

Report title	Wolverhampton Sufficiency Strategy 2017-2020: 2018-2019 Implementation Plan End of Year Report	
Cabinet member with lead responsibility	Councillor John Reynolds Children and Young People	
Wards affected	All wards	
Accountable director	Emma Bennett, Director of Children's Services	
Originating service	People Commissioning Team	
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Recommendation for action:

The Corporate Parenting Board is recommended to:

1. Receive Wolverhampton Sufficiency Strategy 2017-2020: 2018-2019 Implementation Plan End of Year Report.

1.0 Purpose

1.1 The report provides information on the position at the end of the Strategy Implementation Plan period (2018-2019) and performance in relation to the Implementation Plan 2018-2019 priorities. It also includes proposals for changing the way that the Sufficiency Challenge element of the work is organised.

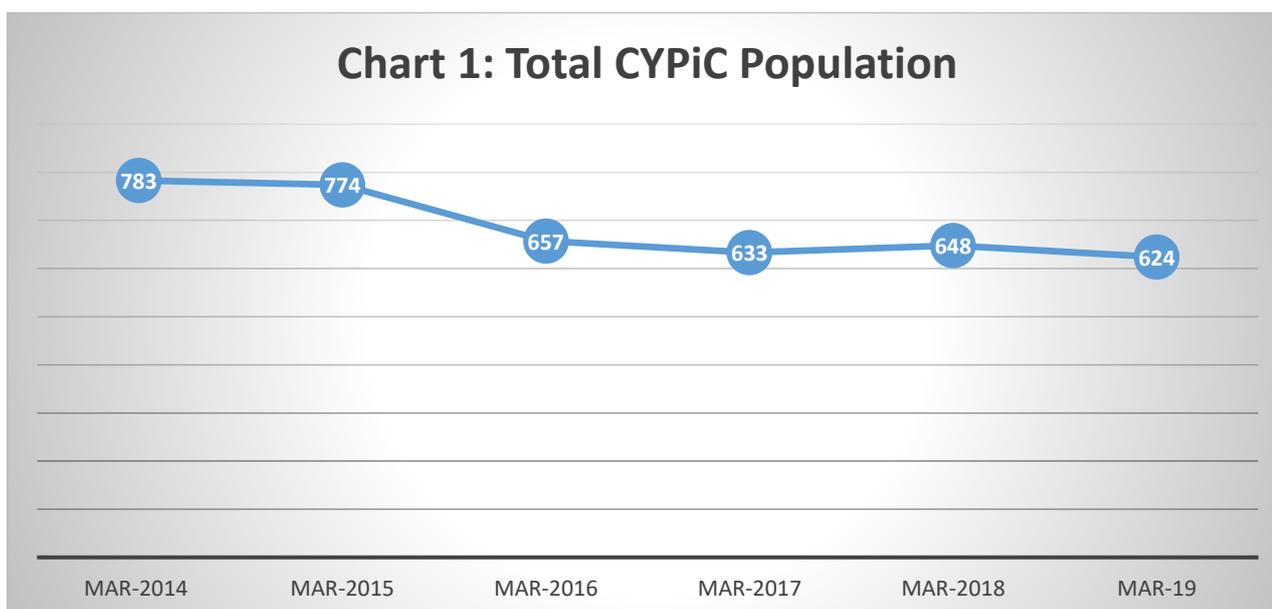
2.0 Background

- 2.1 This year has seen a number of developments with regard to the implementation and monitoring of the Sufficiency Strategy. During the year, the Sufficiency Challenge Group has been established to provide strategic oversight of the Sufficiency Strategy and Implementation Plan. In addition, a new tool was introduced to monitor performance in the shape of the Sufficiency Dashboard which provides both contextual and performance data.
- 2.2 The report and the RAG ratings against performance indicators proposed by the Operational Leads were reviewed at the inaugural meeting of the Sufficiency Challenge Group meeting. The Sufficiency Challenge Group has been established to provide strategic oversight of the Sufficiency Strategy and Implementation and to provide a strategic commentary and challenge to ensure that synergy is achieved across the various elements of the Implementation Plan. The Group decided to structure its strategic review and challenge process around the life journey of vulnerable children and young people both in and out of care. The strategic commentary provided in this report has been led by the Challenge Group.
- 2.3 Of the 20 performance indicators, 14 (70%) are green, six (30%) are amber.

3.0 Contextual Information

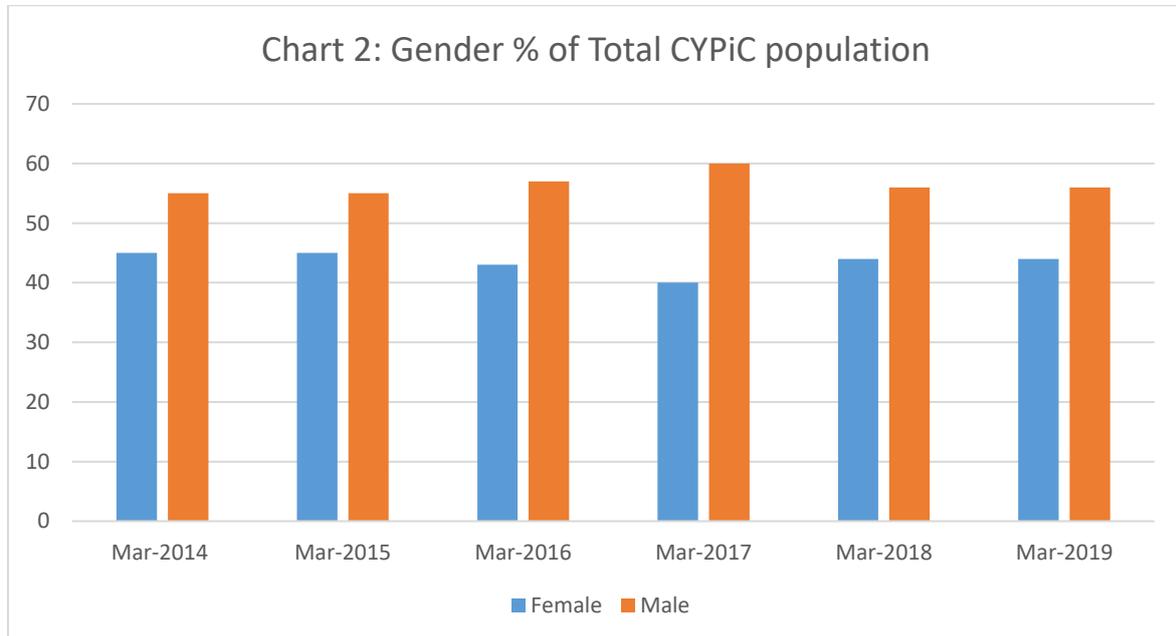
Total Children and Young People in Care (CYPiC) Population

- 3.1 Since 31 March 2014 the total CYPiC population has decreased by 20.3% (783-624) compared to the same date in 2019.
- 3.2 During 2018-2019 there has been a 3.7% reduction in the CYPiC population. The chart below shows this:



