progressed within timescales	90% of LAC review recommendations are completed and sent to relevant team manager within 5 working days of the review Outturn 2018/19 73% Outturn 2019/20 77%	73%	Looked after children review recommendation deadlines reviewed monthly in supervision with Principal IRO on the case actions tracker completed by each IRO to address performance.		↓
Impact on Children	90% of LAC review recommendations are responded to by the relevant team manager within 5	92%	HoS Safeguarding and Review to raise by 03.07.20 that Heads of Service remind Team Managers of the timescales for responding to Lac Review recommendations within 5 working days.		↑
Children's plans will be progressed so they will not experience drift and delay and					


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the best options for their future will be progressed swiftly.	working days of having received them Outturn 2018/19 65% Outturn 2019/20 72%				
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(updated to end of quarter one, June 2020)

Priority 5					
Policy and practice that enables good quality social work for children and families					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>NEW: CP plans will progress through purposeful and effective multi-agency strengths based practice</p> <p>Impact:</p>	<p>90% of core groups will take place every 4 weeks</p> <p>Core groups will be chaired and recorded using the core group agenda</p>	<p>Dataset is in development. Dip sampling for quality assurance to commence Aug 20. Mosaic workflow improvements have been made. Audit of CP visits completed July 20: 40% good, 60% require improvement, no cases audited were 'inadequate'. Identified learning from audit shared with staff Aug 20.</p>	<ol style="list-style-type: none"> 1. Inclusion of data re core groups in suite of weekly reporting – Performance Lead / Head of CP Court 2. Monthly dip sample of core groups to evidence quality of meetings taking place, dynamic planning and review, and use of core group agenda – Head of CP Court 3. Revision of Mosaic workflow requests to allow for timely approval and distribution of minutes – Performance Lead / Head of CP Court (in progress) 4. Thematic audit of CP visits to establish qualitative baseline from which practice standards will be developed – Head of CP Court (planned for July 20) 		
<p>Impact on Children</p> <p>Children will have improved outcomes and will not experience drift and delay</p>	<p>Core groups records will be approved and distributed within 5 working days</p> <p>CP plans will have measurable and achievable actions that have timescales and are easy for families to understand, and no more than 6 actions at any one time</p> <p>CP visits to children will be purposeful and reflect high quality, collaborative interactions with families, and direct work with children</p>				



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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
NEW: CP plans will progress through purposeful and effective multi-agency strengths based practice	90% of CIN reviews will take place within required timescales CIN reviews will be chaired and recorded using the core group agenda	Revised meeting agenda implemented Jul 20 to combine agendas for core groups and CIN reviews.	<ol style="list-style-type: none"> 1. Implementation of revised CIN guidance – Head of MASH, Assessment and CIN (in progress) 2. Revision of core group agenda to include CIN reviews – QA Manager (in progress) 3. Revision of CIN performance reporting to more readily identify drift – Performance Lead 4. Revision of Mosaic workflow requests to allow for timely approval and distribution of minutes – Performance Lead 		
Impact on Children Children will have improved outcomes and will not experience drift and delay	<p>CIN review records will be approved and distributed within 5 working days</p> <p>CIN plans will have measurable and achievable actions that have timescales and are easy for families to understand, and no more than 6 actions at any one time</p> <p>CIN visits to children will be purposeful and reflect high quality, collaborative interactions with families, and direct work with children</p>				

