

Children, Young People and Families Scrutiny Panel

14 November 2018

Time 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny

Venue Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Membership

Chair Cllr Peter O'Neill (Lab)

Vice-chair Cllr Udey Singh (Con)

Labour

Cllr Rupinderjit Kaur
Cllr Obaida Ahmed
Cllr Jasbinder Dehar
Cllr Celia Hibbert
Cllr Asha Mattu
Cllr Beverley Momenabadi
Cllr Rita Potter
Cllr Clare Simm
Cllr Lynne Moran
Cllr Paul Sweet

Conservative

Cllr Simon Bennett

Quorum for this meeting is four Voting Members.

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

PART 1- MEETING BUSINESS ITEMS

- 1 **Apologies**
- 2 **Declarations of interest**
- 3 **Minutes of the previous meeting (5 September 2018)** (Pages 3 - 8)
[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, Young People and Families Scrutiny Panel 2017/18 Draft Work Programme** (Pages 9 - 10)
[Earl Piggott-Smith, Scrutiny Officer, to present report]
- 6 **Draft Budget and Medium Term Financial Strategy 2019-2020** (Pages 11 - 32)
[James Barlow, to present report]
- 7 **Children and Young People Service Improvement Plan - Quarter 2 Update**
(Pages 33 - 100)
[Emma Bennett, Director for Children's Service to present report]

PRE-DECISION SCRUTINY

[To give pre-decision scrutiny to the report

- 8 **Exclusion of press and public**
[To pass the following resolution:

That in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business as they involve the likely disclosure of exempt information on the grounds shown below.]

- 9 **PART 2 - EXEMPT ITEMS, CLOSED TO PRESS AND PUBLIC**
- 10 **Secondary School Expansion Programme 2019-20 and Primary School Provision (report to follow)**

Attendance

Members of the Children, Young People and Families Scrutiny Panel

Cllr Peter O'Neill (Chair)
Cllr Obaida Ahmed
Cllr Jasbinder Dehar
Cllr Celia Hibbert
Cllr Asha Mattu
Cllr Beverley Momenabadi
Cllr Rita Potter
Cllr Clare Simm
Cllr Zee Russell

Co-opted Members

Wolverhampton Youth Council

In Attendance

Cllr Lynne Moran
Cllr Zee Russell

Employees

Andrew Wolverson	Head of Service, People
Rachel King	Head of Service Specialist Support
Adrian Leach	Head of SEND
Dawn Williams	Head of Service Safeguarding
Ruby Hothi	Vulnerable Young Persons Manager

Part 1 – items open to the press and public

Item No. *Title*

- 1 **Apologies**
Apologies were received from the following:

Cllr Rupinderjit Kaur
Cllr Sandra Samuels
Cllr Udey Singh
Cyril Randles
Cllr Simon Bennett
Emma Bennett

2 **Declarations of interest**

There were no declarations of interest recorded.

3 **Minutes of the previous meeting (20 June 2018)**

That the minutes of the meeting held on 20 June 2018 be approved as a correct record and signed by the Chair.

4 **Matters arising**

There were no matters arising

5 **Draft School Accessibility Strategy**

Adrian Leach, Head of Special Educational Needs and Disability (SEND), presented a report for pre-decision scrutiny. The Head of SEND outlined the background to the drafting of Schools Accessibility Strategy document. The Head of SEND advised the panel that there are 850 pupils in special schools and 7,500 pupils with disabilities in mainstream school provision.

There is a statutory duty on City Wolverhampton Council to produce a School Accessibility Strategy.

The Head of SEND outlined the scope and aims of the strategy and explained how the performance of the service will be monitored. The Head of SEND commented that as part of the process members of the public and other groups were invited to take part in a consultation.

The panel were advised that a total 23 written responses were received to the consultation document.

The overall response to the consultation was very positive – an issue highlighted in the response was the need for the strategy to recognise the needs of people with visible and invisible disabilities. The draft was revised to reflect this concern. The Head of SEND commented that the document is expected to have a positive impact on promoting access in schools for pupils with disabilities. The panel were invited the comment on the draft document as part of the consultation process. A summary of the panel member comments is given below:

The panel queried the slow progress in meeting the educational needs of pupils with disabilities aims since the SEN and Disability Act 2001 set out duties and responsibilities on local authorities and schools and later legislation – when considering the comments to the consultation document from parents.

The Head of SEND responded that there is a challenge to the Council in getting academies to meet their duties, but it continues to work with schools to improve their provision. There is also the option for the Council to refer the matter to the Regional Schools Commissioner if there are concerns about a school meeting its responsibilities in respect of existing pupils and future pupils with disabilities.

The panel commented on the need for more staff to be trained in how to support the children with disabilities and the draft report should include a reference to this.

The panel commented that there was concern about the lack of training and support in primary schools – there was also concern about their ability to properly support children with behavioural issues which has sometimes led to them being excluded permanently. The panel suggested the guidance should include a reference to this and evidence that they have taken all reasonable steps to support the children.

The panel discussed the link with the SEND strategy which has been recently updated and suggested that the issue of the professional development of school staff could be presented to a future meeting.

The panel commented on the importance of schools building relationships with parents and highlighted the needs to get their support for the strategy to be successful.

The Head of SEND agreed to note the comments of the panel in the report that will be presented to Cabinet meeting on 17 October 2018.

The Head of SEND wanted to record formally the contribution to the drafting of the report of Henry Gregory (Graduate Management Trainee)

Resolved:

1. The panel comments on the school accessibility strategy document to be included as an appendix to the Cabinet report on 17.10.18.
2. A report on SEND strategy be presented to a future meeting of the panel.

6 **Elective Home Education**

Rachel King, Head of Service Specialist Support, gave a brief outline of the current legislation surrounding the current home education guidance and update on work being done to support parents in Wolverhampton who have decided to home educate their children.

The Head of Service advised the panel about the legal rights of parents to home educate, which the Council cannot refuse. The Head of Service advised the panel of the concerns about the current guidance on home education issued by Government. The Head of Service advised the panel that Department of Education is consulting on proposed changes to the guidance. The results of the consultation and any proposed changes will be published before the end of the 2018.

The Head of Service briefed the panel about the concerns about the current arrangements and supported changes which will give powers to the local authority and allow for more robust monitoring of the quality education that home educated children are receiving. The panel were advised that 269 children were being home educated (2017-18) and a summary of the top reasons for families opting to home educate.

The Head of Service commented on the weaknesses and limitations of the current Elective Home Education legislation – for example, identifying pupils that are being home educated, families who can choose not to engage with the Council and the challenges this presents.

The Head of Service advised the panel that some home educators have successfully home educated their children. However, there was concern that the local authority cannot always be confident that all children in this situation are receiving a good education.

The Head of Service commented on the work done to engage and support parents who choose to home educate and to respond any safeguarding concerns.

The panel discussed the links between children who have either been excluded or not been able to get a place of the preferred choice of school and those who are being home educated. The Head of Service commented that parents are not required to notify the Council if they move to the area and there are children who are not known to the service.

The panel queried if the service was able to get results of children who have completed exams at either GSCE or A Level and was advised that parents are not required to share this information with the council. The service will ask parents known to the service to complete a form to advise them of the outcome, but there is no requirement for them to respond.

The panel discussed the issue of children of travelling families and the work done to monitor their educational progress.

The panel expressed shock that parents who choose to home educate are not required to work with the council and the lack of power of the Council to satisfy themselves that children are getting an appropriate education. The Head of Service advised the panel that there is a legal option to take action for the council if there are concerns about a child.

The panel commented on the United Nations Charter about the right of a child to be educated and how the current policy on home school education meets this obligation.

The panel discussed the role of Ofsted and if they would visit a family being home educated.

The panel were advised that there was no requirement on parents to have a specific training and or qualification before they can home educate a child.

The panel discussed the growth of unregistered schools and if parents were using this option to meet their children's education needs.

Wolverhampton Youth Council expressed their concern about the situation and that there was no legal requirement for a child to attend a school – and commented on the benefits to children of attending school regularly.

The panel were advised that a decision from the Government is expected early next year on their response to the consultation document. A panel member advised that the issue would be raised with her local MP to raise concerns about the current situation of home educated children when it is discussed in parliament.

Resolved:

1. The panel support the concerns highlighted in the report about the children being home educated need for change.
2. The panel support the proposals in the consultation which suggest increasing the powers of the Council to register and monitor the progress of children who are home educated.

7 **Future of Old Fallings Adventure Playground - Briefing Paper**

Andrew Wolverson, Head of Service People, outlined the background to the decision to recommend that it be declared a surplus asset and developed for housing. The Head of Service advised the panel that the site had been extensively vandalised on 25 February 2018 and was now empty. The site requires extensive repairs and have has been secured to prevent further damage. The site has been assessed as being beyond economic repair.

The Head of Service outlined the options for the future use of the site but it has been concluded that the best option was to recommend to Council to dispose of the site. The Council had been in discussions with a special needs group about taking over the site, but the basic running costs were such that it was not considered to be financially viable option.

The panel expressed their sadness about the level of vandalism done to the site and the loss to the community facility which many young people in the past had benefitted from. The panel commented on whether the reduction of staff on the site was considered to be a contributory factor.

The panel with regret supported the proposal to dispose of the site. The panel were advised that a report would be presented to Cabinet Resources Committee in November 2018 for a decision about the future of the site.

Resolved:

The panel agreed to support the proposed disposal of the Old Fallings Adventure Playground due to the extensive vandalism of the site and the lack of alternative funding options.

8 **Children, Young People and Families Scrutiny Panel - Draft Work Programme**

Scrutiny Officer presented the draft panel work programme and invited members to comment. The panel suggested adding an item about the educational requirements for people wanting to apply for an apprenticeship and the support given to people who do not have the necessary grades in English and Maths.

Resolved:

The work programme to be updated to include an item on qualifications for apprenticeships to a future meeting.

9 **Wolverhampton Safeguarding Children Board & Safeguarding Adult Board Annual Report**

Dawn Williams, Head of Safeguarding, briefed the panel about the background to the annual report and explained that the Safeguarding Board is independent of the Council and has representatives of key organisations.

The Head of Safeguarding explained that this version is the first time that the work of the adults and children's boards has been combined into a single report - this change

reflects a recognition of family relationships and need to create appropriate seamless services.

The Head of Safeguarding advised the panel that a number of changes had been made to the layout and content of the report since it was published. The Head of Safeguarding briefed the panel on the changes.

The panel agreed to note the report.

Children, Young People and Families Scrutiny Panel – Draft Work Programme

The panel has responsibility for the following areas:

- Children in need/child protection,
- Looked after children,
- Early help 0-5,
- Early help 5-18,
- Youth offending,
- Children’s Commissioning,
- School planning and resources and standards and vulnerable pupils.

Date of Meeting	Item Description	Lead Report Author	Specific Questions for Scrutiny to consider
16.01.2019	<ul style="list-style-type: none"> • The Vision for School Organisation and School Expansion 	Stephanie Knight School Organisation Officer	
	<ul style="list-style-type: none"> • The provision of SEN at post 16 and presentation self-assessment report on current provision. 	Adrian Leach, Head of Special Educational Needs and Disability	
	<ul style="list-style-type: none"> • Troubled Families Report Update 	tbc	
27.03.2019	TBC		

Long list of topics - dates for presentation and method of scrutiny to be agreed

1. Supporting Unaccompanied Asylum-Seeking Children
2. Mental Health Issues/CAMHS (Emma Bennett/CCG)
3. Unregistered independent schools and out of school settings
4. Youth Justice Plan 2018-2019 – action plan
5. Apprenticeship educational requirements
6. Progress report on school’s expansion
7. Early Help Strategy 2018-2022
8. Children’s Trust Board – briefing paper

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Children, Young People and Families Scrutiny Panel

14 November 2018

Report title	Draft Budget and Medium-Term Financial Strategy 2019-2020	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Paul Sweet Children and Young People Councillor Lynne Moran Education	
Corporate Plan priority	Confident Capable Council	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable Director	Claire Nye, Director of Finance	
Originating service	Strategic Finance	
Accountable employee	Alison Shannon Tel Email	Chief Accountant 01902 554561 Alison.Shannon@wolverhampton.gov.uk

**Report to be/has been
considered by**

Recommendations for decision:

The Panel is recommended to:

1. Provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on Draft Budget and Medium-Term Financial Strategy 2019-2020.
2. Provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on the scrutiny process on the budget.
3. Approve that the Scrutiny Panel response be finalised by the Chair and Vice Chair of the Scrutiny Panel and forwarded to Scrutiny Board for consideration.

1.0 Purpose

- 1.1 The purpose of this report is to seek the Panel's feedback on the Draft Budget and Medium-Term Financial Strategy 2019-2020 that was presented to Cabinet on 17 October 2018. In addition to this, the Panel's feedback is sought on the approach to budget consultation and feedback on the scrutiny process.

2.0 Background

- 2.1 In March 2018, the 2018-2019 Budget and Medium-Term Financial Strategy (MTFS) 2018-2019 to 2019-2020 was presented to Full Council for approval. The Council was able to set a balanced budget for 2018-2019 without the use of General Fund reserves. However, it was projected that the Council would be faced with finding further estimated budget reductions totalling £19.5 million by 2019-2020.
- 2.2 An update on the high-level strategy to address the projected budget challenge of £19.5 million for 2019-2020 was presented to Cabinet on 11 July 2018. At that point, various opportunities including: one-off funding streams, council tax income, the realisation of benefits from existing strategies and directorate budget reduction targets resulted in the identification of £16.2 million towards the projected budget deficit. Cabinet approved the incorporation of the high-level strategy into the Draft Budget and Medium-Term Financial Strategy 2019-2020. Taking this into account, the remaining budget challenge to be identified for 2019-2020 stood at £3.3 million.
- 2.3 Cabinet were provided with a further update in October 2018 which detailed the progress in identifying additional budget efficiencies, budget reduction and income generation opportunities towards directorate budget reduction targets that were incorporated into the high-level strategy. After considering progress against directorate budget reduction targets and emerging pressures, the Council projected that the remaining budget deficit for 2019-2020 was in the region of £6.0 million.
- 2.4 Over the medium term, the Council's resources will continue to be aligned to enable the realisation of the Council's core objectives. However, the high-level budget strategy for 2019-2020 will remain focused on achieving continuous improvement whilst delivering further efficiencies. The strategy will include: exploring alternative business models, a targeted approach to service provision and a risk based approach to budget allocations. The strategy is also to continue to support the independence of individuals and communities, maximising external income, identifying opportunities for further commercialisation and reviewing demand management, which has proved to be an effective approach to identifying deliverable budget reductions.
- 2.5 The Draft Budget and Medium-Term Financial Strategy 2019-2020, attached at Appendix 1, will be considered by Scrutiny Panels during the November/December round of meetings and the feedback from those meetings will be reported to Scrutiny Board on 11 December 2018, which will consolidate that feedback in a formal response to Cabinet on 23 January 2019. The feedback provided to Scrutiny Board will include questions asked by Panel members, alongside the responses received. Cabinet will take into account the

feedback from Scrutiny Board when considering the final budget setting report in February 2019, for approval by Full Council in March 2019.