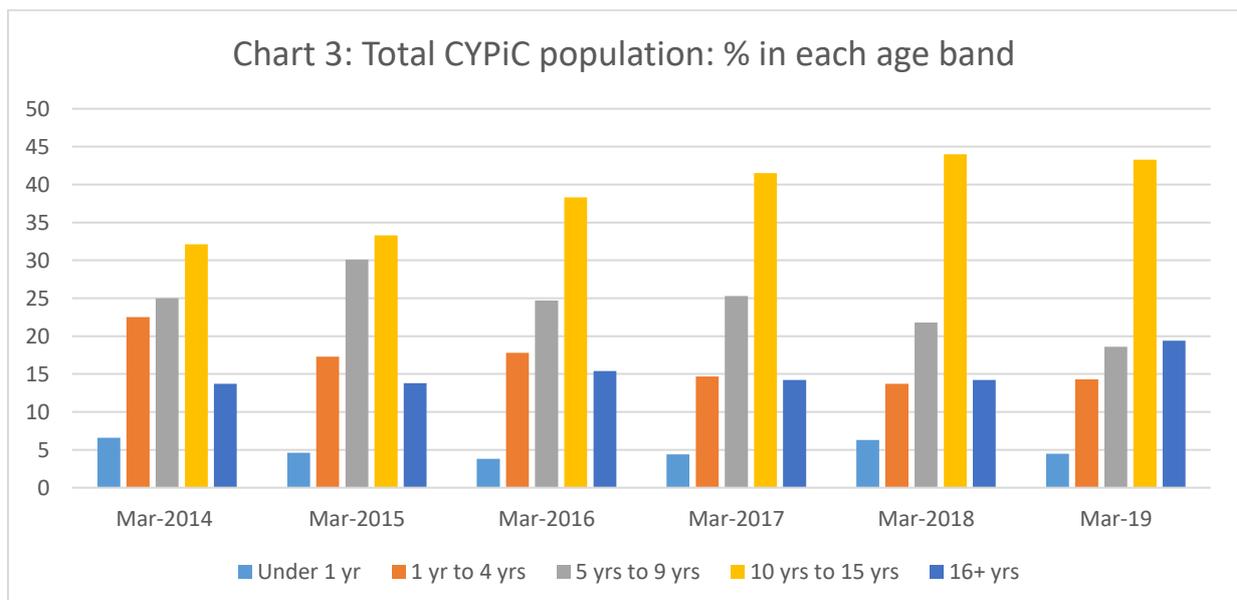
Gender

3.3 Over the last six years the gender balance has remained relatively constant at around 45% female and 55% male. The chart below shows this:



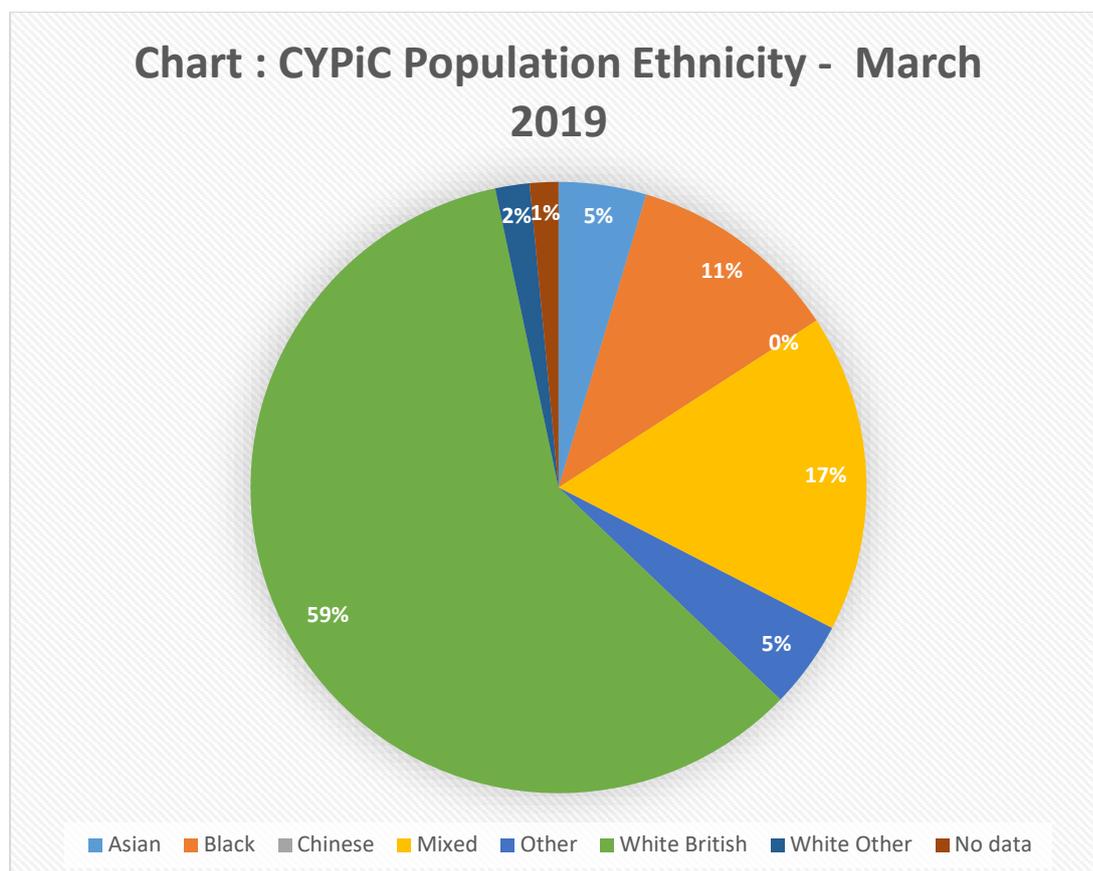
Age

3.4 Over the six-year period there have been significant changes with regard to the age profile of the overall CYPiC population. The last six years has seen a general downward trend for the three younger age groups covering zero – nine years (54% to 37.5%) whilst the older age groups covering 10+ years have increased (46% to 62.5%). This is shown in the chart below:



Ethnicity

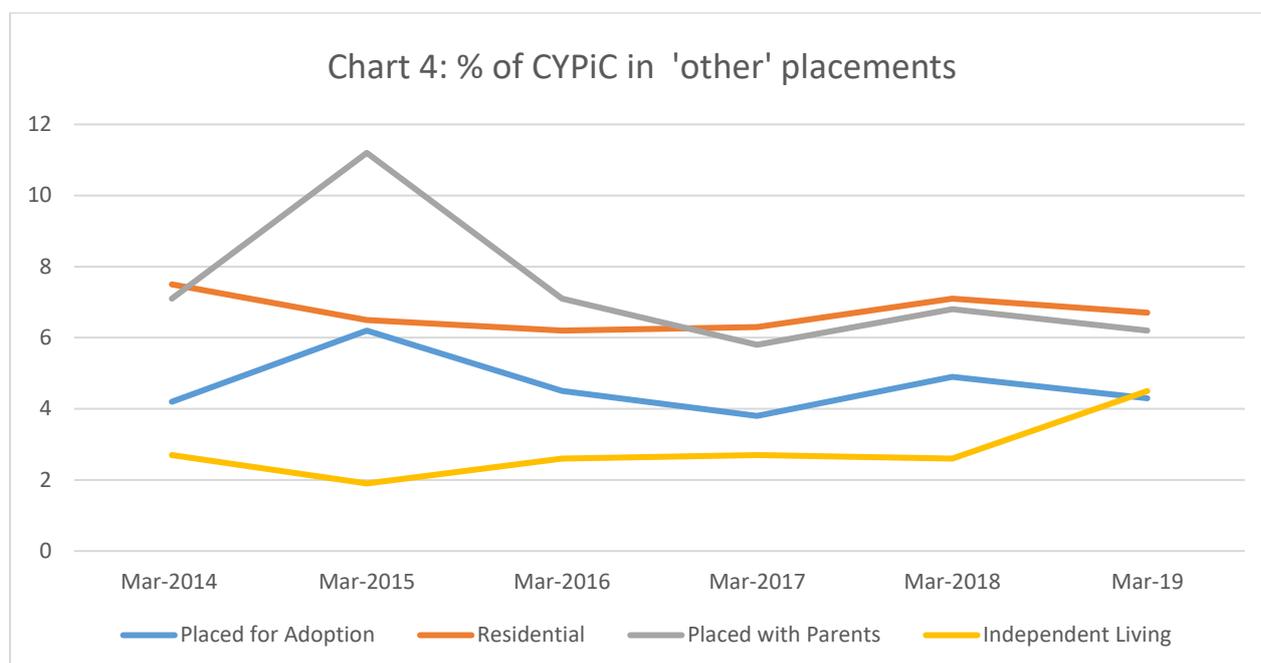
- 3.5 Overall there have not been any major changes in the ethnic make-up of the CYPiC population over the last six years. The largest proportion are in the White British category (59.5%) followed by those in the Dual Heritage category (16.8%). These two categories have seen the biggest changes over the last six years with Dual Heritage rising from 14.% to 16.8% of the total population and White British falling from 63.5% to 59.5%. The chart below shows this:



Placements

- 3.6 Whilst there have been fluctuations in the proportion of CYPiC in other types of home settings other than fostering over the last six years there has, overall, been relatively little change. CYPiC placed with Parents reached a peak in 2014-2015 but then saw a significant reduction in 2015-2016 and 2016-2017. The last 12 months has seen a significant increase in the proportion of CYPiC in Independent Living and this may reflect to some extent the increasing age profile.
- 3.7 Overall there has been an increase in the proportion of CYPiC placed in fostering placements. In March 2014 73% of CYPiC were fostered compared to 76.9% at the end of September 2018. In terms of other placement types, after an initial rise in CYPiC Placed with Parents, there has been an overall decrease since March 2015 (11.2% to 6.3%).

There has been a marginal decrease in 2018-2019. The chart below shows this:

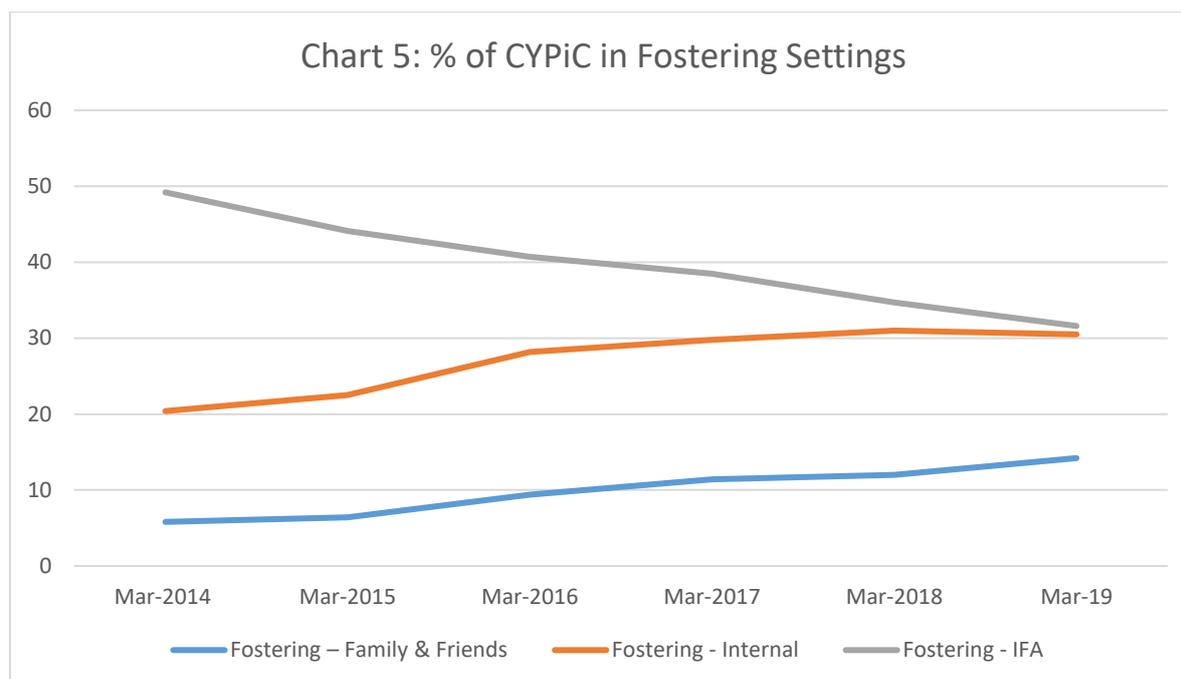


- 3.8 In terms of “geographical sufficiency”, at the end of March 2019 just over half (51.4%) of placements were within the City boundaries. A further 35.1% were within 20 miles, leaving 13.4% more than 20 miles away.
- 3.9 The table below provides a partial comparison with the national (England only) position in relation to placements over 20 miles from the home local authority. It is partial because the national data relates to the position at 31 March 2018 rather than 2019 as the data is not usually published until the following November or December.
- 3.10 The figures in the table indicate that overall there is nationally a higher proportion of placements over 20 miles away from the home local authority compared to Wolverhampton. This position is reflected in the Foster Care Placement category, which is numerically the largest. The reverse is true in terms of Independent Living and children and young people placed with parents. The table below shows this:

Type	Wolverhampton %	England %
Placed for Adoption	47	45
Other	100	50
Residential	40	41
Independent Living	16	11
Foster Care	9	16
Placed with Parents	10.5	7
TOTAL	13	19