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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>We will consider permanence planning at the earliest opportunity upon agreement to issue care proceedings.</p> <p>Impact on Children</p> <p>Children will not experience drift and delay. The most appropriate permanency option for each individual child will be considered at the earliest opportunity.</p>	<p>More children have appropriate permanence plans identified earlier in proceedings.</p>	<p>Practice tools and standards shared with relevant staff Jun 20. 4 training sessions delivered by ACE between 16th July – 13th August, further dates being arranged. Revised process for convening initial permanency planning meetings in place May 20.</p>	<p>Potential permanence plans are planned for as part of PLO – Cath Thomas</p> <p>Training on foster to adopt will be provided to all assessment and CP/Court managers by ACE – Cath Thomas</p> <p>Initial permanency planning meetings will take place within 5 working days of issuing – Cath Thomas</p>		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>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</p> <p>Impact on Children</p> <p>Children will not experience drift and delay. Parents will be clear what needs to change and timescales for children for changes to be made.</p>	<p>75% of pre proceedings concluded within 12 weeks</p> <p>100% of pre-proceedings concluded within 16 weeks</p>	<p>Revised panel arrangements agreed and in place Apr 20.</p> <p>Comprehensive suite of procedures, tools and templates available on TriX from May 20.</p> <p>PLO workflow in mosaic implement Apr 20, dataset awaited.</p>	<p>Delay in recruitment of case progression officer and delay in making changes to the alternative to care panel; but these have now been implemented in q1</p> <p>Development of performance reporting for pre-proceedings Performance Lead / Head of CP Court (in progress)</p>		



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(updated to end of quarter one, June 2020)

Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>We will front load work to ensure when we do enter proceedings these can be concluded in a timely manner and with the most appropriate permanence plan for the child, avoiding long term foster care unless absolutely necessary</p> <p>Impact on Children</p> <p>Children will not be subject to extended care proceedings Children will remain within their birth families and where this is not possible, long term foster care will be the last resort</p>	<p>Maintain high performance in care proceedings concluding in 26 weeks. Increase in the number of children in kinship placements Increase in the number of children subject to SGO i) at conclusion of care proceedings; ii) within 12 months of care proceedings concluding Increase in the number of children returning home following care proceedings</p>	<p>Family Network Assessment Record implemented Jun 20. Legal planning meetings and permanence planning meetings include greater focus on kinship and SGO from Jul 20. Recruitment to FSW vacancies in progress, advert closed 14/08. With effect from Jul 20 CP Court retain all cases where reunification or SGO could be achieved within 12 months post care proceedings. Average length of care proceedings concluded in Q1 = 23.3 weeks. Of 16 children whose care proceedings concluded in Q1, 2 were reunified and 7 were retained by CP</p>	<ol style="list-style-type: none"> 1. Implementation of Family Network Assessment Record (in progress) – Head of CP Court 2. Implementation of GenoPro (achieved Q1) – Head of CP Court 3. Revise Legal Planning Meeting and IPPM/RPPM records to include more focus on kinship and SGO - CPO 4. Approval of protocol for legal advice to be funded for potential kinship carers who have been assessed negatively (in progress) – Head of CP Court 5. Increase family support resource in CP Court to focus on reunification following proceedings and to support potential kinship placements to succeed and progress to SGO (in progress) – Head of CP Court 6. Extend the remit of CP Court to CP and Permanence, retaining cases where children can progress to reunification or SGO within 12 months post care proceedings (in progress) – Head of CP Court 		↔



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		Court to progress to reunification / SGO. 2 had plans of adoption and 5 transferred to the LAC service with a plan of long term fostering.			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will ensure cases are transferred without delay to the appropriate part of the service	There will be no unallocated cases.	Cases are transferred as appropriate with the teams and this is monitored by the HOS	<ol style="list-style-type: none"> 1. Development of Transfer Step in Mosaic (in progress) – Head of CP Court 2. Development of Transfer Step reporting – Performance Lead 		
Impact on Children					
Children will receive the right service from the right social work service at the right time					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
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.	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.	The task and finish group report concerning child exploitation from the scrutiny committee has been published and the executive response is to be drafted	<p>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. Lead Barb Langstaffe</p> <p>Where there are multiple risk factors (eg. co-existence of risk of exploitation, substance misuse, mental health and school exclusion) these are identified on monthly CE tracker. Partner agency involvement and attendance at Risk Management Meetings to identify 100% contribution of involved agencies. Non-</p>		
Impact on Children					
Children and young people at risk of Child exploitation are diverted or where necessary supported to reduce the risk of harm					



