



Children, Young People and Families Scrutiny Panel

6 September 2017

Time 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny
Venue Training Room, Ground Floor, Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Membership

Chair Cllr Peter O'Neill (Lab)
Vice-chair Cllr Udey Singh (Con)

Labour

Cllr Julie Hodgkiss
Cllr Rupinderjit Kaur
Cllr Welcome Koussoukama
Cllr Daniel Warren
Cllr Lynne Moran
Cllr Mak Singh
Cllr Zee Russell
Cllr Bhupinder Gakhal

Conservative

Cllr Jonathan Yardley

Quorum for this meeting is three Councillors.

Information for the Public

If you have any queries about this meeting, please contact the Democratic Services team:

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Agenda

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

- 1 **Apologies**
- 2 **Declarations of interest**
- 3 **Minutes of the previous meeting (14 June 2017)** (Pages 3 - 6)
[To approve the minutes of the previous meeting as a correct record]
- 4 **Matters arising**
[To consider any matters arising from the minutes]

DISCUSSION ITEMS

- 5 **Children and Young People Improvement Plan - Quarter 1** (Pages 7 - 86)
[Emma Bennett, Service Director, Children and Young People, to present report]

Children, Young People and Families Scrutiny Panel

Agenda Item No: 3
Minutes - 14 June 2017

Attendance

Members of the Children, Young People and Families Scrutiny Panel

Cllr Peter O'Neill (Chair)
Cllr Udey Singh (Vice-Chair)
Cllr Julie Hodgkiss
Cllr Rupinderjit Kaur
Cllr Welcome Koussoukama
Cllr Daniel Warren
Cllr Lynne Moran
Cllr Zee Russell
Isobel Ricketts
Cyril Randles

In Attendance

James Pearce
Cllr Val Gibson (Cabinet member for Children and Young People)

Employees

Earl Piggott-Smith
Brendan Clifford
Emma Bennett
Donna Cope

Scrutiny Officer
Integrated Project Director
Service Director - Children and Young People
Democratic Services Officer

Part 1 – items open to the press and public

Item No. *Title*

- 1 **Apologies**
Apologies were received from Rosalie Watkins and Jon Dovey.
- 2 **Declarations of interest**
There were no declarations of interest recorded.
- 3 **Minutes of the previous meeting (29 March 2017)**
That the minutes of the meeting held on 29 March 2017 be approved as a correct record and signed by the Chair.
- 4 **Matters arising**
9. Update on Youth Offending Team Inspection Action Plan

The panel agreed to receive the information about the findings and recommendations of the doctorate research as a briefing paper rather than a report when published.

5 **Children and Young People Plan and Priorities 2017/18**

Cllr Val Gibson, Cabinet member for Children and Young People, introduced the report.

The Cabinet Member gave an overview of the recent Ofsted Inspection for children in need of help and protection and praised the 'good' overall judgement that was achieved.

The Cabinet Member informed the panel of the successful outcome following the inspection of children services and noted that City of Wolverhampton Council is the 2nd authority in the region to have achieved 'good' rating.

The report identified many strengths of the service. The Cabinet Member added that the recommendations made by Ofsted will be incorporated into the Children and Young People Service Plan for 2017-2018.

Emma Bennett, Service Director, Children and Young People, gave an overview of the Children and Young People Service Plan for 2017-2018. The Service Director advised the panel that the service plan will be revamped and simplified from last year and will include the recommendations from the recent Ofsted Inspection.

The Service Director advised the panel they intend to monitor the Ofsted recommendations on a monthly basis. The performance of the service will be monitored on a quarterly basis. The Service Director agreed to bring a further report back to the panel to consider progress on a quarterly basis.

The panel discussed the funding to deliver the Children and Young People Service Plan for 2017-2018 and queried the support available to vulnerable families.

The Service Director informed the Panel they intend to focus on offering domestic violence training in June 2017 to ensure all Social Workers are confident in responding to victims and perpetrators.

The panel discussed the increase in the number of permanent exclusion since 2013/2014 and discussed whether the number of school exclusions should be included as a performance measure in the Children and Young People Service Plan 2017-2018.

The Service Director confirmed there will be a specific action plan put in place to tackle the rising exclusion rates which will focus on restorative practice. The service intends to raise the profile of restorative practice throughout the workforce and is currently working with schools to improve the situation.

The panel expressed concerns about the increase in the levels of childhood obesity and the work being done within the plan to tackle this specific issue. The Service Director confirmed they are working with Public Health on this issue and a recent report has been published that she will share with the panel.