3.0 Scrutiny Process

3.1 Recognising the scale of the budget challenge faced by the Council, it is acknowledged that certain processes need to be refreshed in order to ensure a long-term approach to medium term financial planning and the pace of delivery of proposals.

3.2 The Panel's view is therefore sought to identify the most appropriate, transparent and informative form of scrutiny of the budget setting process.

4.0 Panel Recommendations

4.1 The Panel are recommended to provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on:

- the Draft Budget and Medium-Term Financial Strategy 2019-2020;
- the Scrutiny budget process;
- any other comments.

4.2 The Panel are also recommended to approve that the Scrutiny Panel response be finalised by the Chair and the Vice-Chair of the Scrutiny Panel and forwarded to Scrutiny Board for consideration.

5.0 Financial implications

5.1 The financial implications are discussed in the body of the report, and in the report to Cabinet.

[MH/06112018/G]

6.0 Legal implications

6.1 The legal implications are discussed in the report to Cabinet.

[TS/06112018/Q]

7.0 Equalities implications

7.1 The equalities implications are discussed in the report to Cabinet.

8.0 Environmental implications

8.1 The environmental implications are discussed in the report to Cabinet.

9.0 Human resources implications

9.1 The human resources implications are discussed in the report to Cabinet.

10.0 Corporate landlord implications

10.1 The Corporate Landlord implications are discussed in the report to Cabinet.

11.0 Schedule of background papers

Draft Budget and Medium-Term Financial Strategy 2019-2020, report to Cabinet, 17 October 2018.

Draft Budget and Medium-Term Financial Strategy 2019-2020, report to Cabinet, 11 July 2018.

2018-2019 Budget and Medium-Term Financial Strategy 2018-2019 to 2019-2020, report to Full Council, 7 March 2018

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 17 October 2018
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Report title	Draft Budget and Medium Term Financial Strategy 2019-2020	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Louise Miles Resources	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable director	Claire Nye, Director of Finance	
Originating service	Strategic Finance	
Accountable employee(s)	Alison Shannon Tel Email	Chief Accountant 01902 554561 alison.shannon@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	9 October 2018

Recommendations for decision:

That Cabinet is recommended to approve:

1. That Budget Reduction and Income Generation proposals amounting to £695,000 in 2019-2020 proceed to the formal consultation and scrutiny stages of the budget process.
2. That Financial Transactions and Base Budget Revisions totalling a net reduction of £4.7 million in 2019-2020 be incorporated into the 2019-2020 draft budget.
3. That authority be delegated to the responsible Director and the Director of Finance to implement Financial Transactions and Base Budget Revisions at the earliest opportunity where the proposal is not reliant on the outcome of formal budget consultation.
4. That authority be delegated to the Cabinet Member for Resources, in consultation with the Director of Finance, to approve the final budget consultation arrangements.

5. That further options are explored between October 2018 and January 2019 to address the updated projected budget deficit of in the region of £6.0 million for 2019-2020 based on the Council's high-level strategy.

Recommendations for noting:

That Cabinet is asked to note:

1. That due to the uncertainty and increasing pressures over the medium term, the overall level of risk associated with the Draft Budget and Medium Term Financial Strategy (MTFS) 2018-2019 to 2019-2020 is assessed as Red for the first time since February 2016.
2. That the updated projected deficit assumes the achievement of budget reduction and income generation proposals amounting to £28.3 million over the two-year period from 2018-2019 to 2019-2020. Over the eight financial years the Council has identified budget reductions in excess of £220.0 million. This continues to be the most significant financial challenge that the Council has ever faced.
3. That the successful recovery of overpaid VAT has been granted at £1.8 million, approximately £200,000 lower than anticipated in the July 2018 report to Cabinet.
4. That due to external factors, budget assumptions remain subject to change. This could therefore result in alterations to the financial position faced by the Council.
5. That there continues to be a considerable amount of uncertainty with regards to future funding streams for local authorities particularly with regarding 2020-2021 onwards. The Comprehensive Spending Review 2020, the Fair Funding Review and potential pressures arising as a result of new responsibilities will impact upon the Council's budget. At the point that further information is known it will be incorporated into future reports to Councillors.
6. That the Council's General Fund Balance remains at £10.0 million; the minimum balance as determined in the Council's approved Reserves and Balances Policy. Emphasis therefore continues to be placed on identifying budget reductions and income generation proposals to meet the projected budget deficit over the medium term.
7. That the 2019-2020 budget timetable will, as in previous years, include an update on all budget assumptions and the Provisional Local Government Settlement which will be presented to Cabinet in January 2019, with the final budget report due to be approved by Full Council in March 2019.
8. The HR implications as outlined in the report and that reductions in employee numbers will be achieved in line with the Council's HR policies.

1.0 Purpose

- 1.1 The purpose of this report is to provide Councillors with an update on progress towards identifying additional budget reduction proposals in order to address the projected £19.5 million budget deficit for 2019-2020 as reported to Cabinet in July 2018.
- 1.2 This is the second report of the financial year on the Draft Budget and the Medium Term Financial Strategy (MTFS) for the period to 2019-2020 and provides an update on some key factors, the timetable for the budget process and the risks in relation to them.

2.0 Background and Summary

- 2.1 The 2018-2019 Budget and Medium Term Financial Strategy (MTFS) 2018-2019 to 2019-2020 was presented to Full Council for approval on 7 March 2018. The Council was able to set a balanced budget for 2018-2019 without the use of General Fund reserves. However, it was projected that the Council would be faced with finding further estimated budget reductions totalling £19.5 million by 2019-2020.
- 2.2 It is important to note that the updated projected budget deficit assumes the achievement of budget reduction and financial transaction proposals amounting to £28.3 million over the two-year period from 2018-2019 to 2019-2020.
- 2.3 In March 2018, Full Council approved that work started immediately to identify budget reductions to deliver the £19.5 million projected budget deficit in 2019-2020, with an update on progress to be reported to Cabinet in July 2018.
- 2.4 It should be noted that due to external factors, budget assumptions remain subject to change. This could therefore result in alterations to the financial position faced by the Council.
- 2.5 Since the 2018-2019 budget was set, work has been ongoing across the Council to identify opportunities and cross-cutting strategies to support the budget strategy for 2019-2020.
- 2.6 An update on the high-level strategy to address the projected budget challenge of £19.5 million for 2019-2020 was presented to Cabinet on 11 July 2018. At that point, various opportunities including: one-off funding streams, council tax income, the realisation of benefits from existing strategies and directorate budget reduction targets resulted in the identification of £16.2 million towards the projected budget deficit. Cabinet approved the incorporation of this high-level strategy into the Draft Budget and Medium Term Financial Strategy 2019-2020. Taking this into account, the remaining budget challenge to be identified for 2019-2020 stood at £3.3 million.

- 2.7 Work has continued during the second quarter of this financial year to identify additional budget efficiencies, budget reduction and income generation opportunities to meet the directorate budget reduction targets and to also address the projected remaining budget deficit in 2019-2020, amounting to £3.3 million.
- 2.8 This report provides an update on progress since July 2018 and details the pressures that the Council currently faces.

3.0 Budget Strategy 2019-2020 and the Medium Term

- 3.1 The Council's strategic approach to address the budget deficit continues to be to align resources to the Council's Corporate Plan 2016-2019.
- 3.2 The Council will soon be undertaking a review of the Corporate Plan 2016-2019 and will be developing the Council's Corporate Plan 2020-2025. Over the medium term, resources will continue to be aligned to enable the realisation of the Council's core objectives of achieving:
- a Stronger Economy to provide inclusive growth,
 - Stronger Communities to build resilience,
 - a Stronger Organisation focused on organisational development.
- 3.3 Investment in the future is essential to achieve the Council's Corporate Plan and also the City Vision.
- 3.4 Since the 2018-2019 budget was set in March 2018, work has been ongoing to identify a high-level strategy to address the projected budget challenge of £19.5 million for 2019-2020.

Proposals for 2019-2020

- 3.5 In July 2018, a number of proposals were presented to Cabinet for approval to address the projected budget deficit for 2019-2020. Proposals were classified as:
- one off funding streams,
 - realisation of benefits from existing strategies,
 - directorate budget reduction targets.
- 3.6 Since the last update to Cabinet in July 2018, further detailed work has continued to take place to develop the proposals reported to Cabinet at that point in time. As a result of this detailed work, there have been some revisions to these proposals, as detailed in the paragraph below.
- 3.7 In July 2018, Cabinet were informed of a recent ruling by the European Court of Justice which had raised the possibility of avoiding the need to charge VAT on some activities where the Council charged the standard 20%. Partners were engaged to lodge a claim on behalf of the Council for overpaid VAT which was anticipated to be in the region of £2.0 million from July 2007 to March 2018. The successful recovery of overpaid VAT has been granted at £1.8 million, approximately £200,000 lower than anticipated.

Directorate Budget Reduction Targets

- 3.8 Directorates were allocated budget reduction targets for 2019-2020 in July 2018. Work has taken place during the second quarter of the financial year to further develop and identify new proposals towards the directorate level budget reduction targets for 2019-2020. Progress against these targets is detailed in the table below:

Table 1 – Directorate Budget Reduction Progress against Target

Directorate	Directorate Target £000	Total of Proposals £000	Variation (Over)/Under £000
Place	(2,000)	(1,272)	728
People (including Public Health)	(2,000)	(2,061)	(61)
Corporate Services (including Education)	(1,500)	(2,092)	(592)
Total	(5,500)	(5,425)	75

- 3.9 As can be seen from the table above, the Council has identified a total of £5.4 million of proposals towards the directorate budget reduction targets. This represents significant progress towards the projected budget deficit for 2019-2020. Nevertheless, work will continue to develop new ideas to generate further efficiencies across the Council.
- 3.10 The proposals have been classified into those upon which the outcome of formal budget consultation is required – Budget Reduction and Income Generation proposals – and proposals which can be implemented without reliance on the outcome of formal budget consultation – Financial Transactions and Base Budget Revisions. Further details can be found in Appendices 1 and 2 to this report.
- 3.11 A significant amount of proactive work has been undertaken to review fee structures, invest in technology, review contract management and consider alternative delivery models. As a result of this, the Council has been able to generate £4.7 million of proposals which can be implemented without reliance on the outcome of formal budget consultation. These proposals are classed as Financial Transactions and Base Budget Revisions.
- 3.12 The Council has also identified a total of £695,000 Budget Reduction and Income Generation proposals.
- 3.13 It is proposed that Cabinet approve that the Budget Reduction and Income Generation proposals amounting to £695,000 in 2019-2020 proceed to the formal consultation and scrutiny stages of the budget process. The outcome of budget consultation and scrutiny will be reported to Cabinet in February 2019.
- 3.14 Included within the identified directorate proposals above, there are a number of proposals in the Public Health and Wellbeing portfolio that have been identified to offset a £548,000 reduction in Public Health grant income that will be realised in 2019-2020. Further details on those proposals can be found in Appendices 1 and 2.

- 3.15 Further details for individual proposals are available on the Council's website using the following link <http://www.wolverhampton.gov.uk/financialstrategy>
- 3.16 When reviewing grant income streams, service areas work to ensure that efficiencies are identified within the area so that the application of grant funding is maximised. This has been an area of focus particularly within the Education service.
- 3.17 Following the positive General Fund revenue outturn position for 2017-2018, it is proposed that proactive financial management across the Council is encouraged to identify efficiencies and mitigating actions to achieve underspends in 2018-2019.
- 3.18 In order to secure the benefit of Financial Transaction and Base Budget Revision proposals at the earliest opportunity, it is proposed that Cabinet delegate authority to the responsible Director and the Director of Finance to implement Financial Transactions and Base Budget Revisions where the proposal is not reliant on the outcome of formal budget consultation. Where possible this will be implemented in 2018-2019 to realise the benefit.

4.0 Update on Key Factors

- 4.1 The assumptions used in the preparation of the budget and Medium Term Financial Strategy (MTFS) remain under constant review and update.
- 4.2 In July 2018, Cabinet were asked to note emerging pressures within the Looked After Children, Visitor Economy and Corporate Landlord services, following overspends in 2017-2018 as reported in the Revenue Outturn 2017-2018 report. Those service areas continue to be kept under review, however it is anticipated that budget pressures totalling a cumulative £3.8 million will be prevalent in 2019-2020, therefore increasing the projected budget deficit in that year.
- 4.3 In addition to this, on 2 February 2018 the Ministry of Housing, Communities and Local Government issued new Statutory Guidance on Local Government Investments and Minimum Revenue Provision (MRP). The majority of the guidance on MRP is effective from 1 April 2019, however the guidance is currently under review to identify any necessary changes to the Council's strategies and any consequential budget pressure that may arise.
- 4.4 Whilst the Government have recently announced additional monies in 2018-2019 for the Council to address winter pressures; the final allocation has not yet been confirmed. It is anticipated, based on current financial modelling, that there may be additional adult social care pressures over the medium term. This will be to be kept under review, with further updates provided to Cabinet in due course.
- 4.5 During the Autumn, a detailed review will be undertaken to verify all the assumptions and forecasts in the MTFS. This will include an analysis of pay and non-pay inflation.

