

Appendix One – Quarter One Update

Children and Young People Improvement Plan

CITY OF
WOLVERHAMPTON
COUNCIL



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Provider

How will we know?

The table below outlines what success would look like. This will be measured through a range of qualitative and quantitative measures.

	What does making a difference look like?
Child	Children are safer and will be helped earlier. Children will have their voice heard. We will carry out audits to ensure that this is happening. We will ask children and young people for their direct feedback and engage them in shaping services. We will monitor engagement of children and young people in their assessments, their participation in reviews and the timeliness in which we see them.
Parents and carers	We will work to build parents' capacity in order to enable change where needed. Parents and carers will have their views taken into account. They will see a coherent early help offer and be able to work with a range of agencies to access support at an early stage to avoid issues escalating.
Our Partners	Agencies work in partnership to support families to resolve issues and achieve improvements in outcomes that safely prevent family breakdown. The Wolverhampton Safeguarding Children's Board (WSCB) will be recognised as being effective.
Children's Workforce	All professionals working with children will be well trained and supported to achieve the best possible outcomes for children and young people. They will receive regular and effective supervision and will be supported to work effectively with children and young people and families.
Front Line managers	Front Line Managers will actively use performance information to drive change to improve services. They will provide effective management oversight and opportunities for reflective practice which contribute to better outcomes for children and young people.
Senior Management	Senior Managers will actively use performance information to drive change to improve services. They will ensure performance is regularly monitored and that improvements are having a positive impact. They will develop effective relationships with partners to ensure the system works effectively for children and young people.
Councillors	Councillors will fully understand their role and responsibilities and hold Senior Managers to account.

What will we measure?

Quality & Effectiveness of Practice	Number of case audits undertaken Outcome of case audits undertaken Outcome of quarterly evaluation Outcome of monthly dip sampling across services
Workforce	Number of agency staff Staff turnover and average sick days Average caseloads Comparison with other Local Authorities as per the Children's Social Care Workforce Return % of the workforce trained in Restorative Practice % of Early Intervention and Social Workers attended Child and Family Training in 2017/18 % of Social Workers completing domestic violence training
Early Help	Number of Early Help Assessments Number of Early Help Assessments held by partner agencies Number of Outcome Stars commenced and progress made Number of children taking up Terrific for Two's funding Proportion of cases stepped up and down to/from social care Troubled families identified who have made significant and sustained outcomes
Specialist Support Service	Number of families worked with by Intensive Family Support Team and % of those becoming LAC Number and outcomes for young people accessing services at Upper Pendeford Farm Number of missing return interviews and timeliness of interviews Number who are home educated who have been visited and assessed Number of exclusions and provision of alternative education Outcome from MASE meetings and reduction in risks associated with individual young people Number of young people identified as being at significant or serious risk of CSE Number prosecuted for non-school attendance and the outcomes
Children in Need/Child Protection	Number of safeguarding referrals Number of enquiries rated: red; amber; green; or no further action Number of repeat enquiries/referrals Timeliness of MASH responses Number of Section 47 and conversion to Initial Child Protection Conference Children in Need seen within 5 working days of the referral Number of unallocated cases Proportion of disabled children that are the subject of CiN, CP or who are LAC Number of short breaks

Looked After Children (LAC)	Number and rate of LAC % of LAC visits carried out within timescales Proportion of LAC reviews on time Placement stability (fewer than 3 placements in the last two years) Number and proportion of in-house foster placements Number and proportion of children placed with parents who have a care order Number of privately fostered children known to the Council Education of LAC Health of LAC
Inclusion Support	Number of children who have an Education, Health and Care Plan Number of school exclusions Take-up of Inclusion Support Training offer
HeadStart	% change in young people wellbeing self report scores % engaging with online self-help resources Number of decommissioned services in subsequent years Number of young people in HeadStart targeted provision Number of young people accessing tier 3
Adoption	A1 – Average time between a child entering care and moving in with adoptive family A10 – As per A1 but where the child is adopted by their foster carer, time between entering care and moving in with the foster carer A2 – Average time between receiving a placement order and a match to an adoptive family being decided A3 - % of children who wait less than 16 months between entering care and moving in with their adoptive family Number of children waiting to be adopted Number of potential adoptive families currently being assessed Number of approved adoptive families waiting for a match Number of children who are subject of a Special Guardianship Order
Care Leavers	Proportion of care leavers with a pathway plan Quality of pathway plans Proportion of care leavers that are in Education, Employment or Training Proportion of care leavers in suitable accommodation Proportion of care leavers who are 'staying put'
Youth Offending Team	Rate of youth offending and re-offending Engagement of YOT young people in Education, Training and Employment
Safeguarding	Number of victims of domestic violence where children are associated with the household Number of victims of female genital mutilation Number of victims of honour based violence IRO/CP Conference Chairs role in improving social work practice Engagement of parents in LAC reviews Timeliness of Child Protection Conferences and Review Meetings

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
OFSTED ACTION PLAN					
Ofsted Recommendation 1	Ensure management oversight at the frontline is appropriately challenging and consistent and that frontline managers are able to use the case file audit tool effectively	Ofsted 1.1 Bi-monthly audits to review practice as per audit process	Bi-monthly	All Heads of Service Louise Haughton	Bi-monthly audit taking place as per Quality Assurance Framework. Quarterly reports are produced and presented to Children and Young People Management Team and Transforming Children's Services Board. Quarter 1 report has been completed.
		Ofsted 1.2 Quarterly dip sampling of supervision	Quarterly	All Heads of Service Louise Haughton	Quarterly dip sample of supervision was undertaken in May 2017. Outcome continues to show a variation in practice. This should be addressed through planned Children and Young People leadership programme starting in September 2017.
		Ofsted 1.3 Audit Champions to agree a programme of support with frontline managers to ensure challenge and consistency of approach	31st May 2017	All Heads of Service Louise Haughton	Programme of support commenced June 2017. Audit support sessions took place with Social Work Unit Managers for the July 2017 case file audit. Further support sessions will be offered to Social Work Unit Managers as required.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Ofsted 1.4 Implementation of Leadership Programme for frontline managers	30th September 2017	All Heads of Service Louise Haughton	Leadership program was approved by Management Team in June 2017 and will commence in September 2017. The programme will run for 9 months and include 1:1 coaching.
		Ofsted 1.5 Ensure the competency based supervision policy is applied in practice	31st May 2017	All Heads of Service Louise Haughton	Despite briefings to managers and 1:1 sessions, dip sampling continues to evidence variable practice. Principal Social Worker and Heads of Service for Social Care to review this and bring a plan to the September Management team.
Ofsted Recommendation 2	Strengthen the line of sight which senior managers, leaders and elected members have on frontline practice by providing detailed information about children in need whose cases are being held by team managers, or managed on duty, prior to being allocated to a named social worker	Ofsted 2.1 Daily updates accessible to the Director of Children Services and Service Director	28th February 2017	Helena Kucharczyk	Director of Children Services and Service Director have daily access to performance information through Insight and Performance SharePoint
		Ofsted 2.2 Children Service dashboard presented to SEB/Cabinet Member on a monthly basis	31st May 2017, monthly thereafter	Helena Kucharczyk	Dashboard has been developed and is presented to Strategic Executive Board/Cabinet monthly.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Ofsted 2.3 Weekly report to be directly provided to Director of Children Services and Service Director on unallocated cases	30th June 2017	Helena Kucharczyk	Weekly reports started week of 17 July 2017.
Ofsted Recommendation 3	Ensure that looked after children who are living at a distance from Wolverhampton receive the same level of health and educational support as children living closer to home	Ofsted 3.1 Looked After Children performance report to include monthly information on out of city health assessments	31st May 2017	Helena Kucharczyk	Now part of Looked After Children Performance monthly report
		Ofsted 3.2 Ensure robust process is in place for spot purchasing assessments for children over 50 miles out of city	30th September 2017	Alison Hinds	Looked After Children Health Steering Group overseeing progress.
		Ofsted 3.3 Improved educational attainment for out of city Looked After Children	31st July 2018	Alison Hinds	Dedicated person now in post to focus on out of city Looked After Children.
Ofsted Recommendation 4	Ensure that when children and young people are placed with	Ofsted 4.1 Review permanency	30th June 2017	Rachel Warrender Louise Haughton Alison Hinds	Guidance briefed to Social Workers on 18th July. Procedure to be presented

