

City of Wolverhampton Council
**Wolverhampton Children's
Services**

**Improvement Plan
2016/17**

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Introduction from the Strategic Director – Linda Sanders

Wolverhampton Children's Services has made good progress over the past 2 years which has been driven through strong political and managerial leadership. There is a clear commitment to improving services and outcomes for children, young people and families. Despite significant financial challenges, there has been continued investment in Children's Services, demonstrating our corporate commitment to supporting the most vulnerable. The introduction of the People Directorate has put us in a good position to work across children and adult services, focusing on all ages and ensuring smooth transitions and a whole family approach.

During 2014/15 a number of improvements were made including the co-location of early help and social care; the development and implementation of the Families r First Programme; and the successful completion of Phase One of the Troubled Families Programme. In 2015/16 work moved from improvement to transformation and a Transforming Children's Board was established to manage the delivery of key transformation projects within Children's Services. The programme is driven by a number of key financial, legislative and Government-led initiatives, strategies and plans. The Board oversees a range of projects including the implementation of the new early intervention and prevention model, ensuring families that need help are identified early and receive the right support at the right time; the implementation and further development of the Multi-Agency Safeguarding Hub to include vulnerable adults; the continued focused analysis and work on existing Looked After Children to ensure only the right children come into the system and when they do that permanency is secured for them in a timely manner; the review and transformation of child and adolescent mental health and emotional wellbeing services including Headstart; and the development of a 16+ Strategy in order to improve the support and options available to increase the engagement of young people in education, employment and training. The work has been successful in reducing Looked After Children from 778 in 2014/15 to 638 in August 2016, whilst Children's Services budget outturn for 2015/16 had a £3.6m underspend in addition to £3m savings already been achieved.

The range of work clearly evidences the step change in the pace and ambition that we have for children, young people and families in Wolverhampton. We have a proactive approach to permanency and have seen significant improvements in the number of children being adopted, particularly those harder to place including aged five years or older and BAME children.

Child Sexual Exploitation (CSE), Domestic Violence (DV) and Female Genital Mutilation (FGM) are key corporate and partnership priorities and a range of work is ongoing to ensure that we are in a good position across the city to prevent, identify and respond effectively to these issues.

The Local Authority has a strong vision for school improvement. The City of Wolverhampton Education Board meets regularly bringing together the Strategic Directors for People, Place and the Director of Education to oversee and drive a joint approach to improving education, training and skills across the City.

The importance of a stable and skilled work force is clearly recognised and a concerted and focused effort on recruitment has seen a significant reduction in the use of agency staff. We are working hard to retain a competent workforce at all levels and are working with neighbouring authorities to try and address some of the broader, regional recruitment issues. There is a strong commitment to sector led improvement and continuous learning. Findings from Serious Case Reviews, Domestic Homicide Reviews and complaints are actively used to understand and inform service improvement.

The Wolverhampton Safeguarding Children's Board provides a challenging and supportive role in ensuring that the children's safeguarding system is robust and effective. They do this by challenging agencies both individually and collectively and holding them to account for delivering actions. We are confident that with the political, corporate and managerial leadership that is in place, together with the excellent partnership working relationships in Wolverhampton, we will deliver the service transformation required to improve the experiences and outcomes for children, young people and families.

Section 1: Governance and Context

The People Directorate is led by a Strategic Director, a role that incorporates the statutory responsibilities for, and is designated as, the Director of Children's Services (DCS) and the Director of Adult Services (DASS). The Directorate provides an opportunity to work across all ages, develop a coherent and consistent approach to social work quality and practice and ensure a person/family centred approach. It also facilitates efficient and effective working relationships with partner agencies.

Wolverhampton has a Labour led Cabinet. Politically there is a strong commitment to Children's Services with the Leader, Cabinet Member for Resources and Cabinet Member for Children and Young People all having oversight of the Children's Service priorities and supporting areas for improvement. The Cabinet Member for Children and Young People is committed to improving outcomes for children and families in Wolverhampton. She Chairs both the Children's Trust Board and Corporate Parenting Board and plays a key role in driving forward the transformation agenda. Over the past few years additional resources have been approved in order to improve the quality of practice and reduce caseloads.

There are well-established multi-agency meetings at both strategic and operational levels. There is a single Chair of both the Adult and Children's Safeguarding Boards who has been in role since January 2013. A Corporate Transforming Children's Services Board has been established which is responsible for driving the Children's Services Improvement Programme forward and delivering the outcomes and benefits in line with operational plans and priorities.

The last Ofsted Inspection of Wolverhampton's Safeguarding and Looked After Children Services was in June 2011 which resulted in a judgement of 'Adequate' for Safeguarding Services and 'Good' for Looked After Children Services.

Section 2: Performance Management

How will we know?

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

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

What will we measure?

<p>Quality & Effectiveness of Practice</p> <p>Quality Assurance and Audit Processes</p> <ul style="list-style-type: none"> • Number of thematic case audits undertaken • Number of cases 'dip sampled' • Outcome of quarterly self-evaluation • Outcome of dip sampling and quality assurance processes <p>Quantitative Measures:</p> <ul style="list-style-type: none"> • Initial Child Protection conferences held within 15 days of the Section 47 • % visits carried out on time, in line with the child protection plan • % of children seen alone as part of their visit (<i>not currently reported as standard but is captured in forms</i>) • Single Assessments completed within 45 working days • Participation of children in LAC reviews • Indicators taken from the parent questionnaires completed following CP conferences. <p>Future Measures (when data becomes available):</p> <ul style="list-style-type: none"> • % children seen as part of their assessment • % children seen alone as part of their assessment 	<p>Workforce</p> <p>Staff profiles for all of children's services:</p> <ul style="list-style-type: none"> • Established Posts • Permanent Social Workers • Other Permanent Staff • Vacancies and vacancy rate • Number of agency staff • Agency rate as a percentage of established posts • Leavers, Starters and Turnover • Average Sick Days • Average Caseloads (in development) • Comparison with other Local Authorities as per the Children's Social Care Workforce Return. <p>Qualitative and Supporting Measures:</p> <ul style="list-style-type: none"> • Percentage of Looked After Children with 3 or more social workers in the past 12 months is currently reported in the Corporate Parenting Report. • Outcome of Social Work Health Survey
<p>Early Help</p> <p>Early Help Measures:</p> <ul style="list-style-type: none"> • Number of Early Help assessments per 10,000 population • Proportion of Early Help Assessments opened by agency • Number of children taking up Terrific for Two's funding • The percentage of families with an improved outcome following early help intervention (Outcome Star) <p>Future Measures (when data becomes available):</p> <ul style="list-style-type: none"> • Proportion of cases that have stepped up to Social Care from Early Help • Proportion of cases that have stepped down from Social Care to Early Help 	<p>Children in Need of Help & Protection</p> <p>MASH Quality Assurance and Audit Processes:</p> <ul style="list-style-type: none"> • Proportion of MASH enquiries that are correctly RAG rated initially • Proportion of MASH enquiries that are correctly RAG rated on outcome • Proportion of MASH cases that have the correct outcome recorded • Proportion of MASH cases that have the correct Risks recorded initially <p>MASH Quantitative Measures:</p> <ul style="list-style-type: none"> • Number of enquiries • Repeat enquiries • Initial RAG ratings, Final RAG ratings and outcomes • Risks and Toxicity (inc toxic trio) • Timeliness of response <p>Quantitative Measures:</p> <ul style="list-style-type: none"> • Number and rate of referrals per 10,000 population

	<ul style="list-style-type: none"> • Proportion of re-referrals within 12 months • Number and rate of Children in Need per 10,000 population • Number of Strategy discussions / section 47 enquiries and the proportion that led to an ICPC • Number and rate of children subject of a child protection per 10,000 population • Proportion of children that are the subject of a child protection plan for a second or subsequent time • Percentage of children subject of a child protection plan for 2 years or more
Looked After Children	Adoption
<p>Quantitative Measures:</p> <ul style="list-style-type: none"> • Number and rate of LAC per 10,000 child population • % of LAC visits carried out within timescales • Proportion of LAC who have been reviewed on time • Placement stability – the proportion of LAC with fewer than 3 placements in the last 2 years. • Number and proportion of in-house foster placements • Number and proportion of children placed with parents who have a care order • Number of SGOs granted • Number of privately fostered children known to the Council <p>Future Measures (when data becomes available):</p> <ul style="list-style-type: none"> • Placement stability – the proportion of LAC in foster care for 2.5 years who have been in the same placement for 2 years or more • Foster Carers Pipeline • Virtual School Report 	<p>Quantitative Measures:</p> <ul style="list-style-type: none"> • A1 – Average time between a child entering care and moving in with its adoptive family • A10 – As above but where the child is adopted by their foster carer, time between entering care and moving in with their foster carer • A2 – Average time between receiving a placement order and a match to an adoptive family being decided • A3 - % of children who wait less than 16 months between entering care and moving in with their adoptive family. • Number of children waiting to be adopted (BI date) – adoption pipeline • Number of potential adoptive families currently being assessed • Number of approved adoptive families waiting for a match • Number of children who are subject of an SGO
Care Leavers	All Age Disability
<p>Quantitative Measures:</p> <ul style="list-style-type: none"> • Proportion of Care Leavers that are in Education, Employment or Training <p>Future Measures (when data becomes available):</p> <ul style="list-style-type: none"> • Proportion of Care Leavers in Suitable Accommodation • Proportion of Care Leavers with a Pathway Plan • Proportion of Care Leavers who are Staying Put 	<p>Quantitative Measures:</p> <ul style="list-style-type: none"> • Proportion of Disabled children that are the subject of CiN, CP or who are LAC • Number of Short Breaks <p>Future Measures (when data becomes available):</p> <ul style="list-style-type: none"> • Number of children who have an EHCP / Statement • Number of children with a Statement that have had a EHCP review • Proportion of 14 year olds with a Transition Plan
Education	CSE & Missing, Domestic Violence, FGM