Foster Care Placements

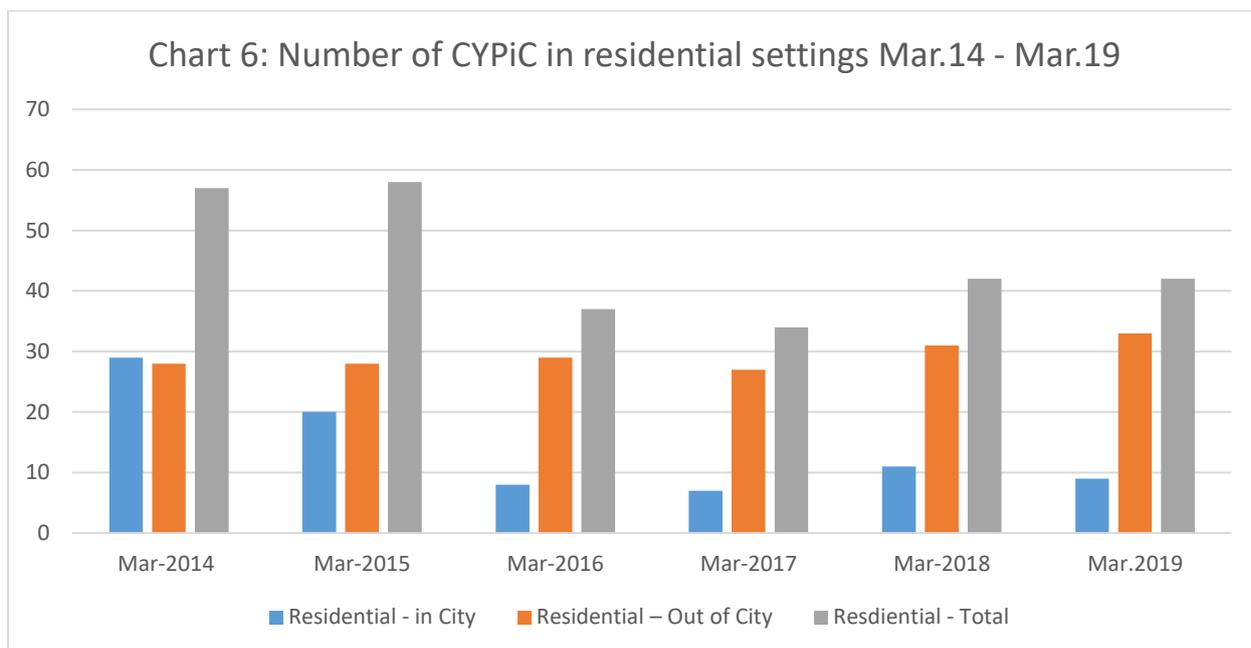
3.11 Fostering continues to be biggest placement type and there have been significant changes in the various types of fostering placement. There has been a steady increase in the proportion of Family & Friends placements (5.8% to 14.3%) and a steady increase in the proportion of children and young people placed with internal foster carers (20.4% to 30.5%), although the “in-year” trend is downwards. This increase has been matched by a similar rate of decrease in the use of independent fostering placements (44.1% to 31.6%). In March 2014 the majority of foster care settings were provided by Independent Fostering Agencies (65.3%) but by the end of March 2019 this had reduced to 41.3%. The table below shows this:



Residential Placements

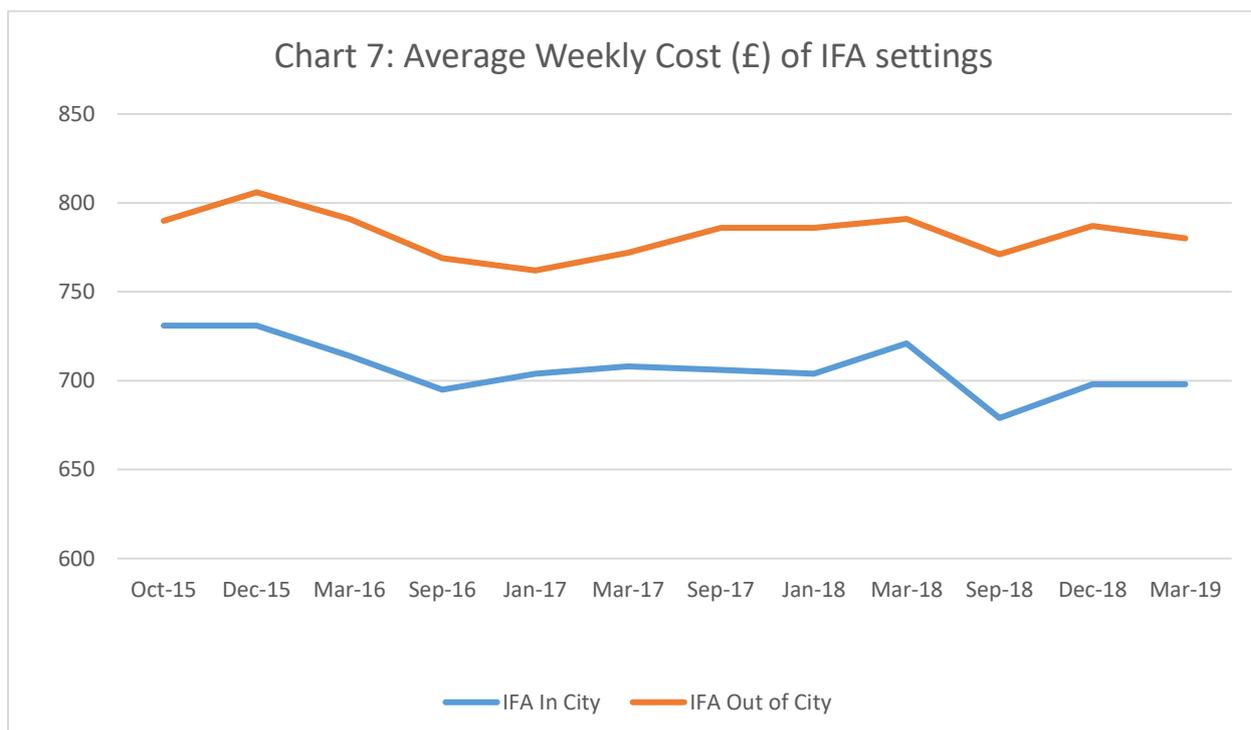
3.12 Over the six-year period there has been a significant reduction in the number of residential placements “in City” (29 to 9). This is partly explained by the closure of Council owned homes and the termination of block contracts during that period. In March “in City” residential placements accounted for 1.4% of all placements. “Out of City residential placements changed a little numerically over the six-year period (28 to 33). Given the reduced size of the overall population this means that the proportion of young people placed in residential settings outside the City has increased from 3.6% to 5.3%.