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			attendance of required agency to be escalated. Lead Barb Langstaffe		
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Identified improvement and learning activity from audits will be completed in a timely manner.	All identified learning activity will be undertaken within the month which follows the relevant audit. All improvement activity will be undertaken within 3 months of the relevant audit.	All identified learning activity has been undertaken as planned. All but one area of improvement activity has been undertaken – Awaiting response from HOS safeguarding and review (10/08/20).	1. Heads of Service to ensure that all learning and improvement activity from audits is captured in service improvement plans for the relevant quarter – all HoS.		
Impact on Children					
Learning will inform and develop systems and practice, improving services and interventions offered to children and families.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
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.	QA Manager report will evidence bi monthly learning events have taken place.	Bi monthly events are taking place as required. Attendance April 2020 – 20 staff over 3 sessions offered. Attendance June 2020 – 26 staff over 4 sessions offered.	1. Deliver bi - monthly learning events. Lead: Hayley Brookes 2. Develop quarterly QA report. Lead: Hayley Brooks		
Impact on Children					
Children will benefit from having a stable workforce that is highly skilled					



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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
All practitioners will attend at least one training event or workshop per quarter (in addition to learning activity undertaken within their own service area)	All practitioners will maintain a CPD log to be reviewed with their manager on a quarterly basis as part of personal supervision, focussing upon their identified learning needs and how they have applied the learning in their practice.	Consultation re revised approach to supervision has been completed and proposal presented to AD/HoS meeting 10 th Aug. Proposals to be further developed and implemented Q2-Q3, led by SW Academy.	<ol style="list-style-type: none"> 1. Develop a CPD log – identified lead in SW Academy 2. Consult on and implement revised approach to personal supervision to improve its effectiveness in relation to professional development and learning – Head of CP Court 		
Impact on Children					
Impact: children and families will receive a high quality service from skilled and knowledgeable practitioners					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Monthly audit activity will take place and will lead to sustained improvements in practice	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.	All audit activity has taken place as planned (thematic/moderate d/deep dive). Reports have been discussed at AD/HOS business and practice meeting monthly. Quarter 1: 37% good 58% RI 5% inadequate	<ol style="list-style-type: none"> 1. Consult on and consider improvements to the QALF to move to auditing alongside SWs – QA manager 		
Impact on Children					
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.					


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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Quarterly deep dive audits 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	Quarterly deep dive thematic audits will take place as planned. Outcomes will be reported on to AD/oS business and practice meeting and at CMM.	Bi monthly learning events held in response to deep dive audit outcomes – June 2020, neglect. Findings reported to AD HoS 13.07.20 and CMM 15.07.20.	Agree theme for next deep dive. Lead: Haley Brookes		
Impact on Children	Training programme will be informed by outcomes of deep dive audit and practice in specific service areas will improve.	Training programme is currently being developed by the Social Work Academy.			
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 to children and families across Herefordshire.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Children will be encouraged to participate in their LAC reviews in a meaningful way	90% of children over the age of 4 participate in their LAC review in some form	95%	With the quantity of participation met, improvements on the quality of participation to be considered at IRO Team Meeting on 01.07.20		
Impact on Children	Outturn 2018/19 84% Outturn 2019/20 94%				
Children will be able to voice their views and inform their care plans.					


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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
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	85% of children have a consultation with their IRO as part of each LAC review Outturn 2018/19 97% Outturn 2019/20 95.44%	93%	With the quantity of participation met, improvements on the quality of participation to be considered at IRO Team Meeting on 01.07.20		
Impact on Children					
The wishes and feelings of children will be heard, validated, and will be part of establishing plans for children.					