5.0 High-Level Strategy for 2019-2020

- 5.1 Taking into account the progress against directorate budget reduction targets and emerging pressures, detailed above, and early work on the analysis of MTFS assumptions, it is anticipated that the projected remaining budget deficit for 2019-2020 will be in the region of £6 million.
- 5.2 Over the medium term, the Council's resources will continue to be aligned to enable the realisation of the Council's core objectives, as detailed in paragraph 3.2. However, the high-level budget strategy for 2019-2020 will remain focused on achieving continuous improvement whilst delivering further efficiencies. The strategy will include: exploring alternative business models, a targeted approach to service provision and a risk based approach to budget allocations. The strategy is also to continue to support the independence of individuals and communities, maximising external income, identifying opportunities for further commercialisation and reviewing demand management, which has proved to be an effective approach to identifying deliverable budget reductions.
- 5.3 An update on the budget position based on the high-level strategy will be presented to Cabinet for consideration in January 2019.
- 5.4 It is important to note it is anticipated that the remaining budget deficit for 2019-2020 will be achieved without calling upon the General Fund reserves. Confident Capable Council Scrutiny Panel have approved that the Specific Reserves Working Group meet again in 2018-2019 to review and scrutinise earmarked reserves as part of the budget setting process for relevance and adequacy, in line with the Council's financial procedure rules.
- 5.5 Due to the uncertainty, the Council currently faces, it is difficult to establish a medium term financial strategy beyond 2019-2020, however work has been ongoing to project a forecast medium term position. At the point of writing, it is projected that the medium-term budget challenge could be in the region of £40-50 million over the next five years. This continues to represent the most significant financial challenge that the Council has faced. Service areas across the Council will continue to develop budget efficiencies, service transformation and income generation proposals in order to meet the budget challenge. Cabinet will be provided with budget update reports in due course documenting progress towards bridging this gap.
- 5.6 Recognising the scale of the challenge, processes will be refreshed, including maximising the benefit of the scrutiny process, to ensure a long-term approach to medium term financial planning and the pace of delivery of proposals.

Council Tax

- 5.7 In the provisional settlement for 2018-2019, the Government announced a change to the referendum limit on Council Tax increases in 2018-2019 and 2019-2020 from 1.99% to 2.99%. This would therefore enable the Council to increase Council Tax by a maximum of 4.99% in 2019-2020; the sum of 2.99% Council Tax increase plus a 2% adult social care precept.

- 5.8 The Budget and MTFFS 2018-2019 to 2019-2020 approved by Full Council on 7 March 2018 assumes an increase in Council Tax of 1.99%, in addition to the Government's social care precept of 2%, totalling 3.99% for 2019-2020. Taking into account the change in the referendum limit, it is proposed that consideration be given to increasing Council Tax by a further 1% in 2019-2020 to 2.99% as part of the 2019-2020 budget consultation process. It is forecast that funds in the region of £1.0 million could be realised in 2019-2020, if Council Tax were to be raised by an additional 1%. The funds generated would support the delivery of key services.
- 5.9 As discussed above, the budget consultation process will include the opportunity for Wolverhampton citizens to comment on council tax increases and will seek views on further potential amendments to council tax and the adult social care precept, should the Government provide further opportunity to levy charges.

6.0 Future Uncertainties

- 6.1 As reported to Cabinet on 20 February 2018, it is important to note that there continues to be a considerable amount of uncertainty with regards to future funding streams for local authorities particularly regarding 2020-2021 onwards. The Comprehensive Spending Review 2020, the Fair Funding Review and potential pressures arising as a result of new responsibilities will all impact upon the Council's budget.
- 6.2 On 30 May 2018, the Government released a briefing paper which provided an update on business rates retention, the Government's proposals for changes to the local government finance system and the Fair Funding Review.
- 6.3 The briefing paper indicated that the Fair Funding Review will be implemented on 1 April 2020. It is anticipated that a series of technical consultations will be published mid-2018, with broad outlines of the new system available by winter 2018. Indicative numbers, comprising of individual local authority allocations following implementation are expected to be made available by summer 2019, with final numbers available later that year.
- 6.4 In addition to this, it was recently announced that the Government have delayed the publication of the Adult Social Care Green Paper until autumn 2018 so that it can be integrated with the new NHS plan, further adding to the uncertainty faced by the Council. However, it should be noted that the Government has recently announced additional monies for the Council in 2018-2019 to address winter pressures; the final allocation has not yet been confirmed.
- 6.5 The Chancellor of the Exchequer has announced that the 2018 Autumn Budget Statement will be delivered on 29 October 2018. It is hoped that some certainty with regards to future funding streams will be provided.
- 6.6 It is important to note that due to external factors and future uncertainties, budget assumptions remain subject to change. This could therefore result in alterations to the financial position faced by the Council.

7.0 General Fund and Earmarked Reserves

- 7.1 The Council's General Fund reserve remains at £10.0 million; the minimum balance as determined in the Council's approved Reserves and Balances Policy. Emphasis therefore continues to be placed on identifying budget efficiencies, budget reductions and income generation proposals to meet the projected budget deficit over the medium term.
- 7.2 As detailed in the high-level strategy above, the remaining budget deficit for 2019-2020 will be achieved without calling upon the General Fund reserves.
- 7.3 It is important to note however, as in previous years, earmarked reserves will be reviewed and scrutinised as part of the budget setting process for relevance and adequacy, in line with the Council's financial procedure rules.

8.0 Budget Risk Management and Timetable

- 8.1 A summary of the 2019-2020 budget setting process timetable is detailed in the table below:

Table 2 – Budget Timetable

Milestone	Deadline
Draft Budget and Medium Term Financial Strategy (MTFS) 2019-2020 report to Cabinet	17 October 2018
Formal Budget Consultation and Scrutiny	19 October – 31 December 2018
Budget Update Report following the Local Government Finance Settlement to Cabinet	23 January 2019
Final Budget Report 2019-2020 to Cabinet	20 February 2019
Full Council Approval of Final Budget 2019-2020	6 March 2019

- 8.2 As part of the budget consultation process there will be four evening meetings at various venues in Wolverhampton, as detailed in Appendix 3, as well as a breakfast meeting with business representatives and three other meetings with community groups.
- 8.3 As in previous years an online survey will be used to support the consultation process. Paper copies of the survey will also be made available.
- 8.4 It is recommended that Cabinet approve that authority be delegated to the Cabinet Member for Resources in consultation with the Director of Finance to approve the final budget consultation arrangements.
- 8.5 It is important to note, that the overall level of risk associated with the Draft Budget and Medium Term Financial Strategy (MTFS) 2018-2019 to 2019-2020 is assessed as Red for the first time since February 2016. The following table provides a summary of the risks associated with the MTFS, using the corporate risk management methodology.

Table 3 - General Fund Budget Risks 2018-2019 – 2019-2020

Risk	Description	Level of Risk
Medium Term Forecasting	Risks that might materialise as a result of the impact of non-pay inflation and pay awards, uptake of pension auto enrolment, and National Living Wage.	Amber
Service Demands	Risks that might materialise as a result of demands for services outstretching the available resources. This risk often applies to adults and children's social care.	Red
Identification of Budget Reductions	Risks that might materialise as a result of not identifying budget reductions due to limited opportunity to deliver efficiencies.	Amber
Budget Management	Risks that might materialise as a result of the robustness of financial planning and management, in addition to the consideration made with regards to the loss of key personnel or loss of ICTS facilities	Green
Transformation Programme	Risks that might materialise as a result of not delivering the reductions incorporated into the budget and not having sufficient sums available to fund the upfront and one-off costs associated with delivering budget reductions and downsizing the workforce.	Amber
Reduction in Income and Funding	<p>Risks that might materialise as a result of the Final Local Government Finance Settlement.</p> <p>Risks that might materialise as a result of income being below budgeted levels, claw back, reduction to government grant or increased levels of bad debts.</p> <p>The risk of successful appeals against business rates.</p>	Red
Third Parties	Risks that might materialise as a result of third parties and suppliers ceasing trading or withdrawing from the market.	Amber
Government Policy	Risks that might materialise as a result of changes to Government policy including changes in VAT and taxation rules, the impact of exiting the European Union and, in particular, from the Care Bill.	Amber

9.0 Evaluation of alternative options

- 9.1 In determining the proposed high level budget strategy for 2019-2020, consideration has been made to the deliverability of budget reduction and income generation proposals and budget pressures. If we were to not implement the budget strategy as proposed in this report, alternative options would need to be identified in order for the Council to set a balanced budget in 2019-2020. This may therefore potentially impact upon service provision.

10.0 Reasons for decisions

- 10.1 It is recommended that the high-level budget strategy for 2019-2020, including Financial Transactions, Budget Reduction and Income Generation Proposals, as set out in this report, is approved by Cabinet for formal budget consultation and scrutiny where necessary. Cabinet will be provided with an update following formal budget consultation and scrutiny in the Draft Budget and Medium Term Financial Strategy 2019-2020 report which will be presented to Cabinet in February 2019. In approving this strategy, the Council will be working towards identifying options to be able to set a balanced budget for 2019-2020.

11.0 Financial Implications

- 11.1 The financial implications are discussed in the body of the report.

[MH/08102018/Y]

12.0 Legal Implications

- 12.1 The Council's revenue budgets make assumptions which must be based on realistic projections about available resources, the costs of pay, inflation and service priorities and the likelihood of achieving any budget reduction proposals.
- 12.2 The legal duty to spend with propriety falls under S.151 Local Government Act 1972 and arrangements for proper administration of their affairs is secured by the S.151 Officer as Chief Financial Officer.
- 12.3 Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to report to the Council when it is making the statutory calculations required to determine its Council Tax. The Council is required to take this report into account when making its budget decision. The Chief Financial Officer's report must deal with the robustness of the budget estimates and the adequacy of the reserves for which the budget provides. Both are connected with matters of risk and uncertainty. They are inter-dependent and need to be considered together. In particular, decisions on the appropriate level of Reserves should be guided by advice based upon an assessment of all the circumstances considered likely to affect the Council.

- 12.4 The relevant guidance concerning reserves is Local Authority Accounting Panel Bulletin 77, issued by CIPFA in November 2008. Whilst the Bulletin does not prescribe an appropriate level of reserves, leaving this to the discretion of individual authorities, it does set out a number of important principles in determining the adequacy of reserves. It emphasises that decisions on the level of reserves must be consistent with the Council's MTFs, and have regard to the level of risk in budget plans, and the Council's financial management arrangements (including strategies to address risk).
- 12.5 In addition, Section 114 of the Local Government Finance Act 1988 requires the Chief Financial Officer to '**...make a report ... if it appears to her that the Authority, a committee or officer of the Authority, or a joint committee on which the Authority is represented**':
- a. has made or is about to make a decision which involves or would involve the Authority incurring expenditure which is unlawful,
 - b. has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the Authority, or
 - c. is about to enter an item of account the entry of which is unlawful.
- 12.6 The Chief Financial Officer of a relevant Authority shall make a report under this section if it appears to her that the expenditure of the Authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.
- 12.7 These statutory requirements will have to be taken into account when making final recommendations on the budget and council tax requirement for 2019-2020.
[RB/05102018/Q]

13.0 Equalities implications

- 13.1 The development of the various budget reduction proposals includes an initial equalities screening for each proposal and, where necessary, a full equalities analysis will be completed before the final draft budget is presented to Cabinet in February 2019 and Council in March 2019. This will also include a cumulative analysis of the various proposals to ensure Councillors can pay due regard to the equalities impact of their budget decisions.

14.0 Human resources implications

- 14.1 In line with the Council's statutory duties as an employer under the Trade Union Labour Relations (Consolidation) Act 1992, an HR1 form was issued to the Secretary of State for Business, Innovation and Skills identifying the intention to reduce employee numbers by up to 500 across the Council in the period 1 April 2018 up to 31 March 2019.

- 14.2 A new HR1 will be issued with effect from the 1 April 2019 up to 31 March 2020 identifying that a further 500 jobs may need to be put at risk of redundancy throughout this period.
- 14.3 The numbers included in an HR1 include posts held by colleagues who, as part of business review, redesign and/or restructure, need to be included, as they will be placed at risk of redundancy. However, many of these employees can apply and be offered jobs in any new structure or elsewhere in the organisation and therefore the number of employees leaving the authority is always anticipated to be lower than the numbers put at risk and declared on an HR1.
- 14.4 As detailed in the report, budgetary savings will also be made through efficiencies with new and smarter ways of working and transformation initiatives. Income generation will also be key.
- 14.5 Reductions in employee numbers will be achieved in line with the Council's HR policies. Compulsory redundancies will be mitigated as far as is possible through seeking voluntary redundancies in the first instance, and through access to redeployment.
- 14.6 The Council will ensure that appropriate support is made available to employees who are at risk of and selected for redundancy, and will work with partner and external agencies to provide support. Budget reduction targets to move service delivery from direct Council management to private, community or third sector providers may have implications under the TUPE regulations. If TUPE were to apply, appropriate consultation with relevant Trade Unions and affected employees, would take place.
- 14.7 There is on-going consultation with the trade unions on the impact of the Council's budgetary position and the targets being made to meet the challenges posed by it. [HR/DP/068]

15.0 Schedule of Background Papers

Cabinet – 11 July 2018 '[Draft Budget and Medium Term Financial Strategy 2019-2020](#)'

Cabinet – 11 July 2018 '[Revenue Budget Outturn 2017-2018](#)'

Cabinet – 11 July 2018 '[Reserves, Provisions and Balances 2017-2018](#)'

Council – 7 March 2018 '[2018-2019 Budget and Medium Term Financial Strategy 2018-2019 to 2019-2020](#)'

Budget Reduction and Income Generation Proposals by Cabinet Portfolio

Children and Young People

Proposal Title	Directorate	2019-2020 £000
Child & Adolescent Mental Health Service Tier 3 funding to Black Country Partnership Foundation Trust	People	(137)
Supervised Contact Centre Provision for Children and Young People	People	(40)

City Assets and Housing

Proposal Title	Directorate	2019-2020 £000
Review provision of One Stop Toilet at Mander Centre	Place	(80)

Budget Reduction and Income Generation Proposals by Cabinet Portfolio

City Environment

Proposal Title	Directorate	2019-2020 £000
Review of residents parking schemes	Place	(20)
Review the maintenance and routine cleaning of illuminated road signs	Place	(30)
WV Active Catering Offer	Corporate	(100)

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Public Health and Wellbeing

Proposal Title	Directorate	2019-2020 £000
Integration of Public Health Service Contracts*	People	(288)

* budget reduction proposal to offset reduction in grant income

Financial Transaction and Base Budget Revisions by Cabinet Portfolio

Cabinet Portfolio	2019-2020 £000
Leader	71
Adults	907
Children and Young People	415
City Assets and Housing	420
City Economy	136
City Environment	740
Education and Skills	646
Governance	297
Resources	824
Total	4,456
Public Health and Wellbeing*	274

* financial transaction to offset reduction in grant income

Budget Consultation Meetings

Venue	Date	Time
Bantock Tractor Shed	25 October 2018	6-8pm
Low Hill Community Centre	1 November 2018	6-8pm
Bob Jones Community Hub	13 November 2018	6-8pm
Bilston People's Centre	15 November 2018	6-8pm

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Children, Young People and Families Scrutiny Panel

11 November 2018

Report title	Children and Young People Service Improvement Plan 2018-2019 Quarter 2 Update	
Cabinet member with lead responsibility	Councillor Paul Sweet Children and Young People	
Wards affected	All	
Accountable director	Emma Bennett, Director of Children's Services	
Originating service	Children and Young People	
Accountable employee(s)	Louise Haughton	Principal Social Worker
	Tel	01902 553130
	Email	Louise.haughton@wolverhampton.gov.uk
Report to be considered by	Children Leadership Team	25 October 2018

Recommendation(s) for action or decision:

The Scrutiny Panel is recommended to:

1. Consider and challenge progress on delivery of the 2018-2019 Children and Young People Service Improvement Plan.

1.0 Purpose

- 1.1 This report provides a progress update on delivery against the 2018-2019 Children and Young People Service Improvement Plan to the end of quarter two (Appendix One). A performance report is also attached (Appendix Two).

