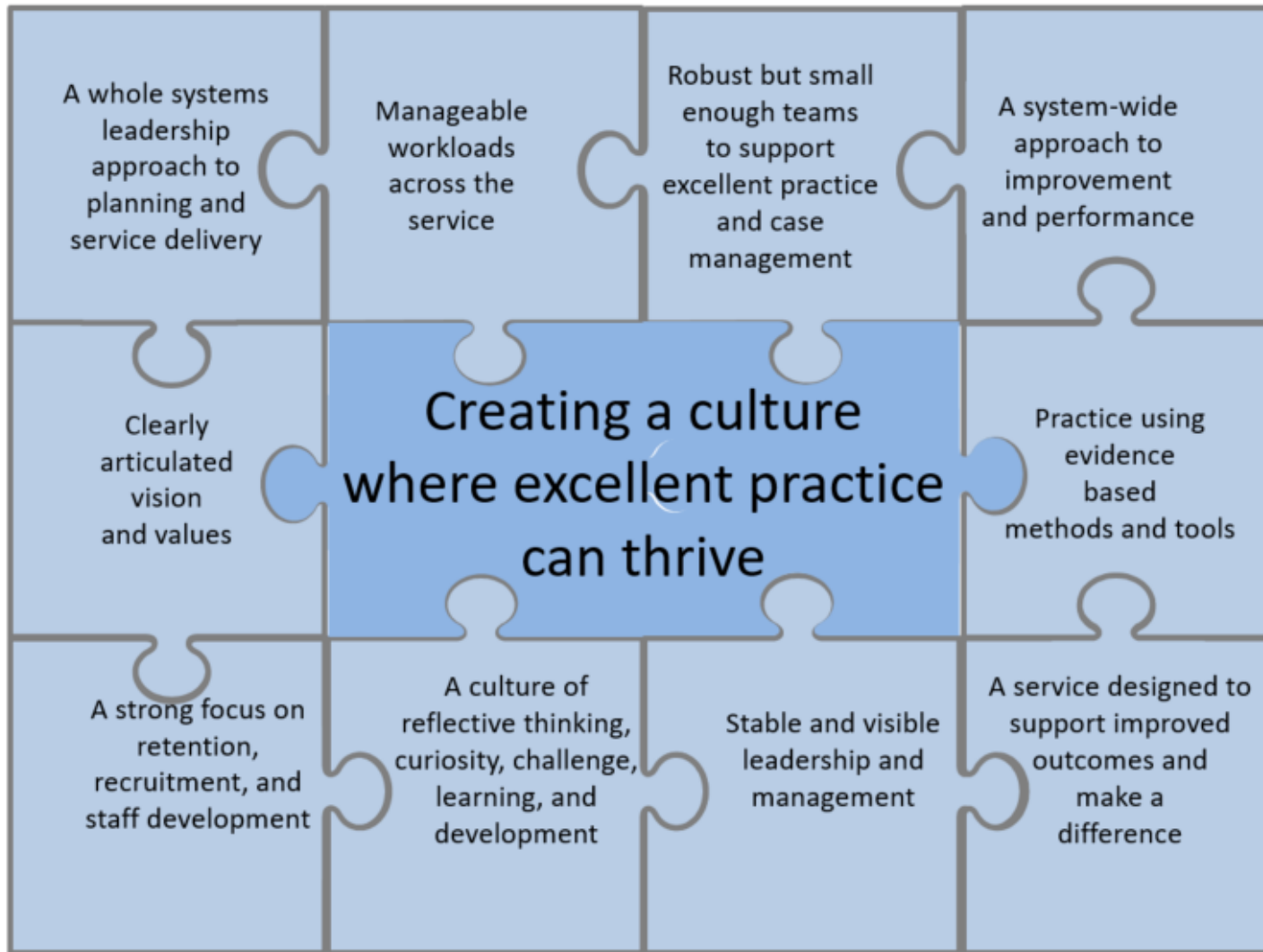


**Children and Families**  
**Strategic Improvement Plan**  
**October 2021**

# Creating a culture where excellent practice can thrive



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## Foreword

Our top priority as a Council must be to protect and improve the lives of our most vulnerable children and young people, and knowing that we have let them down weighs heavily on us both personally and professionally.

We wholeheartedly accept that the recent findings do not reflect the quality of service that our children, young people and their families expect or deserve, and we must do better. As difficult as it was to read the High Court Judgement, the recent Ofsted inspection and to hear directly from staff and local residents, the message they gave us was helpfully clear. We know where we must focus our attention, and this Improvement Plan sets out the practical steps we are taking.

We are keen to get on with making progress, and also understand that, on this journey of 'getting to good', all changes made must be measurable and sustainable. This is essential for rebuilding trust, and ensuring that we provide compassionate and effective children's services that last into the future.

Delivering this plan will be the collective priority for everyone with a responsibility for supporting children and families - elected members, council employees across every service, and the partners who work with children every day.

We all have a part to play, and central to this plan is our commitment to make 'working together' a reality not just an aspiration. This means better engagement with parents to ensure that we get the right support available at the right time.

Our children's social care staff remain dedicated and conscientious, often in very difficult circumstances, and we will ensure that they receive the support and development they need to do their jobs with confidence, empathy and professionalism.

