

Appendix One – Quarter Four Update

2017-2018 Children and Young People Improvement Plan

CITY OF
WOLVERHAMPTON
COUNCIL




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How will we know?

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

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

What will we measure?

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

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

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
OFSTED ACTION PLAN					
Ofsted Recommendation 1	Ensure management oversight at the frontline is appropriately challenging and consistent and that frontline managers are able to use the case file audit tool effectively	Ofsted 1.1 Bi-monthly audits to review practice as per audit process	Bi-monthly	All Heads of Service Louise Haughton	Bi-monthly audit taking place as per Quality Assurance Framework. Quarterly reports are produced and presented to Children and Young People management team and Transforming Children's Services Board. Audit Champions continue to embed a consistent approach to auditing.
		Ofsted 1.2 Dip samples to look at the quality of supervision will take place twice each year	Quarterly	All Heads of Service Louise Haughton	Auditing activity throughout the year evidences that the recording of supervision remains inconsistent. A dip sample was undertaken in February 2018 and shows that this remains an area for development. The quality of supervision is an ongoing improvement area and will be picked up as part of the CYP Improvement Plan for 2018-19.
		Ofsted 1.3 Audit Champions to	31st March 2018	All Heads of Service Louise Haughton	Audit Champions have agreed an action plan. Audit the Auditor is underway.

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		<p>agree a programme of support with frontline managers to ensure challenge and consistency of approach</p>			<p>This has shown more consistency in overall judgements between 1st and 2nd auditors. Continued work will take place in ascertaining service user feedback. This will be an ongoing part of the Audit Champion Action Plan.</p>
		<p>Ofsted 1.4</p> <p>Implementation of Leadership Programme for frontline managers</p>	<p>30th September 2017</p>	<p>All Heads of Service Louise Haughton</p>	<p>The programme was launched in September 2017.</p> <p>The programme for the SWUM's is still running. Impact will be measured by a coaching element where by the external coach, manager and their manager spend 75 minutes to sit and reflect on what impact the coaching has had. This will be completed in June 2018 (at which point the leadership team are auditing the learning logs of all delegates)</p> <p>The strengthening families managers (who attended the programme modules 1-4 but not coaching) have their coaching start in June until December. In total 53</p>

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					managers are undertaking the programme.
		Ofsted 1.5 Ensure the competency-based supervision policy is applied in practice	31st May 2017	All Heads of Service Louise Haughton	ACTION TO NOW FORM PART OF THE IMPROVEMENT PLAN 2018/19 We have not fully embedded a competency-based tool in practice. We have now set up a task and finish group to develop a new policy. This will be a new action in the Improvement plan for 2018/19.
Ofsted Recommendation 2	Strengthen the line of sight which senior managers, leaders and elected members have on frontline practice by providing detailed information about children in need whose cases are being held by team managers, or managed on duty, prior to being allocated to a named social worker	Ofsted 2.1 Daily updates accessible to the Director of Children Services and Service Director	28th February 2017	Helena Kucharczyk	Director of Children Services and Service Director have daily access to performance information through Insight and Performance SharePoint
		Ofsted 2.2 Children Service's Dashboard presented to SEB/Cabinet Member monthly	31st May 2017, monthly thereafter	Helena Kucharczyk	Dashboard has been developed and is now being presented to Strategic Executive Board/Cabinet monthly.
		Ofsted 2.3 Weekly report to be	30th June 2017	Helena Kucharczyk	Weekly reports started week of 17 July 2017.