The chart below shows this:



Fostering Costs

3.13 Due to the decrease in the number of CYPiC in foster care with Independent Fostering Agencies (IFAs) there has been a reduction in weekly spend over the last three years. In City IFA placement spend has decreased by 48% and Out of City IFA placement spend has decreased 28%, making an overall decrease of 32%. In terms of the average weekly cost of IFA settings, this has also decreased. From January 2017 there was an upward trend but this has been reversed over the last six months. At 31 March 2019 the average weekly cost of an IFA placement “in City” was £698 compared to £780 for an “out of City” IFA placement. A recent review identified an average weekly cost for internal fostering placements (including Family and Friends) of £358.10. The chart below shows this:



Residential Costs

- 3.14 Unlike fostering costs, over the last five years there has been a steady increase in the average weekly costs of residential placements both in City (+41%) and out of the City (+5%) as set out in Chart Eight. This has led to a position at the end of March 2019 where average weekly costs in City (£3,594) are slightly higher than out of City (£3,499).
- 3.15 The data presented below shows how the proportions of residential settings in the different price bands have changed. Since September 2017 “in City” residential settings in the higher price bands have exceeded those in the lower. In March 2019 the lowest price band for out of City residential settings accounted for only 23% compared to 41% at its height in 2016.

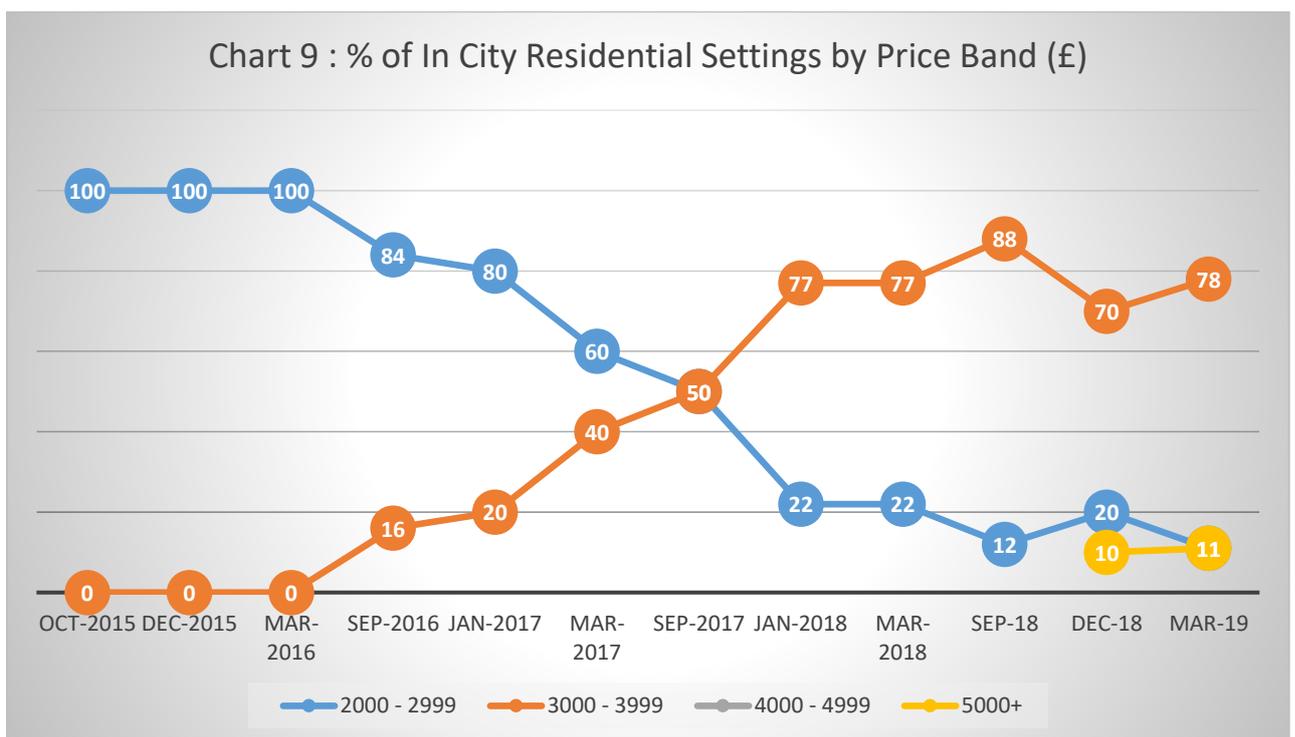
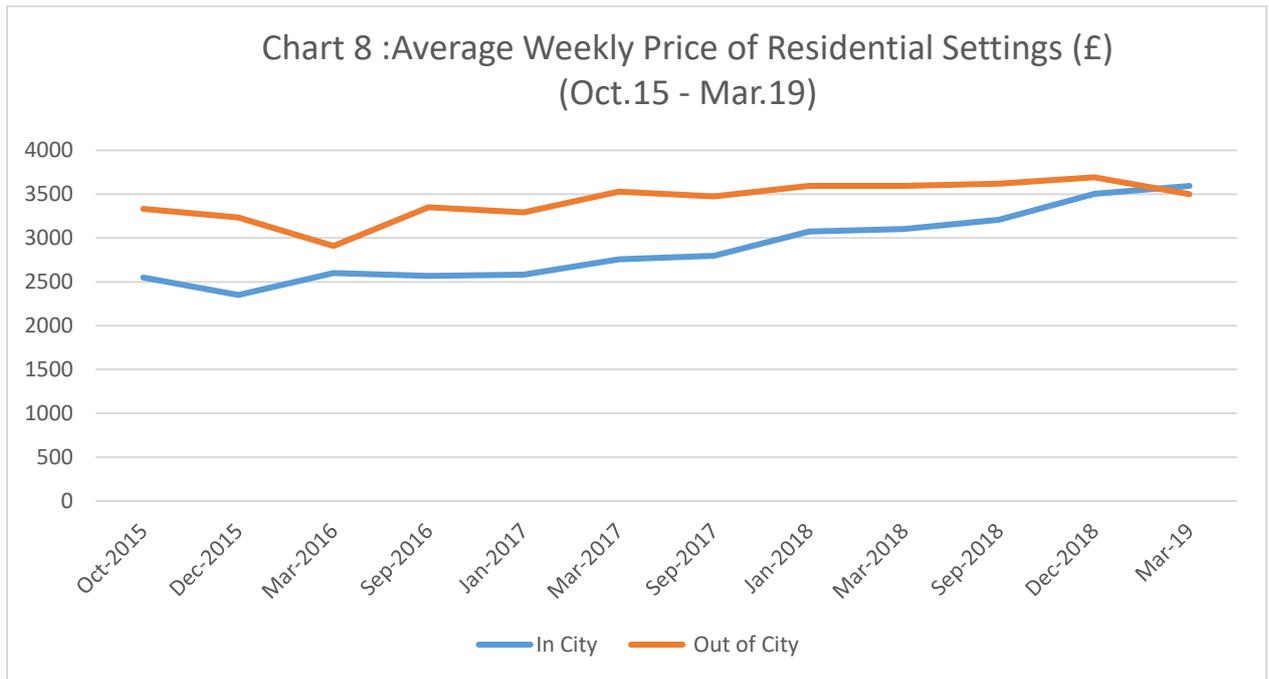
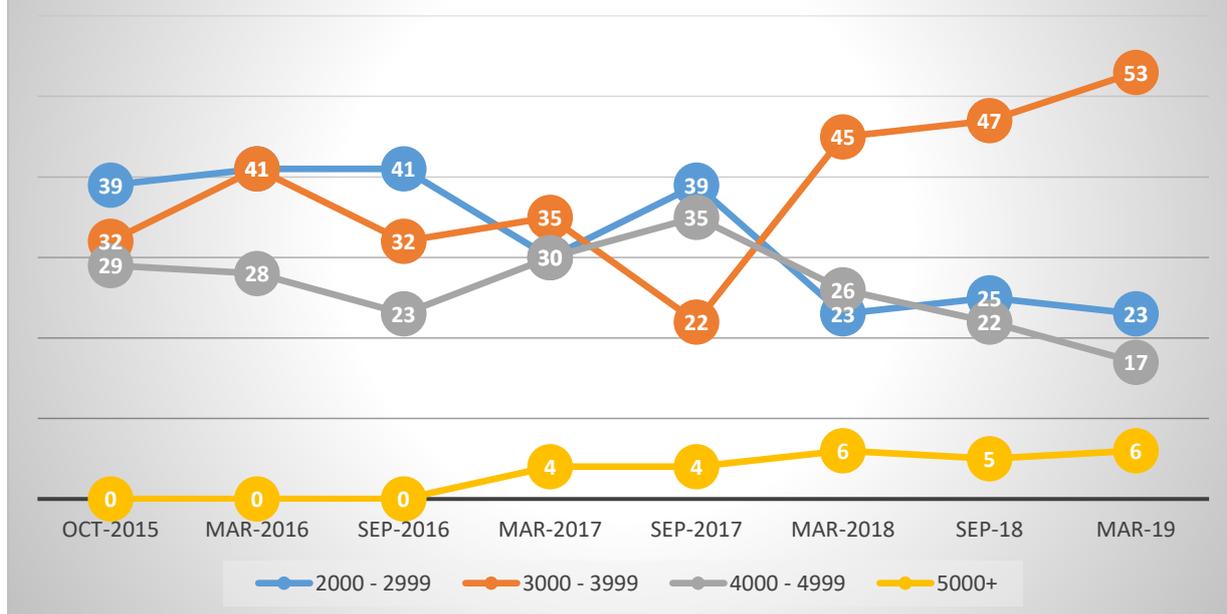