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	family and friends, social workers are clear about what actions must be completed to assess and formalise those arrangements in line with placement regulations	policy including the development of a flowchart to inform decision making			to CYP Management Team 27th July 2017 for final approval.
		Ofsted 4.2 Audit of all child protection cases where children are not living with their parents to clarify whether it is a private family arrangement or connected persons	31st May 2017	Julian Cunningham	Audit has been completed and a report and action plan will be presented to Service Director and Children and Young People Management Team on 27th July 2017.
		Ofsted 4.3 All social work managers are clear in relation to statutory and regulatory requirements re. placements with family & friends	31st May 2017	Julian Cunningham Alison Hinds	Presented to Social Workers at briefing on 18 th July 2017.
Ofsted Recommendation 5	Ensure that all assessments include a consistently robust analysis of risks and protective factors, resulting in child in need and child	Ofsted 5.1 Implementation of Leadership Programme for frontline managers	30th September 2017	Louise Haughton	Leadership program is being launched 18th September 2017.

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	protection plans which are specific, measurable and easy for children and parents to understand	Ofsted 5.2 Dates secured for assessment, planning, analysis, and permanence training 2017/18	31st May 2017	Louise Haughton	Conference call with Child and Family Training taken place highlighting what our current needs are. They are currently adjusting their programme of training to reflect this and will deliver four cohorts by the end of March 2018.
		Ofsted 5.3 Improvement in assessment and care plans to be monitored via audit activity	Monthly dip sampling and audits	Louise Haughton	Audit activity shows continued inconsistencies. Restorative Practice and child and family analysis training will support improvements in practice going forward. This is also a priority in relation to Advanced Practitioner workplan.
		Ofsted 5.4 Care Planning action to be in all Advanced Practitioner Action Plans	31st May 2017	Louise Haughton	Completed
Ofsted Recommendation 6	Ensure that greater prominence is given in case files to the thoughts, wishes and	Ofsted 6.1 Ensure a greater focus is given to voice of the	31st March 2018	Louise Haughton	Specific conversations have taken place with Child and Family Training and Restorative Practice to ensure this is in practice.

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	feelings of children and young people, so that the child's voice is clearly recorded and understood	child in training			Any required training will take place to ensure this is a prominent element of the training.
		Ofsted 6.2 Improved prominence of the voice and experience of the child demonstrated through audits	31st March 2018	Heads of Service Louise Haughton	This is a long-term action, evidence of voice of the child continues to be varied within case file records. It is anticipated the planned migration to Eclipse will enable us to review records to show greater prominence of child's voice.
		Ofsted 6.3 Toolkit developed to support improved practice in relation to voice and experience of children	30th September 2017	Louise Haughton	A draft resource folder to help obtain the views of children of all ages has been developed. This is being reviewed by the Principle Social Worker to ensure all tools are appropriate and align with Restorative Practice. Dip sample to take place August 2017 in order to review voice of the child.
Ofsted Recommendation 7	Strengthen advocacy arrangements to ensure that children in need of help and protection and their parents and children looked after are enabled to make a	Ofsted 7.1 Child in Need/Child Protection and Looked After Children Management Teams to receive regular reports	30th June 2017	Julian Cunningham Alison Hinds	A quarterly report on advocacy is shared with management teams. Working with Insight and Intelligence to enable this to be a monthly report.

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	meaningful contribution to child in need and child protection processes and children looked after reviews	Ofsted 7.2 Ensure recording captures reasons for no take-up of advocacy	31st March 2018	Julian Cunningham Alison Hinds	CareFirst is now enabled to measure whether advocacy services are promoted. However, the text box to support actions behind this will be developed as part of the migration to Eclipse. Timescale to be changed in line with this.
		Ofsted 7.3 Ensure all staff are aware of the revised process re: recording	31st March 2017	Alison Hinds	Completed
		Ofsted 7.4 Review current contracts re: provision of advocacy services to ensure that they respond to local need	30th June 2017	Alison Hinds	Review completed and action plan developed between the Local Authority and provider to improve take-up.
Ofsted Recommendation 8	Ensure that children looked after who would benefit from one have access to an independent visitor	Ofsted 8.1 Ensure all staff are aware of referral process	30th June 2017	Alison Hinds	Staff have received further briefing on the policy re. access to an independent visitor.
		Ofsted 8.2 Changes to be made to Looked After Children review report to ensure this has been considered where	31st March 2018	Alison Hinds	Additional spot purchase arrangements are in place for independent visitors where required over and above contractual arrangements.

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		appropriate			This change will be undertaken as part of migration to Eclipse. Therefore, timescales have been adjusted.
Ofsted Recommendation 9	Ensure that all Personal Education Plans (PEPs) are specific, measurable and easy for children and young people to understand	Ofsted 9.1 Implementation of the electronic Personal Education Plan	30th September 2017	Alison Hinds	Implementation of electronic Personal Education Plan is being piloted in September 2017. Designated teachers have been briefed and are ready for implementation.
		Ofsted 9.2 Improved quality of Personal Education Plans to be monitored via termly audits undertaken by the Corporate Parenting and Education (COPE) Team	Termly audits	Alison Hinds	An audit of year 12 and 13 Personal Education Plans has been completed and evidenced areas for improvement. Termly audits are in place. The audit form includes specific scrutiny of whether targets are SMART. Report back on audit of quality of Personal Education Plans to Children and Young People Management Team in September 2017.
Ofsted Recommendation 10	Ensure that all pathway plans include targets which are specific, measurable and written in such a way that there	Ofsted 10.1 Training to be delivered to all staff in transition team to	31st March 2017	Alison Hinds	ACTION COMPLETED— JULY 2017 Workshop for transition team took place on 22nd

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	is no room for ambiguity about who needs to do what by when, to ensure that care leavers are able to make a successful transition to independence	ensure improvement in pathway planning			March 2017
		Ofsted 10.2 Dip sampling of pathway plans to ensure improvement in practice	This to be monitored and repeated every 6 months	Alison Hinds	Dip sampling completed in May and results improved from Requires Improvement to Good. Process to be repeated every 6 months.
Ofsted Recommendation 11	Ensure that once children are placed with adoptive families there is no unnecessary delay in applying for an adoption order	Ofsted 11.1 Adoption applications to be made 10 weeks after a child is placed in prospective adoptive household	30th September 2017	Alison Hinds	Activity has now been created on CareFirst and being monitored on the monthly tracker. Practice is improving in this area but there is still some variability.
		Ofsted 11.2 Annex A's to be completed by the child's social worker and lodged with the court at the same time	30th September 2017	Alison Hinds	As above
		Ofsted 11.3 CareFirst activity to be utilised to ensure timescales are met	30th September 2017	Alison Hinds	This is now monitored as part of Adoption pipeline.
		Ofsted 11.4 Dip samples to take place to ensure adoption applications	30th September 2017	Alison Hinds	Audit template being developed to enable dip samples to take place. To be presented to Children and Young People