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		directly provided to Director of Children Services and Service Director on unallocated cases			
Ofsted Recommendation 3	Ensure that looked after children who are living at a distance from Wolverhampton receive the same level of health and educational support as children living closer to home	Ofsted 3.1 Looked After Children performance report to include monthly information on out of city health assessments	31st May 2017	Helena Kucharczyk	This is in place and is part of the LAC and CYP monthly performance management reports.
		Ofsted 3.2 Ensure robust process is in place for spot purchasing assessments for children over 50 miles out of city	30th September 2017	Alison Hinds	The Looked After Children Health Steering Group is overseeing progress. Impact is currently being monitored.
		Ofsted 3.3 Improved educational attainment for out of city Looked After Children	31st July 2018	Alison Hinds	A Dedicated Education Support Worker is now in post to focus on out of city Looked After Children (LAC). 'Welfare Call' have been commissioned to provide daily attendance/exclusions monitoring and termly attainment data for out of city cohort. Out of city LAC have

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					<p>achieved better than in 2016. The cohort of out of city children are much closer to in city children with regard to attainment in Key Stage 4. Out of city LAC have achieved better in math at Key Stage 1 than their peers in the city. See Virtual Headteachers Report 2017/18.</p>
<p>Ofsted Recommendation 4</p>	<p>Ensure that when children and young people are placed with family and friends, social workers are clear about what actions must be completed to assess and formalise those arrangements in line with placement regulations</p>	<p>Ofsted 4.1</p> <p>Review the Unable to Live with Birth Parents Policy including the development of a flowchart to inform decision making</p>	<p>30th June 2017</p>	<p>Rachel Warrender Louise Haughton Alison Hinds</p>	<p>Guidance briefed to Social Workers on 18th July 2017.</p> <p>Unable to live with birth parent's procedure agreed by the Children and Young People's Management Team on Friday, 20th October 2017.</p> <p>Workshops have been held with the final sessions being delivered early May.</p>
		<p>Ofsted 4.2</p> <p>Audit of all child protection cases where children are not living with their parents to clarify whether it is a private family arrangement or connected persons</p>	<p>31st May 2017</p>	<p>Alison Montgomery</p>	<p>An audit has been completed. A report and action plan was presented to the Children and Young People Service Director and Children and Young People Management Team on 27th July 2017.</p>

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		<p>Ofsted 4.3</p> <p>All social work managers are clear in relation to statutory and regulatory requirements re. placements with family & friends</p>	31st May 2017	Alison Montgomery Alison Hinds	<p>Workshops have been developed and all Social Workers and Social Work Managers should have participated in this by the end of February 2018. This will include Independent Reviewing Officers, Senior Social Work Managers, and Heads of Service.</p> <p>In addition, any children living in these circumstances should be discussed at admission to care panel by the end of February. This will allow us to be confident that all open cases which are considered a “friends and family placement” have been identified.</p>
Ofsted Recommendation 5	<p>Ensure that all assessments include a consistently robust analysis of risks and protective factors, resulting in child in need and child protection plans which are specific, measurable and easy for children and parents</p>	<p>Ofsted 5.1</p> <p>Implementation of Leadership Programme for frontline managers</p>	30th September 2017	Louise Haughton	<p>The programme was launched in September 2017.</p> <p>The programme for the SWUM's is still running. Impact will be measured by a coaching element where by the external coach, manager and their manager spend 75 minutes to sit and reflect on what impact the</p>

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	to understand				<p>coaching has had. This will be completed in June 2018 (at which point the leadership team are auditing the learning logs of all delegates)</p> <p>The strengthening families managers (who attended the programme modules 1-4 but not coaching) have their coaching start in June until December. In total 53 managers are undertaking the programme.</p>
		<p>Ofsted 5.2</p> <p>Dates secured for assessment, planning, analysis, and permanence training 2017/18</p>	31st May 2017	Louise Haughton	<p>Child and Family Training have adjusted their programme of training to reflect Wolverhampton's training needs and will deliver four cohorts by the end of March 2018.</p> <p>Four cohorts of training have been delivered with 130 employees having received training at the end of April 2018.</p> <p>Six new cohorts have been developed which begin in May 2018 and will run until Feb 2019.</p>
		Ofsted 5.3	Monthly dip	Louise Haughton	