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Priority 6					
A single practice approach that delivers and improves quality and outcomes for children and families (Signs of Safety)					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Signs of safety will be implemented across the council so there is a consistent approach across all partners in working with children and families.	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 Signs of Safety Assessment and next steps planning took place along with initial workshops for 4 of the 5 identified work streams	<i>Please read alongside Signs of Safety detailed delivery plan:</i> <ol style="list-style-type: none"> 1. Revised introductory Signs of Safety training to be delivered (up to 6 events) . Lead Beverley Edwards 2. Collaborative audit tool developed and training on it delivered. Lead Joe Davenport 3. Practice manual and supporting practice standards co-produced with staff. Lead Joe Davenport 		
Impact on Children A strengths based approach will be embedded across all agencies, relationship based social work practice will flourish, feedback will be positive, from families, partners and Ofsted.					


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Priority 7					
The leadership of change to prioritise better quality and outcomes for children and families					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Feedback and learning from audit activity will evidence improvement in the quality of social work practice on a quarterly basis.	Audit activity will show an increase in the % of work graded good: End June 2020 target; <ul style="list-style-type: none"> 50% good. 0% inadequate 	End June 2020: 37% good 58% RI 5% inadequate	1. Develop outline QA quarterly report which captures key messages from audit activity and how learning can be put into practice. Lead Hayley Brooks.		
Impact on Children					
Practice will improve for children and families in Herefordshire.	End September 2020 target <ul style="list-style-type: none"> 55% good 0% inadequate End December 2020 target <ul style="list-style-type: none"> 60% good. 0% inadequate. End March 2021 target <ul style="list-style-type: none"> 70% good 0% inadequate 				
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will increase our children's social work leadership and capacity to enable the council to have the capacity to improve.	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 – evidenced by performance and quality measures improving and reported in this plan.	Re-audit of the quality of core group meetings in CP court took place April 2020. Increase in overall quality of work from 35% in July 2019 to 54% in April 2020. No cases rated inadequate in	1. Develop Workforce Strategy that will have action plan on reducing workloads and career progression. Lead Andy Gill.		
Impact on Children					
Children will receive a high quality and timely service					



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		<p>April 2020 CP court re-audit.</p> <p>Workload - % Social Workers holding more than 20 cases is currently at 0% in 4 of 10 teams. There is a range in the remaining 6 teams from 14% (CP Court team 2) to 50% (in both LAC teams).</p> <p>CWD % has decreased over the quarter from 80% in April to 33% in June.</p>			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
<p>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.</p>	<p>QA manager will report into AD/HoS meeting that there are no actions outstanding from timescale agreed.</p>	<p>Any overdue audit actions emailed by QA Manager to AD Liz Elgar weekly.</p> <p>End June 2020 – No overdue audit actions to report.</p> <p>Reported to AD HoS meetings.</p>	<p>1. Develop reporting system and monitor through SMT that audit action have been completed and recorded on child's record.</p> <p>Lead Liz Elgar.</p>		
<p>Impact on Children</p> <p>Cases where actions are identified to benefit children and families will be completed in a timely manner, improving the</p>					

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safety and wellbeing of children receiving social care intervention					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Team Managers will lead improving performance against KPIs, and report on to ADs in monthly performance challenge sessions	Monthly team performance scorecards will show areas of good practice and areas requiring management attention and development.	Monthly Performance support & challenge meetings have commenced in Q1 all team managers have taken part and performance is seeing improvement	1. Focus on practice quality through monthly meetings – highlight evidence for quarterly QA report. Lead Andy Gill.		
Impact on Children					
The quality of service provided to children and families will improve as performance across all areas of the service improves.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
The organisation will work be configured to change the culture of practice, to work with families, intervene at the lowest level of intervention where possible, and maintain children within their family network.	Our LAC population will decrease. Our CP numbers will stabilise. Audits will demonstrate a strength based approach involving families in plans at all stages.	LAC Population has seen a small decrease CP numbers have seen a slight increase in the quarter Creation of family and child feedback	1. Implement the DLT Leadership Pledge; incorporate into SMT and evidence of change in culture linked to Signs of Safety. Lead Chris Baird.		



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		survey is in progress – to be completed by 01/11/20.			
Impact on Children					
Children and families will receive the appropriate level of service at the right time.					




