

# Safeguarding and Family Support Improvement Plan 2020-2021

(updated to end of quarter two, September 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. (with supporting data)

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

*Includes:*

- Quality of practice audits and re-audits continues to demonstrate more work to be judged as “good”
- Numbers of children who are looked after continues to fall
- Children participating in their looked after children review is up to 95%
- Child protection inquiries resulting in no further statutory action is down to 46% from a high of 80% last year
- Outcomes for care leavers continues to be above our statistical neighbours
- Recruitment of 20 permanent Newly Qualified Social Workers

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

*Includes:*

- % of staff supervision held in time has fallen to 74% on average over September for all teams (however, some teams are in excess of 90% in September 2020)
- Timeliness and activity measures around child exploitation. We have completed the review that we said we would do in quarter 2 and for next quarter we are implementing new system, processes and targets that show more realistically activity and quality of practice. Currently our targets are not realistic or comparable to other councils.
- Essex Diagnostic revealed strengths in our Assessment service but also noted, as have our audits that there is too much poor quality work in assessments we need to develop our analytical skills when looking at the needs of children.
- Performance around children missing from home and timeliness of return to home interviews. Review held this quarter and action plan now in place
- Repeat referrals into MASH (as high as 30% for one month this quarter)

### What actions are we going to take over the next quarter? (SMART actions to be progressed) – ACTIONS delivered in Quarter 2

*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) - COMPLETE**
2. Review reducing numbers of children subject to a child protection plan (building on previous work). **Lead Barbara Langstaffe (Head of Service). - PARTLY COMPLETE**
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). RE-ARRANGED TO BE COMPLETED IN OCTOBER 2020**
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) - COMPLETE**
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) - COMPLETE**

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### **Actions for Quarter 3**

*Includes:*

- 1.** Implement the review that has been completed on child exploitation and missing services so systems, processes and targets more meaningfully and realistically capture practice. This will include work on measuring quality and outcomes for young *people* **Lead Louise Bath (interim Head of Service of Safeguarding and Review)**
- 2.** Complete work on reviewing reducing numbers of children subject to a child protection plan. **Lead Louise Bath (interim Head of Service)**
- 3.** Multi-disciplinary audit with Safeguarding Partnership, on child exploitation and smoother transitions into adult services (more seamless). **Lead Andy Gill (AD)**
- 4.** Complete review of young people who could potentially be reunified with their birth families and supporting action plan. **Lead Gill Cox (Head of Service)**
- 5.** Deliver training and practice development work linked to Signs of Safety on improving analytical skills in the Assessment service. **Lead Sue Rogers (Head of Service).**

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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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<b>Priority 1</b>					
<b>Getting it right for children and families first time</b>					
<b>Objectives to achieve priority</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
Statutory Visits to children will be completed within timescales	Looked after child (LAC) visits will be completed to timescale. Target 95%  <b>LAC visits average Sept 2018 – March 2019 : 79% Outturn 2019/2020 : 86%</b>	Q1:2020/21 94% Q2: 2020/21 92%	1. Performance data regarding visits is circulated on a daily basis to Team Managers. Lead:-Gill Cox  2. Team Managers review 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		
<b>Impact on children</b>	Child in need (CIN) visits will be completed to timescale. Target of 95%  <b>CIN visits average Aug 2018 – March 2019 : 53% Outturn 2019/2020 : 70%</b>	Q1:2020/21 88% Q2: 2020/21 90%	1. Performance data regarding visits is circulated on a daily basis to Team Managers. Lead:-Sue Rogers  2. Team Managers to review 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%  <b>CP visits average Aug 2018 – March 2019 : 77% Outturn 2019/2020 : 82%</b>	Q1:2020/21 94% Q2: 2020/21 91%	1. Performance data regarding visits is circulated on a daily basis to Team Managers on a daily basis. Lead:-Cath Thomas  2. Team Managers to review 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.	Q1:2020/21 24hr: 68.1% YTD Q2: 2020/21 24 hr: 79.5% YTD	1. Additional Social Worker to move across from Assessment team one:-Lead-Sue Rogers  2. 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  3. Early Help Hub established to process Level 2 & 3 contacts and level 3 Multi agency referral forms: Lead-Nicky Turvey; to bring in Phase 2 of the EHH by 2 <sup>nd</sup> November – telephone advice, guidance and support line for professionals and families.		This is improving – Sept 2020 monthly outturn 93% 
<b>Impact on Children</b>					
Risk will be identified and no child will be left at risk of significant harm.	<b>Outturn 2019/2020 : 44.2%</b>  <b>Early Help Hub</b> Target 95% of contacts to be completed in 72 hours.	An additional social worker moved into MASH team to provide additional resource when schools returned in September and the start of the Early Help hub  Early Help Hub to go live on 21/09/2020. <b>Completed.</b> <b>Week commencing 21/09/20: 100%</b>			
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% Q2 2020/21 : 22.5%	1. Systems, processes and new targets start to be implemented. Lead HoS Safeguarding and Review Louise Bath  2. Q3 – Guidance to be approved and circulated to all SW staff  3. Q3 – Training to be offered to NQSW by CE Team		
<b>Impact on Children</b>					
Young people will receive an effective response and support to prevent them from being exploited or further exploited	(this target is due to be amended once guidance has been approved to 15 working days)	Systems processes and meaningful/achievable targets have been reviewed with Child Exploitation Team.			