2.0 Background

- 2.1 The vision for Children and Young People Services is to develop respectful and empowering relationships with children, young people and families, to ensure children are at the centre of everything that we do and to have high aspirations and high expectations of our staff and the families with whom we work.
- 2.2 The Children and Young People Improvement Plan was approved by Strategic Executive Board on 5 June 2018 and Scrutiny Panel for Children and Young People on 20 June 2018.
- 2.3 The plan is broken down by service area (with abbreviated references numbers) and each area's Head of Service has overall responsibility for delivering the actions identified for their area. Progress against delivery of the plan is updated quarterly by the Children and Young People leadership team. A covering report on the progress of the plan is submitted to the Children and Young People leadership team and Children, Young People and Families Scrutiny Panel after quarter two (November 2018) and at the end of the year for quarter four (June 2019).
- 2.4 Please note that the heading of "Looked After Children" from the previous submitted report has now been changed to "Children and Young People in Care" and any reference to "LAC" has been removed, as per the request of the Children in Care Council.

3.0 Progress against 2018-2019 Improvement Plan (Appendix One)

- 3.1 At the end of the second quarter, most actions are on track and some have been completed.
- 3.2 The audit framework has been revised and a pilot took place in September 2018 (**PMQA 1.4, 3.2**). It is planned that during practice weeks, which will take place twice per year, senior managers and members of the Quality and Improvement Team will spend a full week within teams. The practice weeks will consist of completing case file audits, observing practice (team meeting, conferences, meetings with families, etc.) and sitting next to employees in the team room talking about cases, case decision, and getting an overall feeling of how members of staff feel about working for the City of Wolverhampton Council.
- 3.3 The pilot of this was received very positively and the first full week will take place in November 2018. Further practice weeks will then follow on from February 2019. Because of this new framework, it has been agreed that the audit champion role (**PMQA 3.1**) will be disbanded.

- 3.4 The service is on track to increase the take-up of funded two and three-year-old nursery places as this service continues to be promoted to ensure that families who qualify for this service are aware of the offer. Additionally, there is a full-time worker within Early Intervention who helps parents obtain employment. In line with this, the service is working closely with housing to reduce the number of families facing homelessness/eviction (**EI 4.1**).
- 3.5 There has been improvement in the take-up of family group conferencing for families who have an unborn baby subject to a child protection plan (**SSS 1.2**) as well as for families where young people are accessing short breaks at Upper Pendeford Farm (**SSS 1.3**). Uptake of the offer is 83% in the quarter two (50% in quarter one) and 30% in quarter two (8% in quarter one) respectively. While there is still room for improvement, this shows a positive change. The service is hoping that by targeting the most appropriate families, the use of family group conferencing can help families to find solutions which will lead to better outcomes.
- 3.6 While the necessary policies and procedures for Keys to Inspiration Children and Young People in Care Assessment Centre have been completed (**SSS 3.4**) a delay in getting Ofsted registration has delayed the hiring and opening processes (**SSS 3**).
- 3.7 An interim service manager was appointed in October 2018 who will review every child/young person who is subject to a child in need or child protection plan to ensure that the current level of intervention is appropriate (**CiN/CP 1.1**).
- 3.8 Early Permanency continues to be a focus and this financial year we have approved an additional 11 connected carers (**CiN/CP 3.2**) and there have been 11 revocations of care orders where children were placed with their parents (**CYPIC 1.3**). This has allowed children and young people to remain in their families or with family friends with minimal or no social work intervention.
- 3.9 The Inclusion Support service is focused on ensuring that all Wolverhampton schools are trained in the "Getting it Right" approach, which will help delegates identify children and young people who have social, emotional and mental health needs (**IS 2.1**). As of the end of the second quarter, six courses have been offered and 140 delegates from 38 different schools have been trained. This has been viewed as a positive opportunity by 99% of delegates.
- 3.10 A priority of the Children and Young People in Care service is to enable children and young people to live safely within families without ongoing social work intervention (**CYPIC 1**). We are moving in the right direction regarding the number of Special Guardianship Orders successfully applied for (seven so far this year **CYPIC 1.1**).
- 3.11 The Youth Offending Team are actively engaged with the Safer Wolverhampton Partnership in the development of the new Serious Violence & Exploitation strategy. This work, alongside other partnership working relationships, is leading to a greater

coordination between Children's Services and organisations working with gang affected young people and families (**YOT 3.1**).

- 3.12 A key priority for the safeguarding service is to ensure that the voice of the child is evident within children and young people in care reviews (**SG 2**). To do this, a pilot of a new children and young people in care review process, including updated paperwork, is underway. It is anticipated that the new process and paperwork will be rolled out around April 2019.
- 3.13 The workforce development plan has been reviewed to ensure that it supports the development of a capable and competent workforce (**WFD 1**). This action has been completed apart from ongoing work to develop an approach to working with teenagers (**WFD 1.3**), for which work is in progress.
- 3.14 The service is continuing to work toward embedding restorative practice across the workforce (**WFD 2**). The People Leadership Team have received training (**WFD 2.2**) and work continues to fully embed Restorative Practice principles and practice throughout the service.
- 3.15 There are three areas which have been marked as "amber", or at risk of not being completed within the agreed upon timescales.
- 3.16 **PMQA 1.1 and 1.2** are around using performance data alongside audit findings in order to align qualitative audit findings with performance data. Work is underway to complete audits through a SharePoint site which will allow audit findings to be immediately incorporated into the performance dashboard which will achieve these objectives.
- 3.17 The service will use video examples to further embed restorative practice across the workforce. Videos of a mock supervision and mock family meeting have been recorded (**WFD 3.3**) but communications still need to edit the videos to ensure they ready for publication.

4.0 Financial implications

- 4.1 There are no direct financial implications as a result of this report.
- 4.2 Any costs associated with the improvement plan will be contained within existing budgets within the Children and Young People's Service area.
[NM/23102018/Z]

5.0 Legal implications

- 5.1 There are no direct legal implications arising from the report.
TC/25102018/Z

6.0 Equalities implications

6.1 The Children and Young People Service provides support to the whole community, including the full range of diverse groups. The Improvement Plan highlights how the City of Wolverhampton Council will ensure that the workforce is highly skilled and has the knowledge and resources needed provide a high-quality service to the community.

7.0 Environmental implications

7.1 There are no environmental implications arising from this report.

8.0 Human resources implications

8.1 Parts of the improvement plan are dependent upon recruitment and/or retention. However, there are no other human resources implications.

9.0 Corporate landlord implications

9.1 There are no Corporate Landlord implications arising from this report.

10.0 Health and Wellbeing Implications

10.1 The Children and Young People service improvement plan aims to support improved outcomes, therefore improved wellbeing, for children, young people and families who require help and support.

11.0 Schedule of background papers

11.1 Report to Scrutiny—20 June 2018. Children and Young People Service Improvement Plan: 2017-2018 - Update on Progress and 2018-2019 Improvement Plan.

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Children & Young People Service Improvement Plan 2018-2019— Update for Quarter 2

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 to enable change where needed. Parents and carers will have their views considered. 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.

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What will we measure?

Quality & Effectiveness of Practice	Number of case audits undertaken Outcome of case audits undertaken Outcome of self-evaluation Outcome of regular dip sampling across services
Workforce	Staff Turnover Vacancy Rates Agency Rates Caseload Supervisions which have taken place over one month in CiN/CP/Children and Young People in Care/Children and Young People in Care Transitions
Early Intervention	Number of jointly worked Early Help Assessments with partner agencies EYFS narrowing the gap between City of Wolverhampton Council and comparators (statistical and regional neighbours) The number of identified and claimed Troubled Families The number of Troubled Families who have made significant sustained changes (not coming back in the service within the year)
Specialist Support Service	The number of referrals to Specialist Support and how many of those referred took up the offer and engaged with the service The number of children/young people supported by Specialist Support who have come into care and number who have remained out of care The number of children/young people supported who have come into care and are placed with parents or with Connected Persons The number of children/young people/families have had repeat referrals after being supported by Specialist Support Services
Children in Need/Child Protection	The number of Child Protection cases which have been closed within three months of the plan A1 indicator run for Adoptions and Special Guardianship Orders The number of children/young people reaching early permanence
Children and Young People in Care	The number of Special Guardianship Orders achieved Net increase in internal foster carers Increase of Care Leavers in Education, Employment and Training
Inclusion Support	Number of permanent exclusions
HeadStart	The number of families who access Zumos The number of families who access HeadStartonline
Youth Offending Team	Number of out of court disposals Number of young people involved in YOT who are in Education, Employment and Training
Safeguarding	The number of children and young people who have participated in their Children and Young People in Care reviews The number of parents who have participated in Children and Young People in Care reviews—From Quarter 3 The number of MASH contacts that translate to No Further Action The number of Early Help Assessments

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
AREA: PMQA PERFORMANCE MANAGEMENT AND QUALITY ASSURANCE					
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 42</p> <p>PMQA 1</p>	<p>Bring together performance and quality assurance information to allow greater insight and analysis of the quality of frontline practice.</p>	<p>PMQA 1.1 Bi-annual audit report will reflect the self-evaluation framework and incorporate performance data.</p>	<p>30 November 2018 Louise Haughton</p>	<p>PowerBi has been created for Children’s Social Care. Going forward, audit judgements will go straight to insight and performance and be included in performance dashboards. In 2017-2018 35% of audits were rated “good”. In the 1st Quarter of 2018-2019, this was 50% and in the 2nd Quarter this was 67%.</p>	<p>Audit reports will support social workers and managers throughout the system to gain a clear picture of how services are improving outcomes for children by analysing statutory compliance data and qualitative information gathered through the audit process. This will contribute to improved practice and a greater number of audits achieving a ‘Good’ judgement.</p>
		<p>PMQA 1.2 The monthly performance report will reference relevant audit findings.</p>	<p>30 November 2018 James Amphlett</p>	<p>We have requested a SharePoint form to be created by ICT. This will allow us to automate performance analysis against file audits. We are awaiting information of when ICT will complete this work. As this is a task which requires a great deal of work from ICT, where there</p>	<p>The performance report will evidence work that has been undertaken to improve services and demonstrate the impact of this work to ensure the feedback loop is closed.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 43				<p>is a waiting list the timescale has been extended to allow for this work to take place.</p> <p>It his hoped that this will be in place for the November Practice Weeks.</p>	
		<p>PMQA 1.3 Meet with Heads of Service to incorporate a qualitative review of practice into all performance meetings.</p>	<p>Proposal to performance meeting in November 2018.</p> <p>Louise Haughton James Amphlett</p>	<p>This is on track to deliver within timescales.</p>	<p>Heads of Service will have opportunities to discuss case work and develop a shared understanding of what practice looks like and what needs to happen to improve the quality of services for children and young people.</p>
		<p>PMQA 1.4 Embed senior management practice days.</p>	<p>30 June 2018</p> <p>Louise Haughton</p>	<p>A review of the Audit Framework has been completed, and it is agreed that senior managers will complete two practice weeks each year. A two-day pilot took place over the 26-27 September where the feedback was positive. A full week will take place in November and it is planned that practice</p>	<p>Senior managers have a firsthand understanding of what frontline practice in their area of service is like.</p> <p>Employees experience greater senior management presence and are able to discuss cases and practice in an informal setting. This will result in improved relationships between senior managers and frontline workers as</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		<p>PMQA 1.5 Review performance framework against new priorities and the self-evaluation to ensure managers have clear line of sight to frontline practice</p>	<p>30 June 2018 James Amphlett</p>	<p>weeks will take place twice/year going forward; in February and September. Complete</p>	<p>evidenced in employee surveys. Senior managers have the information they need to be provided with assurance that frontline practice is safe and improves outcomes for children.</p>
<p>PMQA 2 Page 44</p>	<p>Ensuring the social care recording system supports accurate and consistent recording and reporting.</p>	<p>PMQA 2.1 The new social care system to be implemented and will allow more consistent recording and reporting.</p>	<p>Still awaiting date for the implementation of Eclipse Alison Hinds</p>	<p>This is on track to deliver within timescales.</p>	<p>Social workers feel the case recording system has helped them spend less time in front of computers and support them to record effectively. The new social care system will support the collection of data for national returns as well as local performance information.</p>
<p>PMQA 3</p>	<p>Promote a consistent understanding of what good looks like across the management structure.</p>	<p>PMQA 3.1 Audit Champions will meet bi-monthly to moderate audits completed. An “audit the auditor” tool will be used which will compare audits against Ofsted Standards and learning</p>	<p>31 March 2019 Louise Haughton</p>	<p>During the September 2018 Ofsted Focused Visit Ofsted were positive about the quality of our audits. Going forward, all audits will be completed by the</p>	<p>There will be consistency between the audit findings of 1st and 2nd auditors during case file audits. Audit the auditor sessions will find that there is an agreement in the audit findings.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 45		will be briefed to managers.		<p>senior management team. We therefore feel confident that we know what “good” looks like.</p> <p>During the Ofsted focused visit in September 2018, inspectors commented, “audits were balanced and evaluative, bringing reflection and critical analysis, auditors do not sufficiently engage with social workers and this is a missed opportunity to improve practice.” While Ofsted felt that the two-tier approach to auditing was a strength, we feel that the change in the audit framework will improve the engagement with social workers during audit which will lead to improved practice.</p>	
		<p>PMQA 3.2 An updated Quality Assurance Framework and new audit tool will</p>	<p>31 January 2019 Louise Haughton</p>	<p>The framework has been reviewed and a two-day pilot of the proposed Practice</p>	<p>Audit will have a greater focus on the experience of the child.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		be briefed out to all managers.		Weeks took place on 26-27 September 2018. This was seen as a very positive experience and we will now implement two practice weeks/year, starting in November 2018.	Staff will feel that audit is an opportunity to reflect, learn and develop their skills.
PMQA 4	Managers will be able to access data and management information on the self-serve basis.	PMQA 4.1 Power BI will be implemented	31 March 2019 James Amphlett	This is on track to deliver within timescales.	First line managers will be better equipped to manage performance within their teams, resulting in greater compliance around key performance indicators.
AREA: EI EARLY INTERVENTION					
EI 1	Embed the whole family approach.	EI 1.1 All services will consider the impact of influencing factors from significant family members on the presenting needs of a child and how these can be addressed in any plans developed.	31 March 2019 Alison Montgomery	A review of early help work has been commissioned to test out our hypotheses around this. This will be completed in January 2019.	Audits, including dip samples, will show this is considered in plans which have been developed.
EI 2	Embed the use of Early Help processes and tools across the whole system.	EI 2.1 Timely, high quality assessments and plans leading to better engagement and improved, sustained outcomes.	31 March 2019 Alison Montgomery	See above	Increased numbers of early help assessment being completed across the partnership from 346 in 2017/18.
EI 3	Develop communities as assets.	EI 3.1 Continue to build on	31 March 2019	This is ongoing and a bid to Big Lottery has	Number of mentors/parent