We promise to get to the bottom of the issues identified, keep listening, and go on improving until our services are thriving, and of the high standard that our children and families deserve.

Councillor David Hitchiner  
**Leader of the Council**

Councillor Diana Toynbee  
**Cabinet Member**

Paul Walker  
**Chief Executive**

## Context

Between 2018 and 2021 a series of critical external events occurred that raised justifiable questions as to the effectiveness of Herefordshire Council's Children's Services. This culminated in a critical judgement in April 2021 from His Honour Justice Keehan, this latest Judgement was not the first in which His Honour Justice Keehan had raised concerns regarding Herefordshire Children's Services and consequently the council received a non-statutory improvement notice May 2021.

The council, through the Leader of the Council and the Cabinet members, fully accepted accountability for His Honour Justice Keehan's findings and committed to delivering sustained improvement of children's services and good outcomes for the children and young people of Herefordshire.

There have been notable changes in the senior leadership team at Herefordshire Council including the appointment of an interim Director of Children's Services, the appointment of Paul Walker as Chief Executive and a new lead member for Children and Families (Cllr. Diana Toynbee).

A Department of Education (DfE) approved independent improvement advisor (Ms. Gladys Rhodes White) has been appointed to support the improvement journey and is the Chair of the newly established Improvement Board. Herefordshire Council has also reached out for external advice and support through the DfE, Ofsted and the Local Government Association (LGA) and has recently been successful in obtaining grant funding from the DfE (£215k) to provide additional expertise and capacity to support practice improvement.

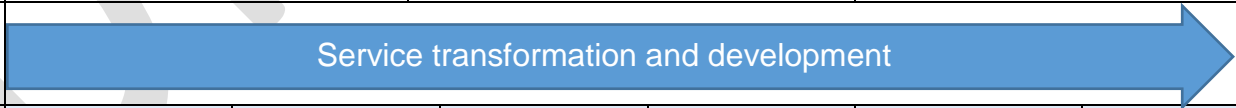
This improvement plan aims to bring together the findings of the recent judgement, Ofsted reviews (since 2018) and the recent external diagnostic reviews to identify the key themes and priority areas to form the five work streams of the plan. The feedback and recommendations from these reviews/inspections have been collated thematically and shaped our improvement plan work streams.

## Our vision; our ambition; and our practice priorities

Our vision: **All children and young people in Herefordshire feel safe, loved, and valued, and grow up with the confidence and skills to be the best they can be.**

Our ambition: **Creating a child-centred county where children and young people are at the heart of everything we do.**

Our practice priorities:

	Practice priorities	Partnership priorities		Enablers		
Priorities and enablers	Good quality child-focused assessment and planning	Embedding learning from reviews and multi-agency audits		Developing a skilled and stable workforce		
	Effective interventions and direct work with children, young people and families	Proactive effective interventions with a practice focus		Systems and support services:		
	Supervision and management oversight	Effective, responsive, and reflective partnership arrangements		<ul style="list-style-type: none"> <li>• Commissioning</li> <li>• Business Support</li> <li>• Finance</li> <li>• Case management system</li> <li>• Digital</li> </ul>		
Cross cutting activity						
Measures of success	What children and their families tell us	What our staff tell us	What our partners tell us	Quantity measures	Quality measures	Outcomes

## What would we want for children in our own family?

- Stability, positive emotional wellbeing. To be safe.
- Resilience, ambition, good health.
- Good education, good role models, encouragement and praise.
- The best opportunities.
- The best possible outcomes.
- Permanence (knowing where you belong and who you are connected to).
- Preparation for adulthood.