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			4. Q3 – Training across the partnership in conjunction with SWA following re-launch of guidance December/January 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
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% Sept 2020 : 20%  Systems processes and meaningful/achievable targets have been reviewed with Child Exploitation Team	1. Systems, processes and new targets start to be implemented. Lead Head of Service Safeguarding and Review Louise Bath		
<b>Impact on Children</b>	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% Sept 2020 : 64%  Systems processes and meaningful/achievable targets have been reviewed with Child Exploitation Team	1. Systems, processes and new targets start to be implemented. Lead Head of Service Safeguarding and Review Louise Bath		
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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 <sup>st</sup> July 2020 – 30 <sup>th</sup>	1. 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: Louise Bath		



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<b>Impact on Children</b>					
Young people will receive an effective response and support to prevent them from being exploited or further exploited.		<p>September 2020; however the number of safety plans that were distributed within 5 days = 3 plans</p> <p>Outturn Q1 = 3.85% Outturn Q2 = 21%</p>	<p>2. Safety Plans have been audited in Q2 and were not consistent therefore further development is required in Q3.</p> <p>3. 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: Louise Bath this is addressed within the new guidance and distribution of safety plans will take place within 48 hours and minutes within 5 working days.</p>		
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
Children who are reported missing and are found receive an effective response and their views are heard	<p>The target for completion has been realigned to comply with national guidance and the expectation is that:</p> <p>100% of children, irrespective of them currently receiving a service will offered a return home interview within 72 hours of being found.</p>	<p><b>September 2020:</b> 31 missing episodes; equating to 22 children going missing.</p> <p>9 children received RHI within 72 hours (41%)</p> <p>4 children received RHI outside of timescale; 2 children refused RHI</p> <p>7 children placed outside of Herefordshire are not reported as receiving RHI; although the expectation would be</p>	<p>1. Clear process and terms of reference to be implemented regarding notifications of missing children of Hereford children and children from other Local Authorities. Lead: Louise Bath</p> <p>2. 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 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.</p>		

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		that the SW conduct these. This is being raised with the local authorities concerned to ensure that the practice improves.	3. Q3 - data report to be developed to support monitoring and oversight of this target in conjunction within the performance team		
<b>Impact on Children</b> 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% Sept 2020 : 65%	1. Discussion at SMT required as to use of resources, as no reciprocal arrangements in place with other local authorities. Discussions have taken place but further work is required. Lead: Louise Bath  2. 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. Lead: Louise Bath		
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum)</b> <b>[Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
IRO is effective in ensuring care plans are appropriate to meet needs and do not drift  <b>Impact on Children</b>	90% of cases have at least 2 IRO oversights recorded within a 12 month period  <b>Outturn 2018/19 83%</b> <b>Outturn 2019/20: 84%</b>	Q1 2020/21 : 75% Q2 2020/21 : 75%	1. Data will be raised in supervision with IRO's to ensure oversight is recorded through individual case trackers. Lead: Louise Bath  2. 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. This work is under close scrutiny and further work is being undertaken to streamline the Mosaic performance data. Lead: Louise Bath		



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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	37 dispute resolutions were raised during Q1 (29) and Q2 (8) covering Delegated Authority, completion of Care Plans and Pathway Plans for Looked after child reviews and the completion of Matching assessments.	<ol style="list-style-type: none"> <li>1. Data will be raised in supervision with IRO's to ensure oversight is recorded through individual case trackers. Lead: Louise Bath</li> <li>2. 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</li> </ol>		
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
We are investing in property for our care leavers and support services in the accommodation. We are submitting a further business case for an expansion of local supported accommodation in Herefordshire	Funding for placements will decrease. Young people will remain in Hereford.	Completion of building work delayed due to Covid-19. Project expected to commence October 2020	<ol style="list-style-type: none"> <li>1. Meet with support provider, CCP, at least monthly to ensure good communication and effective working relationship – Lead: 16+ team manager</li> <li>2. Tender for contract for new supported housing project – Head of Community commissioning and resources. Tender was launched and scheduled for evaluation and award in October 2020</li> </ol>		
<b>Impact on Children</b>		Widemarsh St opened as planned and has been full since early September			
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.					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
We will establish clear transition pathways for vulnerable young	There will be an increase in young people who receive				