<p>Quantitative Measures:</p> <ul style="list-style-type: none"> • Percentage of schools that are rated as good or outstanding • Attendance • Number of permanent and temporary exclusions of Wolverhampton Students • Proportion of children and young people found alternative placements by the 6th day following exclusion • Average number of days taken to find alternative placements • Number of children who are on Special Personalised Learning Plans • Average number of hours offered as part of Special Personalised Learning Plans • Number of CME Investigations and proportion of children found to be missing from education 	<p>Quantitative Measures:</p> <ul style="list-style-type: none"> • The number of children who are reported missing and the proportion that are subject of CP Plan or LAC • The proportion of children reported missing who have a Return Home interview within 72 hours of their return • The number of children and young people who are currently at risk of CSE • The number of MASE meetings conducted • The proportion of children and young people at risk of CSE for whom the level of risk has reduced <p>Future Measures (when data becomes available):</p> <ul style="list-style-type: none"> • Domestic Violence measures to be identified • FGM measures to be identified
<p>Participation and Feedback</p>	<p>Youth Offending Team</p>
<p>Quantitative Measures:</p> <ul style="list-style-type: none"> • LAC participation in reviews • Proportion of parents involved with CP procedures who strongly agree or agree that: <ul style="list-style-type: none"> ○ The quality of work with their family was satisfactory ○ The social worker shared their report at least three days prior to the conference ○ They understand why there are concerns about their child(ren) ○ The chair of the conference explained what was going to happen ○ They were given the opportunity to give their views at the conference ○ They are clear about what needs to change / happen for the plan to be ended • Partner agency participation at CP conferences. 	<p>Quantitative Measures: <i>A range of indicators are reported in the quarterly YOT report.</i></p> <ul style="list-style-type: none"> • Number of YOT interventions starting • Number of Community Resolutions • Number of Youth Cautions • Number of Youth Conditional Cautions • Number of Remand episode decisions • Number of Remand episode decisions recorded as court ordered Secure Remand or Remand in Custody • Percentage of Young Offenders in Employment, Training or Education
<p>Wolverhampton Safeguarding Children Board</p>	
<p>Quantitative Measures:</p> <ul style="list-style-type: none"> • Partner attendance at WSCB and associated sub-committees <p>Future Measures (when data becomes available):</p> <ul style="list-style-type: none"> • Measures to be developed around the Board's work programme and progress around it. 	

Section 3: Behaviours and Guiding Principles

Core Behaviour	Guiding Principle	What this means for managers	What this means front line employees
Inspire trust and confidence – <i>Be open</i>	Work creatively and innovatively with families, listening and responding to new ideas and information	I listen and respond to new ideas and information and am innovative, creative and resourceful in overcoming challenges	I respond well to new ideas and am creative in my approach to supporting the families I work with
	The Workforce are reflective and open-minded in their approach with a self-awareness that supports improvement	I am flexible and open-minded and value the contribution of those I work with. I role model a reflective approach to improvement and value a workforce that is self-aware and open to change.	I have a high level of emotional resilience and intelligence. I am open, self-aware and value the support of my colleagues. I am committed to being an effective practitioner
Demonstrate a can-do and tenacious attitude- <i>Be a change agent</i>	Interventions draw on evidence based practice and makes use of local knowledge to understand need	I promote the use of evidence based practice across the workforce whilst understanding how best to recognise and respond to the changing needs of families. I understand how best to use limited resources to achieve the best possible outcomes for families	I am solution focused and resourceful in my approach, with strong understanding of the evidence based practice that can best support families. I am pragmatic about what families can achieve and how I can best support them to make changes
	Focused on achieving improved outcomes for families, children and young people with shared outcomes and performance management ensure that we know that our work is safely preventing family breakdown	I am committed to improving outcomes for families. I support teams in my locality to consistently record progress and value feedback from users to help understand what works. I use this learning to improve interventions for families	I am passionate about supporting families to make changes, especially those that build resilience. I understand the importance of recording the progress made by families to evidence outcomes achieved
Encourage Teamwork – be a team player	Services work together to support families to achieve positive and sustainable outcomes to often complex problems	My team is motivated to support families to be more resilient. We work with others to build resilience and reduce demand on services.	I want the family to achieve their goals and to be able to do this without my ongoing support
	Teams and agencies work in partnership to support families to resolve issues and achieve improvements in outcomes that safely prevent family breakdown	I work with strategic partners to ensure we collaborate to support families. I have a strong relationship with other locality managers to share best practice	I work collaboratively with other agencies, supporting professionals to engage with families and take on a shared responsibility for improving family outcomes

Section 4: Action Plan

1. Quality and Effectiveness of Practice					
Action	Progress	Success Measure	Lead	Timescales	RAG Rating
1.0 Review and refresh Wolverhampton Children's Quality Assurance Framework (QAF) in order to improve practice standards across Children Services	<p>On 21st July, Children & Young People Management Team approved a proposed audit process and supporting guidance and tools. The revised audit process will be piloted in August 2016 and launched September 2016.</p> <p>The wider Quality Assurance Framework will be refreshed to include the use of service user forums and senior management observation of practice. The completion date for this is October 2016.</p>	Improved interventions in Children Social Care which are informed by audit, good practice and service user voice	Louise Haughton	October 2016	
1.1 To review audit processes and the associated tools	<p>Following an 'Auditing the Auditor' peer review in April 2016, the case file audit tool has been updated to focus on quality of practice and outcomes for children that are aligned with Ofsted descriptors. This needs further review to ensure that the tool captures the voice of those present during observations – this will be completed by October 2016 with a pilot of the new process being undertaken in August and September 2016. In addition, standard practice has been introduced to ensure follow up on all inadequate or requires improvement audits.</p> <p>A self-evaluation process takes place on a quarterly basis - 20 cases are audited and</p>	Improved quality and consistency of auditing Ensure auditing processes has an impact on case work and practice	Louise Haughton	October 2016	

	auditors include professionals from Social Care, Early Intervention and partner agencies. Includes focus groups with frontline practitioners. The findings of the self-evaluation is summarised in a report which is presented to Senior Managers and the Transforming Children's Services Board. The August process will focus on Domestic Violence.				
1.2 To ensure assessments across CYP are timely and of a good standard	<p>Refer to performance update report</p> <p>Improvements in achieving statutory 45 day timescales for assessments monitored monthly through supervision.</p> <p>Action plans developed in response to Ingson Independent File Audit – progress presented to Transforming Children's Services Board in June 2016.</p> <p>Ongoing quality assurance processes are showing an improving picture in quality of assessments, plans, analysis and management oversight.</p> <p>Revised CareFirst forms and practice processes implemented on 3rd May 2016. Ingson undertaking a review of impact in September.</p>	<p>Robust application of consent processes</p> <p>Statutory timescales for assessment and visits met</p> <p>Improved quality and timeliness of assessments, plans & outcomes including analysis of information</p> <p>Clearer recording and accountability within Strategy discussions, in particular who is in attendance</p> <p>Improvement in quality and detail of child protection plans owned by core groups</p> <p>Regular/monthly supervision of all child protection cases evidenced and recorded on CareFirst</p> <p>CareFirst effectively supports consistent practice</p>	<p>Julian Cunningham Suzanne Smith Alison Hinds</p>	<p>March 2017</p>	<p>—</p>
		Assessments and	Julian	September 2016	

<p>1.3</p> <p>Ensure the voice of the child and the child's needs are clearly identified and recorded throughout the assessment process.</p>	<p>Refer to performance update report</p> <p>Ingson independent file audit and internal QA activity evidences improvements in the voice of the child throughout assessments.</p> <p>Further work required in relation to child being seen alone as part of CP/LAC visits Dip sample undertaken in June and July, outcome available in September.</p>	<p>interventions clearly recording the voice of the child.</p> <p>Increase in the percentage of children recorded as being seen alone as part of their assessment.</p>	<p>Cunningham Alison Hinds Rachel King Andrew Wolverson Suzanne Smith</p>		
<p>1.4</p> <p>To embed management oversight/supervision processes and ensure reflective practice is in place</p> <p>Develop a competency based supervision model across both Adults and Children including effective reflective supervision</p>	<p>QA processes are showing an improving picture in quality of management oversight, more focus required on recording rationale</p> <p>6 x Consultant Practitioners recruited but not yet in post due to backfill process, to work across teams to improve the quality of management and practice</p> <p>Competency based supervision model policy was approved by the People Workforce Development Board on 2nd August 2016.</p>	<p>Front line managers provide effective management oversight and opportunities for reflective practice which contribute to better outcomes for children and young people.</p>	<p>Julian Cunningham Alison Hinds Rachel King Andrew Wolverson Suzanne Smith</p>	<p>December 2016</p>	
<p>1.5</p> <p>Embed the Neglect Strategy and toolkit across the Children's Workforce</p>	<p>WSCB training re. Neglect to be rolled out along with further elements around whole family approach and working with large sibling groups in October 2016.</p> <p>As part of the Social Work Development Strategy, training is being commissioned</p>	<p>Early identification and response to neglect within families</p> <p>Frontline practitioners utilising a variety of tools to identify and respond to neglect and to</p>	<p>Louise Haughton</p>	<p>March 2017</p>	

