

HSCP BUSINESS PLAN 2025-26

Focus Area 1 – Vulnerable children leaving children's services

There are a number of young people who have been supported as a child in need or a child in need of protection, where there are ongoing risks and needs, commonly associated with mental health, emotional wellbeing, exploitation, housing, and vulnerability to online harm and abuse, as they move into adulthood (turn 18). Where these young people were not children in care (eligible for care leaver support), and do not have eligible care and support needs from Adult Social Care, there is a need to identify where and how they can be supported.

Actions we will take	Person/Forums responsible	Timescales
Complete Ingson review, focusing on the experience of a young care leaver who sadly died as a lens into the experiences of other young people in similar situations.	Suzi Ingram and John Hyder-Wilson (independent authors) and Steering Group	26/27
Participate in Herefordshire Safeguarding Adults Board (HSAB) multi-agency audit of young people at risk of exploitation and their transition to adulthood, and review findings.	Hilary Hall (Community Wellbeing) / Christine Wellington and CE Group	Q2 25/26
Develop an All-Age Exploitation Strategy for Herefordshire, in conjunction with HSAB.	Christine Wellington and CE Group	Q4 25/26
Dip sample survey of cases closing to CSC for YP subject to CIN – do they feel they have the support in place they need.	Suzi Sims (CSC)	Q2/3 25/26
Audit of cases of CIN closing to CSC due to age of the young person – identify strengths and barriers to ongoing support for these YP.	Rachel Gillott and Q&E	Q3/4 25/26

Measures and evidence of outcomes and success

- Audits and assurance activity (26/27) show multi-agency professionals working well together to enable young people in Herefordshire to develop independence in adulthood successfully and manage their own risks, and the right support and services are available.
- Young people leaving children's services say that they felt supported as they grew into adulthood.

Focus Area 2 – Think Family		
Ensuring that we adopt and embed the Think Family Approach that has been agreed by the Safeguarding Children Partnership and Safeguarding Adults Board. Think Family - Herefordshire Safeguarding Boards and Partnerships		
Actions we will take	Person/Forums responsible	Timescales
Develop the Family Assessment and Family Plan through the Families First Partnership programme with “think family” principles embedded and prompted	Dawn Knight (CSC) and FFP Steering Group	25/26
The Q&E group will add into their audit activity a question on evidence of wider family recognition in assessment and plans	Rachel Gillott and Q&E	25/26
Develop the Think Family approach across all of our SEND services including at annual reviews so that practitioners promote effective partnership working with parents and carers, which happens by building strong, positive, trusting, and co-operative relationships that empower parents and carers to participate in decision-making to help and support children. Will signpost SENDIASS to parents and carers for additional support.	Liz Farr and Additional Needs Team	25/26
HWHCT Clinical Audit Forward Programme 25/26 includes dip sample of referrals to Childrens Social Care, and Think Family theme	Integrated Safeguarding Team, HWHCT	25/26
Whole family approach continues to be taken within Early Help, identifying support from wider family in Early Help assessments and bringing into Team Around the Family meetings, using supervision to identify wider family and continuing to expand the use of FGCs within Early Help and as part of the roll out with Families First.	Vicky Leader and Dawn Knight (CSC)	25/26
Think Family Joint Adult and Childrens Safeguarding Education Forums delivered quarterly. Think Family principles embedded and promoted via briefings and communications, in- house training and safeguarding supervision Joint Adult and Children Safeguarding teams to review cases where potential practice learning is identified.	Wye Valley NHS Trust (Named Nurse Safeguarding Children)	2025 and ongoing
Measures and evidence of outcomes and success		
<ul style="list-style-type: none"> Evidence of Think Family approaches is seen in multi-agency and single-agency assurance activity. 		

- Families say that they feel professionals recognised all of their needs and were able to offer or signpost to relevant support.
- Families feedback that they recognise a Think Family approach in how professionals worked with them.
- Families feedback that they felt the family assessment and family plan helped to improve their circumstances and kept children safe and at home with their family. (feedback gathered via CSC family survey)

Focus Area 3 – Quality Assurance Programme

Our Quality Assurance Programme has three key elements: multi-agency dataset, multi-agency case audits, and feedback from children, families and practitioners. In 2024/25, we made significant progress in developing the multi-agency dataset and strengthening the multi-agency audit programme.