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people so they receive the services they require to assist them in adulthood.	services when entering into adulthood.	Report requires further work to be accurate	<ol style="list-style-type: none"> <li>1. Young people leaving care will have an up to date Pathway plan which is reviewed at least every 6 months – Lead: 16+ team manager Stacie Lane</li> <li>2. 16+ team will be invited and contribute to the transitions panel so that there is effective planning between children's and adult social care – transitions team manager. Lead: 16+ team manager Stacie Lane</li> <li>3. Team manager is attending transitions panel and team manager and HoS are contributing to transitions task and finish group.</li> </ol>		
<b>Impact on Children</b>					
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 an increase in re-referrals. End Q1: 21% End Q2 : 26%	1. Complete thematic audit on re-referrals in July 2020 to identify actions to reduce the referrals. Actions will be implemented to timescale – Sue Rogers  2. 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.	<b>Outturn 2018/19    2019/20</b> Re-referrals 31%    20% Early Help 1088    1295 LAC 334    352 CP 111    108	Early Help open Assessments 1309 (September 2020).  LAC numbers have decreased to 337. CP numbers have increased to 125.	3. Early help assessments have continued to be completed through lockdown which is positive. Children and families continue to be identified, assessed and support put in place.  4. Early Help Hub went live on 21/09/20. Target 95% of contacts to be completed within 72 hours. 100% of contacts received completed in 72 hours.		
					
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 transition to their new roles.	1. Multi-disciplinary posts (Women’s Aid and We Are With You) will be recruited – Head of CP Court  2. Development of KPIs and performance framework for ECHo – Head of CP Court		
Impact on Children	Fewer children will enter the looked after system More children will leave the looked after system	Initial cases for reunification and stepped-down from care have been	3. Communications and engagement re ECHo practice model and pathway – Head of CP Court		
Children will be enabled to remain within their family network, or return to their family network where safe to do so,					


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maintain their links with kin and community.		identified and direct work is beginning with them.	4. Covid19 has impacted commissioning timescales for externally provided elements of the service, but progress is being made.		
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.	<p>Increase in children receiving early help intervention.</p> <p><b>Outturn 2018/19 : 1088</b> <b>Outturn 2019/20 : 1295</b></p> <p>Early Help Hub will contact families and make a decision on at least 95% contacts within 72 hours</p>	<p>Early Help: Sept 2020: 1309</p> <p>The Early help hub went live on 21/09/2020 with induction and training completed.</p> <p>First week 100% of contacts completed within 72 hours.</p>	<p>1. The Early Help Hub will be fully functional by the end of Quarter 3 – with the second phase of the hub to be open for telephone advice, guidance and support to professionals and families by 2<sup>nd</sup> November 2020. Lead: Nicky Turvey</p> <p>2. Early Help will contact families with consent and make a decision on at least 95% referrals within 72 hours – Nicky Turvey</p>		
Impact on Children	Maintain target of 20% contacts converting to referral.	Contacts to Referral (year to date %): Q1 : 19% Q2: 18%	1. 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.	<p>Decrease in re-referrals</p> <p><b>Outturn 2018/19 : 31%</b> <b>Outturn 2019/20 : 20%</b></p>	<p>End Q1: 21% Q2 : 26%</p>	1. Complete thematic audit on re-referrals in July 2020 to identify actions to reduce the referrals. Actions will be implemented to timescale – Lead: Sue Rogers		


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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 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 8 children in the LAC teams in this quarter - 1 child was reunified and 7 children became subject to SGO's.	<ol style="list-style-type: none"> <li>1. Practice tools and standards shared with all staff involved in developing permanence plans – Lead: Cath Thomas</li> <li>2. Training on foster to adopt and writing CPRs will be delivered by ACE to relevant social workers – Lead: Cath Thomas</li> <li>3. Monthly review of children who may be able to be reunified or leave care via an SGO will continue to avoid drift – Lead: Gill Cox Monthly reviews have been completed and will continue.</li> <li>4. Permanence plans submitted to the second LAC review to establish clear and safe plans out of the looked after system – Lead: Cath Thomas</li> <li>5. Review of all children in care who are not long-term matched to consider if they can be reunified to their parents care will be completed in October 2020 – Lead: Gill Cox</li> </ol>		
<b>Impact on Children</b> Children who can be safely cared for outside of the LAC system can grow up within a family without state intervention.		At the end of September 27 applications were filed either with court or with legal services to achieve children's exit from the care system.  There were 12 SGO applications and 11 care order discharge applications filed with court. There are a further 4 SGO and no care order discharge applications filed with legal 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
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 i.e., increasing or decreasing.	2 Child currently in private fostering  Report on private fostering to be presented to SMT on a regular basis from quarter 2; some reporting has been developed and is due to commence being shared at SMT in quarter 3	1. 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 3. Lead Sue Rogers		
<b>Impact on Children</b>					
Children who are privately fostered will be safely cared for outside their family.					