Isabel Ricketts, Wolverhampton Youth Council, asked about support for young people with mental health issues. The Service Director advised there will be a work

force development centre and specialist training will be offered to allow staff to support more young people.

The Chair thanked the Service Director for her presentation and agreed to receive an update on the progress of the service plan in six months.

Resolved:

1. The panel congratulated the Cabinet Member and Service Director on achieving the 'Good' overall judgement from the recent Ofsted inspection of children's services.
2. The panels' comments on the service plan to be considered.
3. The panel agreed to receive six monthly updates to monitor progress against the improvement plan.

6 **Draft People Directorate Commissioning Strategy**

Cllr Val Gibson, Cabinet member for Children and Young People, introduced the report.

Brendan Clifford, Integration Project Director, People Directorate, gave an overview of the strategy and explained that the document is in its early stages. He advised the panel that this is the City of Wolverhampton Council's first joint commissioning strategy that covers Adults, Children's and Public Health Services and the progress of drafting the document has been a challenge.

The Integration Project Director advised that the strategy will focus on prevention and early health.

There was a detailed discussion by the panel about both the content and layout of the report. The panel were concerned that the document was difficult to follow and also to get a clear idea about the overall aims of the strategy – this would make it difficult to explain to residents the reasons for proposing a new commissioning strategy.

The panel questioned the reference to there being an over-supply of care homes in the City and wanted evidence of this. (Page 113. Section 2.1.6.) The Integration Project Director explained that this is an accurate statement and there is a sufficient supply of care homes in the city to meet current demand. It was noted that this does not mean that individuals do not find it hard to find a placement which suits them.

The panel enquired about the views of providers about the proposed changes and specifically their initial thoughts on the initial document. The Integration Project Director commented that the document has been shared with providers are at an early stage and dialogue is on-going.

The panel discussed how the intention to bring Children, Adults and Public Health together in one strategy was a good idea but agreed the document should be re-drafted in a way that would make it easier for the public to follow and understand.

Emma Bennett, Service Director, Children and Young People, agreed with the panel's comments and will make the agreed changes to the report which will be presented to Cabinet on 19 July 2017.

The panel suggested that Appendix 1 could be used as a template to summarise the main aims of the commissioning report.

The panel were informed that the final version of the strategy will be agreed by Cabinet in October who had requested scrutiny consideration. The panel requested to see the final document when it was complete.

The panel were advised that the final draft document will be shared after Cabinet in October.

The Cabinet Member advised the panel that when the final document is seen by Cabinet, the Scrutiny Panel's comments will be included.

Resolved:

1. The panel noted, scrutinised and commented on the draft People Directorate Commissioning Strategy 2017-21 *Shaping Futures, Changing Lives*.
2. The panels' comments on the document will be included in the report to Cabinet.
3. The final version of the commissioning strategy will be sent to the panel for information.

The meeting closed at 19:27.



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
	Tel	01902 551449
	Email	Emma.bennett@wolverhampton.gov.uk
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
[NOT PROTECTIVELY MARKED]

Appendix One – Quarter One Update

Children and Young People Improvement Plan

CITY OF
WOLVERHAMPTON
COUNCIL

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Ofsted
Good
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 Age 18	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

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
Page 22	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.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
Page 23	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.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
Page 24	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.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
Page 25	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.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		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

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
	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

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		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

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
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
Page 31		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
Page 32 PMQA 8		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.
	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

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		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

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
	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,

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
					<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.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		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

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		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

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		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 Page 38	Extending the use of family group conferencing (FGC)	SSS 3.1 Development plan for Family Group Conferencing produced	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>

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
Page 39					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.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
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
Page 41		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 Page 42	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
Page 44					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 Page 47	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
Page 48					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 Page 52	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.

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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 re-commission 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

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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
Page 58	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
Page 60		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 Page 61	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
SG 5		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.
	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

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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 Haughton	Data regularly provided to Service Director and Director of Children Services
		WFD 1.2	31st March 2017	Jo Farley Louise Haughton	Specific meeting arranged for 10th May 2017 between

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
Page 64		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	Introduce an action log from each performance management meeting Principle Social Worker invited to attend future meetings	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	Reduce % of Children Missing Education investigations that are as a result of young people delayed by the admission process 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	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	To implement the action plan arising from the Joint Inspection Ensure the findings from evaluation of interventions are understood and adopted	Quarterly review of progress by the YOT Management Board Achieve target (63%) of young offenders engaged in employment, education and training by 31 st March 2017	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	Agency Decision Makers to observe panel at least once a year Undertake the Panel chair's appraisal in a timely way Schedule meetings between the Panels and the Adoption Team	31st March 2017 31st March 2017 31st March 2017	Emma Bennett Alison Hinds Emma Bennett Alison Hinds	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

