

Children & Young People Strategic Plan for 2019-20

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1.0 Introduction

This document is the Children and Young People Service's strategic plan for 2019/20. This is underpinned by the strategic key priorities and corporate service plans. Sitting underneath this will also be area specific action plans.

2.0 Definitions of Ratings

Blue	Completed
Red	Significant Risk that it will not be achieved
Amber	Some risk that it may not be achieved although this may be corrected by remedial action
Green	On target to complete on or before its target date

3. Principal Social Work

Ref	Key Priority	Indicator	What will we do?	Time-scale	Lead Officer	Progress (Performance/Practice)	Evidence of Impact
1.0	Support migration to Eclipse whilst ensuring we have continued performance information and a fit for purpose electronic recording system			End of April 2020	LH/AW/AM/AH		
2.0	Work with all children and young people forums to develop a model which will promote a more consistent approach to co-production			End of April 2020	LH		
3.0	Demonstrate impact of Quality Assurance and performance management information on services provided to children and young people to meet their assessed needs.	Audit evidence analysis	Recommission assessment training	End of Dec 2019	LH		

3.1			Train all Managers on good assessments, planning and intervention work	End of Dec 2019	LH		
3.2			Train Advanced Practitioners to become local experts.	End of Dec 2019	LH		
3.3			Train 160 front line Social Workers	End of Dec 2019	LH		
4.0	Continue to embed a restorative approach across children and young people's service to ensure a relational way of working to help families achieve better outcomes.	Performance Information: Family Meetings Audit evidence: Voice of the child Strengths based practice	Ensure Family Meetings take place.	End of Dec 2019	LH		
4.1			Strengthen the role of restorative champions.	End of Dec 2019	LH		
4.2			Ensure all events held across the Service include our restorative approach.	End of Dec 2019	LH		
4.3			Review language to ensure it is in-line with our restorative approach	End of Dec 2019	LH		
4.4			Explore the use of the 3 Conversations model within the Children and Young People's Service.	End of Dec 2019	LH		
5.0	Work with the Department for Education and Future Social to implement the National Accreditation and Assessment Scheme (NASS) locally to enable 30 % of the workforce to complete the programme.	Performance Information: number of workers to complete the programme. Louise	Between 31 – 47 of the workforce to complete the programme.	End of Dec 2019	LH		
6.0	Improve the retention of social work staff.	Performance Information: Reduction in the turnover of staff and agency staff.	(See Recruitment & Retention Plan)	End of Dec 2019	LH		

6.1			Ensure workforce & case load data is accurate	End of Dec 2019	LH		
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Action Plans:

Recruitment and Retention Action Plan

4. Strengthening Families

Ref	Area for Development	Indicator	What will we do?	Time-scale	Lead Officer	Progress (Performance/Practice)	Evidence of Impact
7.0	Early identification of vulnerable children likely to be subject to public law procedures to ensure clear plans in respect of early permanence		Pre -birth assessors in court team	Dec 2019	AM		
7.1			Fortnightly data report provided to managers	Dec 2019	AM		
7.2			Process to track all unborns	Dec 2019	AM		
7.3			Monitor length of court proceedings	Dec 2019	AM		
8.0	Ensure good practice is maintained with the implementation of the Regional Adoption Agency		Deliver RAA Internal Action Plan	Jan 2020	AM		

9.0	Develop pre-proceeding processes to include a multi-agency input			Jan 2020	AM		
10.0	Support families in a timely manner bringing in relevant and appropriate services where required.			April 2020	AM		
11.0	Ensure we produce timely robust assessments requiring social care intervention	% of assessment within timescales	Deliver CATs Action Plan	Jan 2020	AM		
12.0	Produce good quality plans				AM		
13.0	Develop an NRPF Team that provides robust, consistent assessments to appropriately support families.		Develop an Early Intervention offer to NRPF Families.	April 2020	AM		
13.1			Deliver NRPF Action Plan	April 2020	AM		

Action Plans:

