

Action plan – reflecting work plans across service areas

Delivery of arrangements to support compliant procurement, care planning and effective decision making

#	Activity	Expected impact on sufficiency	Timescale
1	Promote Herefordshire as referrer of choice. Activity to assist with this includes review of referral paperwork to ensure quality child centred information and clear request, providing contact point of reference, improving payment systems	Reduced complaints Improved reputation and take up of referrals	1.4.24 for 12m review
2	A programme of market engagement with foster care providers (IFA)	Increased volume of local carers Targeted recruitment in line with demand for teenage, siblings and parent/child	1.12.23 review point
3	Review of current mechanism for buying non-accommodation related support services. Market engagement to promote use of regional DPS (dynamic purchasing system)	Increase in providers listed across 20 existing lots to include parent/child assessments, FGC and SGO assessment. Timely support to deliver effective care planning to include assessments and interpretation and to promote re-unification reducing demand for placements.	1.12.23-review point
4	Extension of lots within DPS-as above	New arrangements for required activity to include age assessments, interpretation, family support and aligned services required to support care planning	1.4.24
5	Governance for uplift management and decision making locally/regionally	Timely decision and financial planning promotes improved relationships	30.09.23
6	Re-commissioning of aligned services to support early help and edge of care arrangements and collaborative working with ICB	to promote improved mental health and well-being and negate crisis situations/breakdown wherever possible	TBC
7	Maintain full staffing of Home finding Team and undertake training as per service improvement plan.	Improved reputation with providers and timely management of referrals/expression of interest. Improved oversight of contracts including spot	1.9.23

8	Review of roles and responsibilities	Promote effective reporting and recording –interface for quality assurance and notification management.	1.4.24
9	Review of brokerage functions across SEN/D including short breaks and non-placement related services	Deliver timely offer meeting assessed need using safe, best practice mechanism.	1.1.24

2.0 Developing Sufficiency for parent/child assessment all care placement types

#	Activity	Expected impact on sufficiency	Timescale
1	Market engagement to increase number of providers on regional DPS Children and Families Support Services offering placements for parent/child	Increase capacity of approved providers and total providers on list	1.4.24
2	Engage with local/existing commissioned providers. Herefordshire led programme	Build position as referrer of choice and improve understanding of model and impact	1.1.24
3	Develop marketing campaign to recruit to carers with skill set to support parenting assessment	As specified in fostering strategy Robina	TBC

3.0 Developing sufficiency in accommodation –foster care

#	Activity	Expected impact on sufficiency	Timescale
1	Implementation of retention strategy	Promote capacity and retain local carers promoting stability and emotional well-being	1.12.23-review point
2	Market engagement and stimulation of enquiries	Increased enquires and initial visits per calendar month should lead to having ten new carer households approved annually from April 2024.	1.4.24
3	Recommission support programme for Herefordshire carers	Promote confident management of challenging presentations and promote stability of placement, avoiding unnecessary placement in residential or IFA.	31.3.24
4	Review of funding arrangements for foster care	Enhance applications and promote retention	31.3.24
5	Review of training programme	Promote confident carers who deliver care from trauma informed and evidence based perspective	31.3.24
6	Recruit and train carers to undertake respite care. Undertake fee review.	Development of 5 new carer households annually who can	1.4.24 and annually

		offer short breaks to children with a disability	
7	Engage with DFE plans to develop regional co-operative approaches towards cluster management of recruitment and front door	Potential for smarter working and access to resources/data	1.4.25
8	Engage with national strategic role out of Mockingbird via regional hub, consideration of impact/financial risk. To be progressed as part of fostering recruitment plan.	Enhanced support to carers and management of complex care, siblings etc.	1.4.25

4.0 Building sufficiency for local quality residential provision

#	Activity	Expected impact on sufficiency	Timescale
1	Develop options to increase local registered capacity in Herefordshire. Implement delivery programme.	2 homes for up to 8 children/young people 11-18 with complex social and emotional needs.	1.4.23 Phase 1 1.4.25 Phase 2
2	Programme of market engagement to improve relationships and become a referrer of choice	Improve placements made in area and promote stability avoiding unplanned moves.	1.4.24 review point
3	Interface with short break strategy to build overnight respite capacity	Effective use of resources to avoid delay	1.9.23
4	A programme of market engagement with residential providers to develop skilled trauma informed provision that can support young people with complex needs without excessive staffing ratio or cost.	Key deliverables will be to promote matching, support reunification and avoid unplanned endings.	1.9.23