**“Strong roots, space to grow, choices to explore.”**

*Improvement Board member*

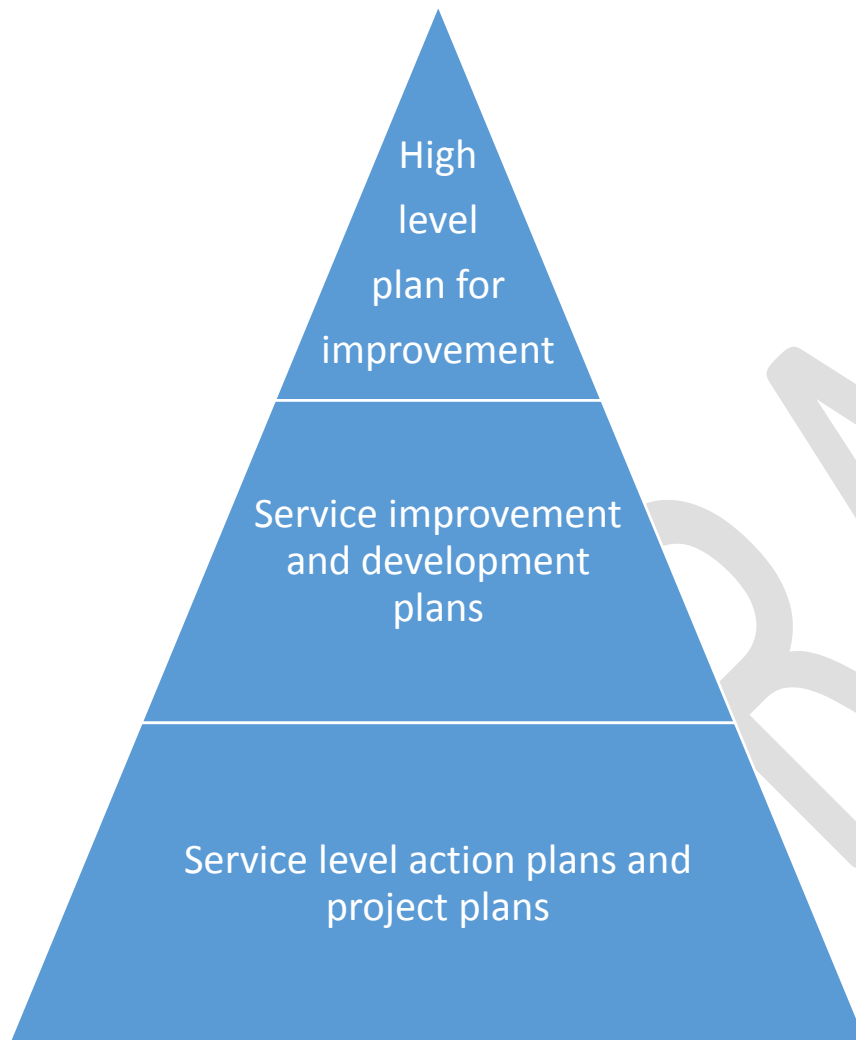
## Our improvement journey

Our [County Plan \(2020-2024\)](#)<sup>1</sup> sets out the desired outcomes for children and the council's commitment to the children and young people of Herefordshire. This plan is for a whole system transformation that puts all children and young people at the heart of all that we do. We recognise that to deliver our ambition and commitment we need to work together with our partners, staff, elected members, communities and children, young people and families. There are, however, some immediate priorities that we must address and, therefore, our improvement journey will be delivered in a phased approach over the next 3 years to ensure we focus our efforts and resources effectively and get the right building blocks in place.



<sup>1</sup> [Herefordshire Council County Plan 2020-2024](#)





This is the first iteration of our improvement plan, in response to the High Court judgement earlier this year and recent Ofsted reports.

This strategic plan is high level, underpinned by and referring back to a series of service improvement and development plans owned by members of the corporate Management Board and by Children's Services leaders and managers. These plans detail clear actions, owners and timescales against which progress is monitored by the Corporate Director and the Improvement Board.

Underneath these are more granular action and project plans which will be overseen by the Operational Board.

This high level plan and the priorities for phase 1 within it are set out in the [plan on a page](#). It should be noted that this plan does not describe ongoing service transformation activity (for example to establish or commission new or different teams and services) as these changes are set out in the service improvement and development plans.

The plan will be a dynamic and a working document, responding and flexing to change and events so that it remains relevant and focused.

## Our plan on a page – Children’s Improvement Programme (2021-2024)

The following table summarises the vision and our ambition; the five primary work streams of the improvement plan and their priority areas of focus; the cross cutting activity; and our measures of success. High-level activity beneath each work stream can be seen in [Appendix 1](#)

<b>Our Vision</b>	<b>All children and young people in Herefordshire feel safe, loved, and valued, and grow up with the confidence and skills to be the best they can be.</b>					
<b>Our ambition</b>	<b>Creating a child-centred county where children and young people are at the heart of everything we do</b>					
<b>Work streams</b>	<b>Leadership and Governance (LG)</b>	<b>Workforce (W)</b>	<b>Quality and Performance (QP)</b>	<b>Right Help, Right Time (RH)</b>	<b>Partnerships (P)</b>	
<b>Priority areas of focus:</b>	<ul style="list-style-type: none"> <li>• Permanent leadership</li> <li>• Effective governance, accountability and scrutiny</li> <li>• Corporate Parenting</li> <li>• Improvement progress reporting</li> <li>• Service delivery models</li> <li>• Operational Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce capacity and development</li> <li>• Employee engagement</li> <li>• Retention and recruitment</li> <li>• Career pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Quality and pace of decision making</li> <li>• Quality assurance and performance frameworks</li> <li>• Quality supervision</li> <li>• Practice tools, standards, and policies</li> <li>• Educational attainment</li> <li>• Transitions</li> </ul>	<ul style="list-style-type: none"> <li>• Prevention and Early help</li> <li>• Talk Community – Children and Families</li> <li>• Commissioning services</li> </ul>	<ul style="list-style-type: none"> <li>• Contextual safeguarding</li> <li>• Children’s Safeguarding Partnership</li> <li>• Multi agency training and development</li> <li>• Multi-agency dataset</li> <li>• Pathways to other services</li> </ul>	
<b>Cross cutting activity</b>	<b>Valuing difference and culture</b>					
	<b>Delivering Service Transformation</b> – Creating an environment where excellent practice can thrive.					
	<b>Communication and engagement</b> - Participation strategy; Workforce strategy; and Communication and Engagement strategy.					
	<b>Enabling infrastructure</b> – Finance, HR, Digital and IT, Business Support, Systems, and Data.					
<b>Our success measures</b>	<b>What children and families tell us</b>	<b>What our staff tell us</b>	<b>What our partners tell us</b>	<b>Quantity indicators (performance data)</b>	<b>Quality indicators (audits, reviews)</b>	<b>Outcomes for children</b>

## Our ambition: A Child-Centred County

We recognise that the protection and safeguarding of children sits within a much wider public sector and societal system where many contributory factors impact on the daily lives of children and families.