In 2025/26 we are focussing on how feedback from children, families and practitioners informs **partnership working** and building on the strengths of the current QA programme.

Actions we will take	Person/Forums responsible	Timescales
Continue regular reporting of the multi-agency dataset, using the dataset to measure and monitor performance and identify pattern and trends across the two LA's for further exploration/assurance	Rachel Gillott and Q&E, Worcestershire QAPP	25/26
Deliver recommendation of the multi-agency auditing mapping exercise – to ensure that the multi-agency auditing landscape is well understood by all partners and reported to the HSCP Quality and Effectiveness Group	Ruth Coals Worcestershire QAPP Herefordshire Q&E	Q2/3 25/26
Undertake a single-agencies assurance exercise, jointly with Worcestershire, to understand how well agencies are meeting the recommendations of the National Panel report " <u>Race, Racism and Safeguarding Children</u> "	Ruth Coals / Angela Wilson	Q3 25/26
Through the multi-agency audits, consider how a child/family's race, culture, and protected characteristics were explored and understood by practitioners, and informed the work with the family.	Rachel Gillott and Q&E	25/26
Complete preparations for potential JTAI (2025/26 theme)	Ruth Coals / Angela Wilson	Q4
Through Children's Services children & families feedback process, ask how children/families have experienced multi-agency working, to inform future practice and service design	Tina Russell (CSC)	25/26

Complete annual audit of children and young people in residential education.	Hilary Jones (CSC - Additional Needs service)	Q3/4 25/26
HWHCT Community Engagement programme: Youth Board, Care Opinion to feed into HSCP Q&E Data commentary tool	Claire King Safeguarding Services Manager (HWHCT)	25/26
We are working with the Envoy team to look at a child friendly feedback questions. This is due to go live in Autumn 2025. (WVT)	Matron For Women and Children (WVT)	25/26
Develop and deliver on action plan to address comments from the children and young people's survey (WVT)	Matron Community Services (WVT)	25/26
We work with our play team and local schools to receive feedback on any changes we are looking to develop within the ward, outpatients and A&E (WVT)	Named Nurse Safeguarding Children (WVT)	25/26
Public Health Nursing service user feedback collected and reviewed.	Named Nurse Safeguarding Children (WVT)	25/26
Develop a survey to gain practitioner feedback on their experiences of multi agency/ partnership working (WVT)		2026
Measures and evidence of outcomes and success		
<ul style="list-style-type: none"> There are examples of queries that have been raised from analysis of the multi-agency dataset and joint Hfds/Worcs QA group, and action taken to explore these areas for assurance. Outcomes of audit by Quality and Effectiveness and Joint Q&E/QAPP meeting minutes. Assurance is provided of how partners have responded to the recommendation of the Race, Racism and Safeguarding children national report. Evidence of how children and families' feedback has been considered and used to shape practice and service design across the partnership. 		

Focus Area 4 – Right Help, Right Time Levels of Need

To develop one Levels of Need document across Herefordshire and Worcestershire, providing consistency and clarity for our partners.

Actions we will take	Person/Forums responsible	Timescales
Develop combined Herefordshire and Worcestershire Levels of Need policy and share with all stakeholders	Angela Wilson HCSP / Sammi Young WCSP	Q2/3 25/26
Review Hfds/Worcs Levels of Need policy to incorporate Families First Partnership pathways	Dawn Knight	Q4 25/26
Continue joint Herefordshire and Worcestershire quality assurance group meetings to review application of levels of need and outcomes using data and audit outcomes	Ruth Coals	25/26
Measures and evidence of outcomes and success		
<ul style="list-style-type: none"> Professionals feedback that the Levels of Need policy provides clear guidance and direction to support appropriate responses to children and families. Evidence from the MASH shows referrals being made at the appropriate level of need. 		