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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

CITY OF WOLVERHAMPTON COUNCIL

APPENDIX TWO

Children's Services Improvement Plan Performance Report Quarter 1 2017-18

Produced by:

Insight and Performance Team
Communications
City of Wolverhampton Council

For further information please contact:
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Overview:

This performance report has been produced to support the Children & Young People Service Improvement Plan 2017/18 and to demonstrate progress against the key areas outlined in the plan.

Where there are nationally or externally set targets, these have been included in the report. For the remaining indicators, targets will be set at the next review of the improvement plan where appropriate.

Where indicators are highlighted in yellow, figures are provisional as the methodologies needs to be confirmed.

Indicators included in this report are taken from the children's services performance framework which is currently under review. As part of that review it will be ensured that all indicators required to evidence the improvement plan are included.

Quality & Effectiveness of Practice

Quality and effectiveness of practice is monitored via a series of quarterly audits and regular monthly dip samples. The findings from these audits and dip samples are written up and presented to the Children and Young People Management Team.

As part of the performance framework review, work is being undertaken to enable the qualitative assessment of performance ascertained by the audits to be combined with quantitative performance data to ensure that a fully rounded assessment of children's services performance can be produced.

Workforce								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
Percentage of agency staff	WM – 17.6% Eng – 16.1%	13.3%	18.9%					↑
Vacancy Rate	WM – 17.6% Eng – 16.7%	16.3%	22.4%					↑
Staff turnover	WM – 15.4% Eng – 15.1%	15.8%	17.5%					↑
Absence Rate	WM – 4.0% Eng – 3.5%	2.7%	6.0%					↑
Average caseloads	WM – 13.6 Eng – 16.1	15.2	21.0					↑
Number and % of the workforce trained in Restorative Practice	Local Indicator	Data relating to the number of people attending training is in the process of being acquired from Workforce Development and should be available in this report from next quarter						
Number and % of Early Intervention and Social Workers attended Child and Family Training in 2017/18	Local Indicator							
Number and % of Social Workers completing domestic violence training	Local Indicator							

Analysis

The format and way that workforce data is presented has been updated and the new format was approved by the performance group on 25th July. This is now being further developed so that individual services have access to the information in the same way. This will enable more robust commentary on progress to be produced and support the monitoring of action plans.

A dashboard to support and evidence the progress of Restorative Practice and evidence improved outcomes is in development and will be in place by September. All indicators have been agreed and data is being gathered.

The percentage of agency staff has increased since September; this is largely due to the implementation of new teams that have been established such as the assessment team in the MASH where agency staff have been used to fill positions or backfill positions in the area teams while permanent recruitment is established. Not all agency staff are covering vacancies – some are also covering sickness, maternity and secondments.

Early Help								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
Rate per 10,000 0-17 population (and number) of Early Help Assessments open in the year	Local Indicator	574 (3115)	Not yet available					
Number of Early Help Assessments held by partner agencies	Local Indicator	Not yet available	Not yet available					
The percentage of families with an improved outcome following early help intervention (Outcome Star)	Local Indicator	68%	Not yet available					
Number of children taking up Terrific for Two's funding	Local Indicator	Aut - 1123 Spr - 1161 Sum – 1285 (2015/16)	Not yet available					
Proportion of cases stepped up and down to/from social care	Local Indicator	Not yet available	Not yet available					
Number of families who have been identified and with whom work has commenced as part of the second phase of the Troubled Families Programme	To be confirmed	952	Not yet available				952	
The percentage of families 'turned around' as a result of a Families in Focus intervention	To be confirmed	17% - 164	Not yet available				20% - 190 (Sep 17) 40% - 380 (March 18) 385	

Analysis

Early Help data is now kept on Eclipse. Training on producing reports from Eclipse is taking place on 2nd August, so more up to date information should be available in the weeks following the training.