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		and Annex A's are being lodged at 10 weeks			Management Team in September 2017.
Action Number	Action	Milestones	Timescale	Lead Officers	Progress
AREA: PMQA PERFORMANCE MANAGEMENT AND QUALITY ASSURANCE					
PMQA 1	Produce a Performance Management Framework and a Data Quality Strategy	PMQA 1.1 Performance Management Framework to be produced to include development of dashboards for frontline managers; schedules for reporting including to the Director of Children Services and Cabinet Member	30th September 2017	Helena Kucharczyk	On track. Draft framework approved by Children and Young People Management Team and People Leadership Team in March/April 2017. Final version to be in place end of September 2017.
		PMQA 1.2 Data Quality Strategy to be produced and briefed to staff	30th September 2017	Helena Kucharczyk	Data Quality Strategy embedded as above.
PMQA 2	Improve recording in relation to ethnicity and CiN	PMQA 2.1 Make the recording of ethnicity a mandatory field and ensure that the options support accurate recording	31st March 2018	Alison Hinds (CFUG) Helena Kucharczyk	Action to be progressed as part of implementation of Eclipse. In the meantime, weekly ethnicity data quality report is being produced

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		PMQA 2.2 Introduce Child in Need Plan as a separate classification on CareFirst	31st May 2017	Alison Hinds (CFUG) Fiona Cozens	Completed
PMQA 3	Improve compliance in relation to 1st visit within 5 days	PMQA 3.1 100% of first visits will be completed within five days.	30th September 2017	Julian Cunningham	New Action July 2017
PMQA 4	Ensure accurate and relevant information is regularly available to inform understanding of performance and quality in the Multi Agency Safeguarding Hub	PMQA 4.1 Review Multi Agency Safeguarding Hub performance information against the Multi Agency Safeguarding Hub pathway and re-produce the reporting template ensuring that reports are clear and tell the performance story accurately	31st May 2017	Helena Kucharczyk	This remains outstanding and was escalated to the Multi Agency Safeguarding Hub Strategic Board in April 2017. Draft of new Multi-Agency Safeguarding Hub whole family performance framework is being presented to strategic board in September.
		PMQA 4.2 Introduce a 12-month dip sampling schedule and extend dip sampling to review action carried out	30th April 2017	Julian Cunningham Helena Kucharczyk	Dip sampling schedule produced, informed by available performance information

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PMQA 5	Review family meetings and re-name family conversations ensuring that there is a robust procedure in place for recording them	PMQA 5.1 Revise Family Meetings Policy and Procedure and review the process.	30th June 2017	Rachel Warrender	Review of family meetings procedure was presented and approved on 13th July 2017 at Children and Young People Management Team. Following discussion, it was agreed to continue to refer to "family meetings" instead of "family conversations".
		PMQA 5.2 To ensure Family meetings are recorded and reportable on CareFirst and Early Intervention System in order to monitor performance	31st March 2018	Rachel Warrender Alison Hinds (CFUG) Andrew Wolverson	Family meetings recorded on Early Intervention System. CareFirst users have been advised to use the meeting form on CareFirst until new forms can be created in line with Eclipse.
PMQA 6	Ensure quality assurance tools and processes are embedded at all services levels	PMQA 6.1 Ensure audit tools are available for all service levels across children's services	30th June 2017	Louise Haughton	Tools folder has been created and a physical copy is available in each team room. An electronic copy is in development on the staff handbook site. Advanced Practitioners are reporting good use of the tools folder, this will be measured through audit activity
		PMQA 6.2 Ensure restorative practice is reflected in the revised framework	31st March 2017	Louise Haughton	Completed

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		PMQA 6.3 Produce a monthly timetable/schedule outlining the focus of dip samples across the service	31st March 2017	Heads of Service	Monthly dip sampling schedule/timetable has been produced and agreed with Heads of Service. Detailed in Quality Assurance Framework.
		PMQA 6.4 Produce a timetable of the bi-monthly audits and themes for peer evaluation	31st March 2017	Louise Haughton	Embedded in Quality Assurance Framework.
		PMQA 6.5 Advanced Practitioner lead for quality and improvement to meet with each Head of Service	31st May 2017	Louise Haughton	Strengthened Quality Assurance across wider areas of Children and Young People, including Intensive Family Support and Educational Psychology. Advanced Practitioner for Quality Assurance is reviewing the audit tools for Early Intervention and Social Work Teams
PMQA 7	Embed the Neglect Strategy and Toolkit across the workforce	PMQA 7.1 All staff trained on use of the toolkit	31st March 2017	Louise Haughton	Strategy and tool was presented to all staff in October 2016.
		PMQA 7.2	30th September 2017	Louise Haughton	Thematic audit commissioned internally

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Thematic audit of neglect across Children's Services to be commissioned			and will be completed by 30th September. Report will be presented to Children and Young People Management Team in October 2017.
		PMQA 7.3 Self-assessment process completed using the Joint Targeted Area Inspection Neglect Framework	31st October 2017	Dawn Williams	14th June 2017 Wolverhampton Safeguarding Children Board agreed to complete a Multi-Agency Self-Assessment against Joint Targeted Area Inspection Framework. Results to be reported back to Wolverhampton Safeguarding Executive Board in October 2017.
PMQA 8	Ensure feedback from service users is captured, analysed and used to inform service improvement	PMQA 8.1 Advanced practitioner to meet with compliments and complaints, Adoption, Fostering and the participation officer to ensure feedback from service users is fully incorporated into the Quality Assurance Framework	30th September 2017	Heads of Service Louise Houghton	This is ongoing and will inform the annual self-assessment and Quality Assurance Framework.
		PMQA 8.2	30th September 2017	All Heads of Service	This will be an agenda item for discussion at Children

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		Review processes in individual service areas for: collecting and analysing service user feedback; and how this informs service improvement			and Young People away day on 15th September 2017.
		PMQA 8.3 Ensure service user feedback is an integral part of the audit process	31st March 2017	Louise Haughton	Completed
AREA: EI EARLY INTERVENTION					
EI 1	To review the impact of the team around the family process	EI 1.1 Review taken place	30th September 2017	Andrew Wolverson	Review undertaken and will be presented to Children and Young People Management Team, along with an action plan, on 10th August 2017.
		EI 1.2 Action plan produced to respond to review findings	30th September 2017	Andrew Wolverson	As above
EI 2	Embed the targeted early help offer and strengthen knowledge and understanding of local needs to assist in identifying families who	EI 2.1 Production of local area profiles	30th June 2017	Andrew Wolverson	Work has commenced on the production of local area profiles and content agreed. Template has been produced. Meeting with Insight and Intelligence in July 2017 to discuss