Our vision and plan has been shaped as a collaboration with partners to ensure the commitment across the system and recognition of the key role partners play in shifting the culture across the workforce to embed a strengths based model that focusses on early help and prevention within the principles of Right Help, Right Time support. This will be the focus of Phases 2 and 3 of our plan.

Herefordshire has a strong partnership approach with our communities (known locally as Talk Community<sup>2</sup>). This approach and connectivity of individuals to their communities has been extremely effective in driving improved outcomes for adults as part of the implementation of a strengths based model of practice. Our intention is to build on this now well-established network and approach to develop increased options for practitioners, to include communities, into support plans for children and families.

As Herefordshire transforms its city centre and market towns it will be ever important to ensure the design of place and space is considered with children and young people at the heart – creating a county that’s “child-centred” where they can live and play safely and be valued as a key members of our communities.

There is a strong partnership element within the improvement plan that recognises the need to develop in several key areas including support for practitioners around referrals and level of needs thresholds, the quality and use of performance information across the system and increased access to key services such as emotional health and well-being. There will also be an emphasis on the role of partnership boards and what they are doing to improve outcomes for Herefordshire children.

There is a collective ambition by partners to reduce the duplication across the system and identify more clearly where the leadership and accountability best sits in order to drive system change. This improvement programme will aim to add greater clarity about the priorities of partnership boards and their constituent organisations in the delivery of change and in holding each other to account.

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<sup>2</sup> [Home - Talk Community Directory](#)

## Transformation of services

This is a three-year programme to 2024 aimed at:

- Improving outcomes for children, young people and their families.
- Making working in Herefordshire an attractive and rewarding career choice.
- Embedding systemic partnership approaches and exploring alternative models of delivery.
- Making the service financially viable for the future across a range of services the Council delivers.
- All underpinned and driven by improvement across the system of practice, management and leadership.

## Approach to delivery

This Improvement Plan aims to bring together the various strands of project work and service improvement into a single change programme to deliver the required improvements and outcomes set out within the County Plan (2020-24) and the commitments contained within this plan.

There is a strong corporate commitment and ownership by the council for improvement and this plan has been developed through a collaborative approach with elected members, staff, partners, and children and families. The Chief Executive will personally sponsor the programme and have a clear line of sight on progress of the plan alongside regular oversight and reports on progress to the Improvement Board and the council's public facing committees.

The programme will need to respond to changes if things are not working or circumstances change so this plan should be seen as a proposed outline of the planned high level activity which will be underpinned by detailed action plans and project plans set out as part of each phase. The Improvement Plan will be refreshed at least annually to reflect any amendments and provide a report on how the transformation is progressing against the outcomes and commitments set out in this plan.

Our improvement programme will follow a structured programme and project management approach under the guidance of a dedicated Improvement Lead working alongside the services responsible for supporting children and families.

## **Phased approach:**

### **Phase 1 – Back to Basics** - Immediate Priorities (June 21 – April 22)

**Phase 1** will focus on the immediate priorities that have been set out as part of the non-statutory improvement notice and recent Ofsted visits. There are clear expectations that, by May 2022, there will be significant improvements in the quality of social work practice and in the leadership and management oversight of the service.

There will be a heavy focus on staff engagement during the initial period as the impact of the intense scrutiny and changes are felt.

For the transformation to be successful, our workforce will need to buy in to the vision and see a clear roadmap that creates a better working environment which enables good quality social work practice to flourish.

Staff will need to be supported to make the changes and additional agency resource will be utilised in the early part of the programme to provide additional capacity and experience into the teams. This will also provide additional capacity to allow managers and front line practitioners time out of practice for training, coaching and mentoring.

### **Phase 2 – Right Help, Right Time** - Investment in prevention, early intervention and communities (April 22 – April 23)

**Phase 2** will focus on the medium and longer term transformation that moves the culture and practice to prevention and early intervention. This may include the realignment of resources as part of this shift, so planning and scoping will start in the coming months to do the in depth analysis of demand and understand some fundamental questions around why children are entering into the safeguarding system e.g. Herefordshire hotspots or pinch points. Phase 2 will also see the work to develop with our partners and stakeholders our ambition for a child-centred county for the future.

### **Phase 3 – Embedding and Consolidating** - Delivering excellence as the norm (April 23 – April 24)

**Phase 3** will ensure the transformation and improvements are well embedded and are sustainable. A shift to 'business as usual' will ensure services for children, young people and families are compliant, high quality and delivering good outcomes, within the agreed resources.

## Our engagement approach

**Workforce** - The development of the programme will be supported through a newly formed staff reference group to support the design and embedding of changes to systems, processes and practice. There will also be regular staff feedback surveys to test the effectiveness of the change.

**Children and families** - The Children in Care Council will be reinvigorated to support the improvement programme and provide valuable input into the design and delivery of services. There will also be parent representatives on the operational delivery board to support the monitoring of progress set out in the operational plans.

**Partners** - Partners will play a critical role in the delivery of the improvement programme. Many of the challenges by the council are experienced across the system, for example, recruitment – this is a countywide issue for many statutory partners so a strategic approach will be necessary.

**Elected members** - All elected members will have the opportunity to shape and input the improvement plan as part of a series of workshops in the early development phase of the programme and explore their roles as corporate parents. There will also be specific workshops for those with additional responsibilities on public bodies such as Scrutiny Committees, Partnership Boards and Cabinet.