NRPF Action Plan
 RAA Internal Action Plan
 CAT Action Plan

5.Children & Young People in Care

Ref	Area for Development	Indicator	What will we do?	Time-scale	Lead Officer	Progress (Performance/Pr actice)	Evidence of Impact
14.0	Improve opportunities for children and young people to live with carers approved City of Wolverhampton Council to enhance opportunity and support the stability of placements.	<ul style="list-style-type: none"> • Increase in the number of foster families • Stability of Foster Placements 	See Family Values Action Plan	End of April 2020	AH		
15.0	Improve the integrated approach of assessment and planning for children with disabilities and SEN.	<ul style="list-style-type: none"> • 	See Children and Young People with Disabilities Action Plan	End of Dec 2019	AH		
16.0	Ensure we have the right young people in care ensuring permanence is secured in a timely manner.	<ul style="list-style-type: none"> • Increase in SGOs • Timely adoption orders • Revocation of Care Orders 	See Adoption Action Plan	End of Dec 2019	AH		
17.0	Improve training and employment opportunities for 16 – 18-year olds	<ul style="list-style-type: none"> • Number of EET 	See EET Action Plan	End of Dec 2019	AH		

	children and young people in care, care leavers and young people involved in the youth justice system.						
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Action Plans:

Corporate Parenting Action Plan
 Participation Action Plan
 Fostering Action Plan
 Foster Home Review Action Plan
 Adoption Action Plan
 Employment, Education & Training Action Plan
 Private Fostering Action Plan
 Disabled Children & Young People Action Plan
 Transition Action Plan
 Family Values Action Plan

6. Specialist Support Service

Ref	Area for Development	Indicator	What will we do?	Time-scale	Lead Officer	Progress (Performance/Pr actice)	Evidence of Impact
18.0	Increase the use and engagement with family group conferencing to prevent family breakdown and reduce reliance on services. Use family group	Reduced number of ICPC's Increase in FGC's for this cohort	Embed process	End of Oct 2019	RK		

	conferencing as an alternative to initial conference where safe to do so.						
18.1			Engage Families	End of Sept 2019	RK		
18.2			Ensure workforce are fully aware of process	End of Oct 2019	RK		
18.3			Increase FGC team to provide capacity to deliver	End of Sept 2019	RK		
19.0	Develop and expand the use of the Contact Centre to generate income.				RK		
20.0	Embed new in-house assessment children's home to reduce number of young people in external residential.	Occupancy Levels	See Sufficiency Strategy	End of Sept 2019	RK		
21.0	Review the existing MASE process with a view to addressing exploitation in its broadest sense.	Audit Activity	Review MASE Terms of Reference	End of Oct 2019	RK		
21.1			Implement changes to Terms of Reference	End of Oct 2019	Rachel King		

7.Youth Offending Team

Ref	Area for Development	Indicator	What will we do?	Time-scale	Lead Officer	Progress (Performance/Practice)	Evidence of Impact
22.0	Develop practice and intervention to reduce levels of disproportionality identified within the Service.				RK		
23.0	Increase the participation of YOT young people by ensuring their views are heard and used to shape future service provision.	Number of young people engaged	See participation action plan		RK		
24.1			Establish Participation Forum		RK		
25.0	Trauma Informed Practice Project (TIPP) implementation to develop trauma informed assessments, case formulation and integrated packages of support & interventions.				RK		
26.0	Increase victim contact and engagement in the				RK		

	Restorative Justice process						
27.0	Implementation of Child First, Offender second approach in community referral order panels to reduce the criminalisation of children and young people in care and care leavers.				RK		

Action Plans:

Out of Court Action Plan
 Parenting Action Plan
 Participation Action Plan
 SEND/YOT Action Plan
 YJB Action Plan
 Restorative Justice Action Plan

8. Safeguarding

Ref	Area for Development	Indicator	What will we do?	Time-scale	Lead Officer	Progress (Performance/Practise)	Evidence of Impact
28.0	Ensuring Outline Child Protection Plans developed are good quality	Audit information	Delivery IRO Improvement Plan	January 2020	ML		

29.0	Implementation of Working Together 2018 for Safeguarding Board			April 2020	ML		
30.0	Develop a governance and delivery framework for the implementation of contextual safeguarding'		Review current arrangements	March 2020	ML		
31.0	Prepare for the change in law, from DOLS to Liberty Protection Safeguards, which will now include those 16-17 year olds, in need of authorised assessments to protect their liberty.			April 2020	ML		