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		programmes such as parent champions which support and sustain families within their local area rather than requiring services.	Alison Montgomery	been submitted for additional funding. We are waiting the outcome of this bid in order to expand this service.	champions. Increased number of young people taking an active role in the delivery of Early Help. Quarterly review of spot purchase/commissioned support to determine increase in social capacity / community capacity via Locality Commissioning.
EI 4 Page 47	Ensure parents have the skills, confidence and networks to parent appropriately.	<p>EI 4.1 Partners will work together provide the right support, at the right time.</p> <p>There will be a range of self-help and support options available.</p>	31 March 2019 Alison Montgomery	<p>We are on track for the increase of the offer. This is being promoted widely to encourage the increase in numbers.</p> <p>We are working closely with Impact and have one full time worker in Early intervention. She has a high referral rate for parents involved with Early Intervention to get them into employment.</p> <p>Referrals from housing are being received and this is</p>	<p>Take up of funded 2 & 3-year-old nursery places.</p> <p>Increase in skills and employment.</p> <p>Reduction in families facing homelessness/eviction.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
				improving the working relationship between Housing and Early Intervention.	
EI 5	Increase the number of children achieving a good level of development.	EI 5.1 Children will have increased Good Level of Development at the Early Years Foundation Stage and will attain in line with National Expectations.	31 March 2019 Alison Montgomery	This will be updated at the end of the academic year as this is the only time this is measured.	% improvement in good level of development. More children are at an expected level and the gap has diminished.
EI 6 Page 48	Develop an integrated locality support service to provide targeted Early Help to children and families.	EI 6.1 Services are within or aligned to the Hub and support our Early Help offer, through reshaping specifications, and identifying opportunities to recommission on a shared basis.	31 March 2019 Alison Montgomery	This will be updated at end of quarter 3 to allow for better understanding of this data.	Services that have been co-commissioned with children, young people, parents & carers. No's of services co-located/co-delivered. Delivery of range of services that are jointly commissioned.
		EI 6.2 Build the capacity of parents, carers and communities to provide support and Early Help to their friends, neighbours and their community.	31 March 2019 Alison Montgomery	As above	As above
EI 7	Increasing the number of Troubled Families identified who have made and significant	EI 7.1 We will continue to provide a good level of	31 March 2019 Alison Montgomery	This will be updated at the end of Quarter 3.	There will be a reduction in re-referrals for the families who have been

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
	sustained improved outcomes.	support to families who meet the "Troubled Families" criteria in order to empower them to make and sustain improved outcomes.			identified as making significant improved outcomes.
EI 8	Ensure that thresholds across the service are correct.	<p>EI 8.1</p> <p>A review of Early Intervention cases will look at thresholds and determine if the initial and current thresholds are correct.</p>	<p>31 March 2019</p> <p>Alison Montgomery</p>	<p>This will be part of the report which will be completed in January 2019.</p> <p>An interim service manager is in place and she will be looking at the consistency of step-up/step-down.</p>	Audit findings will show that initial and current thresholds in Early Intervention and Child Protection are correct.
<p>AREA: SSS SPECIALIST SUPPORT SERVICE</p>					
SSS 1	Increasing the use and engagement with family group conferencing (FGC) and family meetings to prevent family breakdown and reduce reliance on services.	<p>SSS 1.1</p> <p>Ensure frontline staff and managers attend an update briefing on the use of family meetings and family group conferencing.</p>	<p>31 May 2018</p> <p>Rachel King</p>	<p>A number of Family meeting workshops have been delivered across the city.</p> <p>95 members of staff have attended a workshop. 24 workshops were scheduled but 12 were cancelled due to lack of registration. Further workshops may be offered in 2019.</p> <p>It is still not possible</p>	<p>Number of Family meeting workshops delivered.</p> <p>Number of members of staff who have attended a family meeting workshop.</p> <p>Number of family meetings held to evidence increase in use.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 50				<p>to record family meetings on CareFirst in a way that is reportable. It was envisaged that this would be resolved with the introduction of Eclipse. Delays in the roll out of Eclipse has impacted on the ability to report the number of family meetings being held.</p> <p>Early Intervention staff record family meetings and have completed the following number of meetings:</p> <p>April – 230 May - 191 June - 167</p> <p>These evidences good use of family meetings across early intervention.</p>	
		<p>SSS 1.2 Work with the pre-birth assessment team to embed the mandatory offer of FGC for all</p>	<p>31 December 2019 Rachel King</p>	<p>During quarter 2, 30% of unborn babies who are subject to Child Protection Planning have been referred</p>	<p>Percentage of all unborn children on a CP plan who have been referred for FGC.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 51		unborn babies on a CP plan.		<p>for a Family Group Conference (this was 53% in Q1). Of those who have been referred, 83% have engaged in the FGC process (this was 50% in Q1).</p> <p>This shows that although there were fewer referrals, this has been more successful as the conversion rate to engagement is much higher.</p>	<p>Percentage of all unborn children on a CP plan who have engaged with FGC.</p> <p>To be reported quarterly</p>
		<p>SSS 1.3 To work with Upper Pendeford Farm to increase the level of engagement with the mandatory FGC offer.</p>	<p>31 December 2018 Rachel King</p>	<p>42% of young people accessing short breaks during quarter 1 had been referred to FGC; 8% engaged.</p> <p>During quarter 2, 53% of young people accessing short breaks had been referred to FGC; 30% engaged.</p>	<p>Percentage of all young people accessing short breaks at UPF who have been referred for FGC.</p> <p>Percentage of all young people accessing short breaks at UPF who have engaged with FGC.</p> <p>To be reported quarterly</p>
		<p>SSS 1.4 To pilot the safe use of FGC in cases where there are issues of domestic violence.</p>	<p>31 December 2018 Rachel King</p>	<p>Of the 3 DV cases piloted in FGC during quarter 1, one family has disengaged during quarter 2. The other two cases are</p>	<p>Number of DV cases who have engaged with FGC.</p> <p>Outcome of domestic abuse cases following</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 52				still engaging with FGC. A meeting has also been scheduled for October 2018 with the Domestic Violence Forum Coordinator to further explore the safe use of FGC in DV cases.	FGC intervention.
		<p>SSS 1.5 To continue to gather good practice from other local authorities around the positive and effective use of FGC.</p>	<p>30 September 2018 Rachel King</p>	<p>Information has been gathered from Leeds. The Principal Social Worker and FGC Coordinator have met to discuss the use of FGC for cases going to ICPC. It was agreed to pilot the offer of FGC being made to families at the point of the ICPC request. A meeting has been held with IROs to also discuss this. If the offer of FGC at the point of ICPC proves successful we will look to develop even further and consider if FGC could be used instead of ICPC.</p>	<p>Regular briefing note updates from FGC coordinator.</p>
SSS 2	Focusing on reducing the number of women who have a 'repeat removal' of a child.	<p>SSS 2.1 Work with Public Health colleagues to extend the</p>	<p>31 March 2019 Rachel King</p>	Public Health have provided additional funding to Royal	Number of vulnerable pregnant women support by the PFT.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 53</p>		<p>Partnering Families team contract to include support for pregnant women of all ages at risk of having their child removed.</p>		<p>Wolverhampton Trust to enable the Partnering Families Team (PFT) to extend their remit to include work with pregnant mothers over the age of 25 who have had a previous removal. Recruitment is underway. Once this additional post is filled the PFT manager will brief social work teams.</p> <p>Timescale has been extended to allow for this data to be received.</p>	<p>Percentage of women supported who have child removed from their care.</p>
	<p>SSS 3</p>	<p>Opening of an in-house assessment children's home aimed at supporting vulnerable and complex adolescents to improve future placement stability.</p>	<p>SSS 3.1 TUPE Staff across from Cambian Care and induct into the Council.</p> <p>SSS 3.2 Appoint staff to the new staffing structure.</p>	<p>30 April 2018 Rachel King</p> <p>31 December 2018 Rachel King</p>	<p>Complete. Staff TUPED across on 1st April 2018.</p> <p>Structure Management has been completed and all posts have been established. Posts will go out to advert towards the end of October 2018.</p> <p>Recruitment has not happened as we did</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 54				not want staff in post until the home opens. Posts will be advertised in October 2018. Therefore, timescales have been extended to end of October 2018.	
		SSS 3.3 Successfully register the new provision with Ofsted.	31 December 2018 Rachel King	Ofsted registration application was submitted in June 2018 but returned with some queries. Application re-submitted 17.7.18. Awaiting confirmation of Ofsted registration visit. Date revised due to delay in registration.	Ofsted registration achieved.
		SSS 3.4 Develop and implement relevant policies and procedures.	30 June 2018 Rachel King	Complete. All policies/ procedures required for Ofsted have been completed	Policies and Procedures approved by Ofsted as part of the registration process.
		SSS 3.5 Develop a system to monitor the impact of the service.	31 March 2019 Rachel King	Performance measures for the new home have been agreed and a system has been set up to record information and allow monthly data reporting. Timescales have been extended to	Number of young people accessing Merridale Street West (MSW). Outcomes for young people following a placement at MSW. Placement stability of young people who have

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
				allow for data to be collected.	accessed MSW.
SSS 4	Ensuring information gathered via missing return interviews is used to inform casework planning and risk management.	SSS 4.1 Repeat a dip sample audit of missing from home/ care case files to evidence whether return interview information is being utilised.	31 December 2018 Rachel King	Progress on this will be updated after December 2018.	Audit findings presented to CYP management team. Percentage of overall cases audited judged as 'good' or 'Outstanding'.
SSS 5	Developing and expanding the use of the contact centre to generate income.	SSS 5.1 Facilitate a planning session to discuss future use of the contact centre.	31 May 2018 Rachel King	Completed. A meeting was held to discuss potential developments in the Contact Centre	Meeting held to discuss the future of the contact centre.
		SSS 5.2 Produce a development plan for the contact centre.	30 September 2018 Rachel King	This has been completed. A project plan has been written which will be overseen by the CYP Management Team.	Development plan in place with progress overseen at CYP management team.
		SSS 5.3 Implement contact centre development plan.	31 March 2019 Rachel King	The first project steering group was held on 18 October 2018.	Income generated as a result of the contact centre developments.
AREA: CiN/CP CHILDREN IN NEED/CHILD PROTECTION					
CiN/CP 1	Ensure Interventions within CiN/CP occur at the right level, at the right time.	CiN/CP 1.1 A quarterly review of all CiN/CP cases, led by Senior Social Work Managers, will take place to ensure intervention is appropriate.	31 March 2019 Alison Montgomery and all Senior Social Work Managers in CiN/CP	An interim service manager starts 26 October 2018 who will review every CiN/CP case to ensure intervention is appropriate. This will be fed back to the CYPMT meeting in January 2019.	A reduction in the number of children subject to a CP plan for 3 months. Audit feedback evidences correct threshold.