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	require targeted early help	<p>EI 2.2</p> <p>Production of local action plan for each area</p>	30th September 2017	Andrew Wolverson	<p>population of template.</p> <p>The Local Area Profiles will inform the action plans.</p>
EI 3	Delivering the Early Years Strategy	<p>EI 3.1</p> <p>Strategy formally approved by Cabinet</p>	31st March 2017	Andrew Wolverson	Completed
		<p>EI 3.2</p> <p>Approval of the Implementation Plan at Scrutiny Board</p>	31st July 2017	Andrew Wolverson	Implementation plan to Children, Young People and Families Scrutiny Board on 4th September 2017
		<p>EI 3.3</p> <p>Increase in the number of children achieving a good level of development</p>	31st March 2018	Andrew Wolverson	Unvalidated early years foundation data showing 3% increase in performance from 62.4% in 2016.
EI 4	Improve universal contact with families through integration of a range of partner agencies	<p>EI 4.1</p> <p>Implementation of re-commissioned service for the healthy child programme.</p>	31st August 2017	Andrew Wolverson Neeraj Malhotra	Negotiations with current provider for new contract are ongoing. Contract meetings are taking place on a regular basis.
		<p>EI 4.2</p> <p>Increased use of Early Help Assessments by partner agencies</p>	31st March 2018	Andrew Wolverson	While there has been an increase in the number of partner agencies trained and we are seeing an increase in Early Intervention Assessments,

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					<p>further information from Insight and Intelligence is required to determine if partner agencies have embedded the process.</p> <p>The next locality conference is in September and partner agencies will be supported by monthly surgeries.</p>
EI 5	To embed the use of the outcome star assessment in order to evidence distance travelled and outcomes for families	EI 5.1 Increase in the number of outcome star assessments completed	31st March 2018	Andrew Wolverson	Performance is indicating an increase in outcome star assessments. Work continues to ensure that completed assessments are used appropriately, accurately and fully.
		EI 5.2 Evidence of distance travelled	31st March 2018	Andrew Wolverson	There is evidence of distance travelled but training and case oversight is ensuring that scores are accurate.
EI 6	Continuing to refine the processes for the identification and engagement of families that fit the troubled families criteria focusing specifically on ensuring significant and sustained outcomes	EI 6.1 Project plan in place	30th June 2017	Andrew Wolverson	Project timeline in place and the project plan is being developed.
		EI 6.2 Annual target achieved for numbers identified and engaged: 739	31st March 2018	Andrew Wolverson	An extensive review of the program has taken place over last 3 months. The programme will inform new project plan. Identification of troubled families is not at the pace required to meet target.

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		EI 6.3 Annual target for Payment by Results—390 by October 2017 and additional 600 by March 2018	31st March 2017	Andrew Wolverson	See above
EI 7	Review and refresh Early Intervention Strategy	EI 7.1 The strategy is produced and agreed	31st March 2018	Andrew Wolverson	New Action July 2017 A plan to develop the new strategy will be presented to Strengthening Families Board in September 2017.
AREA: SSS SPECIALIST SUPPORT SERVICE					
SSS 1	Ensuring the information gathered via missing return interviews is shared effectively to contribute to casework planning and risk management plans	SSS 1.1 Missing return interviews completed on time	31st March 2018	Rachel King	The Missing from Home and Care Action plan was signed off by Children and Young People Management Team on 6th April 2017. In June 2017, 91% of young people who went missing engaged in a return interview with 65% of these being completed within the 72-hour statutory timescale.
		SSS 1.2 Information from missing return interviews considered at operational and strategic Child Sexual Exploitation and	31st March 2018	Rachel King	Dip sampling a small number of missing young people's interventions to assess quality and impact. An audit tool has been developed and an audit team has been identified to undertake the dip sampling

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		missing forums			of cases. A report detailing findings will be submitted to Children and Young People Management Team in September 2017.
		SSS 1.3 Reduction in repeat missing incidents for first time missing children and reduction in the number of prolific missing children	31st March 2018	Rachel King	As above
SSS 2	Increasing occupancy of Upper Pendeford Farm and ensuring the resource is most effectively used to prevent family breakdown	SSS 2.1 Increased occupancy of Upper Pendeford Farm	30th June 2017	Rachel King	Statement of Purpose amended and approved by Ofsted enabling Upper Pendeford Farm to offer short breaks to LAC young people to prevent placement breakdown.
		SSS 2.2 Delivery of Ofsted Improvement Plan	31st March 2017	Rachel King	Ofsted undertook an interim monitoring inspection on 22.3.17. The action plan was signed off and there was one minor action following the interim inspection which has now been completed.
		SSS 2.3 Evaluation report produced to	31st October 2017	Rachel King	Balance scorecard data shows occupancy is increasing every month. Occupancy peaked in April

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		understand long term impact of specialist support interventions in particular, impact on prevention family breakdown			<p>2017 to 83% but dipped again to 62% in May. This will continue to be monitored monthly.</p> <p>Emergency bed to be removed from the Statement of Purpose so that breaks can be planned into 5 beds (leaving 1 crisis bed)</p>
SSS 3	Extending the use of family group conferencing (FGC)	<p>SSS 3.1</p> <p>Development plan for Family Group Conferencing produced</p>	30th April 2017	Rachel King	<p>A draft paper has been written outlining how Family Group Conferencing (FGC) might be developed. Work is now required with Insight and Intelligence team to include data to assist in informing local development.</p> <p>This was raised at performance management meeting on 27.6.17 and data is to be supplied within a fortnight.</p> <p>A Family Group Conferencing development plan has been written. Family Group Conferencing is being promoted and the team is piloting a mandatory offer of Family Group</p>

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					Conferencing for all unborn children on a Child Protection Plan and for all adolescents who access short breaks at Upper Pendeford Farm
		SSS 3.2 Increased take-up of Family Group Conferencing to maximise available resources	31st March 2018	Rachel King	Take-up of Family Group Conferencing is still varied and has dropped from 10 children in April 2017 to 7 children referred in May 2017. Liaison is taking place with Leeds who is a high performer in use of Family Group Conferencing.
		SSS 3.3 Extended use of Family Group Conferencing for targeted cohorts	31st March 2018	Rachel King	As above
SSS 4	Ensuring Multi-Agency Sexual Exploitation meetings are effectively chaired and discussions focus specifically on risks and this is accurately recorded	SSS 4.1 Monthly dip sampling and update report to Children and Young People Management Team	31st October 2017	Rachel King	A Multi-Agency Sexual Exploitation (MASE) audit tool has been developed. Two sets of MASE minutes/plans are being audited every month and the findings will be collated and presented in a report to Children and Young People Management in October 2017.

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AREA: CiN/CP CHILDREN IN NEED/CHILD PROTECTION					
CiN/CP 1	Ensure that there are robust and timely processes in the Multi-Agency Safeguarding Hub for assessments and clear protocols for transfer into localities	CiN/CP 1.1 To deliver the Multi-Agency Safeguarding Hub Improvement Plan including working towards a whole family approach	31st March 2018	Julian Cunningham	Multi-Agency Safeguarding Hub improvement plan developed and monitored via MASH Strategic board.
		CiN/CP 1.2 Ensure sufficient capacity is in place in the Multi-Agency Safeguarding Hub to undertake all initial assessments	30th April 2017	Julian Cunningham Rachel Warrender	Vacancies remain in the Multi-Agency Safeguarding Hub Assessment team and work is continuing to fill all vacancies by September 2017.
		CiN/CP 1.3 Develop procedures for assessment and the role of the Social Worker in Strategy discussions. Commission Children & Family training re. assessments and transfer processes	30th April 2017	Julian Cunningham Louise Haughton	Relevant procedures completed and briefed to staff.
		CiN/CP 1.4 Develop transfer protocol for cases from the Multi-Agency	30th April 2017	Julian Cunningham Rachel Warrender	Protocol signed off by Children and Young People Management Team on May 2017.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Safeguarding Hub into localities			
		CiN/CP 1.5 Review all unallocated cases	Monthly	Julian Cunningham	Regular reports are produced to ensure operational managers can effectively manage caseloads and allocation of work. Reviewed on the management scorecard to ensure this continues to be safely managed. 2 additional Social Workers (over establishment) to be recruited short term.
		CiN/CP 1.6 Establish a dedicated duty worker in each of the teams and review this after 3 months	28th February 2017	Julian Cunningham	This is embedded in practice. Review to take place over summer and reported back to Children and Young People Management Team in September 2017.
		CiN/CP 1.7 Produce a clear policy on the expectations re. unallocated cases regarding oversight, prioritisation, escalation, etc.	28th February 2017	Julian Cunningham Rachel Warrender	This has been approved and briefed out to all staff.
		CiN/CP 1.8	31st May 2017	Julian Cunningham Rachel Warrender	Template letters produced although there is