Action Plans:

9.Inclusion Support

Ref	Area for Development	Indicator	What will we do?	Time-scale	Lead Officer	Progress (Performance/Pr actice)	Evidence of Impact
32.0	To reduce the % of children and young people being excluded from	Reduce number of permanent exclusions	Deliver culture of belonging action plan.	April 2020	RH		

	schools or otherwise being removed from school roles.						
33.0	Improve educational engagement and attainment for children and young people in care, care leavers and young people involved in the youth justice system.		Develop and implement a virtual school improvement plan	April 2020	RH		
34.0	Set up a Specialist Multi Agency Team to use Trauma Informed Practice to support young people at risk of exploitation.	Number of young people worked with Number of young people whom have been prevented from escalating	Team to be operational by July 2019	July 2019	RH/RK		

Action Plans:

Autism Strategy Implementation Action Plan
 CYP Suicide & Implementation Action Plan
 Emotional wellbeing and Workforce Action Plan
 HSB Action Plan
 Parents with Learning Disabilities Action Plan

10. Children's Improvement

Ref	Area for Development	Indicator	What will we do?	Time-scale	Lead Officer	Progress	Evidence of Impact
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(Performance/Practice)							
35.0	Ensure Sufficiency and Quality of placement for children and young people in care		Deliver on Sufficiency Action Plan	April 2020	AC		
36.0	Improve the short break offer for children with disabilities across the City.		Review of services available to Disabled Children and Young People	Dec 2019	AC		
36.1			Retender Services to meet needs of Disabled Children and Young People	April 2020	AC		
37.0	Strengthen the emotional wellbeing and therapeutic support services available for children and young people in care		Review needs and develop specification and tender		AC		
38.0	Achieve Payment by Results target for troubled families	PBR Figures	Identify 1,000 families by PBR	End of March 2020	AW		
38.1			Submit claim	End of March 2020	AW		
39.0	Continue the successful delivery of the Troubled Families Programme in order to keep children safe	Maturity Matrix	Continue to develop partnership working in line with EH Strategy	End of March 2020	AW		

	and achieve positive outcomes as measured by the maturity matrix.						
39.1			Develop action plans for partnership to achieve mature across matrix	End of March 2020	AW		
40.0	To develop exit plan to ensure the continuation of high impact areas from troubled families programme e.g. data sharing	Troubled Families Data	Through regional forums influence Troubled Families legacy.	End of March 2020	AW		
40.1			Develop a local plan identifying practice areas to be maintained beyond the programme	End of Dec 2019	AW		
41.0	Develop a sustainability plan that embeds and continues good practice evidenced through the headstart programme	No of young people who continue to engage in low level emotional emotional support.	Identify high impact areas from Test to Learn	End of Dec 2019	AW		
41.1			Develop plan to sustain this.	End of April 2020	AW		
42.0	Ensure effective engagement with national local evaluation to develop an evidence base for what works in supporting	Commission Services	Continue participation in national evaluation framework	End of April 2020	AW		

	children's emotional health and wellbeing.						
42.1			To undertake analysis to influence local decision making	April 2020	AW		
43.0	Engage MASH partners to improve understanding of thresholds and appropriate referrals with their agency	% of referrals % of referrals with consent	Deliver MASH Action Plan	Dec 2019	AW		
44.0	Improve transparency of decision making within MASH and communication with partners	% of initial RAG in relation to % of final RAG	Deliver MASH Action Plan	Dec 2019	AW		
45.0	Review MASH structures to ensure effective working across the partnership	Audit Information	Undertake internal restructure	Jan 2020	AW		
45.1			Evaluate effectiveness of education single points of access	Jan 2020	AW		
45.2			Evaluate role of partner single points of access	Jan 2020	AW		
46.0	Review and deliver positive engagement strategy for young people	The range of activities young people can engage with.	Co-produce strategy with children, young people & families	Jan 2020	AW		
46.1			Produce strategy with key recommendations and actions	Jan 2020	AW		

Action Plans:

MASH Action Plan