Focus Area 5 – Restorative Practice		
Embedding Restorative Practice as the practice approach to working with children, families and partners across Herefordshire.		
Actions we will take	Person/Forums responsible	Timescales
Provide (an additional) Train the Trainer session for Restorative Practice champions, to include multi-agency professionals on introduction to RP and Family Formulation.	Leeds SLIP Suzi Sims / Angela Wilson	Q2, Q3 25/26
Application of the multi-agency restorative practice in practice workshops through multi-agency and children's services champions.	Leeds SLIP Suzi Sims/ MA Champions	Q2, Q3, Q4 25/26
The Educational Psychology team will provide whole school training in restorative practice. The Virtual School will promote the Attachment Research Community (ARC). ARC supports schools and settings to develop best attachment and trauma aware practice.	Liz Farr	25/26
Introduction of therapeutic thinking, a complementary approach, to further enhance schools' training programme and their approach.	Liz Farr	25/26

Amend the safeguarding children supervision template to reflect the model (WVT) Members of safeguarding children team to “champion” the model within WVT and develop internal training when train the trainer training is available . Develop briefings for staff (WVT) Promote the locality briefings / workshops /training as available (WVT)	Specialist Nurse Advisors (Safeguarding Children) WVT	25/26
Measures and evidence of outcomes and success		
<ul style="list-style-type: none"> • Number of multi-agency Restorative Practice Champions • Number of Restorative Practice in Practice multi-agency workshops held and attendees, and evidence of improved outcomes for children and families following these workshops. • Number of sessions and professionals trained by single-agencies on restorative practice principles / family formulation, and positive evaluation feedback. • Restorative Practice in Practice quarterly / end of year report. • Schools report positively on the impact of a restorative/therapeutic approach on improving behaviour and pupil engagement, demonstrating the best attachment and trauma aware practice. • Children and families say that they feel that professionals listened to them and worked with them in a respectful, open and accessible manner and they had good relationships with professionals. 		

Focus Area 6 – Multi-agency response to children affected by domestic abuse		
Recognising that we need to work in partnership to focus on awareness, prevention and support to improve the experiences and outcomes for children and families affected by domestic abuse. Domestic Abuse Strategy for Herefordshire 2025 to 2028		
Actions we will take	Person/Forums responsible	Timescales
Deliver Hidden Harms of Domestic Abuse course for practitioners – commissioned by Community Safety Partnership (CSP)	Elliott Nixon (CSP)	25/26

Participate in table-top JTAI exercise on children affected by domestic abuse, organised by the DA Local Partnership Board	Kayte Thompson-Dixon (CSP) / Ruth Coals	Tbc (25/26)
Audit of Multi-agency response to children impacted by domestic abuse	Rachel Gillott / David Lewis and Q&E	Q4 (25/26)
Develop children's services support and prevention plan in line with the Herefordshire DA Strategy	Tina Russell	25/26
DA Partnership Workers in Early Help to develop drop-in services in locality areas and take on the role of Family Help Lead Practitioner where support around Domestic Abuse is the primary need for the family.	Dawn Knight and Catherine Collins (WMWA)	25/26
<p>Lead for DA will continue to coordinate WVT's response to DA, supported by WMWA HIDVA service.</p> <p>Deliver in-house DA training – includes different forms of DA, impact on adults and children, at-risk groups, how to ask and respond, avoiding victim-blaming language, professional curiosity, Think Family approach.</p> <p>Audit Routine Enquiry within Maternity and Health Visiting services.</p> <p>Continued attendance at MARAC – flag and tag records for 12 months and refer appropriate cases.</p>	Gemma Woolford (WVT DA Lead)	25/26

Measures and evidence of outcomes and success

- Number of professionals who complete the Hidden Harms of Domestic Abuse course and evaluation feedback.
- Number of children subject to CP due to emotional harm / physical harm where DA was a key factor – who have successfully stepped down from CP.
- Multi-agency audit of the response to children affected by domestic abuse (Q&E – Q4) shows some good practice examples.
- Children and families affected by domestic abuse say that they were supported well by professionals and services.