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Priority 8					
Sustainable workforce to provide continuity for children and families					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Every staff member will receive regular supervision	90% supervisions undertaken every calendar month Overall Outturn 2018/ 19 : 71% Outturn 2019/ 20 : 84%	June supervisions: 86% overall 83% operational 96% business support	1. Use monthly Team Manager Support and challenge meetings to drill down into what's helping and hindering and identify SMART actions for each team. Lead Andy Gill		
Impact on Children					
Children will receive a high quality service and are safeguarded through plans and support which are effective					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
Recruitment of social workers, will mean caseloads will be at a manageable level to enable staff to fulfil their responsibilities and have time for direct work	Fortnightly caseload performance information will evidence all caseloads under 20.	% workers holding more than 20 cases. 16+ team: 0% Assessment Team 1: 25% Assessment Team 2: 0% Assessment Team 3: 0% Court Team 1: 0% Court Team 2: 14% Court Team 3: 17% CWD: 33% LAC Team 1: 50% LAC Team 2: 50%	1. Complete review of recruitment of retention which will include specific actions on manageable workloads (see below). Lead Andy Gill		
Impact on Children					
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.					



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Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We have put in place a range of measures to enhance salaries and benefits for social workers.	Vacancies will be filled and over time Herefordshire will recruit permanent social workers who stay	As at June 2020 Permanent 127.3 Agency 25.4 Permanent Vacancies 38.8 Empty seats 5.4 Fixed Term 4.2	<ol style="list-style-type: none"> 1. Complete review of systems and processes around recruitment – develop efficient way of recruiting (agreed action plan). Lead Andy Gill 2. Develop new Core Offer to the job market and test. Lead Andy Gill 		
Impact on Children Children benefit from having well qualified, committed social workers					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will recruit newly qualified social workers to complete an Assessed and Supported year in employment (ASYE) social workers.	We will have a clear rolling programme of ASYE joining the organisation and ASYE completing their first year of practice. 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	ASYE's :- 2019/2020 Q1 = 3 Q2 = 3 Q3 = 3 Q4 = 4	<ol style="list-style-type: none"> 1. Develop action plan to increase numbers of NQSWs building on recent good progress. Learn from other councils work. Lead Andy Gill 2. Develop new SWA website that will include focus on NQSWs and ASYE offer. Lead Andy Gill 		
Impact on Children Herefordshire will increase the number of qualified, substantive social workers, reducing change in social worker for children		ASYE's :- 2020/2021 Q1 = 1			
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will establish a clear social work career pathway to enable social workers to invest in a career in Herefordshire	We will retain workers in Herefordshire, and appoint to senior positions from within.	Data re current establishments, staffing and budget position being collated to develop	<ol style="list-style-type: none"> 1. Develop careers progression panel to enable social workers to progress to becoming Advanced Practitioners. Lead Cath Thomas 		

Appendix A - Safeguarding and Family Support Improvement Plan 2020-2021

(updated to end of quarter one, June 2020)

Impact on Children		a proposal, now being led by SW Academy.			
Children will benefit from having well qualified, committed and experienced social workers.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
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	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	1. Re-tender apprenticeship contract so we can recruit new apprentices (8) that can start in early 2021. Lead Andy Gill		
Impact on Children					
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.					
Objectives to achieve aim	How will we know	End of quarter progress	SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]	RAGB Status	Direction of travel
We will recruit an additional Quality Assurance (QA) manager to provide greater opportunity for quality assurance, feedback and learning	Additional QA manager will be in post.	Included in budget setting 2020/21. Funding secured.	1. Interviews held and additional QA manager in post. Lead Andy Gill		
Impact on Children					

Appendix A - Safeguarding and Family Support Improvement Plan 2020-2021

(updated to end of quarter one, June 2020)

Children and families will benefit from improvement in intervention and quality of social work practice identified in QA activity.					
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Direction of travel key:-



Increase in improvement of direction of travel



Remained same as previous period



Decrease in improvement of direction of travel