	<p>in relation to neglect and large sibling groups to be delivered by December 2016 to all frontline practitioners.</p> <p>Ingson have been commissioned to undertake a case file audit relating specifically to neglect cases with a particular focus on sibling groups. This will take place in August 2016 and will further inform planned training of staff.</p>	<p>adopt a whole family approach</p> <p>Improved response to neglect across large sibling groups</p> <p>Understanding the importance of a whole family approach</p> <p>Frontline workers will be able to analyse the impact of adult behaviours on children and ensure that the needs of all individual children/young people are addressed</p> <p>Increased understanding of child development theory and the factors that may inhibit Children's development</p> <p>Frontline workers will be able to address parental non-compliance or disguised non-compliance</p>			
<p>1.6</p> <p>Ensure that the corporate transformation programme supports the delivery of improvements in Children's Services.</p>	<p>Established People ICT Steering Group to ensure corporate leadership and ownership of People Transformation Programme.</p> <p>31 Champions across CYP Services piloting mobile devices to support agile working. Early indications are that they are supporting individuals to work more efficiently and effectively. Roll-out across CYP Services planned by the end of September 2016.</p>	<p>The C3 objectives underpin and support the transformation of Children's Services</p>	<p>Emma Bennett</p>	<p>Ongoing</p>	

	<p>Working closely with the Customer Transformation Programme to ensure that where appropriate, services are migrated to City Direct in line with children's transformation programme.</p> <p>Risks associated with the pace of the Corporate Transformation Programme and how it can support the CYP Transformation Programme are identified in risk register.</p>				
2. Workforce					
Action	Progress	Success Measure	Lead	Timescales	RAG Rating
<p>2.0</p> <p>Establish a stable workforce and reduce reliance on agency staff</p>	<p><i>Refer to performance update report</i></p> <p>Children's Services Workforce Development Plan 2016/17 agreed by Children's Workforce Development Group on 10th May 2016.</p> <p>Reduction by £0.5m in agency overspend 2015/16 as a result of successful permanent recruitment</p> <p>Work required to review the recruitment and retention strategy in order to ensure that CWC is seen as an attractive employer for staff across children's services.</p>	<p>Reduced vacancies</p> <p>Reduced turnover</p> <p>Reduced changes in social worker</p> <p>Reduced spend on Agency Workers</p>	<p>Jo Farley Louise Haughton</p>	<p>March 2017</p>	<p></p> <p></p>
<p>2.1</p>	<p>Children's Social Work and wider workforce Development Strategy in place.</p>	<p>A trained and effective workforce</p>	<p>Louise Haughton Susan</p>	<p>Ongoing</p>	

<p>To improve practice and service delivery through continuous professional development</p> <p>All staff in Children's Services have access to appropriate training and development to ensure they are skilled to fulfil their statutory duties and responsibilities</p>	<p>Principal Social Worker leading on the implementation of Restorative Practice across children's services workforce to be fully implemented by October 2017.</p> <p>Social Work Career Development Pathway currently being reviewed and re-launched.</p> <p>Children and Family training in assessment, risk analysis/outcome based planning and permanency delivered to Social Workers and Early Intervention Staff: 8 cohorts were commissioned (160 places); 6 cohorts have been delivered; cohort 7 is in progress and will be completed end September; Cohort 8 completion date is end of October All assessment elements of the training will be completed by 10th October</p> <p>Ingson have delivered 3 workshops to social care managers in May 2016. They have now been commissioned to deliver a further 6 Action Learning Sets in September 2016 with Grade 8 workers in Social Care, Early Help and Specialist Support to focus on: dealing with poor performance; defensible decision making; ensuring good management oversight; management styles; and what does good look like. Work also taking place with Grade 9's on how to work together in a more integrated way.</p>	<p>Staff feel valued and supported to progress</p> <p>Reduced staff turnover</p> <p>All professionals working with children will be well trained and supported to achieve the best possible outcomes for children and young people.</p> <p>All professionals will receive regular and effective supervision and this will be monitored through surveys and audit.</p> <p>All workers in Children's Services will be supported to work effectively with children, young people and families.</p>	<p>Serventi</p>		
3. Early Help					
Action	Progress	Success Measure	Lead	Timescales	RAG Rating

<p>3.0</p> <p>To implement the redesign of early intervention</p>	<p>Early Intervention 0-18 and Specialist Support Services fully implemented and operational from August 2016</p> <p>Monthly Steering Group overseeing progress and impact</p> <p>Remaining vacancies being advertised – aim for all staff in post by September 2016</p>	<p>Children are receiving the right support at the right time through the most appropriate planning process.</p> <p>Social Care, Health and other agencies working effectively together across universal and targeted services.</p> <p>Specialist support available for families with the greatest need</p> <p>Resources allocated according to need</p>	<p>Andrew Wolverson Rachel King</p>	<p>September 2016</p>	
<p>3.1</p> <p>Redefine the targeted Early Help offer and strengthen knowledge & understanding of local needs to assist in identifying families who require targeted Early Help</p>	<p>Clear internal pathways to access targeted support developed and approved by CYP Management Team on 26th May 2016</p> <p>Communication plan to be developed to ensure that all staff understand the revised pathways.</p> <p>Performance and Quality Framework being developed, in order to ensure a targeted approach to reduce demand and to monitor/measure service impact</p> <p>8 Strengthening Families hubs due to be fully operational by October 2016.</p> <p>Review of strategic and operational multi-agency working arrangements within localities – to be completed and implemented by the end of September</p>	<p>Effective range of early help services available, informed by and responding to the needs of children and families</p> <p>All agencies have a good understanding of the early help offer and how to access it</p> <p>Robust arrangements in place for multi-agency strategic planning and operational case management</p>	<p>Andrew Wolverson</p>	<p>October 2016</p>	

	<p>2016</p> <p>Dates set for locality conferences to take place during September and October 2016</p>				
<p>3.2</p> <p>To embed the 2 year old offer to improve outcomes for children and their families</p>	<p>Action plan in place to increase take-up rate.</p> <p>% of eligible children starting has increased significantly after implementing new processes of following up on applications. Strengthening Families workers follow up parents as well as Universal Services Practitioners.</p> <p>Currently at 71% take up against a target of 70%. The application process has been evaluated, tested and developed according to feedback, discussions with regional consultant from DfE and robust intelligence gathering developed through the online form.</p> <p>Increase in take-up supported by targeted outreach; marketing tailored to the needs of individual communities; and an understanding of the needs of the community being developed within the service.</p>	<p>Schools aware of the offer and working to actively promote to eligible families</p> <p>A minimum of 70% take up of the 2 year offer</p> <p>Increased access to early education, improving school readiness</p> <p>Better outcomes for disadvantaged children and families</p>	<p>Andrew Wolverson</p>	<p>July 2016</p>	
<p>3.3</p> <p>Improve universal contact with families</p>	<p>Agreement reached with Royal Wolverhampton Trust (RWT) to progress a plan for a single record. RWT currently</p>	<p>Children and families who need help and support are identified at the earliest</p>	<p>Andrew Wolverson</p>	<p>December 2016</p>	

<p>through integration of health professionals and the development of a single record</p>	<p>leading on identifying ICT to support this.</p> <p>Healthy School Programme - recommissioning of Health Visitors and School Nurses. 2 Stakeholder Engagement Workshops held 15th and 16th June 2016 to inform the model. Formal consultation on the proposed model in July. £5m contract out to tender in November, contract to be awarded in March 2017 and new service implemented in August 2017.</p> <p>Early Years Strategy Group established and specifically focusing on: parental engagement; workforce development; good maternal mental health; and high quality education. Early Years Strategy and Action Plans to be developed by the end of October 2016.</p>	<p>opportunity</p> <p>Children and families receive the right support at the right time</p> <p>Increase in children ready for school by the age of 5 leading to improved educational outcome and overall outcomes</p>			
<p>3.4</p> <p>To embed the use of the outcome star assessment in order to evidence distance travelled and outcomes for families.</p>	<p><i>Refer to performance update report</i></p> <p>All staff within the Early Intervention Service are trained in the use of outcome star.</p> <p>In response to evaluation of data a number of support sessions were held for all Strengthening Families workers/managers in May/June covering aspects of effective challenge and case management processes to enable baseline score to be accurately reflected.</p>	<p>All open cases will have an outcome star</p> <p>Demonstrating distance travelled</p> <p>Average starting point is at the expected level of 4</p> <p>Ensure support is targeted at the right families</p>	<p>Andrew Wolverson</p>	<p>Ongoing</p>	