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<b>Priority 3</b>					
<b>Record appropriate and full information to ensure that we meet the identified needs for children and families to support and achieve outcomes</b>					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
Children and family assessments will be completed within 45 days	Assessments will be completed within timescale. Target 95%	Q1 : 90% YTD Q2 : 91% YTD	<ol style="list-style-type: none"> <li>1. Action for Q3 – Review all cases closed in September and October 2020. Timeliness of assessment will be reviewed and any key themes for improvement identified. Lead: Sue Rogers</li> <li>2. Performance meetings to continue to take place on a weekly basis, where assessments that are out of date or nearly out of date are discussed and reasons identified. Performance meeting will continue on a weekly basis. Leads: Team managers</li> </ol>		
<b>Impact on children</b>					
Children will be seen, their voices heard, and their level of need identified in a timely manner	<b>Outturn 2018/19 : 65%</b> <b>Outturn 2019/20 : 80%</b>	Dip sampling to ensure that allocation meeting, 10 day review and 25 day review are taking place (Sue Rogers) to avoid drift and delay. HoS Sue Rogers has reviewed 50% all cases closed in September with an oversight on quality and timeliness.			
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
We will use performance information to interrogate practice and performance, to inform progress against improvement plan targets	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.	<ol style="list-style-type: none"> <li>1. Performance reports will continue to be available on a weekly basis.</li> <li>2. Accurate and accessible performance information to be provided to Heads of Service in line with service priorities (Lead: Kath Austin-Bailey).</li> <li>3. Team Managers will be clear about their own team's performance, taking responsibility for this. They will address areas for improvement in consultation with</li> </ol>		
<b>Impact on Children</b>					
All managers across Childrens and families will know area for development, and can take swift action to rectify areas where					

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minimum standards required are not being met.		Team Managers report monthly to performance meeting.	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.	<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. 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.</li> </ol>		
<b>Impact on Children</b> 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 Self-evaluation (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 2.	<ol style="list-style-type: none"> <li>1. Heads of Service will complete a SEF by the identified deadline. This will be informed by accurate and current data (Heads of Service).</li> <li>2. 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).</li> </ol>		
<b>Impact on Children</b> 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.					





## Safeguarding and Family Support Improvement Plan 2020-2021

(updated to end of quarter two, September 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
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.	<ol style="list-style-type: none"> <li>1. 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).</li> <li>2. Analyse current systems and identify opportunities/efficiencies to enable better data extraction, modifying existing systems where necessary (Performance team).</li> <li>3. New Signs of safety forms to be developed and tested with input from end users. (Carrie Guest). – The first round of signs of safety testing has been completed during Q2 and is continuing in Q3.</li> </ol>		
<b>Impact on Children</b> Processes to identify case progression for each child will be improved, so cases that may be subject to drift and delay are quickly identified.					
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  <b>Outturn 2018/19 90%</b> <b>Outturn 2019/20 84%</b>	Q1 : 100% Q2 : 100%	<ol style="list-style-type: none"> <li>1. Duty system for 1<sup>st</sup> Lac Reviews where the child (ren) not previously subject to CP plans offers increased availability for times slots for allocation of IROs. Lead: Louise Bath</li> </ol>		
<b>Impact on Children</b>	95% of 2nd and subsequent LAC reviews held within timescale <b>Outturn 2018/19 84%</b> <b>Outturn 2019/20 89%</b>	Q1 : 90% Q2 : 90%	<ol style="list-style-type: none"> <li>1. IRO posts will be 100% permanent staff by mid-November 2020, increasing staff stability and reducing changes in IROs which contributed to changes in dates of Lac Reviews. Lead: Louise Bath</li> </ol>		






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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  <b>Outturn 2018/19 48%</b> <b>Outturn 2019/20 48%</b>	Q1 : 52% Q2 : 66%  The Principal Independent Reviewing Officer (PIRO) has identified an issue that is in the process of being addressed and should show an improvement in Q3.	1. 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.		
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum)</b> <b>[Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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.	1. 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. Lead: Gill Cox		
<b>Impact on Children</b>					
Children will be able to understand their own family and care history	<b>Outturn August 2019 was 42 outstanding</b>	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.	2. Learning from audit of life story work in August 2020 shared with teams and topic for reflective supervision in LAC teams. Will be re-audited to review progress in February 2021 – Lead: Gill Cox		