Chart 10 : % of Out of City Residential Settings by Price Band



4.0 Strategic Overview

4.1 The strategic overview set out below has been compiled by the Sufficiency Challenge Group and summarises the position at the end of the year and outlines the challenges in terms of sufficiency that will need to be addressed in the final year of the current strategy period.

4.2 Challenge One:

Challenge One: The need for effective support and practice to ensure that as many children as possible are able to remain living at home with their families.

Key Issues:

To ensure we have access to sufficient appropriate services to support children and young people, especially those on the edge of care, to remain with their family where possible.

Emerging Issues: None

What is working well?

Edge of Care (EoC) services continue to have a high level of success in supporting families to stay together and look after their own children. Of those that have benefitted from EoC services (Intensive Family Support, Upper Pendeford Farm Short Breaks Facility, Family Group Conferencing) 85-90% remain at home.

What more needs to be done?

There are plans to further develop Family Group Conferencing as an alternative to the initial case conference for children at risk of significant harm.

The introduction of a Young Persons Team will provide more opportunities to engage with vulnerable young people and their families to improve resilience and increase the chances of keeping families together.

4.3 Challenge Two:

Challenge Two: Provision of effective support and availability of suitable accommodation to meet the needs of care leavers
Key Issues: To ensure that we respond positively to increasing and changing needs in the CYPiC population (especially in terms of older CYPiC and care leavers up to 18 years of age and beyond)
Emerging Issues: None
What is working well?
This year saw the launch of the Care Leavers' Offer
What more needs to be done?
The aging nature of the care population will present increasing challenges going forward. There is a need to ensure that there is sufficient accommodation available and this needs to offer a wide range of choices for those young people working towards leaving care.

4.4 Challenge Three:

Challenge Three: Access to high quality placements that support children in care to have stability and to achieve positive outcomes.
Key Issues: To increase the proportion of children and young people in care placed in family settings and ensure that only those CYPiC with complex needs who are assessed as needing a residential placement are placed in residential settings To increase the size of the pool of internal foster carers and ensure that there are placement options for CYPiC of all ages and levels of complexity. To continue to improve our understanding of which types of need we have not been able to meet through "internal" placements in order to change the profile of the internal carer population so that we have sufficient internal carers to meet need (less reliance on external providers).
Emerging Issues: Use (inappropriate use) of unregistered supported accommodation when the markets (internal and external) fail to offer suitable/any placement offers.
What is working well?
Assessing Needs There is a process in place within a partnership setting for robust and regular (quarterly) assessment, monitoring and review of the needs of children and young people with complex needs. A new in-house residential home has been developed to provide a residential assessment service. This is an example of how residential care can be used more purposefully – i.e. with a specific short-term role rather than as a long term solution or an emergency/"placement of last resort" option.

Improving placement matching and stability

Internal foster carer profiles have been completed and filed on both carers' records and on the foster carers register which supports the placement team when identifying placements and advising social workers of the carer's details.

A Foster Carers Level three and four Panel has been set up which meets on a quarterly basis. The Panel considers applications from foster carers (supported by their supervising social worker) to be considered for escalation from level two to level three or level three to level four. Two panels have been held so far with four carers to progress from level to three agreed.

Foster Carer Skills and Resilience

A Therapeutic Training Programme has been delivered throughout the year which gives foster carers insight in how to provide care to children and young people considering their experiences prior to foster care. This is upskilling carers and supporting resilience and is seeing significant improvement in placement stability.

The buddying scheme was revised during the year and training offered to all level three carers in providing buddy support to newly approved or less experienced foster carers. 35 foster carers were trained as buddies with 15 to date paired up with foster carers. All newly approved foster carers receive weekly visits for six weeks following approval at panel.

What more needs to be done?

Auditing specific groups of children and young people (e.g. potential special guardianships, adoptions, children with several placement moves, residential care) on a consistent and regular basis.

Successful implementation of the Key to Inspiration residential provision to enable children to move to appropriate care provision and reduce the need for lengthy residential care placements.

There is a priority to ensure that only those young people who need to be in residential care are actually placed in children's homes.

4.5 Challenge Four:

Challenge Four: Quality of practice and support to meet the needs of children in care, improving their experience of care and achieving permanence.

Key Issues:

To achieve permanence for CYPiC as early as possible.

Emerging Issues: None

What is working well?

Looking at all possibilities to achieving permanence for example the active promotion of Special Guardianship Orders particularly with Connected Carers has proved successful.

What more needs to be done?

There is a need to focus on auditing specifically identified cohorts of Children and Young People in Care (e.g. potential special guardianships, adoptions, revocations, children with several placement moves, residential care and care proceedings) on a monthly basis and meeting with managers to drive forward progress.