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Introduce template letters that come out from the Multi-Agency Safeguarding Hub as cases are transferred and one which is completed by the locality to say that they have received it and what they are going to do with it. This can also be used to feedback to referrers			inconsistency in Multi-Agency Safeguarding Hub sending these out. There is still outstanding work in exploring if these can be pre-populated into guardian and automatically generated.
CiN/CP 2	Improving the offer for carers in response to both Children and Families Act 2014 and Care Act 2014	CiN/CP 2.1 Review and refresh Disabled Children and Young People Carers' Strategy	31st March 2018	Julian Cunningham	Draft report currently being shared with children and adult services. To be presented to People Leadership Team August 2017.
		CiN/CP 2.2 Clear offer for carers in place	31st March 2018	Julian Cunningham	To be developed
		CiN/CP 2.3 Agree clear criteria for cases within Disabled Children and Young People Team.	30th September 2017	Julian Cunningham	Draft criteria has been to Children and Young People Management Team and has been shared with adult services. Will be presented to People Leadership Team in August 2017.
CiN/CP 3	Ensure thresholds within the Multi-Agency Safeguarding Hub are	CiN/CP 3.1 Copies of the threshold	31st March 2017	Julian Cunningham	Completed

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
	being applied consistently and appropriately	document available on all desks within the Multi-Agency Safeguarding Hub			
		CiN/CP 3.2 Deliver a training session with all staff in the Multi-Agency Safeguarding Hub focusing on thresholds and consent. Use real referrals as examples.	30th April 2017	Julian Cunningham	Training sessions have taken place with Multi-Agency Safeguarding Hub Managers and all staff.
		CiN/CP 3.3 Multi-Agency Safeguarding Hub Manager to have regular discussions with partner agencies in the Multi-Agency Safeguarding Hub re. thresholds, identifying examples where they are incorrect.	5th May 2017	Julian Cunningham	Regular meetings have taken place, specifically with Police and Health, but there are still concerns around thresholds. This has been escalated and a plan will be developed to ensure thresholds are applied appropriately.
		CiN/CP 3.4 Commission multi-agency audit of thresholds in the Multi-Agency Safeguarding Hub	31st March 2018	Julian Cunningham Dawn Williams	Multi-agency dip sampling continues on a 4-weekly basis. The outcome of audits are monitored at the Multi-Agency Safeguarding Hub Operational Group. Child in Need thresholds of 100 cases are being

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
					sampled in July 2017. The Multi-Agency Safeguarding Hub Manager is undertaking an audit of 20% of cases which were given the threshold of Section 47. This will report to Children and Young People Management meeting in September 2017.
		CiN/CP 3.5 Implement quality rating of referrals into the Multi-Agency Safeguarding Hub and provide feedback to partner agencies for follow-up	31st January 2018	Julian Cunningham Andrew Wolverson	Implementation has been delayed due to roll out of electronic Multi-Agency Referral Form (MARF). This will be implemented once the electronic MARF is live. Therefore the timescale for this action has been extended to January 2018 to allow opportunity to fully implement the electronic MARF.
		CiN/CP 3.6 Agree process for consent for referrals into the Multi-Agency Safeguarding Hub	31st May 2017	Emma Bennett	Consent guidance was approved at Wolverhampton Safeguarding Children Board Exec group on 11th May and Wolverhampton Safeguarding Children Board on 14th June 2017. Presented to Head Teachers on 13th July 2017. This is embedded within the new thresholds to support document.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
AREA: IS INCLUSION SUPPORT					
IS 1	Develop the Social, Emotional and Mental Health Plan	IS 1.1 Plan Produced and formally agreed	30th September 2017	Rob Hart	Update on development of plan presented to People Leadership Team, Education Board and Strategic Executive Board in May/June 2017. A training working group and stakeholder reference group has been developed. It is anticipated that the plan will be signed off in September 2017.
IS 2	Ensure assessments are provided to support transfer of statements to Education Health and Care Plans in line with local Special Educational Needs and Disabilities (SEND) transition plan	IS 2.1 To support 444 transfer reviews	31st March 2018	Rob Hart	Inclusion support are continuing to support the transfer process. 92% transfer advice completed on time. 787 pupils are on Education Health and Care Final plans and 668 Statements of Special Education Needs in process of conversion.
IS 3	Implementation of sexually harmful behaviour action plan to improve services for young people who display sexually harmful behaviour		July 2018	Rob Hart	New Action July 2017

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
IS 4	Develop Inclusion Support training offer for Children and Young People workforce, schools and trading externally	IS 4.1 Undertake review of existing training offer and identified needs, and identify associated workforce development needs within Inclusion Support.	September 2017	Rob Hart	Review ongoing. Currently specific training is being offered relating to restorative practice and coaching. The Education Psychology service is receiving train the trainer Restorative Practice and Coaching training in order to support an enhanced offer to wider service area. Specialist teachers have developed training offer for next year for schools.
		IS 4.2 Produce brochure of training offer and schedule of training events for 2018/9	December 2017	Rob Hart	The above review will inform brochure.
		IS 4.3 Develop performance framework and stakeholder group to monitor progress and development	March 2018	Rob Hart	This will begin once review and brochure are completed.
IS 5	Reduce the number of exclusions	IS 5.1 Action plan produced	30th September 2017	Rachel King Rob Hart	Action plan signed off by Education Board. Progress presented to Education Board in September 2017.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		IS 5.2 Implementation Group to be established to oversee the delivery of the action plan	31st May 2017	Rachel King Rob Hart	An initial meeting with the implementation group was held in May 2017. All actions have now been assigned an owner and individual subgroups are meeting to progress each of the actions.
		IS 5.3 Reduction in exclusions	31st July 2018	Rachel King Rob Hart	Exclusions have continued to increase during 2016/2017
AREA: HS HEADSTART					
HS 1	Deliver the HeadStart Programme	HS 1.1 Establish Centre of Excellence	31st January 2018	Kevin Pace	<p>The Development for the Centre of Excellence at the Lawnswood campus was approved by Corporate Landlord in June 2017.</p> <p>A Project Manager has been appointed through the contractors and the works on the centre are proposed to be complete by January 2018.</p> <p>An Education Training Programme for professionals is in development and will include courses (mostly paid for, some subsidised) which will be available from</p>

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
					the Centre of Excellence. The programme will be launched in September 2017 to be delivered from other suitable locations until the Centre is ready in January 2018.
		HS 1.2 Establish Community Bases	29th September 2017	Nicola Holmes	The first of four community bases located in the four target geographical areas was in place in February 2017. The remaining three bases are due for approval at Corporate Landlord Board on 16th August with a view that HeadStart multi-discipline staff will move in straight after. Licence agreements will be in place for one year.
		HS 1.3 Effective digital offer in place to support Children and Young People	31st January 2018	Gavin Hawkins	The city-wide digital offer will have two elements: HeadStartOnline which will focus on news, information, signposting and user generated content. This site is currently being built and will be live in September 2017 along with a portal accessible by login