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Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
				Short break policy will to be reviewed and presented to Children and Young People Management Team in November 2018.	
		<p>CiN/CP 2.2 The frequency of visiting has now been changed to a minimum of three monthly to ensure that these children are receiving a good quality support service and that their needs can be regularly assessed.</p>	<p>30 April 2018 Alison Hinds</p>	As above	Same as CiN/CP 2.1
<p>CiN/CP 3 Page 57</p>	<p>To ensure that permanency is sought at the earliest opportunity, when children cannot live with their parents.</p>	<p>CiN/CP 3.1 Permanence options will be discussed and considered from the time a child/young person enters care. This will include:</p> <ul style="list-style-type: none"> • Appropriate use of the redesigned Admission to Care Panel form • Adoption manager will continue to sit on Admission to Care Panel to support permanency discussion at start of the episode of care. 	<p>31 December 2018 Alison Montgomery Alison Hinds</p>	<p>At the end of the second quarter, 6 children achieved early permanence. This includes children who are placed in a connected persons placement who are being assessed as adopters.</p>	<p>Increase the numbers of children who achieve early permanence from 3 in 2017-2018 to 6 in 2018-2019.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 58		<ul style="list-style-type: none"> Permanence will be considered at Head of Service Placement Oversight Panel (HOSPOP). This is triggered at: 6-weeks from admission, 12-weeks from admission and 2-weeks before final evidence is submitted. 			
		<p>CiN/CP 3.2 A presentation is being delivered across all social work teams, including senior managers, to ensure that all staff are aware of different permanency options and expectations around each.</p>	<p>30 June 2018 Alison Montgomery</p>	<p>This has been completed in all teams. Since the end of March 2018, we have approved an additional 11 connected carers.</p>	<p>Reviews of cases will show that children who are privately fostered or in a connected person placement are appropriately identified.</p>
CiN/CP 4	Further develop the quality and timeliness of pre-proceedings work.	<p>CiN/CP 4.1 Process re: admission to care has been tightened up to clear on process and tracking has been established to ensure that timescales are met. The impact of these changes will be evaluated after six</p>	<p>31 March 2019 Alison Montgomery</p>	<p>The new court team will be in post on 1 November 2018 and this will be picked up as part of that work stream. Due to this, the timescale has been extended to end of March 2019.</p>	<p>Reviews of impact will show that processes are followed, and timescales are met for pre-proceedings work.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		months.			
AREA: IS INCLUSION SUPPORT					
IS 1	Embedding person-centred approaches to planning for children and young people with special educational needs or disabilities, so that support is tailored to achieve meaningful and aspirational outcomes.	IS 1.1 Use PATH or alternative person centred process in transitional year reviews for Year 9 onwards.	31 July 2019 Rob Hart	This will be reviewed at the end of the school term. Work has started with SENStart team to agree processes for transition/Education, Health and Care Plan Reviews.	Number of person-centred transition reviews completed. Young person/ parent feedback on process
		IS 1.2 Develop person centred approach for contributing to neurodevelopmental assessments.	31 March 2019 Rob Hart	The pathway is currently being reviewed by CCG. The CCG have advised that the plan will now be in place in April 2019. Therefore, the timescale for this has changed to 31 March 2019.	New approach in place. Young person/ parent feedback on involvement.
IS 2	Building capacity within schools to identify and provide effective support for children and young people with social, emotional and mental health (SEMH) needs.	IS 2.1 Train all Wolverhampton schools in the "Getting it Right" approach.	31 December 2018 Rob Hart	As of the end of Quarter 2, six courses have been offered and 140 delegates from 58 schools/settings have been trained. Delegate evaluations have been positive and 99% of those who have completed feedback reported that the training was	Number of schools trained. Delegate evaluations. Increased identification of SEMH needs-- For 2017 9.9% of primary children with SEN had SEMH needs and 15.1% of secondary children had SEMH needs. Nationally, 15.8% for primary and

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Page 60				either good or excellent. School census information will be able to tell us if we have increased the identification of SEMH needs. Figures from January 2019 will be published in June 2019.	19.2% for secondary.
		IS 2.2 Work with outreach service to develop service capacity and SEMH offer.	31 March 2019 Rob Hart	Referrals to the outreach service doubled to over 200 for last academic year. 29% of these related to SEMH needs. In 45 cases schools have reported that outreach intervention helped to prevent exclusions and in 91 cases schools reported that outreach involvement helped to improve pupil behaviour. There were 4 children permanently excluded after being referred to outreach.	Number of CYP supported by Outreach with SEMH needs. Improvements in ratings before and after involvement. % of CYP remaining in mainstream settings after involvement.
		IS 2.3 Scoping of outreach	30 September 2018	The bid has been submitted but was not	Successful bid to DfE AP innovation fund.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		support from Pupil Referral Units/alternative provision to improve reintegration.	Rob Hart	successful. There has been a review of alternative provision and plans are in place to develop a multi-agency assessment team that can build on the STAR model. Although the bid was unsuccessful (only 3% accepted) we have marked this as “complete” as we did what we said would do.	Development of STAR (supporting transition and reintegration) project. Long-term aim – increase % successful reintegration from PRUs/AP.
Page 61	To reduce the number of children and young people being excluded from schools, or otherwise being removed from school rolls.	IS 3.1 Embed Restorative Practice as part of the exclusion prevention meetings.	31 March 2019 Rob Hart	This is on track to be completed within timescales.	Reduction in numbers of exclusions from 119 in the previous academic year.
		IS 3.2 Working with school improvement to improve monitoring of exclusion data and provide challenge and support to schools who show high levels of exclusion.	31 March 2019 Rob Hart	There have been 12 permanent exclusions this academic year.	Reduction in numbers of exclusions from 119 in the previous academic year.
		IS 3.3 Engage school leaders to develop agreed protocols for avoiding exclusions.	31 March 2019 Rob Hart	Informal discussions are taking place with head teachers. A summit around preventing violence and exclusions is	Stakeholder-run processes in place. Reduction in numbers of exclusions

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				taking place on 8 November 2018. There have been 12 permanent exclusions this academic year.	
		IS 3.4 A summit will take place involving the Director of Education and schools to share best practice in reducing exclusions.	31 st December 2018 Rob Hart	This is planned for 8 November 2018.	The summit will take place and evidence of effective practice in reducing exclusions will be shared.
AREA: HS HEADSTART					
HS 1 Page 62	Ensuring that children and young people who are supported by HeadStart have their mental health and wellbeing needs met.	HS 1.1 Improved wellbeing of 10 to 16-year old's in scope of the HeadStart programme	Every quarter until 31 March 2019 Ashley Banks	Zumos and HeadStart On Line are now part of the HeadStart city wide digital offer. ZUMOS and HeadStart online were rolled out during 2017-18 academic year. A phased approach was taken for Zumos meaning data collection will not start until academic year 2018-19. Q1 Baseline data for HeadStart On Line, 2018-19 Total unique visitors is:	Increase in number of young people accessing support through Zumos and HeadStart on line provision

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 63</p>				<ul style="list-style-type: none"> • April 252 • May 265 • June 284 	
		<p>HS 1.2 Reduction in the onset of mental health disorders for 10 to 16-year old's in scope of the HeadStart programme</p>	<p>Every quarter until 31 March 2019</p> <p>Mai Gibbons</p>	<p>Wolverhampton BEAM service has only been operational for a very short time. Data will be collected as part of the performance management framework for the service. Data is expected from Q2 onwards</p> <p>CAMHS Tier 3 is an existing NHS service. CCG supply quarterly data on number of 10-16-year old's accessing CAMHS from HeadStart area postcodes.</p> <p>CAMHS Baseline for Q1 2018-19 is:</p> <ul style="list-style-type: none"> • 531 young people (aged 10 to 16) across the City accessed specialist CAMHS services. • 150 of the 531 young people 	<p>Reduction in the number of young people in HeadStart areas requiring specialist CAMHS (tier 3) and monitoring of young people accessing Wolverhampton Beam from the HeadStart areas.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		<p>CYPIC 1.3 Continue to revoke Care Orders for children placed with parents when it is no longer required for them to remain in care.</p>	<p>31 March 2019 Alison Hinds</p>	<p>A2 is 160, which is moving in the right direction. In the first half of 2018/19 11 Care Orders have been revoked for children who are placed with their parents.</p>	<p>There will be at least 20 revocations by 31 March 2019.</p>
<p>CYPIC 2 Page 65</p>	<p>The educational attainment gap between children and young people in care and Care Leavers, and their peers, needs to be narrowed.</p>	<p>CYPIC 2.1 We will ensure that children and young people have a good quality, SMART PEP which will support progress in their education.</p>	<p>31 December 2018 Rob Hart</p>	<p>A recent audit of 100 PEPs that were completed between November 2017 and July 2018 revealed a slight improvement in quality, when compared with summer 2017:</p> <ul style="list-style-type: none"> • 74% were either good or outstanding (compared to 73% in 2017) • 63% had SMART targets (compared to 50% in 2017) • The 2017 audits showed clear improvements on previous years, so PEP quality shows a slow upward curve • However, while far 	<p>Audit activity will show that there is improved evidence of SMART PEP's. Educational outcomes for children and young people in care will improve.</p>

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Page 66				<p>more PEPs are being rated as good, fewer were judged as outstanding (6%) when compared to summer 2017 (12%). Therefore, more work needs to be done to make PEPs more aspirational in quality.</p> <p>It should be noted that some of the PEPs in the most recent audit were completed on the old paper format. All of the PEPs on subsequent audits should be electronic and therefore we would expect a clearer improvement in quality</p> <p>A more detailed breakdown of PEP quality will be included in the VSH annual report 2018.</p> <p>There was a recent</p>	

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
CYPIC 2				review of outcomes for children and young people in care and it was found that outcomes are generally positive.	
		CYPIC 2.2 All children and young people in care have access to suitable education provision which meets their needs.	31 August 2019 Rob Hart	As of the end of Quarter 2, just over 99% of children and young people in care are in suitable education. Just 0.89% (4 children) are not in suitable education but it is planned that they will be by the end of November 2018.	All children and young people in care will be enrolled in suitable educational provision.
CYPIC 3	Increase the number of internal fostering placements to enable children to live locally within their community.	CYPIC 3.1 Continue to work with the Family Values Project to improve recruitment and retention and have a net gain of 26 internal foster carers.	31 March 2019 Alison Hinds	Since 31 March 2018 we have a net gain of 5 internal foster carers. We are continuing to utilise the Family Values Project to support increase enquiries and referrals.	There will be a net gain of 26 internal foster carers.
CYPIC 4	Embedding services for care leavers aged 18-25-year olds.	CYPIC 4.1 Develop and launch the Care Leaver Offer.	31 October 2018 Alison Hinds	The Local Offer was approved at Cabinet in September 2018 and has been published on Wolverhampton Information Network (WIN). The Local	This will be in place.

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Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 68				Offer will be launched on 30 October 2018 to end Care Leaver week.	
		<p>CYPIC 4.2 Monitor and review take-up of care leaver services for young people aged 21-25.</p>	<p>31 March 2019 Alison Hinds</p>	<p>All care leavers between age 21-25 have been written to at their last known address. Further communications have been undertaken via Wolverhampton Today and Social Media.</p> <p>Requests to return to the service 21-25 – 31</p> <p>Those that have stayed open after turning 21 post April – 8 out of 14</p> <p>Total number receiving the service 21-25 – 39</p>	<p>All care leavers will be offered the opportunity to take up this service.</p>
CYPIC 5	<p>Increasing the number of vulnerable 16+ engaged in education, employment and training (EET).</p>	<p>CYPIC 5.1 Implement EET Action Plan.</p>	<p>31 March 2019 Alison Hinds Rob Hart</p>	<p>EET at the end of May 2018 is 62% for national indicators and 75% for local indicators.</p> <p>This will be updated again at the end of</p>	<p>Care leavers post 18 – 80% EET (local indicators); 70% EET (national indicators).</p> <p>Children and young people in care in year</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
				the third quarter.	12/13 (age 16-18) - 90% EET. Care Leavers in year 12/13 - 80% EET.
CYPIC 6	Establishing Regional Adoption Agency (RAA).	CYPIC 6.1 RAA will go live.	31 March 2019 Alison Hinds	The internal implementation group is being chaired by Alison Hinds. The plan is for "go live" in April 2019. A report is now being prepared for ABCA in September and each LA individual Cabinet in November 2018.	The RAA will be in place.
AREA: YOT YOUTH OFFENDING TEAM					
YOT 1 69	Increase the Out of Court (OOC) offer to young people to reduce the number who reoffend and formally enter the Criminal Justice System.	YOT 1.1 Delivery of Community Resolution (CR) workshops and ensuring young people who have received an OOC under assessment & an offer of a programme were appropriate.	30 March 2019 Nicky Denny Toni Finlayson	OOC action plan completed and starting to be implemented. Community Resolution and Youth Cautions following initial assessment are now routinely being offered more in-depth assessment and intervention. All open OOC young people now have full access to all provision and specialisms within the	Reduce levels of re-offending and entry into the criminal justice when compared to 2017/18. Assessment & interventions increased for CR and YC, compared to 2017/18