5.0 End of Year (2018-2019) Performance Monitoring

5.1 This section of the report provides an overview of performance in relation to each strategic priority and its related performance indicators.

Priority One: To ensure we have access to sufficient appropriate services to support children and young people, especially those on the edge of care, to remain with their family where possible.

Responsible Officer: Rachel King – Head of Specialist Support Services

Performance Indicator	2018-2019 Target	2018-2019 Out turn
<p>1a: Percentage of planned cases who have been supported by Upper Pendeford Farm where placements have not broken down.</p> <p>(Baseline 2017-2018: 89%)</p> <p>Operational Lead (Rachel King) Comment: This indicator refers to a service area covering relatively small numbers. Thus, there is room for slight fluctuations in performance to have apparently large impacts statistically. For example, during 2018-2019 there have only been 13 cases closed.</p>	90%	70%
<p>1b: Percentage of CYP who at the point that Specialist Support Services casework ends have not been admitted to care.</p> <p>(Baseline 2016-2017: 91%)</p> <p>Operational Lead (Rachel King) Comment: Data shows those that did go into care, did so within six weeks of referral to specialist support services, this highlights some cases are referred too late.</p>	95%	89%
<p>1c: Percentage of CYPiC with a “return home” plan who have been successfully reunified with their families.</p> <p>(Baseline 2016-2017: 78%)</p>	80%	74%

Operational Lead (Rachel King) Comment: This indicator refers to a service area covering relatively small numbers. Thus, there is room for slight fluctuations in performance to have apparently large impacts statistically. For example, during 2018-2019 there have only been 23 cases closed.

5.2 There are plans being developed to expand the scope of the performance monitoring prevention of admission to care to include longitudinal studies which will enable the longer-term impact to be assessed.

Priority Two: To increase the proportion of children and young people in care placed in family settings and ensure that only those CYPiC with complex needs who are assessed as needing a residential placement are placed in residential settings

Responsible Officer: Alison Hinds – Head of Children and Young People in Care

Performance Indicator	2018-2019 Target	2018-2019 Out turn
<p>2a: Proportion of the total CYPiC population in a family led environment or independent living placement.</p> <p>(Baseline: 31 March 2017: 94.9%)</p> <p>Operational Lead (Alison Hinds) Comment:</p> <p>The proportion of CYPiC in foster care placements is below the baseline position and this reflects the lack of availability of both internal and external placement opportunities.</p>	95%	92%
<p>2b: Proportion of CYPiC in residential placements who have a current care plan for residential care</p> <p>Operational Lead (Alison Hinds) Comment:</p> <p>The nature of some placement referrals (e.g. emergency situations) mean that CYPiC are placed in residential as an interim measure.</p>	100%	An audit has been undertaken and a number of cases identified of CYPiC with plans for foster care were in residential placements
<p>2c: Percentage of CYPiC assessed as needing a residential setting are systematically scrutinised on a six-monthly basis</p> <p>Operational Lead (Alison Hinds) Comment:</p> <p>All residential placements, not just those assessed as needing residential, all systematically scrutinised either through the EPR</p>	100%	100%

process (three & six monthly) and the EPP process (three monthly).		
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Priority Three: To increase the size of the pool of internal foster carers and ensure that there are placement options for CYPiC of all ages and levels of complexity.

Responsible Officer: Alison Hinds – Head of Children and Young People in Care

Performance Indicator	2018-2019 Target	2018-2019 Out turn
<p>3a: Number of available internal foster carers (Baseline 31 March 2018: 147)</p> <p>Operational Lead (Lisa Whelan) Comment: This has been a successful year for recruitment with 24 approvals of mainstream foster carers in the year. Compared to last year there were only 10 de-registrations and therefore there has been a net gain of 14 mainstream internal foster carers.</p>	Net gain of 26	Net gain of 14 168
<p>3b: Percentage of Children and Young People in Care who on entering care have a first placement with connected carers. (Baseline 31 March 2018: 70)</p> <p>Operational Lead (Lisa Whelan) Comment: During 2018-2019 23 connected carers were approved however four Special Guardianship Orders (SGO's) were made to connected carers and 14 children were adopted by their foster carers which affects net gain of connected carers however increases SGO orders.</p> <p>There is a strategic drive to convert as many Connected Carer placements to SGOs as soon as circumstances are right. This may have an impact on the achievement of this target, but this will be offset by better performance in relation to Target 5b.</p>	By 31 March 2019 increase the number of looked after children in connected persons placements to 100	95 Children & Young People in Care in 53 Connected Persons placements

Priority Four: To continue to improve our understanding of which types of need we have not been able to meet through “internal” placements in order to change the profile of the internal carer population so that we have sufficient internal carers to meet need (less reliance on external providers).

Responsible Officer: Alison Hinds – Head of Children and Young People in Care

Performance Indicator	2018-2019 Target	2018-2019 Out turn
4a: Number of Foster Families United fostering clusters introduced	At 31 March 2019: 1	Completed

<p>(Baseline: 31 March 2018 = 0)</p> <p>Operational Lead (Lisa Whelan) Comment: Proposals detailing an In-House Fostering Model like Mockingbird were agreed by CLT and currently the model is being implemented – Foster Families United.</p> <p>This project is being launched during Fostering Fortnight in May 2019 with brochures printed and press releases to coincide. A Pilot project consisting of one hub carer and three carers commenced on 1 April 2019 and will be reviewed through a work stream reporting to the Family Values Steering Group.</p>		
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Priority Five: To achieve permanence for CYPiC as early as possible.

Responsible Officer: Alison Hinds – Head of Children and Young People in Care

Performance Indicator	2018-2019 Target	2018-2019 Out turn
<p>5a: Number of early permanence placements</p> <p>(Baseline: 2017-18 - 3)</p> <p>Operational Lead (Dawn Deans) Comment: We were able to achieve more than the target set which is a good performance</p>	6	7
<p>5b: Number and percentage of Family and Friends placements which lead to Special Guardianship Orders or adoption.</p> <p>Operational Lead (Lisa Whelan) Comment: Four of the SGO orders were to family and friends carers.</p>	15	20
<p>5c: Number of Adoption Orders granted.</p> <p>Operational Lead (Dawn Deans) Comment: Performance on target.</p> <p>Operational Lead assessment of issues which may affect future performance: In 2017-2018 we achieved 40, we set a target of 46 and achieved 43.</p> <p>There was delay on one case due to issues related to the prospective adopter, one case the lodging of the adoption order application was delayed due to the annex not being completed and a further case the adopters delayed applying for the adoption order. All three cases were due to be achieved AO in April.</p>	46	43