Specialist Support Service								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
Number of families and children worked with by Intensive Family Support Team	Local Indicator	246 Children	42 Children 20 Families					
Outcome for children receiving Intensive Family Support (Positive Outcomes include; CSE/Missing, Abuse & Neglect, Risk and Incidents Reduced. Behaviour, Parenting Skills, Mental Health and Home Conditions Improved. Independent Living Success, Parenting Assessment Complete and Rehab Successful. Neutral Outcomes include; Moved out of area, No longer required and Referral Not Accepted. Negative Outcomes include; Became LAC, No Change, Rehab unsuccessful and Family did not engage.)	Local Indicator	44.5%+tive 24.8% neut 30.7% -tive Of 238 outcomes in the period	50.0%+tive 7.1% neut 42.9% -tive Of 14 outcomes in the period					↑
Number of children accessing services ad short breaks at Upper Pendeford Farm and average occupancy	Local Indicator	200 Breaks 80 Children (Nov – Apr) Ave Occupancy – 42%	169 Breaks 58 Children Ave Occupancy – 68%					↑
Outcomes for children accessing services ad short breaks at Upper Pendeford Farm (a) Became LAC, b) Did not become LAC, c) Prevented placement breakdown)	Local Indicator	a) 5 b) 49 c) 2 of 56 outcomes	a) 0 b) 5 c) 1 of 6 outcomes					↓
Number of missing return interviews and timeliness of interviews - a) Missing Incidents b) Interviews conducted, c) Interviews conducted within 72 hours	Local Indicator	a) 405 b) 337-83% c) 229-68%	a) 104 b) 94-90% c) 57-61%					Interviews ↑ in 72 hours ↓
Number who are home educated who have been visited and assessed	Local Indicator	259 children EHE	226 children EHE 29 refused visit 2 of which have not engaged					

Specialist Support Service								
Indicators	Comparators	2016/17	2017-18			Target	Direction	
Number of exclusions in Wolverhampton schools and of Wolverhampton children in out of city schools	Local Indicator	91 in city 12 x city (2015-16 academic yr)	118 in city 7 x city (2016-17 academic yr)					↑
Alternative provision provided for children excluded from school – average number of days to arrange provision and % in alternative provision by 6 th day	Local Indicator	8 Ave days 80% by 6 th Day	8 Ave days 48% by 6 th Day					↓
Number of young people identified as being at significant or serious risk of CSE (a) At risk b) Significant risk c) Serious risk	Local Indicator	41 CSE a) 29 b) 10 c) 2 (March 17)	52 CSE a) 36 b) 15 c) 1 (June 17)					↑
Outcome from MASE meetings and reduction in risks associated with individual young people – data is accumulative throughout the year (a) Risk Increased b) Risk Decreased c) No Risk Identified	Local Indicator	a) 5 b) 11 c) 1 (March 17)	a) 6 b) 19 c) 1 (June 17)					↑
Number prosecuted for non-school attendance and the outcomes a) UA1 legal meetings held b) Penalty Notices Issues c) Cases progressed to court	Local Indicator	a) 327 b) 645 c) 115 (56% guilty 44% w/drawn) (2015-16 academic yr)	a) 332 b) 385 c) 90 (46% guilty 13% w/drawn) (2016-17 academic yr)					↑

Analysis

The re-referral rate of children referred to intensive family support remains low with only seven children being re-referred this financial year. The vast majority of referrals are for parental capacity issues and most require daily or twice daily visits including joint working due to risks. Delivering PAMS impacted upon capacity due to time that had to be allocated to these assessments.

The majority of referrals to Upper Pendeford Farm are edge of care however since April the remit of UPF has broadened to accommodate those in foster care to prevent placement breakdown. In June, Ofsted approved UPF to provide respite for connected placements and LAC living at home. This will increase referral intake in future months. We are continuing to receive more referrals pertaining to the broaden remit.

Specialist Support Service

Indicators	Comparators	2016/17	2017-18	Target	Direction
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The EHE co-ordinator has contacted every EHE family. There are 29 families refusing a visit from EHE co-ordinator, however 27 of those have sent examples of work/reports or engaged in telephone conversations. The EHE officer has followed the unsatisfactory process for those 2 that refused contact and haven't engaged and school attendance orders are being prepared.

The number of **permanent exclusions** continues to increase. Most children are placed in **alternative provision** and the average number of days taken to arrange alternative provision is eight. Exclusion Prevention Meetings (EPM) continue to be promoted to all schools and there have been 95 meetings to date. Where schools are calling EPM at the right time there have been a significant reduction in Permanent exclusions. A group has been set up to investigate contributory factors around permanent exclusions.

As more positive support for CSE e.g. empower programme, UPF outreach, therapeutic support, is put in place along with disruption tactics such as harbouring notices, training delivered to hotels, taxi drivers and police presence in hot spots, risk is reducing. There is a rise in referrals into MASE following strategy meetings and intelligence gathering by services and partners and discussions at SEMT.