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
					<p>for schools to access SUMO curriculum resources.</p> <p>The second an online support and guidance more specific to the needs of individuals with clear signposting to specialist services if self-help isn't enough.</p> <p>The next working group is meeting in August where the option of building on existing websites such as WIN will be explored – this is to avoid duplication and support sustainability</p>
AREA: LAC LOOKED AFTER CHILDREN					
LAC 1	Continue to lead on the development of the Regional Adoption Agency	LAC 1.1 Cabinet to approve establishment of the Regional Adoption Agency (RAA)	30th June 2017	Emma Bennett Alison Hinds	Cabinet approved report to establish Regional Adoption Agency on 19th July 2017.
		LAC 1.2 Cabinet to approve detailed service specification for the Regional Adoption Agency	1st October 2017	Emma Bennett	Monthly steering group progressing this project. Cabinet report for October 2017 in development.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		LAC 1.3 Regional Adoption Agency go live	31st July 2018	Alison Hinds	Monthly steering group progressing this project.
LAC 2	Increase the number of Special Guardianship Orders (SGO)	LAC 2.1 Increase in the number of Special Guardianship Orders through the delivery of Special Guardianship Order Action Plan	31st March 2018	Alison Hinds	Action plan in place and overseen by Children and Young People Management Team. Monthly LAC management meeting to oversee progress and tracking of action plan and targets. Between April and June 2017 there has been one Special Guardianship Order.
LAC 3	Increase the number of internal foster carers	LAC 3.1 Commission iMPower to work with the team to identify areas of improvement and new ways of working	31st March 2017	Alison Hinds	Recommendations of iMPower review accepted at People Leadership Team and Strategic Executive Board and project has been established to progress recommendations.
		LAC 3.2 iMPower to produce a report outlining findings and next steps	31st May 2017	Alison Hinds	Project plan is in place. The targets for 2017/2018 is 30
		LAC 3.3 Deliver the Foster Carer action plan	31st March 2018	Alison Hinds	Steering Group has been established

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
LAC 4	Increase awareness and reporting of private fostering	LAC 4.1 To deliver the Private Fostering Action Plan	31st March 2018	Alison Hinds	Action plan in place and progress is overseen by Children and Young People Management Team.
		LAC 4.2 Increase in numbers of private fostering arrangements in the City	31st March 2018	Alison Hinds	Numbers remain low but have increased from 2 to 4.
		LAC 4.3 Annual report to be presented to Wolverhampton Safeguarding Children Board in September 2017.	30th September 2017	Alison Hinds	Local multi-agency forum has been established to promote champion roles in partner organisations
LAC 5	Ensure Wolverhampton is fully compliant with the changes outlined in the Children and Families Bill	LAC 5.1 Action Plan to be produced	31st March 2018	Rachel Warrender Alison Hinds	Briefing note and draft action plan discussed at Children and Young People Management Team 13th July 2017. Action plan to be further developed and informed by national guidance. In light of delay in national guidance, timescale to be changed to March 2018.
AREA: CL CARE LEAVERS					
CL 1	Increase the number of vulnerable 16+ engaged in education,	CL 1.1 Deliver the Not in	31st March 2018	Alison Hinds	Action plan in place and progressing. Monitored quarterly through Children

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
	employment and training (EET)	Employment, Education or Training (NEET) Action Plan Reduction in NEET			and Young People Management Team. 39.5% of Care Leavers were NEET at 31st March 2017 compared with 40% at 31st March 2016. 30th June 2017 results are 39%.
CL 2	Ensure all care leavers are provided with a health summary	CL 2.1 100% care leavers provided with a health summary	31st March 2018	Alison Hinds	Looked After Children nurse is just beginning to embed this process. Performance to be updated at next quarter.
AREA: YOT YOUTH OFFENDING TEAM					
YOT 1	Ensuring earlier and improved joint planning between social care and Youth Offending TEam for young people released from tier 4 and custody	YOT 1.1 Adherence to the Youth Justice Board National Standards	31st July 2017	Alison Hinds Sally Nash	Looked After Children Team committed to attend custody meetings whenever possible. Looked After Children Team will ensure accommodation needs of young people are addressed in time for ten-day pre-release meeting.
		YOT 1.2 Implement actions in the Looked After Children Team/Youth Offending Team working more effectively together action plan	Dates as per the plan 31st July 2017	Alison Hinds Sally Nash	Workshop with Youth Offending Team and Transitions staff took place in June 2017 which contributed to joint action planning and protocol. To be agreed August/September 2017.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		YOT 1.3 Develop a joint working protocol between Youth Offending Team and Social Care	July 2017	Alison Hinds Sally Nash	As above
YOT 2	Review the work delivered locally across the Children and Young People Service in support of the Gangs Strategy	YOT 2.1 Re-establish Youth Crime Prevention Steering Group	31st May 2017	Andrew Wolverson Sally Nash	Group convened and met July 2017. Focus was on gang and youth violence. Follow-up meeting in August 2017 with view to review continued join up over summer program and future planning.
		YOT 2.2 Children and Young People Service to develop an action plan re. response to gangs	31st July 2017	Andrew Wolverson Sally Nash	Children and Young People group to be convened to ensure joined up approach to tackling current gang and youth violence challenges across children's services. Action plan to be produced.
YOT 3	To reduce reoffending within the Youth Offending Team	YOT 3.1 Implement the reoffending toolkit	31st March 2018	Sally Nash	Youth Offending Team Management Board approved in principle use of the reoffending toolkit
		YOT 3.2 Ensure the findings from evaluation of interventions are understood and adopted	30th September 2017	Sally Nash	Research proposal accepted by Youth Offending Team Management Board in April 2017.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
YOT 4	Increase the engagement of Youth Offending Team young people in Education training and employment	YOT 4.1 Achieve target (63%) of young offenders engaged in employment, education and training by 31st March 2017	31st March 2017	Sally Nash Darren Martindale	Target was not met. Outturn at 59%. New action planning and processes in place to try improve engagement for 2017/2018. Virtual School Head has incorporated Youth Offending Team needs into Model School Policy and is progressing an integrated approach to the needs of Young Offenders and Looked After Children. Youth Offending Team are regularly attending the Designated Head Teachers Forum.
		YOT 4.2 Achieve target (80%) of young offenders engaged in employment, education and training by 31st March 2018	31st March 2018	Sally Nash Darren Martindale	New Milestone July 2017 New action planning and processes in place to improve performance. Virtual School Head has incorporated Youth Offending Team needs into Model School Policy and is progressing an integrated approach to the needs of Young Offenders and Looked After Children.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
					Youth Offending Team are now regularly attending the Designated Head Teachers Forum.
		YOT 4.3 Embedding of the Youth Employment Initiative delivery in the Youth Offending Team	31st March 2018	Sally Nash Darren Martindale	Youth Employment Initiatives employees to start secondments in July 2017 subject to Information Governance Procedures being in place. Referral pathway in place.
		YOT 4.4 Review of Youth Offending Team Education, Training and Employment processes and action plan	30th June 2018	Sally Nash Darren Martindale	Virtual Head to review plan
AREA: COM COMMISSIONING					
COM 1	Expert Patients Programme – joint review of the pooled budget for external placements between City of Wolverhampton Council and the Clinical Commissioning Group in order to ensure value for money	COM 1.1 Produce terms of reference for the review and timeline for the work and present to the next meeting of the Joint Commissioning Board	28th February 2017	Alison Hinds	Terms of reference have been developed.
		Review completed and proposals presented back to the Joint Commissioning Board	31st August 2017	Alison Hinds	Draft proposals discussed at Multi-Agency Strategy Management Group Meeting on 14th July 2017.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
					Further work to be completed to cost the proposed options and this will be re-presented to Multi-Agency Strategy Management Group in September 2017.
COM 2	Review and recommission Domestic Violence Support Services	COM 2.1 Tender agreed. Tendering process commenced and a new service is in place	30th June 2018	Juliet Granger	Current contract extended for a year whilst further work takes place on the specification. As such, timescales amended to reflect new contract timeline which will begin in June 2018.
COM 3	Review and re-commission supported accommodation	COM 3.1 Options paper on commissioning intentions taking into account recommendations.	31st March 2018	Sarah Smith	Options paper presented to Service Director of Children and Young People and Head of Commissioning. Agree further work required. Therefore, current contract likely to be extended for at least six months. As such, timescales now adjusted.
		COM 3.2 Market warming Tendering process commenced. New service in place	31st March 2018	Sarah Smith	Completed