## Resources

In order to deliver the required transformation, additional resources will be required. An initial allocation of corporate funding of £5.2m has already been made available to the improvement programme. Approval and monitoring of spend for this funding is via the Resources Board (chaired by the Section151 Officer). This funding is in addition to the DfE funding (£215k) and resources being made available through the LGA. Our resource plan will be reported to the Improvement Board.

## Measures that matter (performance and management information – what difference have we made?)

We are developing a suite of management information and performance reports that will be used by the service to drive improvement and service delivery. These will be built around a number of ‘measures that matter’ currently being developed and that will be outlined to the Improvement Board in November 2021. See [Appendix 3](#) for more details of our Measures that Matter (when published).

### Evidencing Impact.

In order to evaluate the impact of improvement activity the Board will apply 3 levels of assurance.

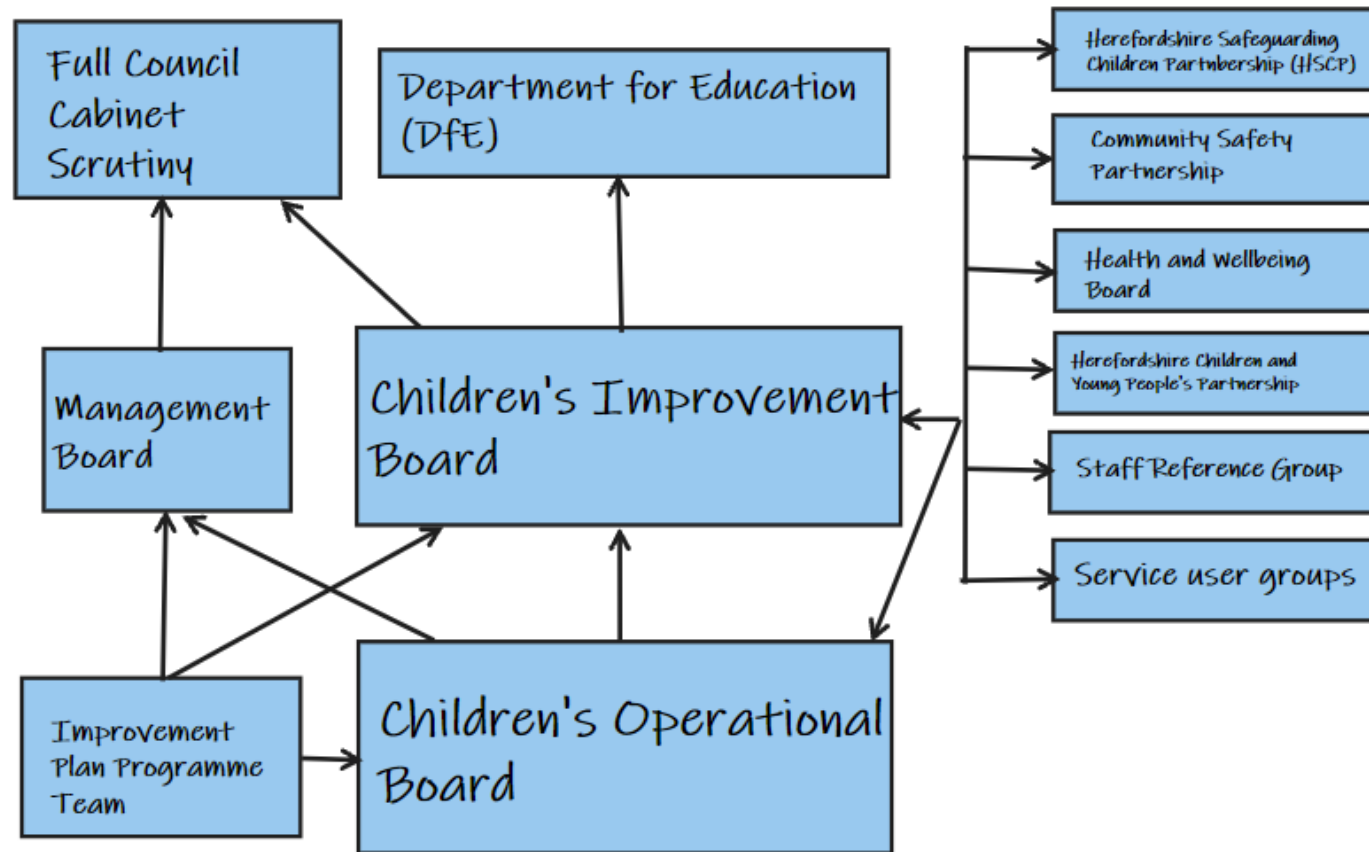
Level 1:	The first level will be to track progress against the tasks identified within the Improvement Plan, which will provide a level of assurance that activity is happening, and progress is being made. This will be through a <b>Highlight Report</b> to the Board.
Level 2	The second test of assurance will be the monitoring of a set of Key Performance Indicators (KPIs) that will be reviewed at the Children Improvement Board and provide a level of assurance in terms of progress. This will be through the <b>Performance Dashboard</b> .
Level 3:	The third level test will be the monitoring of risks and issues that have the potential to derail delivery of activity and performance. This will be reviewed by the Children’s Improvement Board via the <b>Risk Register</b> and a high level heat map (to be developed).
Level 4:	The final test of assurance is impact. Where a task has been completed the related areas of work will be evaluated; the type of evaluation will depend on the related area. This final level of assurance will be governed and monitored by the board and linked to future Ofsted activity.

