



Herefordshire Improvement Plan Outline for Improvement Board

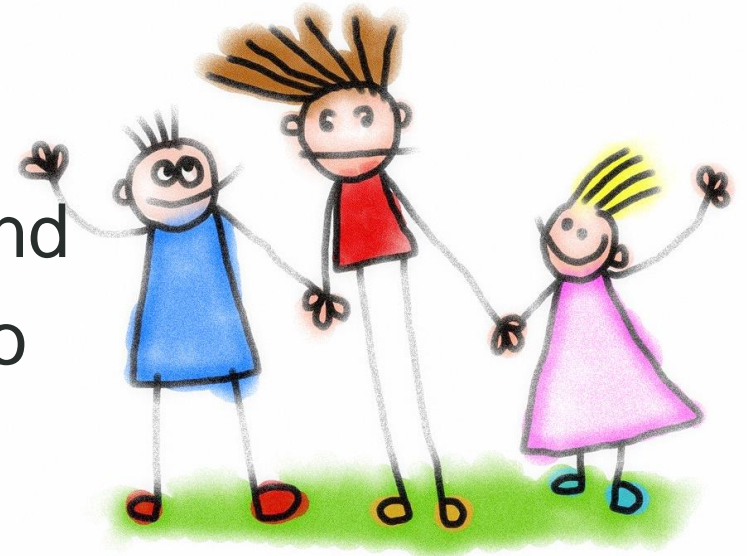
Lisa Arthey - Service Director
Improvement

Vision - what we will achieve

All children and young people in Hereford feel safe, loved and valued and grow up with the confidence and skills to be the best they can be

Our Ambition is

Creating a child-centred county where children and young people are at the heart of everything we do



What are the outcomes we seek?



- We will try our very best to make sure that children and young people **get the right help at the right time.**
- We will keep our working relationships with children, young people and families **at the heart of everything we do.**
- **We will support parents and carers to make sure children and young people are safe at home, if at all possible, and nurtured by others if not.**
- We will work hard to provide children and young people who cannot live with their families with a **stable home.**

What are the outcomes we seek?



- We will make sure we take into account **the diverse backgrounds and needs** of children and young people.
- **We will keep written information** about children and young people in a way that recognises that the information **belongs to them**.
- Listening carefully to what children, young people and parents tell us, **we will work hard to have positive endings when we move on**.
- We will create a **supportive working culture** that recognises the **importance of critical reflection and shared learning**.
- **We will keep a focus on making a difference to improving outcomes for children and young people**.

"... We need to be supported and receive high quality supervision ..."

Practitioners



Measures that Matter – Vital success signs

"... We want fewer changes in Social Workers and for Social Workers to be able to spend more time with us..."

Children and families

- Lower average caseloads
- Fewer social workers with caseloads of more than 24 children allocated to them
- Children in our care have fewer changes of allocated social workers
- Permanent social workers stay with us for longer
- More of our social workers are permanent
- All children will have an allocated social worker
- Fewer assessments by social care result in No Further Action
- Assessments are proportionate and timely

- Audits grade - more plans are graded as Good or Outstanding
- Our managers will audit cases
- Independent Reviewing Officers and Child Protection Conference Chairs will complete effective mid-point reviews
- We respond appropriately and timely to complaints
- We receive fewer complaints
- Case holding practitioners will receive monthly supervision
- Children's files will evidence regular management oversight and supervision
- Senior leaders and managers (Service Directors, Head of Service, and Service Managers) will be permanent

"... Help and support needs to be of good quality at the right time and for the right period of time..."

