



Children, Young People and Families Scrutiny Panel

6 September 2017

Report title	Children and Young People Service Improvement Plan: Update on Progress - Quarter One 2017-2018	
Cabinet member with lead responsibility	Councillor Val Gibson Children and Young People	
Key decision	No	
In forward plan	Yes	
Wards affected	All	
Accountable director	Linda Sanders, Strategic Director, People	
Originating service	Children and Young People	
Accountable employee(s)	Emma Bennett	Service Director, Children and Young People
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Report to be/has been considered by	People Leadership Team – 7 August 2017 Strategic Executive Board – 8 August 2017	

Recommendation(s) for action or decision:

Scrutiny is recommended to:

1. Consider and challenge progress on the quarter one delivery of the Children and Young People Service Improvement Plan.
2. Agree to receive a written quarter two update on progress against delivery of the Children and Young People Improvement Plan outside of a formal scrutiny panel meeting.

1.0 Purpose

- 1.1 This report provides a progress update on delivery against the Children and Young People Service Improvement Plan (Appendix One) for the period April – June 2017. A quarter one performance report is also attached (Appendix Two).

2.0 Background

- 2.1 The Children and Young People Service Plan 2017-2018 and associated Improvement Plan was approved by Strategic Executive Board on 16 May 2017 and Scrutiny Panel for Children, Young People and Families on 14 June 2017.
- 2.2 Progress against delivery of the plan is monitored and reported on a quarterly basis to Transforming Children's Services Board, People Leadership Team and Strategic Executive Board.
- 2.3 It was originally intended for Scrutiny Panel for Children, Young People and Families to receive six monthly updates. However, due to the dates of future Scrutiny meetings, it is proposed that the quarter one update is presented at the September meeting and the quarter two update is shared with panel members outside of the formal meeting. The quarter four update will be provided in May/June 2018.
- 2.4 The plan also includes actions which directly respond to recommendations from the Ofsted inspection and a separate progress report on Ofsted activity is presented on a six monthly basis to Wolverhampton Safeguarding Children Board and Children's Trust Board.

3.0 Overview

- 3.1 A range of activity has been undertaken and continues to be delivered in order to improve services for children, young people and families in Wolverhampton. The Children and Young People Service Plan and associated Improvement Plan sets out key priorities and actions that have been agreed in order to continue on our journey from 'good' to 'outstanding'. The performance report is a work in progress and continues to develop as more data is collected.

4.0 Progress

- 4.1 Significant progress has been made in delivering actions contained within the improvement plan during the first quarter of 2017-2018. A range of actions have been completed (blue) and the majority of actions are on track. New actions have been included in relation to commissioning; the review of the early intervention strategy and a focus on ensuring that all first visits to children in need are conducted within five days.
- 4.2 The information below outlines a sample of the actions which have been completed or are on target to be completed within timescales (blue or green).

- **Ofsted Recommendation 10: Care Leavers should have a specific, measurable, and clearly written Pathway Plan that allows them to experience a successful transition to independence** – staff working within the Transitions team have taken part in a workshop to consider how to ensure that Care Leavers have a successful transition. Audits have taken place and have shown that this has positively impacted practice. This will continue to be audited regularly to ensure sustainability.
- **CA 2: Produce an improvement plan regarding the interface between CareFirst and Guardian** – An action plan has been produced to ensure that all issues with CareFirst and Guardian are resolved.
- **CA 3: Ensure that young people have access to appropriate education in a timely manner, including reducing the delay between school place allocation and admission** – A new system has been developed to monitor how long it takes for a young person to be placed on roll after allocation is made. Reports can be produced which allows action to be taken more quickly if there is a long delay.
- **CA 7: Extending the use of Upper Pendeford Farm to prevent placement breakdown** – Upper Pendeford Farm can now be used to support foster carers when there is a risk of placement breakdown
- **CA 10: Commission Child and Family Training to deliver a programme of training for all Social Workers and Strengthening Family Workers** – Workers in these areas have had training in order to top up their skills in areas such as assessment, planning and reflective practice.
- **CA 12: Heads of Service to ensure staff in their area have at least one office day each month** – “Tidy Fridays” have been implemented to allow workers across the service to ensure that their case files are complete and up to date. The efficacy of this has been supported through case file audits which have found that case recordings are up to date.
- **Ofsted Recommendation 4: Ensure that children and young people who live with friends and family receive the level of support required** – The policy has been reviewed to ensure that social workers and managers are aware of current statutory and regulatory requirements in these cases. This was briefed to all Social Workers on 18th July 2017.
- **PMQA 6: Embedding quality assurance throughout the service** – Audit tools and schedules have been updated to ensure a thorough quality assurance process is in place across the year. The quality assurance framework has also been revised to reflect a restorative approach to quality assurance and improvement.
- **EI 1: Review the impact of the Team Around the Child process** – This has been reviewed and an action plan has been developed to ensure that the Team Around the Child process continues to lead to positive outcomes for children, young people, and their families.