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
COM 4	Review specification of Merridale Street West in order to meet city's needs		31st March 2018	Sarah Smith	New action July 2017
COM 5	Develop and progress sufficiency strategy action plan		March 2020	Sarah Smith	New action July 2017
COM 6	Review the current Child Sexual Exploitation contract with a view to ensure this service is delivered going forward.	COM 6.1 Present a review and options paper to Children and Young People Management in September 2017.	30th September 2017	Sarah Smith	New action July 2017
COM 7	Work with Clinical Commissioning Group in delivering Child and Adolescent Mental Health (CAMHS) transformation program.	COM 7.1 Establishment of pulled budget under Better Care Fund (BCF)	31st March 2018	Sarah Smith	New action July 2017
		COM 7.2 Develop a specification and lead on the tendering process for a Tier 2 Service	31st March 2018	Sarah Smith	New action July 2017
AREA: SG SAFEGUARDING					
SG 1	Embed the Child Protection Conference model and enhance by drawing on Restorative	SG 1.1 Improved decision making and planning	31st May 2017	Dawn Williams	The revised Child Protection Conference process has been rolled out across Wolverhampton and

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
	Practice approaches	within Child Protection Conferences			partners are aware of their responsibilities within this.
		SG 1.2 Improved parental and young people's participation.	31st May 2017	Dawn Williams	Participation of parents in informing the outline Child Protection Plan has increased anecdotally
		SG 1.3 A 6-monthly progress report of Child Protection conference framework is completed which includes participation, impact and outcomes.	30th September 2017	Dawn Williams	Report presented to steering group June 2017.
		SG 1.4 Conference Contributor survey is completed	31st December 2017	Dawn Williams	This will be picked up in September.
		SG 1.5 6 monthly audit of quality of Child Protection Plans	31st July 2017	Dawn Williams	Audit planned to be completed end of July 2017.
SG 2	Improve engagement of parents in the Looked After Child review process	SG 2.1 Introduction of an annual audit of parental participation across the range of Looked After Child reviews is completed	October 2017	Dawn Williams	Planned to take place in September 2017

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		SG 2.2 Introduction of new Looked After Child information leaflet for parents	30th June 2017	Dawn Williams	New leaflet approved and out for print to be cascaded in August 2017.
		SG 2.3 SW staff updated on expectations of parental involvement in Looked After Child reviews	31st May 2017	Dawn Williams	Actioned via regular Safeguarding and Social Work Unit Manager Meetings
SG 3	Review the use of the Petch Screening Tool and understand impact	SG 3.1 Petch tool is embedded across the partnership	31st March 2018	Dawn Williams	The Petch tool is regularly used and continues to be promoted. In Quarter 1 there have been eight young people twelve years of age and younger identified as being at risk of Child Sexual Exploitation. CSE Co-ordinator to continue to ensure the process is in place for her to receive copies of all completed screening tools.
		SG 3.2 Where the risk of Child Sexual Exploitation is identified, children 12 years and under, have appropriate plans in	31st May 2017	Dawn Williams	The Child Sexual Exploitation Screening Tool has been reviewed and will be implemented in Wolverhampton in August 2017. A series of advice sessions, available to all

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		place			partners, are underway to inform implementation. National Working Group assessment has been amended to improve the quality of completion and will be signed off at Children and Young People Management Team by end July 2017.
		SG 3.3 Scheduled Audit of completed Petch Tools in place and regularly reported to Children and Young People Management Team & Sexual Exploitation Missing & Trafficked Committee	30th September 2017	Dawn Williams	The Petch tool informs the Child Sexual Exploitation plans developed at Multi-Agency Sexual Exploited Meetings (MASE) and informs other care planning. An audit of MASE plans has been commissioned by the Quality Assurance Committee of Wolverhampton Safeguarding Children Board and supported by the Strengthening Families service First audit of Petch use is underway – report to Children and Young People Management Team in September 2017 The Designated safeguarding leads for all

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
					schools have been offered training and this has included updates on Child Sexual Exploitation screening.
SG 4	Ensuring the role of the Independent Reviewing Offers/Child Protection Conference Chairs plays a key role in improving social work practice	SG 4.1 Social Work responsibilities/actions surrounding Child Protection and Looked After Children processes are improved		Dawn Williams	Independent Reviewing Officers regularly meet with managers and staff to inform and encourage awareness and implementation of Child Protection and Looked After Children processes. This is business as usual.
		SG 4.2 Care planning is SMART and drift and delay for children and young people is minimised		Dawn Williams	Care Plans are subject of regular audit by the Safeguarding Manager (CHILDREN)
		SG 4.3 Audit of CareFirst to ensure recording demonstrates challenge and support by Independent Reviewing Offices and Child Protection Conference Chairs.	31st July 2017	Dawn Williams	A dip sample audit of information held on CareFirst by the Head of service is planned for the end of July 2017.
		SG 4.4		Dawn Williams	Quality Assurance activity from Care First is hampered

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Quality Assurance activity is regularly reported from CareFirst to enable practice improvement			by the lack of electronic reporting capability. This requires prioritisation by Insight and Intelligence.
		SG 4.5 Independent Reviewing Officers and Child Protection Conference Chairs have evidenced active involvement in Social Work development activities	30th September 2017	Dawn Williams	Independent Reviewing Officers and Child Protection Conference Chairs are involved in Social Work development activities e.g. induction, team briefings, and presentations. The impact of this requires review.
SG 5	Working closely with the Domestic Violence Forum to deliver the Children and Young People Domestic Violence Improvement Plan and an effective Barnardo's Screening Tool process which reflects 'Think Family' and improves outcomes for those affected	SG 5.1 Think Family is embedded within interventions where Domestic Violence is a presenting feature.	June 2017	Dawn Williams	Action plan completed.
		SG 5.2 Children and Young People Domestic Violence Improvement Plan reflects safeguarding priorities for children.	January 2018	Dawn Williams	This is progressing and will be brought to Children and Young People Management Team in Sept 2017 for sign-off.
		SG 5.3	January 2018	Dawn Williams	Audit tool developed and