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<b>Priority 4</b>					
<b>Ensuring consistency of decision making for children and families</b>					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
Strategy discussions will take place within timescales	Strategy discussions are held within timescale - target of 90%  <b>Outturn 2018/19 : 97%</b> <b>Outturn 2019/20 : 97%</b>	Q1 : 97% Q2 : 97%	1. To maintain the current outturn above the target of 95% - all operational HoS		
<b>Impact on children</b>					
Risks to children and young people are assessed, and intervention agreed is effective in keeping them safe					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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%  <b>Outturn 2018/19 : 34%</b> <b>Outturn 2019/20 : 67%</b>	Q1 : 85% Q2 : 79%	1. Team managers use weekly data to pro-actively plan work – all operational HoS  2. Team managers will be challenged at monthly performance meetings regarding compliance with timescales for S.47's – management team		
<b>Impact on children</b>					
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. <b>Outturn 2019/20 : 55%</b>  Target: TBC	Q1 : 52% Q2 : 46%	3. Deep dive audit completed regarding no further action from section 47 enquiry to be reported Q3 Lead: Hayley Brooks		
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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% <b>Outturn 2018/19 : ICPC 65%</b> <b>Outturn 2019/20 : ICPC 75%</b>  <b>RCPC 100%</b>	Q1 ICPC: 82% Q2 ICPC: 92%	1. 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 – Lead: Sue Rogers  2. Team managers use weekly data to pro-actively plan work – all operational HoS		  
		Q1 RCPC: 100% Q2 RCPC: 100%			





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<b>Impact on children</b>					
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.					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
LAC Reviews will take place within timescales	LAC reviews will take place within target timescales 90% <b>Outturn 2019/20 : 88%</b>	Total LAC reviews % in timescale. Q1: 90%. Q2 : 91%	1. LAC review schedules reviewed in monthly supervision for each IRO – Lead: Louise Bath		
<b>Impact on Children</b>					
Children will not be subject to drift and delay					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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.	<ol style="list-style-type: none"> <li>Dates for group supervision will be planned at least 3 months in advance – all operational HoS</li> <li>SP/MP's to provide HoS with attendees and topics for reflective sessions on a monthly basis – all operational HoS</li> <li>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</li> <li>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</li> </ol>		
<b>Impact on Children</b>					
Children and families will benefit from improved service delivery through social worker reflection on practice.					

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(updated to end of quarter two, September 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
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 Sept 2020 : 125	1. We need to note that whilst we have increased the number of CP we are below the demographic compared to our statistical neighbours. 2. Inclusion of data re CP plans ending in suite of weekly reporting – Performance Lead / Head of CP Court 3. 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 Brooks		
<b>Impact on Children</b>		Second CPP (within 2 years) Mar 2020: 21% June 2020: 20% Sept 2020: 9.6%			
Children who require intervention as they are at risk of significant harm will receive intervention that promotes their safety and wellbeing.	Decrease in repeat CP interventions with children				
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 <b>Outturn 2018/19 73%</b> <b>Outturn 2019/20 77%</b>	Q1 : 73% Q2 : 85%	1. 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.		
<b>Impact on Children</b>	90% of LAC review recommendations are responded to by the relevant team manager within 5 working days of having received them <b>Outturn 2018/19 65%</b> <b>Outturn 2019/20 72%</b>	Q1 : 92% Q2 : 88%	1. Head of Service Safeguarding and Review continues to raise this with HoS to 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 the best options for their future will be progressed swiftly.					


# Safeguarding and Family Support Improvement Plan 2020-2021

(updated to end of quarter two, September 2020)

<b>Priority 5</b>					
<b>Policy and practice that enables good quality social work for children and families</b>					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
<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>Sept 2020 Dataset is in development. We now have data quality reports which are being worked through in Q3 and will then be able to develop a weekly performance report. Mosaic workflow requests have been revised to improve timeliness of minutes' approval and distribution. Dip sampling evidences that use of the core group agenda continues to be inconsistent. SW Academy is leading on a piece of work looking at SofS plans in Q3. Further thematic audit of CP visits will take place in 2021 to ascertain direction of travel.</p>	<ol style="list-style-type: none"> <li>1. Inclusion of data re core groups in suite of weekly reporting – Performance Lead / Head of CP Court; this has commenced</li> <li>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; this has commenced</li> </ol>		
<b>Impact on Children</b>	Core groups records will be approved and distributed within 5 working days				
Children will have improved outcomes and will not experience drift and delay	<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 CIN guidance implemented in Q2. Revised meeting agenda implemented Jul 20 to combine agendas for core groups and CIN reviews. Mosaic workflow for requests has been amended. Weekly performance data is available but requires refinement. SW Academy is leading on a piece of work looking at SofS plans in Q3. Further thematic audit of CIN visits will take place in 2021 to ascertain direction of travel.	1. Revision of CIN performance reporting to more readily identify drift – Performance Lead – to be completed in Q3.		
<b>Impact on Children</b> Children will have improved outcomes and will not experience drift and delay	CIN review records will be approved and distributed within 5 working days  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  CIN visits to children will be purposeful and reflect high quality, collaborative interactions with families, and direct work with children				