The RAG ratings will be updated on a 4 weekly basis in preparation for the board.

Key: RAG ratings	Blue - Complete	Red - Off track	Amber - Behind	Green – On track	Grey – Not started

## Governance and Oversight

This diagram illustrates how the principle partners in our improvement journey will relate to each other, ensuring strong and robust oversight and governance.





## Appendix 1 - Improvement activity – high level plan (phase 1)

Leadership and Governance					
Ref	Priority area	SRO	Key activity	What good looks like (outcome)	Target date
LG1	Permanent Senior Leadership Team	Chief Executive Director Children and Families	a) Recruitment of Director of Children and Families b) Recruitment of Service Directors	<ul style="list-style-type: none"> <li>Permanent stable senior leadership team to drive improvement agenda and transformational change</li> </ul>	Phase 1 - End April 2022
LG2	Effective governance, accountability and scrutiny	Solicitor to the council	a) Establish mechanism and system for enabling line of sight from service to the Chief Executive / Leader b) Establish systems and processes to have management oversight of notable /complex cases by service, legal and communications teams c) Establish a critical case log d) Ensure legal services are fit for purpose e) Ensure the Council's Scrutiny function is operating effectively f) Undertake a review of local authority boards to ensure that Partnership Boards are operating effectively	<ul style="list-style-type: none"> <li>Issues are escalated quickly and appropriately actioned</li> <li>Open, transparent and safe decision making is evident</li> <li>Members and partners understand their role and accountability as part of the membership of committees and boards</li> </ul>	Phase 1 - End March 2022
LG3	Corporate Parenting	Assistant Director Corporate Parenting	a) Review and redesign of corporate parenting function to develop strategy and awareness of Corporate Parenting role and commitments; Including a	<ul style="list-style-type: none"> <li>The corporate parenting principle is clearly understood and applied in decision making for children in care and care leavers</li> </ul>	Phase 1 - End March 2022

			<p>training programme for all members and staff</p> <p>b) Review and re-issue Foster Carer's Handbook, and negotiate roles and responsibilities</p>	<ul style="list-style-type: none"> <li>Children's needs will be considered across Council, directorate and partnership activity and this will be transparent in decision making</li> <li>The role and ethos of corporate parenting is embedded across the council</li> </ul>	
LG4	Improvement progress reporting	Chief Executive	<p>a) Establish Improvement Board</p> <p>b) Appoint DfE advisor and Board Chair</p> <p>c) Development of a performance dashboard to monitor improvement progress</p>	<ul style="list-style-type: none"> <li>Improvement journey can be monitored effectively and adjustments made where necessary</li> <li>Evidence based support for the changes</li> </ul>	Phase 1 - End Dec 2021
LG5	Development of an Operational Plan	Director – Children and Families	<p>a) Develop and publish an Operational Plan</p> <p>b) Establish an effective Operational Board</p> <p>c) Establish a project management approach to reporting progress and impact</p>	<ul style="list-style-type: none"> <li>The operational plan is understood by key stakeholders who are engaged in the operational board and all relevant activity</li> <li>The board is supported by the Project Management Team</li> <li>Evidence of improvement and impact is demonstrable</li> </ul>	Phase 1 – End March 2022
LG6	Future delivery models	Director – Children and Families	<p>a) Review current delivery model</p> <p>b) Develop proposals for required changes to delivery model (children's services organisation)</p>	<ul style="list-style-type: none"> <li>Workforce is involved in development of proposal.</li> <li>Proposals are scrutinised by Improvement Board and appropriate council forum.</li> </ul>	Phase 1 – End March 2022

Workforce					
Ref	Priority area	SRO	Key activity	Outcome	Target date
W1	Workforce capacity and development	Director Children and Families	a) Ensure there is adequate staffing at all levels in order to deliver safe and effective services b) Skills and competencies c) Training and development d) Career pathways e) Retention	<ul style="list-style-type: none"> <li>We are able to deliver safe and effective services that deliver good outcomes for children and families</li> </ul>	Phase 1 – End Mar 2022
W2	Employee engagement	Assistant Director, People	a) Undertake analysis of current engagement and morale of the staff as baseline for improvements b) Develop an employee wellbeing programme with staff reference groups c) Staff surveys d) Health check	<ul style="list-style-type: none"> <li>Staff are engaged in the improvement programme and turnover and sickness are reduced</li> </ul>	Phase 1 – End Dec 2021
W3	Recruitment	Director Children and Families	a) Develop recruitment strategy to achieve a sustainable permanent workforce b) Marketing c) Grow you own d) Roadshows e) Podcast f) Web site g) Recruitment process	<ul style="list-style-type: none"> <li>Stability of the workforce will be increased, handovers between key workers of children's cases will be significantly reduced</li> <li>Children will have fewer key workers through their case progression and therefore will develop stronger relationships</li> </ul>	Phase 1 - End March 2022