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Audit of Impact of Domestic Violence framework for children and young people is completed and reported on.			audit to be undertaken in October 2017.
		SG 5.4 Review of Barnardo's Screening Tool redesign is in place which reflects improved information sharing, increased adherence to the of seeking consent, a think family approach and better outcomes for those impacted by Domestic Violence	September 2017	Dawn Williams	Barnardo's Screening Tool process has been reviewed and framework has been agreed. There are current issues about thresholds and provision of information from partner agencies. Police are piloting in Walsall single agency pre-screening with view to roll out across Wolverhampton and Walsall with view to roll out in September 2017.
AREA: WFD WORKFORCE DEVELOPMENT					
WFD 1	Establish a stable workforce and reduce reliance on agency staff	WFD 1.1 Review workforce data collection mechanisms and ensure that accurate and consistent reporting can be produced for managers at all levels	31st March 2017	Jo Farley Louise Houghton	Data regularly provided to Service Director and Director of Children Services
		WFD 1.2	31st March 2017	Jo Farley Louise Houghton	Specific meeting arranged for 10th May 2017 between

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Monthly updates to Executive Director and Service Director			Service Director and Heads of Service to review use of agency workers
		WFD 1.3 Regular recruitment processes for grade 7, 8 and 9 social workers	31st March 2017	Jo Farley Louise Haughton	Rolling recruitment process with quarterly interviews
		WFD 1.4 Recruitment of a post to focus on recruitment and retention	31st March 2017	Jo Farley Louise Haughton	Recruitment and Retention Officer recruited internally, to commence the end of May 2017
		WFD 1.5 Reduction in numbers and spend on agency social workers	31st March 2018	Jo Farley Louise Haughton	Informed by recruitment and retention action plan requires Insight and Intelligence information.
WFD 2	Produce a development plan for Social Work Managers and use this to inform a development programme to include a mixture of internal and external facilitators and coaching/mentoring. Programme to be mandatory	WFD 2.1 Development Plan to be produced and presented to Children and Young People Management Team	31st May 2017	Louise Haughton Susan Serventi	To be launched 18th September 2017
		WFD 2.2 Commission a development programme for managers	31st September 2017	Louise Haughton Susan Serventi	To be launched 18th September 2017

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		WFD 2.3 Improvement in quality and consistency of frontline managers	31st March 2018	Louise Haughton Susan Serventi	Reviewed on an ongoing basis. Improvements should be seen in practice following implementation of management development program and rollout of Restorative Practice.
WFD 3	Roll-out Restorative Practice Training across Children Services Workforce	WFD 3.1 Restorative Practice Training to be delivered	31st March 2018	Louise Haughton	One Day Awareness – 79 Managers – 56 Frontline Practitioners – 155 Training is on schedule but deadline has been extended due to new staff and extension of train the trainer. Restorative Practice will continue to be delivered.
		WFD 3.2 Impact/Evaluation Report	31st March 2018	Louise Haughton	Working with Wolverhampton University as part of the evaluation process

COMPLETED ACTIONS

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
CA 1	Review Children and Young People Management Team monthly performance management meetings to ensure performance and quality assurance are jointly reviewed and responded to	<p>Introduce an action log from each performance management meeting</p> <p>Principle Social Worker invited to attend future meetings</p>	31st March 2017	Emma Bennett	ACTION COMPLETED
CA 2	Produce an improvement plan for CareFirst and Guardian	Produce an action plan to ensure all issues with Guardian and CareFirst are resolved	30th April 2017	Julian Cunningham	ACTION COMPLETED
CA 3	Ensure that young people get swift access to appropriate education provision and reduce delay between school place allocation and the date of admission	<p>Reduce % of Children Missing Education investigations that are as a result of young people delayed by the admission process</p> <p>System developed where school admissions record the date schools are told about the admission and produce reports showing the date they go on to roll</p>	31st March 2018	Rachel King Bill Hague	ACTION COMPLETED
CA 4	Extend NEET action plan to include those not available to the labour market (NALM)	NEET action plan updated and presented to CYP Management Team	30th April 2017	Alison Hinds	ACTION COMPLETED

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
CA 5	<p>To implement the action plan arising from the Joint Inspection</p> <p>Ensure the findings from evaluation of interventions are understood and adopted</p>	<p>Quarterly review of progress by the YOT Management Board</p> <p>Achieve target (63%) of young offenders engaged in employment, education and training by 31st March 2017</p>	31st March 2017	Sally Nash	ACTION COMPLETED
CA 6	To continue to improve the monitoring of elective home education (EHE) arrangements to ensure children are safeguarded	Deliver the EHE Improvement Plan – SIGNED OFF AND COMPLETE	31st March 2017	Rachel King	ACTION COMPLETED
CA 7	Extending the use of Upper Pendeford Farm to prevent placement breakdown	Approval for extended use of Upper Pendeford Farm to support foster care respite	31st March 2017	Rachel King	ACTION COMPLETED
CA 8	Improve the relationship between panel and managers	<p>Agency Decision Makers to observe panel at least once a year</p> <p>Undertake the Panel chair's appraisal in a timely way</p> <p>Schedule meetings between the Panels and the Adoption Team</p>	<p>31st March 2017</p> <p>31st March 2017</p> <p>31st March 2017</p>	<p>Emma Bennett Alison Hinds</p> <p>Emma Bennett Alison Hinds</p>	ACTION COMPLETED

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
CA 9	Review the workforce development plan to ensure it reflects the priority areas for action identified through the Ofsted process and supports the development of a capable and competent workforce	2016/17 Plan to be signed off and 2017/18 Plan to be approved	31st March 2017	Susan Serventi Louise Haughton	ACTION COMPLETED
CA 10	Commission Child and Family Training to deliver a programme of training for all social workers and strengthening families workers	Training specification to be produced which focuses on: <ul style="list-style-type: none"> - Revised assessment procedures - Reinforcing pathways - Good quality chronologies - Voice of the child - Reflective practice - Consistency of plans and assessments - Family conversations - Recording - SMART and YP friendly targets 	31st March 2018	Louise Haughton Susan Serventi	ACTION COMPLETED
CA 11	Improve recording in relation to date when child is first seen	CA 11.1 Review the single assessment form and build in a date that the child has been seen	31st March 2017	Alison Hinds (CFUG) Helena Kucharczyk	ACTION COMPLETED—JULY 2017 Form has been updated

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		CA 11.2 Establish a local performance indicator of 5 working days for time taken for children to be first seen	31st May 2017	Emma Bennett Helena Kucharczyk	Report now developed and part of CYP performance dashboard.
		CA 11.3 Single Assessment Procedure to be updated and briefed to staff	14th May 2017	Louise Haughton Julian Cunningham	Completed and taken to the Social Work briefing on 18th July 2017
CA 12	Each Head of Service ensure that at least one day per month all staff are in the office updating recording on case files	Heads of Service to schedule dates for 12 months April '17 – March '18	31st March 2017	Heads of Service	ACTION COMPLETED—JULY 2017 Tidy Fridays are now embedded in every day practice across CYP service area. This has been evidenced through case file audits where case file recordings being up to date has been evidenced.
CA 13	Undertake a review of services for children and young people who display sexually harmful behaviour	Review completed and action plan produced	30th September 2017	Rob Hart	ACTION COMPLETED—JULY 2017 Audit completed and action plan produced. Both signed off Strengthening Families Board in June 2017.

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
					5 priority areas- Workforce Development Pathway and Policy development Commissioning of specialist services Data collection Promotion of safe relationships and behaviors through universal services
CA 14	Develop and deliver the 2017/20 Sufficiency Strategy	Sufficiency Strategy 2017/20 produced and approved	30th June 2017	Paul Smith	ACTION COMPLETED—JULY 2017 Approved at cabinet on 19th July 2017

KEY:

Significant Risk that it will not be achieved

Some risk that it may not be achieved although this may be corrected by remedial action

On target to complete on or before its target date

Completed