	<p>Since the training, early indications are that the tool is being used more effectively, demonstrating a change in the workers challenge of families and more effective management oversight.</p> <p>Outcomes star continues to be a priority when auditing files to ensure assessment of family needs are accurately reflected in the scaling and early help assessment.</p>				
4. Children in Need of Help and Protection					
Action	Progress	Success measure	Lead	Timescales	RAG Rating
<p>4.0</p> <p>To ensure that the Multi-Agency Safeguarding Hub (MASH) is providing an efficient and effective front door for early help and safeguarding and to further develop the MASH to include vulnerable adults</p>	<p>All agencies other than one professional from Black Country Partnership Foundation Trust now co-located – due to be in post by September. Positive feedback from CQC regarding health input into MASH.</p> <p>Introduction of Multi-Agency Enquiry Team leading to improved timeliness of Child Protection Enquiries. Recent dip sampling has identified some areas for improvement in terms of Section 47.</p> <p>Continued review of how the MASH operates and the development of an Improvement Plan to be approved by the MASH Board in September 2016.</p> <p>Fortnightly dip sampling continues to demonstrate general improvements in practice. More work required on the recording of risks within Guardian and the quality of referrals.</p>	<p>Timely and effective response to safeguarding referrals.</p> <p>Reduction in repeat referrals.</p> <p>Children, young people and vulnerable adults are effectively safeguarded.</p> <p>Improved multi-agency working on safeguarding referrals and following the introduction of adults, improved family approach to safeguarding</p>	<p>Julian Cunningham Jayne McNulty</p>	<p>September 2016</p>	<p></p>

	<p>Social Worker from Children Disability Team is now co-located in the MASH to provide advice on disability issues and to respond to referrals.</p> <p>Adult Social Care Team due to be co-located 22nd August with a go live date 29th August. Discussions continue with Health and Police regarding their role in the Adult MASH.</p> <p>Interim MASH Service Manager in place, interviews for permanent post mid-Sept.</p>				
<p>4.1</p> <p>Ensure CIN plans are SMART, outcome focused and are regularly reviewed.</p>	<p>Ongoing work supported by Social Worker Development Training and the Quality Assurance Framework, including auditing and self-evaluation processes</p> <p>Review of CareFirst exemplars has amended the plan template to support more outcome focused care plans, this was implemented on 3rd May 2016 and impact will be reviewed by Ingson in September 2016.</p> <p>Ingson commissioned to undertake a review of CiN plans as part of Neglect audit – to take place end of August 2016. This will be a continuation of an in-house dip sample process that is currently taking place to ensure CiN cases are at the correct threshold. Focus will be on accuracy of recording; voice of the child; and whether they are appropriately managed by a Care Plan, prioritising the case management of sibling groups.</p>	<p>CiN Plans support the safety and improved outcomes for children and young people</p>	<p>Julian Cunningham</p>	<p>September 2016</p>	

	Audit currently taking place of families that are being referred for Intensive Family Support to ensure cases are at the correct threshold.				
4.2 Implement the 'Improving Public Law Performance' action plan.	<p>Action plan embedded which is monitored through senior Management oversight.</p> <p>Improvement in adhering to the 26 week timescale for care proceedings. 80% concluded within 26 weeks as of June 2016. Earlier use of PLO pre-proceedings process being tracked.</p> <p>Monthly meetings take place with Legal Services to review all current court cases including those at risk of exceeding statutory timescales. This will be extended to include reviewing all cases subject to PLO.</p> <p>IROs and SWUMs to monitor early consideration of PLO at quarterly meetings.</p> <p>Electronic ledger in place to track all cases in public law proceedings. This has now been extended to include pre-proceedings work and adoptions and Special Guardianship Orders.</p> <p>DCS sits on Regional Inner Board and Service Director is co-chair of Family Justice Board.</p> <p>Senior Managers attend quarterly meetings with Judge Hughes and CAFCASS to progress improvement in</p>	<p>Improved quality and timeliness of pre-proceedings work in accordance with the 26 week timescale.</p> <p>More effective and timely use of PLOs</p>	Julian Cunningham	Ongoing	

	<p>this area. Next meeting is on 23rd August 2016.</p>				
<p>4.3</p> <p>To work with other authorities in the region to consider delivering a joined up emergency duty system.</p>	<p>Progress has been made regarding the decision to combine services that will deliver an Emergency Duty Service across the Black Country. A decision was made within the Association of Black Country Authorities that a shared Emergency Duty system across the Black Country would be progressed. The agreement has been reached that this will be a tripartite system between Sandwell, Dudley and Wolverhampton. Walsall has opted out of the arrangement. It is proposed that the new service will be implemented between now and 1st April 2017 which will be the go live date.</p>	<p>Effective and resilient Emergency Duty Service across the Black Country</p> <p>Robust out of hours response to safeguarding/CP concerns</p> <p>Children and young people are effectively safeguarded at all times</p>	<p>June Pickersgill</p>	<p>April 2017</p>	
<p>4.4</p> <p>Ensure targeted, intensive and evidence based support is available to ensure children and young people remain safely at home.</p>	<p>Specialist Support Service fully implemented August 2016.</p> <p>Framework for therapeutic services has been developed and a local policy to support the process to access services has been agreed.</p> <p>Intensive Family Support providing out of hours support to Emergency Duty Team leading to crisis work reducing the likelihood of family breakdown.</p> <p>Upper Pendeford Farm providing an effective short breaks centre to YP on the edge of care age 10 and over – since</p>	<p>Reduction in LAC</p> <p>Children and families are supported to stay safely together</p> <p>Improved outcomes for children and young people</p>	<p>Rachel King</p>	<p>December 2016</p>	

	<p>April 2016, they have provided 28 short breaks and supported 21 young people - actions in place to increase occupancy rate and use for 'planned' short breaks.</p> <p>Revising the short break plan paperwork in order to align with care planning.</p>				
5. Looked After Children					
Action	Progress	Success Measure	Lead	Timescales	RAG Rating
<p>5.0</p> <p>Continue to safely reduce numbers of LAC to ensure the right children are in care at the right time</p>	<p>LAC reduced from 778 2014/15 to 638 as at 8th August 2016. The target for 2016/17 is between 550 and 580</p> <p>Robust tracking process in place</p> <p>Effective admission to care panel in operation</p>	<p>Reduction in LAC</p> <p>Improved outcomes for vulnerable children & young people</p>	Alison Hinds	April 2017	
<p>5.1</p> <p>Increase response rate and participation in the Strengths and Difficulties Questionnaires.</p>	<p>Process in place to ensure that SDQ will always be completed in advance of all Review Health Assessments which will be considered as part of the assessment.</p> <p>In response to older young people, work will take place with the LAC Nurse regarding attending LAC transition weekly drop in sessions</p>	<p>Increased response rate</p> <p>Comprehensive understanding of LAC emotional health and wellbeing needs to assist in the transition process</p>	Alison Hinds	September 2016	
<p>5.2</p> <p>Challenging and supporting schools to provide the best</p>	<p>2016 end of Key Stage 1 & 2 results - LAC in Wolverhampton schools have outperformed all pupils in several areas - % of eligible LAC (in care for 1 year+) in Wolverhampton schools who achieved</p>	<p>Wolverhampton Schools will outperform national averages across key stages</p> <p>Looked After Children achieve</p>	Darren Martindale	Ongoing	

<p>education for children and young people</p>	<p>the age-related expected level in teacher assessments in summer 2016:</p> <p>Key Stage 2 63% in reading – the same % as for all pupils in Wolverhampton 81% in writing – <u>7% higher than all pupils in Wolverhampton</u> 69% in maths – the same as all pupils in Wolverhampton 63% in reading, writing & maths – <u>11% higher than all Wolverhampton pupils and 10% higher than the national figure for all pupils</u> (science was also 69%, science % for all pupils are not available)</p> <p>Key Stage 1: 46% in reading 46% in writing 77% in maths – <u>6% higher than all pupil in Wolverhampton</u> 38% in reading, writing and maths (77% in science, science % for all pupils not available)</p> <p>2015/16 outturn for PEP completion – 90%. Early Years Foundation Stage PEP in place with 43% completion rate at July 2016.</p>	<p>their full potential</p>			
<p>5.3 Targeted support to raise attainment in key stage 4 and training for</p>	<p>KS4 performance in 2015 well above national average – 20% achieving 5+ good GCSEs including Maths & English – compared to 14% regionally and nationally. KS4 results for LAC have been</p>	<p>Improved Educational Attainment Parents and Carers equipped to support their child/young person in their learning</p>	<p>Alison Hinds</p>	<p>Ongoing</p>	

<p>carers to support children reaching their academic potential</p>	<p>above national average for 3 years. 2016 KS4 results not yet available.</p> <p>Year 12/13 cohort have been more closely tracked and supported in 2015/16, with the following outcomes:</p> <p>Eligible LAC currently in employment, education or training (EET) – 90% excluding Not Available to the Labour Market (NALM) (89% including NALM).</p> <p>Year 12/13 Care Leavers currently in EET – 67% excluding NALM.</p> <p>National data for eligible LAC not yet known but EET retention has been very good.</p> <p>Closer monitoring of progress is leading to a greater understanding of the needs and challenges facing young people who are NEET and identification of more flexible & creative EET pathways for them, such as traineeships.</p> <p>82% of LAC in year 12/13 have an up-to-date PEP, at end of June 2016.</p>				
<p>5.4 Improve school attendance</p>	<p>Persistent absence (the outcome reported to DfE) is improving for LAC – 3.7% in 2014/15, 5% in 2013/14, 5.6% in 2012/13. This figure was also above national and regional average in 2015 (national was 4.9%).</p>	<p>Improved school attendance Improved Educational Attainment</p>	<p>Alison Hinds</p>	<p>Ongoing</p>	