Children in Need/Child Protection								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
Number of unallocated cases in area teams and LAC teams (at a point in time) – <i>excludes the MASH assessment team.</i>	Local Indicator	35	6					↓
Number of enquiries (over 12 months) and in quarter	Local Indicator	5558 enquiries	5639 – r12 1448 – q1					↑
Final RAG rating of MASH enquiries (over 12 months)	Local Indicator	Red 16% Amber 45% Green 39%	Red 17% Amber 46% Green 37%					
Outcome of MASH enquiries (over 12 months) a) Referred to Social Care b) Referred to Early help c) No Further Action d) Other	Local Indicator	a) 50.0% b) 36.4% c) 11.4% d) 2.3%	a) 49.6% b) 36.0% c) 13.1% d) 1.3%					
Number of repeat enquiries	Local Indicator	Not Yet Available	Not Yet Available					
Percentage of MASH cases RAG within required timescales.	Local Indicator	47.9%	44.8%					↓
Number of social care referrals	Local Indicator	Not Yet Available	Not Yet Available					
Children in Need seen within 5 working days of the referral	Local Indicator	New Indicator	48% (90% where recorded)					
Number of Section 47 and conversion to Initial Child Protection Conference	Local Indicator	24.3% (Provis)	33.1%					↑
Proportion of disabled children that are the subject of CiN, CP or who are LAC	Local Indicator	Not Yet Available	Not Yet Available					
Number of short breaks	Local Indicator	Not Yet Available	Not Yet Available					
Analysis								
The number of unallocated cases in the area teams and looked after children teams has fallen considerably since the end of the year. This figure does not include unallocated cases in the MASH. The number of enquiries being received in the MASH is continuing to rise with around 50% being referred onto social care for strategy discussion or further assessment. The low conversion rates of section 47 enquiries to initial child protection conferences is currently being investigated.								

Looked After Children								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
Rate (and number) of looked after children per 10,000 population	Wolves – 112 (653) WM – 73.0 SN – 82.8 Eng – 60.0 (2015-16)	112 (643)	111 (638)					↓
% of LAC with up to date visits	Local Indicator	90%	90%					→
Proportion of LAC reviews on time	Local Indicator	82%	81%					→
Placement stability (fewer than 3 placements in the last two years)	Local Indicator	78%	79%					→
Number and proportion of in-house foster placements	Local Indicator	30% (188)	29% (182)					→
Number and proportion of children placed with parents who have a care order	Local Indicator	Not Yet Available	Not Yet Available					
Number of privately fostered children known to the Council	Local Indicator	4	4					→
Percentage of LAC with an up to date PEP	Local Indicator	95%	90%					↓
Percentage of LAC with up to date health checks	Local Indicator	82%	89%					↑

Analysis

LAC indicators are generally stable. The reduction in LAC numbers has stabilised with numbers fluctuating between 625 and 640 during quarter 1.

There has been a slight drop in the percentage of LAC with up to date PEPs however, performance remains high. It is expected that performance will drop in quarter two due to the school holidays.

Performance in relation to health checks continues to improve.

Inclusion Support								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
Number of children who have an Education, Health and Care Plan	Local Indicator	Not Yet Available	Not Yet Available					
Number of exclusions in Wolverhampton schools and of Wolverhampton children in out of city schools	Local Indicator	91 in city 12 x city (2015-16 academic yr)	118 in city 7 x city (2016-17 academic yr)					↑
Take-up of Inclusion Support Training offer	Local Indicator	Not Yet Available	Not Yet Available					

Analysis

An SEND performance framework is currently being developed (including significant data quality work) and data related to EHCP should be available more reliably from September onwards.

HeadStart								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
% change in young people wellbeing self-report scores	Local Indicator							
% engaging with online self-help resources	Local Indicator							
Number of decommissioned services in subsequent years	Local Indicator							
Number of young people in HeadStart targeted provision	Local Indicator							
Number of young people accessing tier 3	Local Indicator							

Analysis

HeadStart data will start to become available from December. The outcomes framework has been provisionally signed off by the HeadStart Board and the recruitment of a dedicated data analyst and data officer to support the programme is in progress.