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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><b>Impact on Children</b></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>Legal planning meetings are now well embedded and support early permanence planning. Use of the Family Network Assessment Record continues to be limited. 4 training sessions delivered by ACE to date with further dates being arranged.</p>	<ol style="list-style-type: none"> <li>1. Training on foster to adopt will be provided to all assessment and CP/Court managers by ACE – Head of CP Court – in progress.</li> <li>2. Implementation of GenoPro and the Family Network Assessment Record to be discussed at AD/HOS meeting on 9<sup>th</sup> November and agreed actions will be progressed in Q3.</li> </ol>		↔
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><b>Impact on Children</b></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>Second case progression officer is now in post and as a result there is more capacity for case tracking and keeping records up to date. 90% of pre proceedings concluded within 12 weeks and 16 weeks. Data cleansing of Steps required. Performance report has been drafted however Mosaic</p>	<ol style="list-style-type: none"> <li>1. Development of performance reporting for pre-proceedings Performance Lead / Head of CP Court – this is in development. HoS meeting with CPOs 13<sup>th</sup> November to discuss Mosaic development and reporting.</li> </ol>		↔




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		requires minor developments to maximise benefits 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
<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><b>Impact on Children</b></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>Legal planning meetings are now well embedded and support early permanence planning, including increased focus on kinship and SGO. Use of the Family Network Assessment Record continues to be limited. All FSW posts (increased resource to focus on reunification / kinship to SGO) appointed to, start dates in progress during Q3. CP Court now retain all cases where a plan of reunification SGO could be achieved within 12 months post care proceedings.</p>	<ol style="list-style-type: none"> <li>1. Implementation of GenoPro and the Family Network Assessment Record to be discussed at AD/HOS meeting on 9<sup>th</sup> November and agreed actions will be progressed in Q3.</li> <li>2. Approval of protocol for legal advice to be funded for potential kinship carers who have been assessed negatively (in progress) – Head of CP Court.</li> </ol>		↔




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		<p>Average length of care proceedings concluded in Q1 = 26.3 weeks which is an increase of 3 weeks compared to Q1, principally due to a number of care proceedings concluding in Q2 that had been delayed during Covid lockdown. Of 18 children whose care proceedings concluded in Q2, 9 were reunified and 1 concluded with an SGO. 1 had a plan of adoption and 7 transferred to the LAC service with a plan of long term fostering.</p>			
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
<p>We will ensure cases are transferred without delay to the appropriate part of the service</p> <p><b>Impact on Children</b></p> <p>Children will receive the right service from the right social work service at the right time</p>	There will be no unallocated cases.	Transfer Step now implemented in Mosaic.	<p>1. Development of Transfer Step reporting – Performance Lead – to be discussed in Q3.</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 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.</p> <p><b>Impact on Children</b></p> <p>Children and young people at risk of Child exploitation are diverted or where necessary supported to reduce the risk of harm</p>	<p>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.</p>	<p>The task and finish group report concerning child exploitation from the scrutiny committee has been published and the executive response to this has been agreed.</p>	<ol style="list-style-type: none"> <li>1. Initial discussions have taken place and further work will be undertaken in conjunction with all partners via the safeguarding board. Lead Louise Bath</li> <li>2. Full structures, processes and governance is proposed to be completed by the end of the current financial. Lead Louse Bath</li> </ol>		
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>Identified improvement and learning activity from audits will be completed in a timely manner.</p> <p><b>Impact on Children</b></p> <p>Learning will inform and develop systems and practice, improving services and interventions offered to children and families.</p>	<p>All identified learning activity will be undertaken within the month which follows the relevant audit.</p> <p>All improvement activity will be undertaken within 3 months of the relevant audit.</p>	<p>Update - All identified learning activity has been undertaken as planned. All but one area of improvement activity has been undertaken.</p>	<ol style="list-style-type: none"> <li>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.</li> </ol>		
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>Bi-monthly learning events will take place to aid learning and development across the</p>	<p>QA Manager report will evidence bi monthly learning events have taken place.</p>	<p>Bi monthly events are taking place as required.</p>	<ol style="list-style-type: none"> <li>1. Deliver bi - monthly learning events. Lead: Hayley Brooks</li> </ol>		