Quality and Performance					
Ref	Priority area	SRO	Key Activity	Outcome	Target date
QP1	Quality and pace of decision making	Director Children and Families	a) Ensure robust management oversight and scrutiny of planning and decision making to avoid drift and delay for children b) Frequency and quality of Supervision	<ul style="list-style-type: none"> <li>Children's interventions are appropriately managed and actions to move between services is closely monitored and quality assured</li> </ul>	Phase 1 - End March 2022
QP2	Quality assurance and performance	Assistant Director Quality Assurance, Safeguarding and Partnerships	a) Reviews/audits b) Plans and planning c) Quality assurance framework d) Establish a Performance and Management Information framework	<ul style="list-style-type: none"> <li>We are a learning organisation with the ability to review, monitor, change our practice, and continue to develop</li> </ul>	Phase 1 – End Dec 2021
QP3	Practice development	Assistant Director, Quality Assurance, Safeguarding and Partnerships	a) Practice model and tools b) Signs of Safety c) Standards d) Policies and procedures e) Learning reviews	<ul style="list-style-type: none"> <li>Creating an environment where good practice thrives and enables effective services to be delivered to children and families</li> </ul>	Phase 1 – End March 2022
QP4	Educational attainment	Assistant Director, Education	a) Develop a strategy to improve the educational attainment of children and young people and narrow the gap in performance with disadvantaged young people b) Increase the take up of our apprenticeships offer c) Improve school readiness (1,000 1 days) d) Increase the take up of 2yr funding for nurseries	<ul style="list-style-type: none"> <li>Children have better life opportunities post formal schooling</li> <li>More children have the opportunity to move into higher education or a suitable apprenticeship offer</li> </ul>	Phase 1 – End March 2022

			<p>e) Increase the take up of 3yr funding</p> <p>f) Implement the wider strategy for improving SEND and CWD educational offer (inclusion)</p>		
QP5	Pathway to adulthood (transitions)	Director Adults and Communities	<p>a) Introduce new transitions pathway for learning disability.</p> <p>b) Establish a Transitions project group.</p>	<ul style="list-style-type: none"> <li>• Young people experience a smooth transition into adulthood and do not experience a “cliff edge”</li> <li>• Adult teams are fully sighted of young people moving into the adult’s system at the earliest possibility</li> </ul>	Phase 1 – End March 2022

Right Help, Right Time					
Ref	Priority area	SRO	Key Activity	Outcome	Target date
RH1	Prevention and early intervention	Assistant Director, Safeguarding and Family Support	<p>a) Review existing early help and prevention strategy</p> <p>b) Review service delivery and structure of internal Early Help services</p> <p>c) Map the child’s journey through universal and prevention services</p> <p>d) Early Help practice framework developed</p> <p>e) Develop our approach to support the delivery of a prevention and early help offer based on evidence and good practice.</p> <p>f)</p>	<ul style="list-style-type: none"> <li>• Children and families receive right help at the right time with a focus on identifying and addressing issues at the earliest possibility</li> <li>• Practitioners across the system practice in a strengths based model of care and support</li> </ul>	<p>Phase 1 – End Mar 2022 (a), (b), (c) and (d)</p> <p>Phase 2 – End of Mar (e)</p>
RH2	Talk Community	Assistant Director, Talk Community	<p>a) Review the community assets and support available across the county for children and families</p>	<ul style="list-style-type: none"> <li>• Services and community support come together to meet the needs of local</li> </ul>	Phase 1 – End of Mar 202 (a) and (b)

			<p>b) Develop a RHRT engagement plan to shape and lead the community model</p> <p>c) Develop and implement a universal and community offer for children and families, building on existing assets and services</p> <p>d) Develop and utilise Talk Community Hubs to coordinate early intervention activity closer to home – to support self-help and maximise use of community sector</p>	<p>children, young people and families creating early intervention to support families</p>	<p>Phase 2 – End of Mar 2023 (c) and (d)</p>
RH3	Commissioning	Assistant Director, All Ages Commissioning	<p>a) Develop an All Ages commissioning strategy to support a corporate approach which includes prevention and early help, service specific commissioning and Sufficiency Strategy</p>	<ul style="list-style-type: none"> <li>• All Age approach to commissioning implemented to improve outcomes for children, young people and families</li> <li>• Sufficiency Strategy updated aimed at providing increased choice and secure, safe and appropriate accommodation</li> </ul>	<p>Phase 1 – End Mar 2022</p>

Partnerships					
Ref	Priority area	SRO	Key Activity	Outcome	Target date
P1	Contextual safeguarding	Accountable officers across the statutory bodies (police, NHS, LA)	<p>a) Agree and implement contextual safeguarding model (as an alternative to child protection) for adolescents facing risks outside the home (includes Peer on Peer abuse, missing children and contextual safeguarding)</p>	<ul style="list-style-type: none"> <li>• Joined up seamless pathways and provision of service for all children and young people at risk of exploitation</li> <li>• All partners will be aware of those at greatest risk, there will be easy and transparent access to support/advice and</li> </ul>	<p>Phase 1 – End Mar 2022</p>