5.0 Building sufficiency in accommodation related services for young people 16+ and Care Leavers

#	Activity	Expected impact on sufficiency	Timescale
1	Re-open local framework for supported accommodation to new providers	Minimum of 4 new providers offering 5 placements across differentiated arrangements including sole occupancy units and parent/child 2 bed properties. Improved management of the competitive process will ensure that those providers who offer best value alongside matching will receive placement. Engagement with operational colleagues will promote referral, matching and increase occupancy levels through robust referral	1.9.23
2	Development of regional spot contract documentation	Tighter control of quality and cost with effective protocol for	1.4.24

		information sharing. Reduced queries/concerns	
3	SHAP bids are underway to promote additional accommodation	Increased opportunities for young people 18+ - this will include care experienced young people who are deemed homeless	1.4.24
4	Programme of housing acquisition under accommodation strategy will deliver a flexible offer to young people 16+ and care leavers 18-25.		Ongoing
5	Support and provide oversight of new Ofsted arrangements to ensure compliance with registration	Currently most providers are committed to undertaking registration and local support/references are being provided to encourage compliance. Review and oversight will highlight any risks allowing for planned movement of YP where appropriate. All arrangements for 16+ supported accommodation will require registration as mandatory from 1.10.23	1.4.24
6	Protocol for 16-17 homelessness to be agreed and implemented	Delivery of safe, timely and co-produced arrangements for assessment of homelessness and on-going support as per legal status. Ongoing review to monitor activity	1.9.23 and 6m review of impact ongoing
7	Programme of quality assurance	to ensure all arrangements across block, framework and spot are fit for purpose	ongoing
8	Accommodation strategy to include 18+ accommodation via tenancy and/or adult services	Clear strategy in place to meet need	1.12.23
9	Review of staying put, staying close and transition arrangements into adult services/or independent living to	promote safe and timely care planning promote strong relationships with trusted individuals	1.12.24
10	Implement new 16+ service	Promote confident skill base of staff Build trusted relationships Provide consistent care and support into independence	1.4.24

6.0 Services for young people 14-25 with mental health support needs

#	Activity	Expected impact on sufficiency	Timescale
1	Work with H&W NHS trust to co-produce new pathway for young people 16-24 with mental health needs	Pathway to support young people including those in care and those who are care experienced to access appropriate support into adulthood and build resilience.	1.4.25

7.0 Strategic planning for overnight respite/short breaks and home based support services

#	Activity	Expected impact on sufficiency	Timescale
1	Develop sleepover scheme by supporting the council's fostering service to maintain the current carer cohort and recruit new carers. Review fees and allowances.	Grow further by five new carers each year. 20 carer households offering a minimum 520 nights per year for up to 21 children	By March 2026:
2	Develop arrangements to commission approx.500-550 nights of residential respite across a choice of local quality providers –both IFA and residential.	To engage with local independent fostering agencies and residential providers circulate all referrals for short breaks foster care through the West Midlands regional Fostering Framework.	1.9.23
3	Identify changes required to council's Shared Lives CQC registration,	Enable provision of respite for children aged 16+, subject to meeting registration requirements.	April 2023
4	Consider new innovative alternative approaches to give families the choice to arrange their own overnight respite through a personal budget.-	Build resilience and avoid need for shared care/accommodation on 38/52 week basis through personalised bespoke support plans	April 24
5	Review options for the council entering into a partnership with neighbouring authority to develop additional accommodation	Increased capacity and improved market share	1.1.24
6	Identify appetite within the provider market for a contract to secure residential beds for overnight short breaks.	Develop capacity and choice through compliant procurement	1.4.24
7	Engage with local providers to facilitate shared care offer	Improved flexibility and timely support when required. One provider with active offer May 23.	Ongoing
8	Partnership work with 14 LA (in region) to develop options for children's domiciliary service. to support children to stay at home to help avoid children coming into care	To allow children to stay at home or to support re-unification to reduce levels of accommodation when it is safe to do so	May 2023 onwards
9	A programme of co-production and market engagement will be undertaken to scope and promote overnight opportunities for a short break across residential/foster care.	Progress plans to build local quality offer Improved choice and flexibility	1.4.24
10	Commissioned programme of short break opportunities to include group based community services, home based support, direct payments and targeted grants will be developed as part of the local offer.	Reduce family crisis and emergency accommodation needed Maintain family and build resilience	1.4.24