	2016 – average attendance of Out of City LAC was 96% in January 2016. Updated figures and in-city attendance % currently being collated.				
5.5 To review and refresh the sufficiency strategy in order to ensure sufficient placements for LAC and care leavers	<p>The current sufficiency strategy is now in its final year of implementation and has to date made significant progress in meeting a number of its objectives:</p> <p>At the end March 2016, the number of LAC in residential placements has reduced by 35% compared to the end of March 2014. This has contributed to an increased proportion of looked after children being placed in family settings. Also there has been an increase in the number of internal foster carers available to provide placements</p> <p>Regional and sub-regional framework agreements for residential and foster care have been reviewed and renewed.</p> <p>The Sufficiency Strategy Implementation Plan has recently been extended to include Edge of Care services.</p> <p>New services have been commissioned to support both prevention of admission to care e.g. the establishment of a short break residential service and to promote placement stability e.g. the introduction Safe Haven which is a specialist intensive support service to work with young people who have complex needs in order to avoid placement breakdown, achieve</p>	<p>Increased proportion of LAC being placed in family settings</p> <p>Improved outcomes for LAC</p> <p>More cost effective approach to providing placements</p>	Alison Hinds	March 2017	

	<p>permanence and help them in transition to adulthood.</p> <p>Work is currently underway to refresh the Sufficiency Strategy for the next three years. A programme of work, which has an increased emphasis on engaging service users is currently being implemented with the aim of having the new strategy signed off and in place by April 2017.</p>				
<p>5.6</p> <p>Increasing internal foster carers and specialist foster carers to increase placement numbers and stability</p>	<p>242 children in Local Authority and Connected Persons placements (57 Connected Persons and 185 mainstream fostering placements).</p> <p>To date there are 252 children in IFA placements compared to 264 in April 2016 with a reduction of 12 children.</p> <p>Family and Friends and in-house foster care placements - monthly permanency clinics in place to consider the options of permanency planning (Connected Person/SGO/Adoption)</p> <p>Target for 2016/17 – 30 newly approved foster carers.</p> <p>Jointly with Coram/BAAF a pilot Fostering Activity Day will be held on 3 December 2016.</p> <p>Working with iMPower to explore opportunities for further improvement and</p>	<p>Increased placement numbers and stability for children leading to improved outcomes</p> <p>Reduced spend on external foster placements</p>	Alison Hinds	April 2017	

	<p>transformation within fostering.</p> <p>Recruitment of specialist fostering under review.</p>				
<p>5.7</p> <p>Increase awareness and reporting of private fostering</p>	<p>Extensive marketing and awareness raising campaign/programme has been rolled out both internally across the council and externally with partners and the public, with rebranding of materials. Monitoring of enquiries is taking place to evaluate effectiveness. This has not yet led to an increase</p> <p>Marketing Plan to be reviewed to ensure a targeted approach</p> <p>Refreshed focus through the WSCB as agreed at their Board Away Day at the end of April 2016</p>	<p>Children and young people are safeguarded</p>	<p>Alison Hinds</p>	<p>Ongoing</p>	
<p>5.8</p> <p>To ensure CWC and partners engage effectively in their corporate parenting responsibilities</p>	<p>Strategic Corporate Parenting Group meeting quarterly with membership from across the Council and partners</p> <p>Care leavers and Looked After children now feature in the council delivery of work experience, traineeships, apprenticeships and internships. Packages of support are being developed for manager and educators to support young people.</p> <p>A web page has been developed and launched specifically for Looked after Children and Care leavers. This enables children and young people in care to</p>	<p>Improved and focused services for looked after children</p>	<p>Alison Hinds</p>	<p>April 2016</p>	

	<p>access information about targeted services and universal services. It is being used as a helpful medium of communication for looked after children and contains hyper links to other useful sites.</p> <p>A mandatory e-learning module will be launched in September 2017 for all council employees, including Councillors, to understand the support they can offer to Looked after Children and Care Leavers as Corporate Parents. Access to this module will also form part of the induction for new employees and can be accessed by partner agencies. Completion of the module will be monitored.</p> <p>All Council employees are actively encouraged to attend the Total Respect Training delivered by Wolverhampton LAC population.</p> <p>Business case progressing to exempt all care leavers from paying Council Tax. Going to Cabinet Resources Panel for approval in October 2016.</p>				
<p>5.9</p> <p>To increase the number of applications for Special Guardianship</p>	<p>2015/16 – 24 SGOs - 12 of those were LAC .</p> <p>Target - 2016/2017 - 25 Connected/SGO carers</p>	<p>Improved stability and outcomes through permanency</p>	<p>Alison Hinds</p>	<p>March 2017</p>	

(SGO)	<p>Action plan approved by CYP Management Team 23rd June 2016 focusing on increasing numbers and working group has been established to drive activity.</p> <p>Family meetings policy agreed - will take place within 10 days of a referral to Early Intervention and/or Social Care. Facilitated by the Allocated Worker to bring the family and their extended family together to provide an early understanding of the assets and resilience that the family has.</p> <p>SGO workshops took place on 12th and 15th July 2016 aimed at Social Care staff.</p> <p>SGO module to be delivered as part of ASYE programme.</p> <p>Monthly surgeries to discuss practice and specific cases to be held by SGO worker at Priory Green and Beldray.</p> <p>Attendance at all team meetings in CIN/CP and LAC and IRO service by Family and Friends team.</p> <p>SGO leaflets and written information updated and SGO to be discussed in all viability assessments.</p> <p>Improvements in practice and timeliness to be monitored via Fostering Panel.</p>				
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<p>5.10</p> <p>To reduce the number of placements with parent arrangements</p>	<p>LAC progress plan actively being delivered:</p> <p>53 discharged in 2015/16 8 discharged so far in 2016/17</p> <p>As of July 2016, there are 46 currently placed at home, this includes 8 since April 2016 that have moved from foster care to being placed back at home and 4 that are placed with parents on ICO's</p> <p>17 planned revocations by September 2016.</p> <p>All placements with parents are subject to revocation plans from the outset</p>	<p>Reduced number of placements with parents</p>	<p>Alison Hinds</p>	<p>September 2016</p>	
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6. Adoption

Action	Progress	Success Measure	Lead	Timescales	RAG Rating
<p>6.0</p> <p>To actively support the development of the Regional Adoption Agency (RAA)</p>	<p>Phase one of RAA development completed. Transition plan and financial plan submitted</p> <p>DfE are assessing submissions for phase two and outcome of this is pending. A preferred delivery vehicle has been agreed by DCS's. Communication Strategy has been developed. Work is ongoing on the financial modelling and service design. Meeting to update DCS's will take place on 23 September 2016.</p> <p>Report going to Cabinet in November seeking approval for the delivery model</p>	<p>RAA established</p> <p>Increase in pool of adopters and greater choice</p> <p>Increase in children adopted in line with DfE targets</p> <p>Enhanced offer of adoption support</p>	<p>Emma Bennett</p>	<p>Soft Launch July 2017</p>	

	and financial commitment.				
6.1 Continue to improve timeliness of placing children for adoption and focusing on those harder to adopt	<p>Refer to performance update report</p> <p>Action plan in place which is driving improvement in timeliness and assessment of adopters.</p> <p>Last year the adoption recruitment team approved 18 adopters.</p> <p>Recent scorecard supports improvement including:</p> <p>12 adoptions YTD 2016/17 62 adoptions 2015/16 increase from 52 2014/15</p> <p>A1 Indicator – 630 days YTD 2016/17 for period 01/04/2014-31/03/2017 734 days (decrease of 138 days from 2011-2014) against a target of 487 days (247 days over target)</p> <p>A2 Indicator – 243 days YTD 2016/17 for period 01/04/2014-31/03/2017 263 days (decrease of 31 days from 2011-2014) against a target of 121 days (142 days over target)</p> <p>The proportion of children adopted or waiting to be adopted that have passed the A3 indicator has increased, despite the target number of days for the indicator reducing year on year Target Recruitment of adopters for</p>	<p>Increase in adopters/adoptions</p> <p>Pro-active approach to permanency</p>	Alison Hinds	Ongoing	

	<p>2016/2017 = 30.</p> <p>To date by August 2016 there are 12 approved adopters.</p> <p>2 approved Inter Country Adoption last year and there are 6 cases in the process of approval/placement.</p> <p>There are 7 Step-Parent adoptions outstanding.</p> <p>There were 8 Foster carers who adopted children in their care and 4 Foster 2 Adopt/concurrency placements.</p>				
<p>6.2</p> <p>To review and develop adoption support packages to continue to provide a responsive service to children pre and post adoption order.</p>	<p>16 Adoption Support Assessments – as at August 2016</p> <p>10 Applications to the Adoption Support Fund – as at August 2016</p> <p>1 adoption breakdown in 2015/16 at introduction stage. No breakdowns to date (August) in 2016/17</p>	<p>Children who are being/have been adopted have a positive experience</p> <p>Adopters receive the support they need to successfully care for their children/young people</p> <p>Low adoption breakdown rates</p>	Alison Hinds	Ongoing	
7. Care Leavers					
Action	Progress	Success Measure	Lead	Timescales	RAG Rating
<p>7.0</p> <p>To implement and embed New Belongings</p>	<p>Second annual Care Leavers' Survey has been completed. Feedback has contributed to the development of the service which is underpinned by the New</p>	<p>Young people actively inform/influence service delivery/development</p>	Alison Hinds	March 2017	