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workforce, and embed a learning culture which informs development of good practice.		Attendance August 2020 – 36 staff over 4 sessions offered.	2. Develop quarterly QA report. Lead: Hayley Brooks		
<b>Impact on Children</b>					
Children will benefit from having a stable workforce that is highly skilled					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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. Proposals to be implemented Q2-Q3, led by SW Academy.	<ol style="list-style-type: none"> <li>1. Develop a CPD log – identified lead in SW Academy</li> <li>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</li> </ol>		
<b>Impact on Children</b>					
Impact: children and families will receive a high quality service from skilled and knowledgeable practitioners					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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	<ol style="list-style-type: none"> <li>1. Audit framework is being revised to reflect practice under Signs of Safety. Collaborative case audit will begin March 2021. Lead Quality Assurance Manager Hayley Brooks</li> </ol>		
<b>Impact on Children</b>					
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					


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social work practise and intervention.		practice meeting monthly.			
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/HoS business and practice meeting and at CMM. Training programme will be informed by outcomes of deep dive audit and practice in specific service areas will improve.	Bi monthly learning events held in response to deep dive audit. During Q2 all audit outcomes have been reported at AD HoS meetings and CMM as planned. Training programme is currently being developed by the Social Work Academy.	1. Agree theme for next deep dive. Lead: Hayley Brooks. Deep dive audit theme agreed as re-referrals. Deep dive audit week commences mid-October and due to report in Q3.		
<b>Impact on Children</b>					
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	Q1 : 95% Q2 : 99%	1. With the quantity of participation met, improvements on the quality of participation to be considered at IRO team meetings on a regular basis.		
<b>Impact on Children</b>	<b>Outturn 2018/19 84%</b> <b>Outturn 2019/20 94%</b>				
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  <b>Outturn 2018/19 97%</b> <b>Outturn 2019/20 95.44%</b>	Q1 : 93% Q2 : 95%	1. With the quantity of participation met, improvements on the quality of participation to be closely monitored.		
<b>Impact on Children</b>					
The wishes and feelings of children will be heard, validated, and will be part of establishing plans for children.					



## Safeguarding and Family Support Improvement Plan 2020-2021

(updated to end of quarter two, September 2020)

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.	Update - Signs of safety implementation is continuing to progress with virtual training sessions and workshops taking place. Collaborative audit tool has been developed and work started on co-producing practice vision and supporting standards (practice manual)	<i>Please read alongside Signs of Safety detailed delivery plan:</i> <ol style="list-style-type: none"> <li>1. Complete introductory training for staff</li> <li>2. Start full training (revised 5 day programme)</li> <li>3. Hold Signs of Safety all staff conference to celebrate progress made</li> </ol>		
<b>Impact on Children</b> 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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<b>Priority 7</b>					
<b>The leadership of change to prioritise better quality and outcomes for children and families</b>					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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"> <li>50% good.</li> <li>0% inadequate</li> </ul>	End June 2020: 37% good 58% RI 5% inadequate	<ol style="list-style-type: none"> <li>Develop refreshed Quality Assurance Framework to reflect Signs of Safety and learning from other places. Lead Hayley Brooks</li> <li>Complete baseline survey of children and families who have received a service to get feedback on practice and outcomes. Lead Hayley Brooks.</li> </ol>		
<b>Impact on Children</b>	Practice will improve for children and families in Herefordshire.	End Sept 2020: 1% outstanding 41% good 48% RI 10% inadequate			
	End September 2020 target <ul style="list-style-type: none"> <li>55% good</li> <li>0% inadequate</li> </ul>	End December 2020 target <ul style="list-style-type: none"> <li>60% good.</li> <li>0% inadequate.</li> </ul>			
	End March 2021 target <ul style="list-style-type: none"> <li>70% good</li> <li>0% inadequate</li> </ul>	Quarterly reporting has begun. First report to be shared with elected members November 2020.			
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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.	All re-audits in the last quarter have shown an improvement in overall quality of practice.	<ol style="list-style-type: none"> <li>Complete Workforce Strategy that will have action plan on reducing workloads and career progression. Lead Andy Gill.</li> </ol>		
<b>Impact on Children</b>	Children will receive a high quality and timely service	% of workers holding more than 20 cases has been reduced			




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		down to 14% from a high of 18%			
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><b>Impact on Children</b></p> <p>Cases where actions are identified to benefit children and families will be completed in a timely manner, improving the safety and wellbeing of children receiving social care intervention</p>	QA manager will report into AD/HoS meeting that there are no actions outstanding from timescale agreed.	<p>Any overdue audit actions emailed by QA Manager to AD Liz Elgar weekly.</p> <p>No overdue audit actions to report. 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. Incorporate into quarterly QA reporting. Lead Liz Elgar.</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>Team Manages will lead improving performance against KPIs, and report on to ADs in monthly performance challenge sessions</p> <p><b>Impact on Children</b></p> <p>The quality of service provided to children and families will improve</p>	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 continue to take part and performance is seeing improvement	<p>1. Focus on practice quality through monthly meetings – highlight evidence for quarterly QA report. Lead Andy Gill.</p>		↑