- **SSS 1: Ensure that “missing from home and school” interviews are effective and lead to effective intervention and planning** – An action plan has been agreed and records show that almost all young people have engaged in an interview.
 - **CiN/CP 1.1: Embed a “whole family approach” in the Multi-Agency Safeguarding Hub** – A plan has been developed to support work towards a “whole family approach”.
 - **IS 1: Inclusion Support to Social, Emotional, and Mental Health Plan** – A plan is in development and a progress report is being presented to Children’s Trust Board in September.
 - **HS 1.1: HeadStart to establish a Centre for Excellence** – This is in progress and it is proposed that the Centre will be ready in early 2018.
 - **LAC 1: Wolverhampton’s Looked After Children Service will continue to lead on the development of the Regional Adoption Agency** –The implementation of the Regional Adoption Agency was approved by Cabinet in June. A project is being progressed by a monthly steering group, chaired by Wolverhampton.
 - **LAC 4: Improve the awareness and reporting of private fostering** – A multi-agency forum has been established to further raise awareness across agencies in order to improve reporting of private fostering cases in the city.
 - **YOT 4.3: Embed the Youth Employment Initiative within the Youth Offending Team** – This has commenced and a referral pathway is in place.
 - **SG 1: Embed and enhance the Child Protection process by incorporating restorative practice approaches** – The revised process is in place and the participation of parents in the child protection planning process has improved as a result.
 - **SG 2: Improve parents’ participation in the Looked After Child Review Process** – An information leaflet has been developed for parents and this will be distributed shortly. Staff have been briefed on expectations of the revised process and annual auditing will take place, starting late 2017.
 - **WFD 3: Roll out Restorative Practice training across the workforce** – This is in progress and a large proportion of the workforce has been trained. The training has been extended in order to allow new members of staff to participate.
- 4.3 The information below outlines those areas that are at risk of delivery either within timescales or in terms of achieving targets (amber or red).
- **PMQA 4.1: Provision of accurate and relevant information to understand performance in the Multi-Agency Safeguarding Hub** – a performance management and quality assurance framework is being developed. Daily manager reports are an urgent priority in order to ensure that the volume of referrals and assessments are effectively managed.

- **CiN/CP 1.2 Capacity in the Multi-Agency Safeguarding Hub to undertake timely social work assessments** – This continues to be a challenge. Vacancies remain in the Multi-Agency Safeguarding Hub assessment team and work is continuing to fill all vacancies by September 2017. This is having an impact on capacity to undertake timely assessments in the Multi-Agency Safeguarding Hub. Contingency arrangements have been put in place to respond to this issue.
- **SG 4.4: Quality Assurance activity available from CareFirst to enable practice improvement** – delays in development of safeguarding team dashboard and performance information.
- **Ofsted 1.5: Consistent application of the competency based supervision policy** - despite briefings to managers and one to one sessions, dip sampling continues to evidence variable practice regarding management oversight. The Principal Social Worker and Heads of Service for Social Care are reviewing the current position and will report back to the Children and Young People Management Team in September 2017.
- **EI 1.4: Implementation of re-commissioned service for the Healthy Child Programme** – Negotiations regarding the new contract are ongoing. Contract meetings are taking place on a regular basis.
- **YOT 4.1: Increase the engagement of Youth Offending Team young people in education, training and employment** – The target of 63% was not met, outturn was 59%. An action plan has been developed and revised processes in place to improve this figure for 2017-2018. Virtual School Head has incorporated Youth Offending Team needs into the Model School Policy and is progressing an integrated approach to the needs of Youth Offending and Looked After Children.
- **Ofsted 5.3: Improvement in social work assessment and care plans** – Audit activity shows continued inconsistencies. It is anticipated that Restorative Practice training and Child and Family Assessment, Analysis and Care Planning training will support improvement in this area. This is also an area for focus for Advanced Practitioners.
- **PMQA 8.2: Review processes in individual service areas for collecting and analysing service user feedback and how this informs service improvement** – This work has not yet commenced and will be a discussion at the Children and Young People Management Team away day on 15 September 2017.
- **EI 2.1: Production of local area profiles** – Work has commenced on the production of local area profiles and content agreed. Meetings are scheduled with Business Intelligence to discuss the process for populating the templates.
- **EI 3.2: Delivering the Early Years Strategy** – Implementation plan has been delayed; it will be presented to Scrutiny Board on 6 September 2017.
- **EI 4.2: Increase use of Early Help Assessments by partner agencies** – Whilst there has been an increase in the number of partner agencies trained to use the new early help assessment system, to date this has not contributed to an increase in agencies conducting assessments. Information is awaited from Business Intelligence to confirm