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
YOT 2 Page 70		<p>YOT 1.2 Implement step down into Early Help for any on-going needs to be addressed.</p>	<p>31 December 2018 Celia Payne Rachel King</p>	<p>YOT, including ETE, CAMHS, Health & 360. Initial meeting has taken place between YOT and Early Intervention to discuss the step down from YOT. A follow up meeting has been scheduled in October 2018 to finalise pathway. Revised timescale due to needing time to measure impact.</p>	<p>Evidence of Seamless transition to Early Help on exit from YOT services, when ongoing needs assessed. Evidence of on-going needs being met within the Early Help Service. Feedback from staff and families.</p>
	<p>Increasing the engagement of YOT young people in education training and employment (ETE) with specific focus on post 16 support.</p>	<p>YOT 2.1 PNIFTED & Post 16 panels to scrutinize NEET.</p>	<p>30 March 2019 Lianne Evans Celia Payne Rachel King</p>	<p>PNIFTED & Post 16 NEET panel has been reviewed and membership updated. All cases now screened & allocated to dedicated ETE support workers in YOT. April-June 2018 data 67% school aged & 65% post school aged engaged in required hours at end of their order. Post 16 showing an improvement when</p>	<p>Increase school age engagement (25 hours) at the end of an order compared to 2017/18. Increase post 16+ engagement (16 hours) at the end of an order compared to 2017/18.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 71				compared to same quarter in 2017 48%	
		<p>YOT 2.2 Coordinated targeting of resources to mentor young people into education, training and employment.</p>	<p>30 March 2019 Lianne Evans Celia Payne</p>	<p>SOVA & Connexions access remains available. Agreement received with Talentmatch & IMPACT on pathways to access mentoring support services.</p>	<p>Increased young people being able to access mentoring resources. Increased engagement rates with ETE compared to 2017/18.</p>
		<p>YOT 2.3 Virtual Head to support identification of alternative placements.</p>	<p>30 March 2019 Darren Martindale</p>	<p>Recommendations from the recent review of alternative provision, led by the SEND Commissioner, will aim to ensure we have the right provision available in the city for school aged pupils and that quality is regularly monitored. The Virtual Head is engaged in this workstream. In specific relation to post 16 provision, the Virtual Head is pulling together information on post 16 vulnerable learners (CYP in Care, YOT, SEND) to ensure the post 16 offer is considered</p>	<p>Increase range of alternative placements available for young people. Improve the engagement rate of young people in alternative placements when compared with 2017/18.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 72		<p>YOT 2.4 Identification of additional support for young people with Special Educational Needs (SEN)/Education, Health and Care Plan (EHCP).</p>	<p>30 March 2019 Darren Martindale Chris Wood Rachel King</p>	<p>within the post 16 strategy SEND Q & A workshops scheduled for delivery with all front-line staff. SEND /EHCP recording on Childview accurate & maintained & being rolled out to young people appearing in Court for the first time. Bid being made for a Speech & Language worker at the YOT via CYP Collaborative Commissioning Network (NHS)</p>	<p>Accurate identification of all young people with SEN/EHCP involved with YOT. ETE placement suitable for identified SEN/EHCP. Increase ETE engagement for SEN/EHCP identified young people compared to 2017/18.</p>
		YOT 3	<p>Co-ordinating the multi-agency work across the city related to gangs and youth violence.</p>	<p>YOT 3.1 Coordinate and review outcomes against action of the Youth Violence & Gang Action Plan.</p>	<p>30 October 2018 Celia Payne</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 73				joint work going forward. In addition, YOT working closely with the new senior management team at West Midlands Police to further develop the co-working relationships with YOT and Children Services.	
		<p>YOT 3.2 Continue six-weekly Gang Profiling meetings.</p>	<p>30 March 2019 Celia Payne</p>	<p>Six-weekly gang profiling meeting still in place. Gang Profile circulated to all children services lead managers to appropriate identification & use.</p> <p>Work continues with the police to ensure all information/ intelligence is coordinated via the six-weekly meetings. Strengthening Family Police Officers (Neighbourhood) now proactively involved in profiling meetings.</p>	<p>Evidence of teams using profiling information to inform practice and interventions.</p> <p>Effective information sharing between Police & Social Care.</p> <p>Identification of gang patterns and areas of risk.</p>
		<p>YOT 3.3 Refine the Gang Screening Guidance Tool & embed use</p>	<p>31 March 2019 Celia Payne</p>	<p>Gang screening Tool refined and circulated to all Children Services Teams.</p>	<p>Development of screening guidance.</p> <p>Evidence of use in all</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		within YOT & Children Services.		<p>There is evidence that tool is being more broadly used within children services teams and embedded in YOT practice.</p> <p>Timescale has been extended to allow for evidence to be gathered that this is embedded.</p>	<p>Children Services teams.</p> <p>Evidence that young people are being identified at the earliest opportunity.</p>
<p>YOT 4 Page 74</p>	<p>Implementation of the findings from the ALTAR (Abuse, Loss, Trauma, Attachment, Resilience) research project to increase knowledge & skills of to develop trauma informed practice and interventions.</p>	<p>YOT 4.1 YOT staff attendance on ALTAR training and assessment research. 10 cases have been identified and a review of the research findings will be completed.</p>	<p>30 March 2019 Celia Payne</p>	<p>ALTAR research findings completed. Wolverhampton Finding report commissioned & presented by Alex Chard to YOT and members of YOT Management Board.</p> <p>Findings provide further evidence to continue the work on implementing trauma informed practice at the YOT.</p> <p>Full report will be published in January 2019.</p>	<p>Training and research assessments completed on 10 cases.</p> <p>Evidence from research used to review current practice.</p> <p>Evidence that assessment, intervention & delivery incorporates principles of ALTAR.</p>
		<p>YOT 4.2 Review of existing</p>	<p>30 March 2019</p>	<p>On-going piece of work which will be</p>	<p>ONSET & ASSETPLUS evidences trauma/ACE</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		practice and processes and the implementation of new trauma informed practices & resources.	Celia Payne	part of the framework of training & operational review. Further training for YOT staff is being sourced to develop YOT interventions in light of the ALTAR research.	informed assessments. Intervention Plans evidences effective techniques to work with trauma affected young people.
YOT 5 Page 75	Increasing the participation of YOT young people by ensuring their views are heard and used to shape future service provision.	<p>YOT 5.1 Development of a YOT Participation Action Plan which will include the identification of a participation lead YOT officer.</p>	<p>30 March 2019</p> <p>Celia Payne Lindy Taylor</p>	<p>Participation Action Plan agreed. Viewpoint e-survey & gang & youth violence questionnaires now being used.</p> <p>6 monthly participation report developed to provided platform to co-ordinate feedback & evidence impact on service.</p> <p>Further work required to establish more creative & face to face opportunities for participation and co-production of interventions.</p>	<p>Clarity in the development & co-ordination of practice to ensure young people's voices are heard within YOT.</p> <p>Evidence of practice development in response to feedback.</p> <p>Evidence of practice improvement in response to feedback.</p>
		<p>YOT 5.2 Implementation of Viewpoint system as the</p>	<p>30 March 2019</p> <p>Celia Payne</p>	<p>33 young people (25% of caseload) have completed the</p>	<p>30% of caseload completed e-survey.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		tool to collect the views of young people and provide feedback reports to shape service practice.	Lindy Taylor	Viewpoint e-survey. Developed & commenced the Gang & Youth Violence e-questionnaire & practice feedback and impact for services being reported within 6 monthly Participation Report.	Specific questionnaires for Youth Violence developed & completed on viewpoint. Viewpoint outcome reports completed & included in YOT performance reports. Evidence that Viewpoint reports impact and improve practice.
AREA: COM Commissioning					
COM 1 Page 76	Monitoring the 2017/20 Sufficiency Strategy.	COM 1.1 Ongoing monitoring of the delivery of the Sufficiency Strategy to ensure sufficiency of provision for children and young people.	31 March 2020 Alicia Wood	This is on track to be delivered within timescales.	Report to Transforming Children's Board will show that the strategy is being delivered as agreed.
COM 3	Ensuring that those who require supporting accommodation have access to this by developing and retendering supported housing options.	COM 4.1 A joint strategy will be developed by Place and People to ensure that those who require supported accommodation have access to this.	31 March 2019 Kate Martin Sarah Smith	This is on track to be delivered within timescales.	The development of a supported accommodation strategy will be agreed as a joint priority for Place and People.
COM 4	Ensuring a range of placement options are available for children and young people in care via regional commissioning arrangements.	COM 5.1 There will continue to be a range of placement options for children and young people in care, both in and out of city.	31 March 2019 Jas Kakkar Alicia Wood	This is on track to be delivered within timescales.	Sufficiency of placements for children and young people in care.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
AREA: SG SAFEGUARDING					
SG 1	Improve the quality of social worker intervention regarding key safeguarding priorities.	SG 1.1 Roll Out and Safeguarding 'lunch and learn' sessions to Children's Social Care staff.	31 December 2018 Dawn Williams	This started through the Safeguarding Board in May 2018 and in-house sessions will be in place from January 2019.	Sessions of lunchtime events attended by frontline staff and delivered.
		SG 1.2 Create written advisory practice notes on sexual exploitation, no recourse to public funds, distorted belief systems, modern slavery.	31 March 2019 Dawn Williams Mandy Lee Sandeep Gill	Modern Slavery has been completed and was presented to CYPMT and Adult Management Team in September 2018. Other advisory notes to be rolled out in accordance with legislative change and practice improvement.	Practice notes available and disseminated.
		SG 1.3 Embed induction training for new workers regarding children and young people in care reviews and CP conferences.	31 December 2018 Mandy Lee Nicola Hale	This is ongoing. IRO's are already engaged in the induction process. However, the impact of their involvement needs to be measured (possibly through an impact questionnaire after six months of employment).	IROs/CPCs involved in induction of new staff and delivered advise/learning. Increased understanding of roles and responsibilities.
		SG 1.4 Roll out toolkit on Intergenerational sexual abuse.	31 December 2018 Dawn Williams Mandy Lee	A toolkit has been developed and is due to be presented CYPMT in November	Toolkit complete and available to all staff, including a launch event.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
				2018. The launch will be discussed at the management team. Timescales changed to December to allow for this to happen.	
SG 2 Page 78	Ensure the Voices of Children are clearly evident within children and young people in care reviews.	SG 2.1 Development of an increased child centered review process.	31 January 2019 Mandy Lee Nicola Hale	There is a new review pilot underway and it is anticipated that once reviewed, in January 2019, there will be a plan for roll-out around Easter 2019.	A new children and young people in care review process will be in place.
		SG 2.2 Creation of documentation to support 2.1.	31 January 2019 Mandy Lee Nicola Hale	See above	New children and young people in care documentation will be in place.
		SG 2.3 To continue to promote MOMO across the children and young people in care social care workforce.	31 January 2019 Mandy Lee	There has been an increase in the use of MOMO as a result of the work of the Social Work Unit Manager Champion in the children and young people in care service. IRO's continue to promote this. Jan 2018 to Date (July 2018) <ul style="list-style-type: none"> 48 young people 	MOMO is in use and evidenced via audit of improved consultation. Seek to achieve a minimum of 80% usage from eligible cohort. Dec 2016 to December 2017 <ul style="list-style-type: none"> 90 young people used the Momo One = 17% of eligible young people 28 young people used the Momo Exp

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 3 Page 79				used the Momo One = 9.3% of eligible young people <ul style="list-style-type: none"> • 33 young people used the Momo Exp = 6.3% of eligible young people • 81 young people in total 15% Predicted at end of year based on current usage 31% of eligible. This data does not show repeat usage.	= 5.4% of eligible young people <ul style="list-style-type: none"> • 118 young people in total 23% • This data does not show repeat usage.
	Improve engagement of parents in the children and young people in care review process.	SG 3.1 We will encourage and support parents to participate fully in the children and young people in care reviews for their children.	31 March 2019 Dawn Williams	The new review pilot takes parental engagement into account. It is anticipated that learning from this will support in a robust participation. Annual audit will take place at the end of the financial year.	Annual audit activity on participation completed by the Safeguarding Manager will evidence increased parental engagement.
	Increased understanding of Criminal and Sexual Exploitation within the context of gangs, county lines and transitions.	SG 4.1 Work in partnership with West Midlands Police and the Safer Wolverhampton Partnership (SWP) to devise a pathway by	31 October 2018 Dawn Williams	There has been some delay in progressing the Regional Exploitation Group. As a regional Preventing Violence Against Vulnerable	A sexual exploitation information pathway will be in place.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 80		<p>which information can be shared to inform operational practice in Wolverhampton.</p>		<p>People Project has struggled to retain focus on exploitation issues other than county lines.</p> <p>The Safeguarding service is now working with SWP to devise a local process and is working with National Working Group to adopt a clear methodology around exploitation.</p>	
		<p>SG 4.2 Implement and promote the Adults Resource Panel to Children Social Care staff working in transitions with young people who do not meet the criteria for Adult Social Care intervention but, do require additional support.</p>	<p>31 January 2019</p> <p>Dawn Williams Paula Morris</p>	<p>Coventry City Council resource panel has proved to be inappropriate for Wolverhampton. Therefore, work is under way to adopt the Leeds and Merseyside models.</p> <p>A paper is going to the Adult Management Team in November 2018. Therefore, the timescale for this has been extended to end January 2019.</p>	<p>Effective Resource Panel created.</p> <p>Early identification of support to young adults.</p>
		<p>SG 4.3</p>	<p>31 December 2018</p>	<p>A steering group is</p>	<p>Problem Profile will be</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 81		Create a Problem Profile to enhance awareness, improve intervention and inform allocation and identification of resources.	Dawn Williams Karen Samuels	<p>now in place. The strategy will cover Gangs/Youth Violence, modern slavery, CSE, County Lines, the organised criminality associated with these crimes and recognises the increased risks to Missing and CYP in care.</p> <p>Data has been gathered using existing profile information and a draft will be developed and prepared for consultation before Christmas 2018.</p>	created which reflects sexual and criminal exploitation within Wolverhampton.
SG 6	Embedding thresholds across partner agencies to ensure a whole family approach and accurate application of thresholds.	SG 6.1 Provide regular briefings to staff across the City.	31 March 2019 Dawn Williams Sian Jones	Thresholds continue to be a regular training package within the Safeguarding Board Training Plan. Individual training is readily available within the LA via Head of Service—Safeguarding. Work around thresholds continue in MASH as	<p>Regular briefings established.</p> <p>Reduction in contacts that translate to no further action (NFA).</p> <p>Higher % of referrals that translate into assessments.</p> <p>Increased Early Help Assessments.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 82		SG 6.2 Provide Multi-Agency Safeguarding Hub (MASH) workshops to enable exploration of decision making.	31 March 2019 Dawn Williams	required. A training package based on a series of case examples upon which discussion can be built has been drafted. These will be shared with Alison Montgomery and Michelle Earp-Gaskell and Gail Deeley to ensure that the proposed workshops are addressed at the right level.	Established MASH workshops. Improved decision making in MASH.
		SG 6.3 Contribute to Safeguarding Board Multi-Agency Case File Audit (MACFA) and ensure learning is shared and informs operational practice.	31 March 2019 Dawn Williams Mandy Lee	This is business as usual.	Learning from MACFA is disseminated. Practice improvement is demonstrated via internal audit.
		SG 7 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 7.1 Children and Young People Domestic Violence Improvement Plan reflects safeguarding priorities for children.	31 st December 2018 Alison Montgomery	BST is no longer in place. DV referrals are now triaged through the police and any referral which meets MASH thresholds is treated the same as any other referral.
SG 8	Review the use of the Petch Screening Tool and understand	SG 3.3	30 June 2018—1 st Audit	There have been 12 PETCH tools	Audit will show effective use of PETCH tool.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 83	impact.	Scheduled Audit of completed Petch Tools in place and regularly reported to Children and Young People Management Team & Sexual Exploitation Missing & Trafficked Committee.	30 September for briefing Dawn Williams	completed in the first half of 2018-2019. The June audit found that screening referrals are low and not all of the tools were of the quality we would expect. We will continue to work with members of staff to improve quality. We are contacting other local authorities who also utilise PETCH to compare our referral numbers and determine what we should expect in the future.	
		AREA: WFD WORKFORCE DEVELOPMENT			
WFD 1	Reviewing the workforce development plan to ensure it supports the development of a capable and competent workforce.	WFD 1.1 Development plan to be created for 2018-2019 that will equip staff to practice at a good or outstanding level.	31 March 2018 Louise Haughton Paula Warrilow	This has been completed and agreed at People Leadership Team.	Social workers will report high satisfaction with CPD opportunities. Pathways will be understood by the whole workforce. Staff turnover will reduce.
		WFD 1.2 Ensure detail is in place to support a robust	31 March 2019 Louise Haughton		An early permanence conference was held February 2018 and

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 84		<p>programme of training to support early permanence planning of a high standard to include:</p> <ul style="list-style-type: none"> • Early permanence planning • Pre-birth assessments • Sibling assessments • Writing good Child Permanence reports • Assessing the impact trauma on the development of children and possible future impact 	Paula Warrilow	<p>93 members of staff attended.</p> <p>Four sibling assessment workshops took place between January and March 2018 and 32 members of staff attended.</p> <p>Pre-Birth assessment guidance completed and launched the pre-birth team, viewed positively by Ofsted in September 2018.</p> <p>CPR Training—three sessions have been held and one further session is planned for 30 October. 23 staff attended and a further 12 are registered for the 30 October session.</p> <p>The Assessment, Planning and Analysis training includes assessing the impact of trauma.</p>	<p>QA sheet used by panel advisor finds child's permanence reports are consistently of a good standard.</p> <p>Pre-birth assessments are completed early and to a good standard resulting in less emergency mother and baby placements.</p>
	<p>WFD 1.3 Develop an approach to</p>	30 April 2019	This is on track to be delivered within	Fewer teenagers entered care.	