<p>National Initiative in order to understand the young person's views to inform service delivery.</p>	<p>Belongings action plan 2016/2017.</p> <p>The Care Leavers' Charter has been approved by Cabinet. Leaflets have been produced and will be distributed in the care leavers packs.</p> <p>LAC Transition will be the first service to pilot MOMO, a mobile app whereby young people can communicate with their IRO, Social Worker and YPA.</p> <p>A draft care leaver pack has been created these will be sent out in September 2016 once all leaflets have been reprinted.</p> <p>LAC Transitions have been piloting the Outcome Star tool as a support mechanism, this is still work in progress and work on going to understand use and impact.</p> <p>Getting Ready for Adult Life Training is now mandatory for all foster carers, training to also focus on staying put.</p> <p>Three bespoke traineeships have been offered with support through the council with Wolverhampton College course and work placements secured.</p> <p>An EET key worker post has been recruited through the Youth Employment Initiative grant, this post will be shared between LAC Transitions and YOT.</p>				
7.1	A rolling programme of training for foster	Young people have access to appropriate housing and	Alison Hinds	September 2016	

<p>Ensure suitable accommodation is available in accordance with needs of the young person</p>	<p>carers has been developed to support them in enabling young people to establish independent living skills during their time in foster care. This has improved readiness for independence which will be measured via the outcome star and monitored via young people's pathway plans</p> <p>Expansion of service to 30 LAC Transition flats including one training flat and two crash pads.</p> <p>12 housing support workers approved including 1 senior housing worker.</p> <p>Service provision extended to 8am – 8pm Monday to Friday and 10am – 5pm on Saturday and Sunday.</p>	<p>sustain successful tenancies</p> <p>Increase in Foster Carer knowledge in terms of supporting YP for independence and increase in staying put provision</p>			
<p>7.2</p> <p>Improve the quality and timeliness of pathway plans and statutory visits.</p>	<p>Pathway Plan dip sample completed in April 2016,</p> <p>Assessing and managing risk in adolescence training is planned.</p> <p>Dip sampling and file audits continue within the service.</p> <p>Recent dip sampling for statutory visits has improved from Requires Improvement to Good overall in the last 3 months.</p>	<p>Statutory timescales met.</p> <p>Clear, SMART, outcome focused pathway plans clearly informed by the needs of the young person</p>	<p>Alison Hinds</p>	<p>September 2016</p>	
<p>7.3</p>	<p>Since the introduction of the revised</p>	<p>Increased stability leading to improved outcomes for young</p>	<p>Alison Hinds</p>	<p>April 2017</p>	

Effective Implementation of the Staying Put Policy.	<p>Staying Put Policy, there will be an additional 15 young people remaining with their foster carers by March 2017.</p> <p>Accommodation manager is delivering training to IRO and fostering teams.</p>	people.			
<p>7.4</p> <p>Increase the number of vulnerable 16+ engaged in education employment and training.</p>	<p>EET Co-ordinator attends PEP's for NEET young people. EET key worker to start in post on 8th August 2016 whose role will be to proactively target hard to engage NEET young people.</p> <p>NEET panel to be implemented by October 2016.</p> <p>12 LAC / care leavers are currently in higher education (HE). A further 5 are expected to enter HE in September 2016, totalling 17 LAC/care leavers in HE and maintaining positive previous performance.</p> <p>90% of eligible LAC in year 12/13 are in EET (excluding NALM – 89% including NALM).</p> <p>67% of care leavers in year 12/13 are currently in EET (excluding NALM). This is in line with national averages.</p> <p>In 2015, 74% of the year 13 cohort (both LAC and care leavers) achieved qualifications and 25% achieved A-level or equivalent. Only 13% of this cohort were NEET at December 2015.</p>	<p>Reduction in NEET</p> <p>Improved outcomes for young people</p>	Alison Hinds	Ongoing	
8. All Age Disability					
Action	Progress	Success Measure	Lead	Timescales	RAG

					Rating
8.0 To develop, implement and embed a joint protocol to ensure that disabled children who are subject to child protection concerns or plans are appropriately transitioned into adult safeguarding.	The CP Plans for children with disabilities do consider transition and future need. Further work is required to improve transfer from children's into adult services. This will be aligned with work currently underway in relation to CSE.	Effective safeguarding of children with disabilities	Suzanne Smith Dawn Williams	December 2016	 
8.1 Improve the offer for carers in response to both Children and Families Act 2014 and Care Act 2014 ensuring where appropriate they receive proportionate and timely assessments of their needs	An initial dashboard has been created. Work is being undertaken to develop it further. A recent audit of the records of disabled children has been undertaken. Ingson confirmed that within a 3-month period (Dec-March 2016) a significant improvement in the timeliness of assessments had been made. Work continues to further develop the dashboard and there is robust scrutiny of performance via supervision and individual desk tops. Timeliness continues to improve. A small task and finish group was established and has met twice to consider the use of the Carers Grant and to further develop the role of the Carer Support Worker. Proposed consultation sessions with parents and carers were	Parent/carers are supported in an outcome focused and person centred way. Assessments completed within statutory timescales	Suzanne Smith	December 2016	

	postposed and will now be reconvened in September 2016.				
9. Education					
Action	Progress	Success Measure	Lead	Timescales	RAG Rating
9.0 To ensure that young people get swift access to appropriate education provision and reduce delay between school place allocation and the date of admission	<p>Monitored through the 6 weekly Children Missing Education Panel, chaired by the Strategic Director and attended by the Director of Education.</p> <p>Percentage of CME investigations that are a result of YP delayed by the admission process:</p> <p>2013/14 – 71% 2014/15 – 65% 2015/16 – 63%</p> <p>Figure as at 6th June 2016 – 43.6% A system is being developed where school admissions record the date schools are told about the admission and produce a report showing the date they go on to roll – work in progress</p>	Children and young people have timely access to Education and spend minimal time outside of the education system.	Rachel King Bill Hague	Ongoing	
9.1 Strengthen the expectation that LAC will be given top priority in School Admission, reduce delay in allocation of school/PRU places and alternative provision	<p>Model School Policy agreed and launched at Designated Teachers Forum and School Standards Leadership Briefings in June 2016</p> <p>LAC being given top priority in Wolverhampton schools, primary-secondary transition closely supported by COPE</p> <p>Agency Joint Working Attendance</p>	All LAC in an appropriate school place without drift or delay, in a school rated as good/outstanding unless there is a suitable reason to attend a school rated otherwise	Alison Hind	Ongoing	

	Protocol currently being reviewed				
9.2 To strengthen safeguarding procedures to ensure children who are home educated are safeguarded appropriately	<p>Improvement Plan embedded which is monitored through senior Management oversight.</p> <p>Good progress being made. Literature for parents has been reviewed. EHE policy has been updated to ensure multi-agency meetings are held where there are safeguarding/ welfare concerns about a young person. More robust recording of EHE monitoring visits and reasons for parents opting to EHE. 262 families are in the process</p>	<p>LA has systems in place to assist with the identification of EHE pupils.</p> <p>LA has clear oversight and involvement with families who have elected for home education.</p> <p>Families welcome and engage the support of the EHE.</p> <p>Effective safeguarding of children and young people who are home educated.</p>	Rachel King	April 2017	
9.3 To reduce educational gap between LAC and their peers	<p>Between 2013-2015:</p> <ul style="list-style-type: none"> • % of LAC at EYFS who were assessed as at a “good level of development” in reading, writing and numbers increased from 13% to 33%. For all Wolverhampton pupils the improvement was from 52% to 61% <p>Between 2012 & 2015:</p> <ul style="list-style-type: none"> • At KS1, average Point Score in all core subjects improved by 1.4 points for LAC and 0.7 points for all pupils. <p>Key Stage 2</p> <ul style="list-style-type: none"> • At KS2, Average Point Score in all core subjects has increased by 2.4 points for LAC and by 0.6 points for all pupils. • % of LAC achieving the expected level in each core subject has increased by 9% in reading, 19% in writing and decreased 	<p>Improved outcomes for LAC</p> <p>Improved educational attainment of LAC</p>	Alison Hinds	Ongoing	

Implementation of the Children and Families Act (2014) requirement for development of statutory education, health and care plans (EHCP) for children and young people with high needs.	933 transfer reviews for children and young people with a Statement and 101 for young people with an LDA. 2016/17 target 444 transfer reviews for those with a statement	disability assessments (LDA) will have a transfer review to convert to an education, health and care plan (EHCP)		of March 2018. All LDAs converted to EHCPs by end of August 2016	
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10. Child Sexual Exploitation/Missing, Domestic Violence and Abuse, Female Genital Mutilation

Action	Progress	Success Measure	Lead	Timescales	RAG Rating
10.0 Embedding the use of practice tools in relation to CSE	<p>The Multi-Agency Referral Form is currently being reviewed in order to ensure that agencies making a referral are sufficiently considering CSE risks for those aged 10 and over</p> <p>Training Plan for staff currently being developed to support the revised pathways/reporting processes.</p> <p>A training plan for staff has been developed and will be delivered across Children's Services in September 2016.</p> <p>CSE pathway and recording processes have been reviewed and WSCB training has been updated to reflect this review.</p> <p>The CSE Strategy has been reviewed and reflects the expectations of all professionals. A review of electronic recording processes is currently underway.</p>	Staff can identify and effectively respond to issues CSE	Julian Cunningham Alison Hinds Rachel King Andrew Wolverson Suzanne Smith Dawn Williams	December 2016	