Children & families

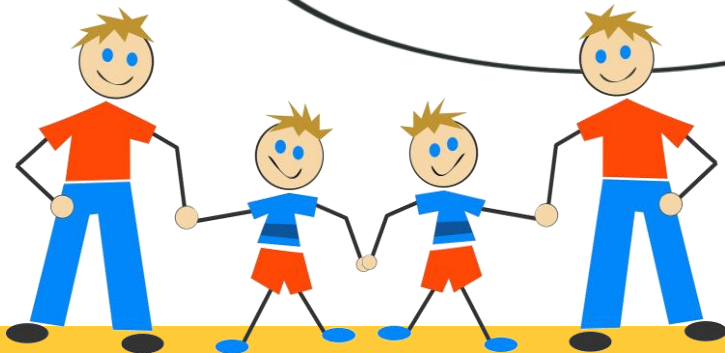
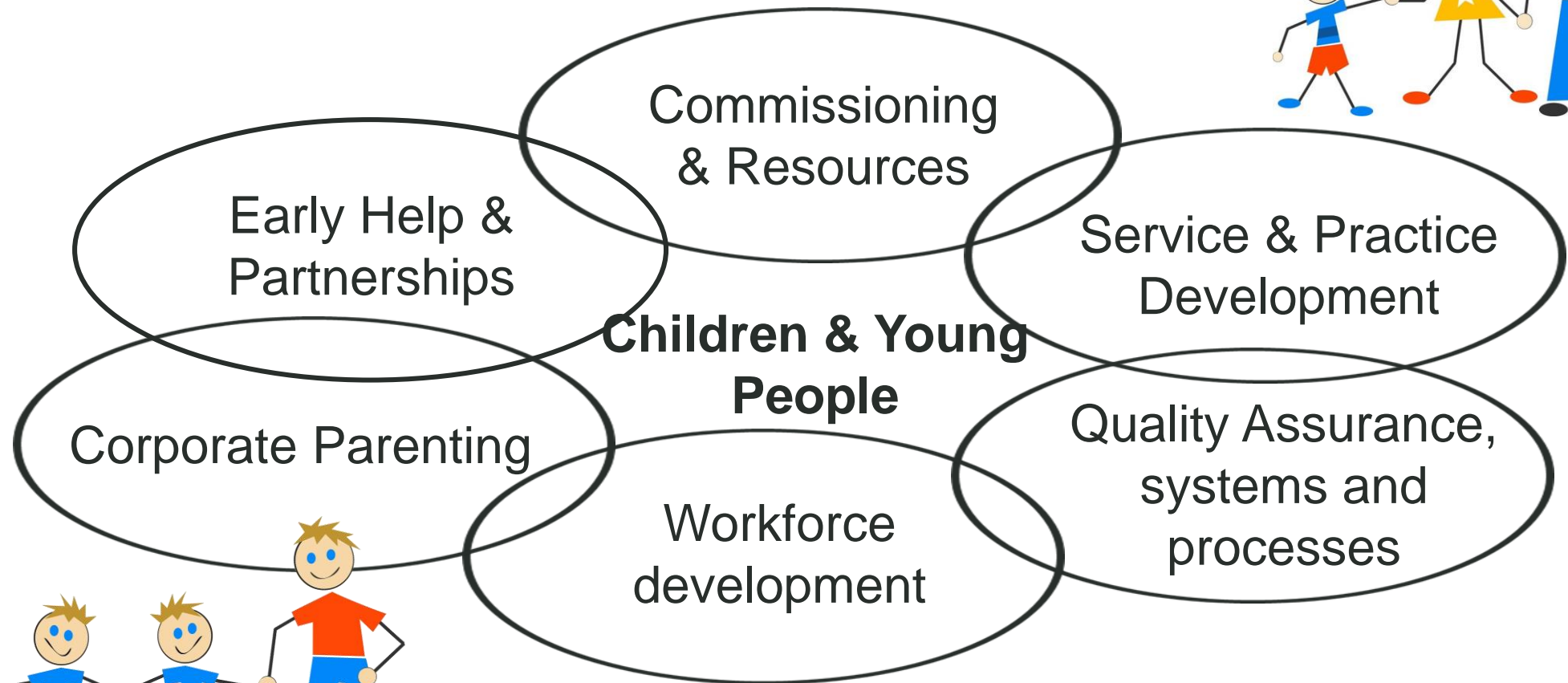
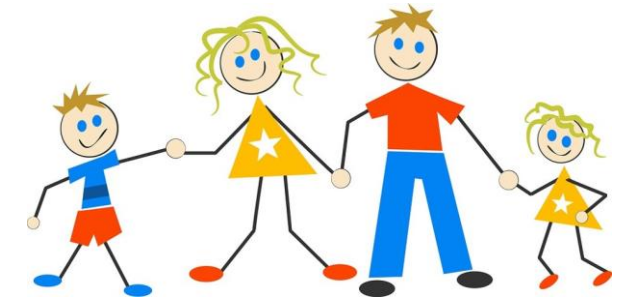


Where are we?