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		working with teenagers in Wolverhampton and ensure employees across the whole workforce receive relevant training.	Rob Hart Louise Haughton Paula Warrilow	timescale.	<p>Work undertaken with children and young people reduces/stops missing episodes for individual children.</p> <p>Early intervention services help to prevent the behaviors of children escalating to criminal or risky actions.</p>
<p>WFD 2</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 85</p>	<p>Continue to embed Restorative Practice across the workforce.</p>	<p>WFD 2.1 Each team to have a team coaching and embedding day with an experienced RP practitioner.</p>	<p>31 March 2019</p> <p>Paula Warrilow</p>	<p>Andrea King delivered training across all teams in September 2018.</p> <p>Audit findings in Q1 showed that a strengths-based approach was evident in 55% of files audited (social work and Early Intervention) and Q2 showed that a strengths-based approach was evident in 63% of case files audited (social work and Early Intervention)</p> <p>The Safeguarding service, through the Principal Independent</p>	<p>% increase in participation of family members found in audits.</p> <p>% increase in strength-based approaches being evidenced in case records.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 86				Reviewing Officer, is working with social workers in the Child Protection Service to improve the Voice of the Child in reviews and conferences. Advanced Practitioners will hold a session on child safety planning and voice of the family in planning in all teams. Timescale extended to allow time to measure impact.	
		WFD 2.2 PLT to receive a strategic training/coaching day on restorative practice.	31 December 2018 Louise Haughton	This took place in July 2018.	PLT to gain knowledge of how RP can be used at strategic level to drive service improvements.
		WFD 2.3 RP project team to focus on embedding the three obsessions that relate to RP across the service <ul style="list-style-type: none"> • Voice of the child • Family Meetings • Supervision 	31 March 2019 Louise Haughton	This is in progress. Videos have been made and further work to embed RP in these areas is ongoing. Audits in the first quarter showed that supervision was "good" or "outstanding" in 58%	% increase in use of family meetings. % increase in supervisions found to be good in audit. % increase in Social workers reporting good supervision. % increase if good

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 97</p> <p>WFD 3</p>				<p>of audits. This was 63% in the second quarter.</p> <p>Second quarter audits asked the allocated worker about their views of their supervision. This was rated as "good" in 75% of audits.</p> <p>Audits in quarter 1 were judged "good" for voice of the child in 67% of audits. This was 100% in the second quarter.</p>	<p>judgments for voice of the child in audit.</p>
	<p>Improve the reflective and CPD functions within supervision</p>	<p>WFD 3.1 Supervision procedure to be reviewed and co-produced with frontline managers.</p>	<p>31 March 2019 Louise Haughton</p>	<p>Supervision policy is being presented to CYPMT on 1 November 2018 for approval.</p> <p>Audits in the first quarter showed that supervision was "good" or "outstanding" in 58% of audits. This was 63% in the second quarter.</p> <p>Second quarter audits asked the allocated</p>	<p>% increase in practitioners reporting good supervision.</p> <p>% increase in supervisions found to be good in audit.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
Page 88				worker about their views of their supervision. This was rated as "good" in 75% of audits. Timescale extended to allow for policy to be embedded and impact measured.	
		WFD 3.2 Early intervention and social work supervision procedure to be aligned.	31 January 2019 Louise Haughton Denise Williams	See WFD 3.1	% increase in practitioners reporting good supervision. % increase in supervisions found to be good in audit.
		WFD 3.3 Video of use of RP in supervision and family meetings to be produced.	31 March 2019 Louise Haughton	A mock family meeting was recorded in May 2018, but our communications department are still working on editing the final video before it can be published. We are waiting for a date. Timescale extended to allow time for roll out and measuring impact.	% increase in the number of family meetings being held. % increase in practitioners reporting good supervision. % increase in supervisions found to be good in audit.
		WFD 3.4 Supervision training to be delivered to all Team	31 January 2019 Louise Haughton	This will be completed in line with the roll out of the new	% increase in practitioners reporting good supervision.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		Managers and Senior Social Workers.		Supervision Policy. See WFD 3.4 for evidence of impact indicators.	% increase in supervisions found to be good in audit.
WFD 4	Improve our response to Neglect by embedding the Neglect Strategy and Toolkit across the workforce	WFD 4.1 New Neglect documentation to be created.	31 March 2019 Louise Haughton Alison Montgomery Dawn Williams	WSCB are leading on the neglect toolkit update. A meeting is taking place to see if professionals can use Eclipse to complete the toolkit. There is a meeting with CCG, Dawn and Safeguarding manager to review and update neglect strategy and paperwork. The Board will be updated in December and it is envisioned to go out in April 2019.	% increase in the number of neglect audits found to be 'good'.
		WFD 4.2 Neglect tool to be embedded across the workforce	31 March 2019 Louise Haughton Alison Montgomery	We have created a single document with all risk assessment tools, including neglect. WFD are developing a critical training programme where attendance around some training, including Neglect	% increase in the use of the neglect tool.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
				training, can be monitored. A dip sample will be completed in March 2019.	
WFD 5	Embed the Knowledge and Skills Statement (KSS) to ensure the workforce is ready for accreditation (include Voice of Child and Assessment and Analysis).	WFD 5.1 Embed KSS in appraisal for Social Workers, Senior Social Workers and managers.	31 March 2019 Louise Haughton	This is a new action in Q2 due to the change in the supervision policy.	100% of social workers have a skilled audit against the KSS on record. Evidence of progress against the KSS is evidenced in supervision records.
		WFD 5.2 Map workforce development plan against the KSS and ensure information about training includes which areas of the KSS are being addressed.	31 December 2018 Paula Warrilow	This is on track to be completed within timescales.	Workforce will report being clear about how training relates to the KSS.
WFD 6	Strive toward a stable and appropriately skilled Children's Workforce.	WFD 6.1 Implement the restructure	31 st March 2019 Emma Bennett	We are currently in the process of implementing a restructure which will support this.	There will be less reliance on agency staff. There will continue to be training opportunities to ensure that staff across the service have the skills they require to do their jobs well.
WFD 7	To improve social work recruitment and retention.	WFD 7.1 A recruitment plan is being developed which	31 st March 2019 Louise Haughton	This is on track to be delivered within timescales.	There will be less turnover of staff which will result in less

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		will result in recruiting staff who are skilled and enthusiastic about Social Work in Wolverhampton.			reliance on agency staff.

ACHIEVED OUTCOMES

Ref. Number	Area for Development	What Will We DO?	Timescale and Lead Officer	Progress	Evidence of Impact
COM 2	Ensuring that Wolverhampton families who experience domestic abuse have timely and appropriate support by recommissioning the domestic violence support services.	COM 2.1 Completion of tender process and mobilization of the new services.	30 June 2018 Adam Cooper	The contract was put in place in June 2018. This is completed.	New services will be in place from June 2018.
SG 5	Effective liaison with Designated Safeguarding Leads (DSL) across the city.	SG 5.1 Embed the DSL network for schools.	31 December 2018 Dawn Williams	This has been established with two events completed to date. Recent feedback is very positive.	DSL event in place. Feedback from participants.
		SG 5.2 Extend the remit of the Children's Home forum to include Supported provision.	30 September 2018 Dawn Williams Jo Hicklin (WMP)	This has been completed. Work has progressed, and the next event includes supported accommodated providers. The Police Single Point of Contacts are actively supporting the promotion of and delivery of the forum.	New Terms of Reference. Regular Forum Meeting. Accessible Briefings accessible on the WSCB website.

ACHIEVED OUTCOMES					
Ref. Number	Area for Development	What Will We DO?	Timescale and Lead Officer	Progress	Evidence of Impact
				Providers have asked that the forums are 6-monthly and led by the LA and West Midlands Police.	

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

Indicator No.
IP1
IP2
IP3
IP5
IP6
IP7
IP8
IP9
IP10
IP11
IP12
IP13
IP14
IP15
IP16
IP17
IP18
IP19
IP20
IP21
IP22
IP23
IP24
IP25

IP26	
IP27	
IP28	
IP29	
IP30	
IP31	

Indicator

Quality and Effectiveness of Practice

Number of case audits undertaken

Outcome of case audits undertaken

Inadequate Cases

Requires Improvement Cases

Good Cases

Outstanding Cases

Outcome of regular dip sampling across services **(data in process of being obtained)**

Workforce

Staff Turnover

Vacancy Rates

Agency Rates

Avg Caseload

Supervisions which have taken place within one month in CiN/CP/LAC/LAC Transitions

Children in Need

Child Protection

Children and Young People who are Looked After

Early Intervention

Number of jointly worked Early Help Assessments with partner agencies **(indicator currently under review)**

EYFS narrowing the gap between City of Wolverhampton Council and comparators (statistical and regional neighbours) **(indicator currently under review)**

The number of identified (accepted and engaged) and claimed Troubled Families

The number of Troubled Families who have made significant sustained changes (not coming back in the service within the year) **(indicator currently under review)**

Specialist Support Service

The number of referrals to Specialist Support and how many of those referred took up the offer and engaged with the service

The number of children/young people supported by Specialist Support who have come into care and number who have remained out of care

The number of children/young people supported who have come into care and are placed with parents or with Connected Persons

The number of children/young people/families have had repeat referrals after being supported by Specialist Support Services

Children in Need/Child Protection

The number of Child Protection cases which have been closed within three months of the plan A1 indicator run for Adoptions and SGO **(only adoption data currently)**

The number of children/young people reaching early permanence **(data in process of being obtained)**

Looked After Children (LAC)

The number of SGO's achieved

Net increase in internal foster carers **(data in process of being obtained)**

Increase of Care Leavers in Education, Employment and Training

Safeguarding

The number of children and young people who have participated in their Children and Young People in Care reviews

The number of parents who have participated in Children and Young People reviews **(reporting to commence from Q3)**

The number (%) of MASH contacts that resulted in No Further Action

Inclusion Support

Number of permanent exclusions

Headstart

The number of families who access Zumos (**indicator currently under review**)

The number of families who access HeadStartonline (**indicator currently under review**)

Youth Offending Team

Number of out of court disposals

Percentage of young people involved in YOT who are in Education, Employment and Training

Service/ Agency Providing Data	Period	2017 - 2018				Q1
		Q1	Q2	Q3	Q4	
	Quarterly	39	46	32	44	12
Audit	Quarterly	5	4	2	4	3
	Quarterly	24	25	22	22	3
	Quarterly	10	17	7	18	6
	Quarterly	0	0	1	0	0
Insight & Performance	As at quarter end	17.5%	16.1%	15.7%	19.4%	27.3%
	As at quarter end	22.4%	19.3%	18.6%	18.4%	22.8%
	As at quarter end	18.9%	17.2%	13.1%	15.0%	17.6%
	As at quarter end	21.1	21.2	20.8	20.6	21.6
	As at quarter end	-	-	-	-	26%
	As at quarter end	-	-	-	-	38%
	As at quarter end	-	-	-	-	55%
Insight & Performance		-	-	-	-	-
		-	-	-	-	-
	Cummulative Number/(%)	(1387) 164	(1533) 164	(1881) 473	(2325) 678	(2425) 678
		-	-	-	-	-
Specialist Support	Quarterly	111	123	118	165	127
	(% Engaged)	84%	96%	83%	80%	83%
	Quarterly	7	11	11	10	4
	Quarterly	0	0	0	0	1
	Quarterly	8	13	6	15	6
Insight & Performance	Quarterly	-	-	32	65	37
	As at quarter end	603	469	507	547	508
	Quarterly	-	-	-	-	-
Insight & Performance	Quarterly	0	3	2	2	3
	Cummulative YTD	-	-	-	1	-
	As at quarter end Number/(%)	152 (61)	125 (60)	131 (60.3)	145 (59.6)	120 (61.5)
Insight & Performance	Cummulative YTD	81%	93%	94%	95%	91%
	Cummulative YTD	-	-	-	-	-

	Cummulative YTD	257 (17.7)	465 (16.9)	637 (15.9)	875 (15.9)	154 (9.8)
Specialist Support	Quarterly	24	24	37	43	27
Headstart		-	-	-	-	-
Insight & Performance	Quarterly	21	24	21	20	12
	Quarterly	63%	54%	77%	57%	66%

2018 - 2019		
Q2	Q3	Q4
9		
1		
2		
6		
0		
20.1%		
18.9%		
19.5%		
22.5		
37%		
49%		
54%		
-		
-		
(2654)		
854		
-		
139		
94%		
5		
0		
10		
21		
637		
-		
3		
-		
113		
(59.4)		
95%		
-		

Sensitivity: PROTECT

376 (12.3)
23
-
-
15 66%