<p>10.1</p> <p>Review the local CSE policy in line with the Regional Framework.</p>	<p>Local Strategy has been revised, aligned against the Regional Framework and local practice/priorities</p> <p>Interim CSE Co-ordinator in place and recruitment for permanent post taking place in November 2016</p>	<p>Increased referrals into MASH</p> <p>Professionals are confident in identifying and responding to CSE</p> <p>Effective multi-agency support provided to children and families experiencing CSE</p>	<p>Dawn Williams</p>	<p>November 2016</p>	
<p>10.2</p> <p>To reduce the number of children who go missing and improve responses</p>	<p>COMPACT notifications are received by the Missing Co-ordinator directly from the Police. May and June saw large numbers of missing episodes however, there were fewer in July. Work is underway with the police to ensure that the new police procedure for reporting absent and missing episodes is capturing all cases that should be notified as missing.</p> <p>Carefirst system is also set up to record missing episodes for YP known to Social Care. The overall percentage of missing return interviews completed within 72 hours in July is 46%. This performance has been affected by several of the same YP going missing a number of times in close succession making it difficult to meet the statutory requirement.</p> <p>Vulnerable YP team now complete the majority of missing return interviews, social workers are still doing Out of City LAC interviews over 20 miles.</p> <p>Engaging LAC YP continues to be an</p>	<p>Effective strategic and operational arrangements in place to prevent, identify and respond to CSE</p> <p>All missing return interviews, where possible, completed within 72 hours</p> <p>Intelligence from return interviews used to inform action on identifying, preventing and responding to CSE</p>	<p>Rachel King</p>	<p>Ongoing</p>	

	<p>issue. The LAC service has developed an action plan to address issues with LAC who go missing frequently from care. A missing pathway is being developed. When the Missing Return Officer takes up post, this will enable further development of the pathway to include communication with caseworkers when YP do not engage in the return interview process.</p>				
<p>10.3</p> <p>Improve recording and progression of actions from MASE meetings</p>	<p>Intelligence and data obtained from MASE meetings is now shared with the CSE Co-ordinator to inform the dataset and the developing Wolverhampton Problem profile.</p> <p>A review of MASE documentation has been completed and is being implemented in August 2016.</p> <p>The MASE planning process has been revised and now aligns with Care Planning processes.</p>	<p>Improved performance data</p> <p>Comprehensive picture of risk</p> <p>Evidence the reduction in risk</p> <p>Improve outcomes for CYP</p>	<p>Dawn Williams</p> <p>Rachel King</p>	<p>September 2016</p>	
<p>10.4</p> <p>Review and revise the domestic violence multi-agency screening process.</p>	<p>Review undertaken and revised governance/operating policy has been developed. An action plan has been produced in order to ensure that revised working arrangements are applied consistently and effectively.</p> <p>Revised policy and improvement plan to be presented to MASH Strategic Board on 6th September and September meeting of WSCB.</p>	<p>Improved information sharing and safeguarding of children/young people who may be subject to/living with domestic violence</p>	<p>Sara Roach</p> <p>Dawn Williams</p>	<p>September 2016</p>	

10.5	FGM Policy & Procedure now published on WSCB website. Policy formed part of inter-agency briefing sessions which took place in June 2016	Professionals are equipped and confident to identify and respond to FGM	Dawn Williams	Ongoing	
	Wolverhampton had the first prosecution for FGM in the country	The impact of FGM is well understood across communities and agencies			
11. Participation and Feedback					
Action	Progress	Success measure	Lead	Timescales	RAG rating
11.0	Stakeholder Group established to oversee the implementation of 'MOMO App' which is designed to increase CYP feedback and input into reviews. App is due to go live in October 2016, phased approach will be taken, starting with the Transitions Team.	Service user experience informs service development and delivery	Alison Hinds	October 2016	
11.1	Leaflet developed for children attending conferences which includes a form for them to share their views at conference. The WSCB has agreed that in September 2016 the CP Conference pilot will be rolled out across Wolverhampton, it is anticipated that this approach will increase YP participation. Liaison currently underway with OLAs regarding the use of advocacy in Child Protection Conferences – this will inform	Parents, children and professionals in Wolverhampton have greater confidence in their knowledge of safeguarding and are clearer regarding expected outcomes from professional intervention Children, parents/carers and professionals are clear about the plan for children	Mandy Lee	March 2017	

	future participation strategies.	CP planning for children is informed by families and young people Engagement in reviews will be monitored and the timeliness in which they were seen			
11.2 To embed the culture of CYP participation and feedback in order that views are heard, understood leading to improved service delivery	Feedback tools developed and distributed to CYP – information analysed and used to inform service improvement. A participation tool was initially piloted in August 2015 and subsequently embedded. This is RAG rated to assist service users express their opinions in an accessible format that suits the individual needs of each child/young person. The Participation Strategy was approved by SEB on 28 th June and is going to Cabinet for approval on 14 th September. All reports for the Corporate Parenting Board are viewed by the CiCC before the board meeting to ensure the views of young people are noted and reflected in the reports.	Children and young people will be asked for their direct feedback and engaged in shaping services. Children and young people feel valued and are actively involved in the review, improvement and development of services	Alison Hinds	March 2017	
11.3 To increase the membership and impact of the Youth Council /	The Youth Council has developed and grown since September 2015 following a successful publicity campaign. The Council is now representative of the population and includes schools, Children	There will be an effective and representative forum through which children can have an		March 2017	

Children in Care Council	<p>in Care, Care Leavers, vulnerable young people – B-safe and voluntary sector.</p> <p>A Wolverhampton Youth Voice Conference is taking place in August 2016 at Condoover.</p> <p>The next Youth Council Elections in Schools and community groups are planned for November 2016.</p> <p>A campaign for new members of the CiCC took place during April 2016 raising the membership from 7 to 13 young people, however more work is being developed to attract and recruit more female members as there are only 2 currently on the group</p>	individual and collective voice which will ensure children and young people feel valued and are actively involved in the review, improvement and development of services	Alison Hinds		
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12. Youth Offending Team

Action	Progress	Success measure	Lead	Timescales	RAG rating
<p>12.0</p> <p>To improve the Education, employment and training of young offenders</p>	<p>Target – 55% achieved 58% for 2015/16 Target for 2016/17 – 63%</p> <p>ETE is two of the six recommendations linked to the inspection action plan</p> <p>Virtual School Head has incorporated YOT needs into Model Schools policy and is progressing an integrated approach to the needs of YOT and LAC young people.</p>	<p>Statutory targets met for number of young offenders in EET</p> <p>Improved outcomes for young offenders</p>	Sally Nash	March 2017	

	Inspection action plan reviewed at YOT Management Board on 27 th July, RAG ratings remained the same, actions on target to deliver.				
12.1 To implement the action plan arising from the joint inspection.  YJactionplan.docx	Inspection action plan reviewed at YOT Management Board on 27 th July – RAG ratings remained the same, 3 actions are completed and the rest remain on track.	Reduction in reoffending Reduction in offending Improved outcomes for young offenders	Sally Nash	March 2017	
12.2 To strengthen the shared ownership of case responsibility between YOT and Social Care Staff	To develop a joint protocol and standards detailing good practice in relation to partnership working, sharing information, communication and attendance at meetings to deliver joint planning that improves outcomes for CYP	Effective case management across professionals ensuring improved outcomes for children and young people	Julian Cunningham Alison Hinds Sally Nash	March 2017	

13. Wolverhampton Safeguarding Children Board

Action	Progress	Success measure	Lead	Timescales	RAG rating
13.0 To develop a robust seamless process for increasing awareness of CSE and capturing the 'impact' and 'outcome' for the child as a consequence of partnership activity.	12 month CSE specific workplan is monitored through SEMT Committee. Monthly reporting to the CSE and Missing Operational Group (CMOG) & SEMT summarising CSE activity across the City serves to inform identification of gaps in service and quality of practice. Wolverhampton CSE Profile is being	Increase number of front line professionals who have received training re CSE, raising awareness and leading to increased referrals re CSE and number / attendance at MACE meetings Increased number of YP identified as at risk of CSE	SEMT Chair – Dawn Williams	December 2016	

	developed using partnership information and intelligence regarding victims, offenders and locations (including missing, trafficked and gang information).	Increased use of risk assessment tool Wolverhampton CSE profile in place informing strategic and operational responses			
13.1 Learning & Development Committee Ensure that WSCB understands the impact of training on practice in all partner agencies and the link with improved outcomes	A full review of the existing WSCB audit materials has been undertaken to ensure impact/outcomes are clearly evident across the partnership. Bi-monthly reviews of the effectiveness of current multi agency evaluation processes are reported to the Committee to ensure they are as robust as possible. Independent Chair contact with front line practitioners to include question regarding impact of training on their practice.	Reports to WSCB to provide assurance that training has a direct impact upon practice which ultimately links to improved outcomes for children, young people and families Positive feedback relating to enhanced knowledge to inform practice is evident from course evaluation at the end of initial training and quarterly post course evaluation reviews from 25% random samples The introduction of 'Trainer Feedback' report adds additional assurance of the quality and impact of WSCB training. This is now a standing agenda item tabled at the L&DC bi-monthly meetings	L&D Board Chair/Board Manager	March 2017	
13.2 Serious Case Reviews Ensure that lessons from Serious Case Reviews are effectively	Briefings relating to local, regional and national messages are planned at timely intervals throughout the year. SCR committee is utilising a number of	The impact of training/workshops has a direct correlation to messages received from learning from SCRs to improved practice Multi-agency learning event	Chair of SCR Committee/ Board Manager	Ongoing	