- Too many children in our statutory system - are they even the right children?
- Too many Children in Care
- Too many children subject to CP - is that really keeping them safe?
- Lack of join-up with Early Help and wider community / private and third sector - what is Early Help?
- System is far too clunky, chunky and slow
- Children's voices are not heard and their stories are not recorded
- Too many changes of staff and managers to drive change
- Short term fix "plaster up" and move on mentality

Work Programmes to deliver



What we are doing - workforce prog board

- Dynamic plan for recruitment underway - myth busting
- Reviewing all JDs to ensure clear roles and responsibilities and are up to date for recruitment - JULY
- Recruitment - we have a designated HR person, Debbie Thompson - July
- Career progression pathway signed off and induction plan completed
- Salary paper will go to resource board
- Practice development leads - will be all attached to teams to support
- Coaching / mentoring / on the ground help and advice
- Reflective supervision / learning circles face-to-face
- Skills audit for all staff to assist with training / progression pathways



Early help work programme



- Prevention strategy formulation underway – Sept 2022
- Clear pathway out from tier1/2 and into 4 via Multi agency groups
- Shared assessment tool and audit process out – Sept 2022
- Work to look at what agencies need to be at our door - who do we want/ need to keep safe
- What do we need to prevent risk and need? - leads to wider commissioning of services
- Re-look at ECHO and EOC work
- Focus on Exploitation / DA work is a MUST



Resources and Commissioning programme

- Looking at what carers we have and what we will need - not just numbers but skills/ exp
- Homes - what do we need and where can we access - provider events - meet and greet the services- build relationships
- Market fair – commissioning providers much needed
- Re-brand and join up with those that seek our care
- Child profiles “all about me”
- Commissioning plan to ensure children are in the all-age process
- Young inspectors / IRO role
- Reducing need as well as meeting it – panels to determine need and allocate resources

QA, Systems and Data Programme Board

- Mosaic end-to-end review is needed asap
- Right system? Need to review
- Floor-walkers and touch point help urgent
- Forms / templates and more forms I be child focused
- Data rich but analysis poor - making data work for all/dashboards
- Audit
- QA framework launch
- ASYE increase
- What practice framework?



Service and Practice Development Board

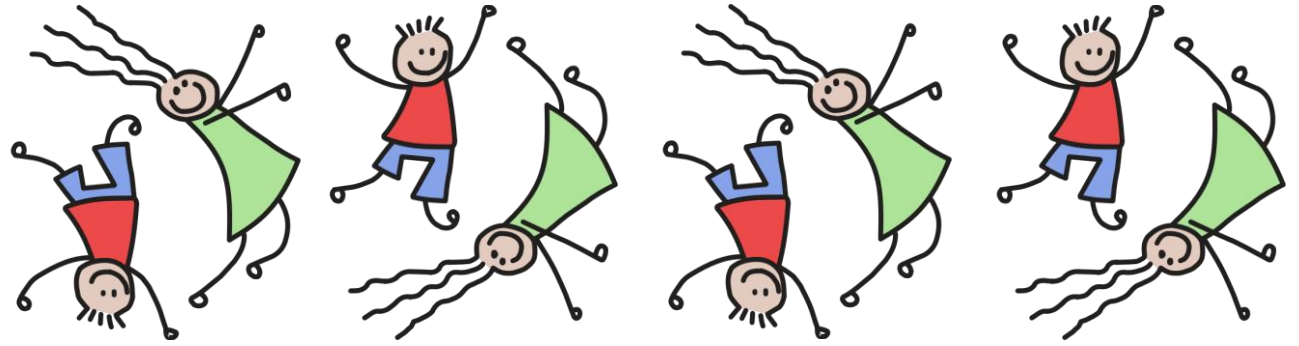
- Support to all managers and staff not just ASYE
- What does Good look like?
- Support tools for assessments and plans and direct work
- 8 PDPs linked across all areas will coach / mentor / support / learning circles / reflective group supervision
- Research in practice
- Skills audit to link to training and development plan
- Service re-shuffle - do we have all in the right place - as we decrease in children are we requiring resource elsewhere?

Corporate parenting programme

- Feeds up to the Corporate Parenting board
- LGA recommendations to be actioned
- Better forums for all YP not just CIC - youth assembly
- Accommodation pathways
- Mental health support via SDQ
- PEPS - pupil premium usage
- Links to SEND – EHC
- Children in Care Charter
- Care experienced children voices



Progress so far



- Identified Corporate HR lead so 0-3 months plan for advertising/recruitment underway - 3-6 months mid term schedule
- Business support regrade and local recruitment underway
- Practice Development Leads are all in and allocated to service areas to support staff and Managers- Boards all underway
- Skill audit of all staff underway for development career progression
- 2nd meeting for Prevention strategy / vision and Priorities
- LGA recs in Corporate parenting board / DcS led Member training