Adoption								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
A1 – Average time between a child entering care and moving in with adoptive family	Wolves - 672 Eng – 558 (2013-16)	574 days (provis – in year)	603 days (in year)				426 days	↓
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	Wolves - 508 Eng – 462 (2013-16)	483 days (provis – in year)	445 days (in year)				426 days	↓
A2 – Average time between receiving a placement order and a match to an adoptive family being decided	Wolves - 242 Eng – 226 (2013-16)	291 days (provis – in year)	199 days (in year)				121 days	↓
A3 - % of children who wait less than 16 months between entering care and moving in with their adoptive family	Wolves - 242 Eng – 558 (2013-16)	66% (provis – in year)	70% (in year)					↑
Number of children waiting to be adopted (includes children with an adoption decision and those with a placement order not yet placed)	Wolves – 55 WM - 44 Eng (ave) – 33 (June 2016)	56	To be confirmed					→
Number of potential adoptive families currently being assessed	Wolves – 20 WM - 16 Eng (ave) – 11 (June 2016)	To be confirmed	To be confirmed					
Number of approved adoptive families waiting for a match	Wolves – 10 WM - 19 Eng (ave) – 15 (June 2016)	2	To be confirmed					
Number of children who are subject of a Special Guardianship Order	Local Indicator	To be confirmed	To be confirmed					
Number of children who become subject of a Special Guardianship Order	Local Indicator	18	1 (not LAC)					
Analysis								
Adoption performance continues to improve in general. Several children have been adopted by foster carers which has an impact on the A1 indicator, however, when this is considered (A10), performance is improving – despite this, the number of days between children entering care and being adopted remain higher than target.								

Care Leavers								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
Proportion of care leavers with a pathway plan	Local Indicator	Not yet available	Not yet available					
Quality of pathway plans	Local Indicator	This is a qualitative indicator – narrative will be provided via the audit process						
Proportion of care leavers that are in Education, Employment or Training	Wolves – 41.0% WM – 47.0% SN – 44.4% Eng – 49.0% (2015-16)	60.0% (Provis)	61.0% (Provis)					➔
Proportion of care leavers in suitable accommodation	Wolves – 77.0% WM – 80.0% SN – 78.3% Eng – 83.0% (2015-16)	Not yet available	90.4%					
Proportion of care leavers who are 'staying put'	Wolves – 31.0% WM – 25.0% SN – 22.9% Eng – 23.0% (2015-16)	Not yet available	Not yet available					
Analysis								
There have been some technical issues with the care leavers reports recently which mean that some key indicators are not available. It is anticipated that these will be resolved by the end of September.								

Youth Offending								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
Number of first time entrants	To be confirmed	2015-16 140 2016-17 126	Not yet available					
Re-offending rate of young offenders	The re-offending toolkit which will provide data on the re-offending rate is in development. Data should be available by the end of the year.							
Engagement of YOT young people in Education, Training and Employment	To be confirmed	2015-16 59% 2016-17 57%	Not yet available					
Analysis								
<p>Quarter 1 data is not yet available as it comes from the YJB return which is due to be submitted on Monday 31 July 2017. Data will be available shortly afterwards when analysis has been completed.</p> <p>A performance workshop was held with YOT Managers on 26/07/2017 and a performance framework agreed which will be updated monthly. This is in development and will be in place from October 2017. As part of this work it was agreed that the re-offending toolkit would also be developed.</p>								

Safeguarding								
Indicators	Comparators	2016/17 Out-turn	2017-18				Target	Direction of Travel
			Q1	Q2	Q3	Q4		
Number of victims of domestic violence where children are associated with the household	Local Indicator	The source and exact definitions for these indicators need to be identified						
Number of victims of female genital mutilation	Local Indicator							
Number of victims of honour based violence	Local Indicator							
IRO/CP Conference Chairs role in improving social work practice	Local Indicator	This is a qualitative indicator – a precise way of determining this and an appropriate narrative will need to be developed.						
Engagement of parents in LAC reviews	Local Indicator	This indicator is not currently measured locally and will need to be developed						
Initial child protection conferences held within 15 working days of the section 47 start date	Wolves – 93.2% WM – 76.5% SN – 76.5% Eng – 76.7% (2015-16)	79.3% (Provis)	78.6%					➔
% of child protection conferences that should have been reviewed that were	Wolves – 95.4 % WM – 91.8% SN – 93.3% Eng – 93.7% (2015-16)	This indicator is not currently measured locally and will need to be developed						

Analysis

The proportion of initial child protection conferences that were held within 15 days has fallen between 2015-16 and 2016-17 – however, performance remains above that of comparators.

The sources of data for the remaining indicators are being identified and a performance report to ensure that these are monitored each month is in development and will be in place by the end of September.