shared across the partnership	different models to ensure learning is achieved from situations where SCR threshold is met.	including lessons from DHR, SAR and SCRs undertaken in March 2016 in partnership with SWP WSAB and WSCB			
13.3 Law, Policy and Procedures Ensure that multi-agency policies and procedures are kept up to date, aligned with current expectations, learning from reviews, SCRs, audits and performance analysis. Ensure that learning and changes are implemented swiftly	<p>WSCB has adopted a regional wide approach to policies and procedures and will be withdrawing from Tri-X policies in March 2017.</p> <p>The LPP committee ensures that the regional policies are underpinned by a Wolverhampton pathway to ensure staff are clear regarding roles, responsibilities and practice.</p> <p>The WSCB Neglect Strategy has been ratified by the WSCB and agreed rollout across individual agencies.</p>	<p>All policies and procedures should emphasise the need to evidence the impact and outcomes of interventions for children.</p> <p>Procedures are compliant with Working Together 2015</p>	Chair of LPP Committee/ Board Manager	Ongoing	
13.4 Communication and Engagement To ensure all learning derived from SCR, Child Deaths and Audits is effectively shared across the wider partnership, voluntary and community groups and services Ensure that learning from engagement with children, young people	<p>Communication Directory of voluntary, community and faith groups is being established to ensure safeguarding messages can be widely communicated - Directory includes contact details of over 200 community and faith based groups – this is an ongoing piece of work.</p> <p>A Quarterly WSCB newsletter is being produced and will be disseminated across the wider partnership groups.</p> <p>Themed events scheduled to communicate safeguarding messages to the wider voluntary, community and faith groups.</p>	<p>The dissemination of regular safeguarding news across the wider partnership, voluntary, community, faith groups and adult services</p> <p>Increased awareness of safeguarding risk amongst children and young people in the city through communication with young people as advocates for safeguarding</p>	Chair of C&E Committee/ Board Manager	Ongoing	

and their families is effectively shared across the partnership	Through the Be-Safe Team, themed events have been arranged at quarterly intervals to cascade safeguarding messages to young people across the city.				
13.5 Quality & Performance Review and revise the existing systems and processes used for the monitoring of the quality and performance of safeguarding arrangements (Section 11 Audit Tool/MACFA) to capture impact/outcomes for children accessing services irrespective of the level of need	Multi-agency indicators agreed and increased to capture practice arrangements across the wider Board partners, and performance interrogation commenced. Delivery of Q&P committee activity has been reviewed and WSCB have agreed that the committee will be split to reflect both areas of focus and enable a better partnership response.	Through the performance reporting and quality analysis, the experiences of the most vulnerable children can be captured through aligned performance data from all partners	ML HK	Chair of Quality Committee/ Chair of Performance Committee/ Board Manager	
13.6 Child Death Overview Panel To build upon the review of the CDOP process and to ensure learning from this area of the work of the Board is widely disseminated and public awareness campaigns are implemented	CDOP have reviewed the cross border processes to ensure accuracy of information and aligned approaches to oversight of child deaths. In 2016/17, the Walsall and Wolverhampton CDOP will lead on a joint public awareness campaign 'smoking during pregnancy'	Lessons learnt from child deaths are communicated effectively across the partnership and where appropriate, to the community of Wolverhampton	CDOP Chair/ Board Manager	March 2017	

<p>13.7</p> <p>To consolidate the work undertaken to engage with GPs and Schools; and to establish links within the faith communities of Wolverhampton.</p>	<p>WSCB continues to receive regular updates from responsible committees and partners to ensure work does not overlap and outcomes improve.</p> <p>Improvement report from each challenged agency to be presented to Board.</p>	<p>Through the Executive Committee, hold these partnership members to account and to challenge in areas of non-compliance with Working Together 2015.</p> <p>Improved partnership working</p> <p>Good working/community relations with faith communities</p>	<p>WSCB Chair/Board Manager</p>	<p>Ongoing</p>	
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COMPLETED ACTIONS

Action	Progress	Success Measure	Lead	Timescales	RAG Rating
Develop and Implement a single Quality Assurance Framework (QAF) which meets the needs of children in order to improve practice standards across Children Services.	<p>The Children's QAF has been updated and was circulated to all CYP staff on 29th January 2016 to share with their teams and is actively being implemented</p> <p>Outcome of regular dip sampling processes disseminated to staff and used to inform management and practice</p>	Improved interventions in Children Social Care which are informed by audit, good practice and service user voice	Dawn Williams	March 2016	
Embed a culture of self-evaluation across Children Services	Scheduled 3 monthly self-assessments with outcome being reported to Transforming Children's Services Board	Robust suite of audit tools developed and systematically used	Sean Segal	Quarterly	
To improve and develop CareFirst exemplars in order to ensure alignment to statutory guidance and good practice	<p>Practice process improvement workshops all completed</p> <p>New CareFirst exemplars went live on 3rd May 2016 - to be reviewed in September 2016</p>	CareFirst supports accurate recording and effective practice	Alison Hinds Julian Cunningham FC	May 2016	
Embed the effective management of step up and step down processes.	Revised policy circulated to all relevant staff in April 2016	<p>Children and young people are receiving the right level of support to support their safety and improve their outcomes</p> <p>Professionals are working effectively together to ensure children and young people are being supported in the most appropriate area of service and are not in the Social Care</p>	Julian Cunningham Rachel King Andrew Wolverson	May 2016	

		System for longer than necessary			
Continue to have close links with CIN/CP/ LAC/IRO services to promote opportunity for early permanence where there is no other option	Adoption SSWM attends admission to care panel and tracks children with a potential plan of adoption. Permanency oversight panel monitors progress of permanency panel from A to C panel. Early allocation family finder and family finding activities	Pro-active approach to permanency	Alison Hinds	Ongoing	
To sign off and embed the Autism Strategy	The strategy has now been written and compiled and has been presented to Cabinet and approved. A consultation session is planned for late April 2016.	Children and young people with autism are able to live fulfilling and rewarding lives within a society that accepts and understands them. Children and young people with autism can get a diagnosis and access support if they need it Children and young people with autism can depend on mainstream public services to treat them fairly as individuals, helping them make the most of their talents.	Suzanne Smith	March 2016	
Learning and Development Committee Ensure that WSCB understands the impact of training on practice in all partner	A full review of the existing WSCB audit materials undertaken to ensure impact/outcomes are clearly evident across the partnership. Bi-monthly reviews of the effectiveness of current multi agency	Reports to WSCB to provide assurance that training has a direct impact upon practice which ultimately links to improved outcome for children, young people and families.	LM GM	April 2016	

agencies and the link with improved outcomes	evaluation processes are reported to the Committee to ensure they are as robust as possible. This is now embedded and is a standing item of the L&D agenda	Positive feedback relating enhanced knowledge to inform practice is evident from course evaluation at the end of initial training and post course evaluation review.			
Serious Case Reviews Ensure that lessons from SCR are effectively shared across the partnership	Briefings relating to local, regional and national messages are planned at timely intervals throughout the year. Conference re findings from SCR/DHR/SAR took place March 2016. Over 200 multi-agency representatives attended.	The impact of training/workshops has a direct correlation to messages received from learning from SCR's to improved practice.	CT DW GM	March 2016	

RAG Rating:

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 

Glossary

Acronym	Full Title
ASYE	Assessed and Supported Year in Employment
BAME	Black, Asian & Minority Ethnic
CAFCASS	Children and Family Court Advisory and Support Service
CDOP	Child Death Overview Panel
CiN	Children in Need
CME	Continuing Medical Education
CMOG	Children Missing Operational Group
COPE	Corporate Parenting and Education
CP	Child Protection
CQC	Care Quality Commission
CSE	Child Sexual Exploitation
CWC	City of Wolverhampton Council
CYP	Children and Young People
DASS	Director of Adult Services
DCS	Director of Children's Services
DV	Domestic Violence
EET	Education, Employment and Training
EH	Early Help
EHCP	Education, Health and Care Plan
EHE	Elective Home Education
EYFS	Early Years Foundation Stage
FGM	Female Genital Mutilation
ICT	Information and Communications Technology
IFA	Independent Fostering Agency
IRO	Independent Reviewing Office
KS	Key Stage
L&D	Learning & Development
LAC	Looked After Children
MACFA	Multi Agency Case File Audit
MASH	Multi Agency Safeguarding Hub

MOMO	Mind of my Own app
NALM	Not available to the labour market
NEET	Not in Education, Employment and Training
PEP	Personal Education Plan
PPO	Preferred Provider Organisation
QA	Quality Assurance
QAF	Quality Assurance Framework
RAA	Regional Adoption Agency
RAG	Red Amber Green
SDQ	Strengths and Difficulties Questionnaire
SEMT	Sexual Exploitation, Missing and Trafficked
SEND	Special Educational Needs and Disabilities
SGO	Special Guardianship Order
SWUM	Social Work Unit Managers
VSH	Virtual School Headteacher
WSCB	Wolverhampton Safeguarding Children Board
YOT	Youth Offending Team
YP	Young People
YPA	Young People Adviser

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