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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
<p>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.</p>	<p>Our LAC population will decrease. Our CP numbers will stabilise. Audits will demonstrate a strength based approach involving families in plans at all stages.</p>	<p>LAC Population has seen a small decrease CP numbers have seen a slight increase in the quarter</p> <p>Creation of family and child feedback survey is in progress.</p>	<p>1. Implement the DLT Leadership Pledge; incorporate into SMT, AD/HoS meetings, Team Managers Support /challenge meetings, team meetings and supervision. Evidence of change in culture linked to Signs of Safety. Lead Chris Baird.</p>		
Impact on Children					
<p>Children and families will receive the appropriate level of service at the right time.</p>		<p>Update – Survey has been developed. Survey will be “live” during late November/Early December 2020. Reporting December 2020/January 2021.</p>			



## Safeguarding and Family Support Improvement Plan 2020-2021

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<b>Priority 8</b>					
<b>Sustainable workforce to provide continuity for children and families</b>					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
Every staff member will receive regular supervision	90% supervisions undertaken every calendar month  <b>Overall Outturn 2018/ 19 : 71% Outturn 2019/ 20 : 84%</b>	<b>June</b> supervisions: <b>86% overall</b> 83% operational 96% business support  <b>Sept</b> supervisions: <b>74% overall</b> 74% operational 75% business support  This has been affected by long terms sickness in certain teams. However, some teams are reporting at over 90% in September 2020; however the average across all teams in September equates to 74%	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		
<b>Impact on Children</b> Children will receive a high quality service and are safeguarded through plans and support which are effective					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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: 20% Assessment Team 2: 0% Assessment Team 3: 50% Court Team 1: 0% Court Team 2: 11%	1. Complete review of recruitment of retention which will include specific actions on manageable workloads (see below). Lead Andy Gill		



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		Court Team 3: 0% CWD: 50% LAC Team 1: 75% LAC Team 2: 0%			
<b>Impact on Children</b>					
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		Recruited 20 Newly Qualified Social Workers.			
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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 September 2020 Permanent 127.3 Agency 20.6 Permanent Vacancies 28 Empty seats 7.4 Fixed Term 6.2	1. Complete Workforce Strategy. Lead Andy Gill 2. Test Core Offer to job market to improve recruitment of permanent staff. Lead Andy Gill		
<b>Impact on Children</b>					
Children benefit from having well qualified, committed social workers		Review of systems and processes around recruitment complete Draft Core Offer to social work job market complete			
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
We will recruit newly qualified social workers (NQSW's) 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.	NQSW's :- 2019/2020 Q1 = 3 Q2 = 3 Q3 = 3 Q4 = 4	1. Deliver on revised ASYE handbook to ensure we maintain and effectively support current cohort of NQSWs going through ASYE programme. Lead Joe Davenport.		
<b>Impact on Children</b>	7 NQSWs who started their ASYE in 2018 and finished in 2019	NQSW's :- 2020/2021 Q1 = 17			
Herefordshire will increase the number of qualified,					


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substantive social workers, reducing change in social worker for children	6 NQSWs started in September 2017 and finished in September 2018 3 NQSWs who started in June 2017 and finished in 2018	Q2 = 20  Focus on recruiting new cohort of NQSWs has been highly successful. New Social Work Academy website is now under development			
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 a proposal, now being led by SW Academy.  Work on career progression framework and aspiring leaders programme has started	1. Further develop careers progression framework. Lead Joe Davenport		
<b>Impact on Children</b> 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. Together with Adult services we have successfully retendered Apprenticeship contract	1. Plan for new cohort of apprentices (up to 8 starting in February 2021. Lead Joe Davenport.		
<b>Impact on Children</b> Children will receive a service from a suitably qualified social					

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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.					
<b>Objectives to achieve aim</b>	<b>How will we know</b>	<b>End of quarter progress</b>	<b>SMART Actions / Focus for next quarter (3 maximum) [Identified lead for each action]</b>	<b>RAGB Status</b>	<b>Direction of travel</b>
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.  Interviews held for QA Manager post but failed to appoint. Appointed interim QA support (3 days per week)	1. Review and progress appointment to QA post. Lead Joe Davenport		
<b>Impact on Children</b>					
Children and families will benefit from improvement in intervention and quality of social work practice identified in QA activity.					

### Direction of travel key:-



Increase in improvement of direction of travel



Remained same as previous period



Decrease in improvement of direction of travel