this. The next locality conferences in September 2017 will highlight this and encourage agencies to be completing assessments.

- **EI 6: Implementation of the Troubled Families Programme** – Identification of families is not at the pace required to meet targets. Accountability and lead for the program has transferred to Early Intervention. In order to ensure targets are met, a formal project management approach is being taken in Verto. A project timeline has been developed and an extensive review of the program has taken place.
- **SSS 3: Extending the use of Family Group Conferencing (FGC)** – A draft paper has been written outlining how FGC can be developed however, information is required from the Business Intelligence Team to inform the next stage of this work. In the meantime, a development plan has been written and this service is being promoted across social care. A mandatory offer of FGC is being piloted for all unborn children on a child protection plan and for all adolescents who access short breaks at Upper Pendeford Farm. Take up of the service is variable. Contact is being made with Leeds who is a high performer in the use of FGC.
- **CiN/CP 1.8: Introduction of template letters to feedback to referrers** – Template letters have been produced although there is some inconsistency in how these are used in the MASH. Discussions are taking place to see if they can be pre-populated into Guardian which would enable the letters to be automatically generated.
- **CiN/CP 3.3: Partnership working in the Multi-Agency Safeguarding Hub re. consistent application of thresholds** – Regular meetings have taken place with agencies in the Multi-Agency Safeguarding Hub however, there are still challenges regarding application of thresholds. This has been escalated and a plan will be developed to tackle this issue.
- **CiN/CP 3.5: Implement quality rating of referrals into the Multi-Agency Safeguarding Hub** – Implementation has been delayed due to the roll out of the electronic Multi-Agency Referral Form (MARF). This will be actioned once the electronic MARF is live. The timescale for this action has been extended to January 2018 to allow for the electronic MARF to be fully embedded.
- **IS 5.3: Reduction in exclusions** – Exclusions have continued to increase during 2016-2017. This continues to be an area for focus. An action plan is in place and progress is overseen by the Education Board.
- **Ofsted 7.2: Child Protection and Looked After Children Teams to receive regular performance reports in relation to advocacy contract** – A quarterly report is currently shared with management teams. Work is ongoing with Business Intelligence to enable this report to be monthly.
- **Ofsted 11.4: Dip sampling to ensure adoption application and Annex A's are being lodged at ten weeks** – Audit template is being developed to enable dip samples to take place. This will be presented to the Children and Young People Management Team in September 2017.

- **LAC 2: Increase the number of Special Guardianship Orders** – Action plan in place overseen by Looked After Children Management Team.
- **CL 2: Ensure all care leavers are provided with a health summary** – The Looked After Children Nurse is embedding this as part of the pathway. Performance information will be available at quarter two to demonstrate progress.
- **COM 1: Joint review of the shared budget for external placements between the Council and Clinical Commissioning Group** – draft proposals have been considered and further work is required to cost proposed options. This will be presented to the Multi-Agency Strategic Management Arrangements Group in September 2017.

5.0 Financial implications

5.1 There are no direct financial implications as a result of this report.

5.2 Any costs associated with the improvement plan are contained within existing budgets within the overall approved budget for Children and Young People.
[NM/24082017/Z]

6.0 Legal implications

6.1 There are no legal implications associated with this report.
[TS/23082017/Q]

7.0 Equalities implications

7.1 There are no equality implications associated with this report.

8.0 Risk Implications

8.1 There are no risks associated with this report.

9.0 Environmental implications

9.1 There are no environmental implications associated with this report.

10.0 Human resources implications

10.1 There are no human resource implications associated with this report.

11.0 Corporate landlord implications

11.1 There are no corporate landlord implications associated with this report.

This report is Public
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