				fast track pathways for children at highest risk	
P2	Children's Safeguarding Partnership	Assistant Director - Quality, Performance and Partnerships	<ul style="list-style-type: none"> <li>a) Review capacity and effectiveness of Safeguarding Partnership business unit</li> <li>b) Review of Safeguarding partnership functions</li> <li>c) Thresholds/levels of need</li> <li>d) Safeguarding Partnership review and quality assurance of Multi agency referral form (MARF)</li> <li>e) Embed the Herefordshire Early Help Offer to support partners to hold lower level risk and make referrals to the Early Help Hub where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• The business unit operates effectively and efficiently to support the achievement of the Board's objectives</li> <li>• A consistent framework for referral based on assessed risk – referrals will have appropriate information reducing need for families to re-tell stories and delays over lack of consent</li> <li>• Improved consistency of quality of MARF and decision of making in MASH will ensure that children and young people received services in a timely way and proportionate to need</li> </ul>	Phase 1 – End Mar 2022
P3	Multi agency training and development	Assistant Director - Quality, Performance and Partnerships	<ul style="list-style-type: none"> <li>a) Develop mechanisms to ensure consistency across partnerships working to agreed level of need</li> <li>b) Creation of multi-agency group to identify programme of training and continuous professional development across the partnership including monitoring of attendance</li> </ul>	<ul style="list-style-type: none"> <li>• All partners working within multi-agency setting or identified within plans will be following the same practice standards and guidance in order that the response to children and young people is consistent to those practice frameworks in place avoiding conflicting messages and or interventions</li> </ul>	Phase 1 – End Mar 2022
P4	Multi agency dataset	Assistant Director - Quality,	<ul style="list-style-type: none"> <li>a) Develop use of a Partnership scorecard / dashboard</li> </ul>	<ul style="list-style-type: none"> <li>• All partners are able to identify areas of challenge and respond quickly to ensure</li> </ul>	Phase 1 – End Mar 2022

		Performance and Partnerships	b) Private fostering to ensure robust programme of reporting	<p>that children receive services in a timely manner and at appropriate level</p> <ul style="list-style-type: none"> <li>Partners will be aware of challenges and changing patterns of need and children will be able to see resources reallocated to meet their needs</li> <li>Effective monitoring of the overall system</li> <li>Partnership understanding of impact of interventions and outcomes for children</li> </ul>	
P5	Pathways to other services	Director of Public Health	<p>a) Ensure adequate access to mental health services / Child and Adolescent Mental Health Services (CAMHS)</p> <p>b) Access to public health provision</p>	<ul style="list-style-type: none"> <li>Children and young people get the support they need at the right time</li> </ul>	Phase 1 – End Dec 2021
P6	A resilient and effective Multi-Agency Safeguarding Hub (MASH)	Director of Children's and Families	<p>a) Ensure robust and multi-agency systems and processes are in place.</p> <p>b) Develop and introduce a quality assurance framework for MASH processes and decision-making.</p> <p>c) Develop the use of a partnership score-card measuring performance and impact.</p> <p>d) Develop a road-map for co-location of partners and the future development of the MASH</p>	<ul style="list-style-type: none"> <li>Children and young people get the support they need at the right time.</li> <li>Effective monitoring of the overall system</li> </ul>	Phase 1 – End of Dec 2021



## Appendix 2 – Improvement Board Membership

Gladys Rhodes White OBE	Independent Chair, Department for Education (DfE) Adviser
Councillor David Hitchiner	Leader of the Council, Herefordshire Council
Councillor Diana Toynbee	Cabinet Member, Herefordshire Council
Paul Walker	Chief Executive, Herefordshire Council
Darryl Freeman	Interim Director of Children’s Services, Herefordshire Council
Liz Murphy	Independent scrutineer and chair, Herefordshire Safeguarding Children Partnership (HSCP)
Claire Ward	Solicitor to the Council, Herefordshire Council
Rachel Newton	Department for Education (DfE)
Ceri Morgan	Assistant Director - Education, Development, and Skills
Claire Burgess	Local Government Association (LGA)
Mari Gay	Clinical Commissioning Group
Edd Williams	West Mercia Police
Salwa Farid	Principal Social Worker
Emma Shearer	Primary School representative
Sue Gaston	Secondary School representative
Nicki Gilbert	Special School representative
To be confirmed	Staff Reference Group representative
To be confirmed	Mental Health provider services

## Appendix 3 - Measures that matter (high-level performance indicators)

[To follow – November 2021]

<b>RED</b>	<b>Process:</b> Tasks not been completed or timescales slipped and need attention. <b>Impact</b> should start to be seen and measured, but are not met.	<b>BLUE</b>	Completed and impact evidenced, target achieved and this is likely to be sustained.
<b>AMBER</b>	<b>Process:</b> Tasks are not fully on track but plans are in place to ensure progress by identifiable timescale. <b>Impact</b> can start to be measured but are yet to be demonstrable.	<b>GREY</b>	<b>Process:</b> Not started - action not scheduled to start in this period. <b>Impact</b> not yet expected to be realised (i.e. actions in progress/not started).
<b>GREEN</b>	<b>Process:</b> Tasks are progressing as expected and deemed to be on target. <b>Impact</b> of outcomes can be demonstrably measured.		

## Appendix 4 – Key sources of information to secure a whole system approach

Key sources of information to secure a whole system approach to quality assurance and performance management to be presented and scrutinised will include:

Case audits	Practice Observations
Learning from complaints and compliments	Feedback from partner agencies
Voice of the children, young people and their families	Feedback from frontline practitioners
Self-evaluation and peer challenge	Learning from Serious Cases
Performance and data reports	Appreciative inquiry

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