<p>5d: The average time between receiving a placement order and a match to an adoptive family being decided</p> <p>(Baseline: National average 220 days)</p> <p>Operational Lead (Dawn Deans) Comment: The Department for Education target is 121 however the national average is 220. This is a very good performance and the lowest City of Wolverhampton Adoption Service yet has achieved.</p>	220 days	152 days
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Priority Six: To ensure that we have access to sufficient appropriate services, accommodation and types of placement to prevent admission to care and respond positively to increasing and changing needs in the CYPiC population (especially in terms of older CYPiC and care leavers up to 18 years of age and beyond)

Responsible Officer: Alison Hinds – Head of Children and Young People in Care

Performance Indicator	2018-2019 Target	2018-2019 Out turn
<p>6a: NI62 - Percentage of Children and Young People in Care at 31 March each year with three or more placements during the year.</p> <p>Operational Lead (Alison Hinds) Comment:</p>	National target 16%	15%
<p>6b: NI63 - Percentage of Children and Young People in Care aged 16 and under who had been in care for 2.5 years in the same placement.</p> <p>(Baseline 31 March 2018 - 69%)</p> <p>Operational Lead (Alison Hinds) Comment:</p>	Year on year improvement (increase)	67%
<p>6c: Percentage of care leavers who self-report feeling safe and supported in their accommodation.</p> <p>(Baseline: 2016-2017 = 90%)</p> <p>Operational Lead (Julia Tompson) comment: Of the 10 young people surveyed in 2018-2019 – one reported not feeling safe due to neighbour issues – this was managed via Anti-Social Behaviour Team.</p> <p>Survey undertaken annually so data quoted relates to the 2017-2018 survey.</p>	100%	90%
<p>6d: Percentage of care leavers who have sustained their own tenancies in Council owned flats for six months post 18.</p> <p>Operational Lead (Julia Tompson) comment: Figures based on the 22 Care Leavers who moved into</p>	87%	95%

independence during 2018, 21 are maintaining their tenancy six months on.		
<p>6e: NI 147- Percentage of care leavers in suitable accommodation.</p> <p>(Baseline: 31 March 2018 – 82%)</p> <p>Operational Lead (Julia Tompson) comment:</p> <p>No comments</p>	Year on year improvement (increase)	91% (Early Sept.18)
<p>6f: Performance Management Framework for “Key to Inspiration” K2I Assessment Residential Home is in place.</p> <p>Operational Lead (Rachel King) Comment: K2I should be opening by the end of May 2019. Performance data will be collected once open. The indicators that will be specifically monitored in relation to the sufficiency strategy have been agreed.</p>	(Milestone) – In place September 2018	Completed

Priority Seven: To ensure that a Market Position Statement is developed and published as part of a cross Directorate approach to developing closer working relationships with providers (internal and external) in order to improve choice, quality, quantity and availability of services to closely match needs of children and young people on the edge of care and in care.

Responsible Officer: Andrew Wolverson – Head of Service

Performance Indicator	2018-2019 Target	2018-2019 Out turn
<p>7a: The Market Position Statement document is in place, is up to date and is readily available to those who need it.</p> <p>Operational Lead (Adam Cooper) Comment:</p> <p>The aim of this document is to open a dialogue with the wider community stakeholders by providing them with the current picture of care and support delivery, including demand and finance.</p> <p>Operational Lead assessment of issues which may affect future performance:</p> <p>Document is current on track for completion</p>	December 2018 - January 2019	Draft document has been completed
<p>7b: Market Position Statement is fit for purpose (according to provider/partner organisation feedback)</p> <p>Operational Lead (Adam Cooper) Comment:</p> <p>Operational Lead assessment of issues which may affect future performance:</p>	December 2018 - January 2019	

Document is current on track for completion. Feedback will not be obtained until it is formally published.		
<p>7c: A programme of provider engagement events/opportunities is in place</p> <p>Operational Lead (Adam Cooper) Comment:</p> <p>“Market warming” programmes and events form part of the pre-tendering phase for any contracts/framework agreements which come forward for tendering.</p> <p>Operational Lead assessment of issues which may affect future performance:</p> <p>None</p>	<p>Four meetings a year</p> <p>TBC</p>	<p>Events have been held with residential providers</p>

6.0 Proposals for new Sufficiency Challenge arrangements

- 6.1 The current arrangements for the Sufficiency Challenge Group have only been operating for a short time but during a recent discussion at a Group meeting it was felt that there is a need to have a strategic discussion about sufficiency more regularly and that this review should be more central to the mainstream strategic and operational business of Children and Young People’s Services.
- 6.2 In order to achieve this it is proposed that the Sufficiency Challenge Group meeting be replaced by a timetable of four annual (quarterly) agenda items for the Children’s Leadership Team Strategic meetings. Each of the four meetings would receive a general overview of Sufficiency and also have a specific focussed discussion around one of the four existing Challenge Themes or whatever new challenges emerge from the Strategy renewal process which will be carried out this year.

7.0 Financial implications

- 7.1 The breadth of the response to meeting the sufficiency duty impacts across the whole of Children and Young People’s Services which had an approved budget of £49.6 million for 2018-2019.
- 7.2 Any costs relating to the future implementation of the Strategy will be met from within the 2019-2020 approved budget of £51.8 million.
- 7.3 The delivery of the 2018-2019 Implementation Plan made a contribution to cost avoidance. In terms of reducing the overall population of Children and Young People in Care, 89% of children and young people who at the point that Specialist Support Services casework ended had not been admitted to care. In addition, there were significant improvements in using less expensive placements, for example, 95 Children & Young People in Care were in Connected Persons placements and the balance of foster care placements changed from the majority being in foster homes provided by Independent Fostering Agencies to a majority living with internal provided carers.

[NM/03072019/E]

8.0 Legal implications

8.1 The production of the Strategy fulfils the Sufficiency Duty placed on local authorities in Section 22G of the Children Act 1989 which has subsequently been reinforced by the Statutory Guidance Securing Sufficient Accommodation for Looked After Children (published 30 March 2010)

[SB/02072019/H]

9.0 Equalities implications

9.1 There are no equalities issues to this report as the needs of all Children and Young People in Care and those on the edge of care are specifically addressed through the existing processes that are in place.

10.0 Climate Change and Environmental implications

10.1 There are no direct climate change and environmental implications as a result of this report or the implementation of the Sufficiency Strategy over the next three years.

11.0 Project Implications

11.1 Project management support has been identified to assist in the process of agreeing and completing the Implementation Plan particularly in relation to the 2018-2019 Implementation Plan.

12.0 Human resources implications

12.1 There are no direct human resources implications as a result of this report.

13.0 Corporate Landlord implications

13.1 There are no direct Corporate Landlord implications arising from this report.

14.0 Schedule of background papers

14.1 Sufficiency: Statutory guidance on securing sufficient accommodation for looked after children – DCSF 2010

14.2 Wolverhampton Sufficiency Strategy 2014-2017

14.3 Report to Children & Young People Management Team 26 January 2017

14.4 Report to Children & Young People Management Team 23 March 2017

14.5 Report to Transforming Children's Services Programme Board 21 March 2018

14.6 Report to Transforming Children's Services Programme Board 12 June 2018