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		Improvement in assessment and care plans to be monitored via audit activity	sampling and audits		<p>ACTION TO NOW FORM PART OF THE IMPROVEMENT PLAN 2018/19</p> <p>Quarter 4 auditing activity has shown similar results to the 3rd quarter when considering the quality of care plans. However, this was much higher in 2nd quarter. The last three quarterly audit results have shown an improvement over the 1st Quarter (52% judged as being SMART in 4th Quarter vs 58% in 3rd Quarter, 64% in the 2nd Quarter and 30% in the 1st Quarter). Work needs to continue in order for greater progress to be made.</p> <p>There has been consistency in the quality of assessments. There is a slight trend toward improvement being made as 40% in quarter 4 and 39% of audits being rated as "Good" or "Outstanding" in this area in Quarter 3 vs 29% in Quarter 2 and 30% in Quarter 1. Work around</p>

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					the quality of assessments continues and this is included in the 2018/19 improvement plan.
		Ofsted 5.4 Care Planning action to be in all Advanced Practitioner Action Plans	31st May 2017	Louise Haughton	Completed - July 2017
Ofsted Recommendation 6	Ensure that greater prominence is given in case files to the thoughts, wishes and feelings of children and young people, so that the child's voice is clearly recorded and understood	Ofsted 6.1 Ensure a greater focus is given to voice of the child in training	31st March 2018	Louise Haughton	Specific conversations have taken place with Child and Family Training and Restorative Practice to ensure this is in practice. Any required training will take place to ensure this is a prominent element.
		Ofsted 6.2 Improved prominence of the voice and experience of the child demonstrated through audits	31st March 2018	Heads of Service Louise Haughton	ACTION TO NOW FORM PART OF THE IMPROVEMENT PLAN 2018/19 This is a long-term action and there are multiple ways the voice of the child is measured during case file audits. Voice of the child continues to be varied and this remains an identified area for development. Quarter 4 auditing activity

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					<p>showed evidence of the voice of the child 49% of the time which is consistent with Quarter 3 at 48% and Quarter 2 at 51%. Quarter 1 auditing showed evidence of voice of the child 44% of the time.</p> <p>Voice of the child remains quite high during Looked After Child Reviews but remains an area for development in Child Protection Conference.</p> <p>It is anticipated the planned migration to Eclipse will enable us to review records to show greater prominence of the child's voice.</p>
		<p>Ofsted 6.3</p> <p>Toolkit developed to support improved practice in relation to voice and experience of children</p>	<p>30th September 2017</p>	<p>Louise Haughton</p>	<p>A resource folder has been developed and a hard copy is in every unit. An electronic copy is being developed.</p>
<p>Ofsted Recommendation 7</p>	<p>Strengthen advocacy arrangements to ensure that children in need of help and protection and their parents and</p>	<p>Ofsted 7.1</p> <p>Child in Need/Child Protection and Looked After Children</p>	<p>30th June 2017</p>	<p>Alison Montgomery Alison Hinds</p>	<p>All young people requesting an advocate have been assigned. Of the young people who have an advocate, 4 are open to Child in Need Planning, 1 is</p>

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	<p>children looked after are enabled to make a meaningful contribution to child in need and child protection processes and children looked after reviews</p>	<p>Management Teams to receive regular reports on uptake of advocacy services</p>			<p>open to Child Protection Planning, and 1 is a Care Leaver. There are 13 in city LAC, and 5 out of city LAC, 2 who have disabilities.</p>
<p>Ofsted 7.2</p> <p>Ensure case recording captures reasons for no take-up of advocacy</p>		<p>31st March 2018</p>	<p>Alison Montgomery Alison Hinds</p>	<p>CareFirst is now enabled to measure whether advocacy services are promoted. However, the text box to support actions behind this will be developed as part of the migration to Eclipse. Timescale to be changed in line with this.</p> <p>This continues to be monitored through contract meetings and agreement for additional spot purchase of advocates is considered as and when required. Dip sampling completed end of December 2017 to ensure this is being done.</p>	
<p>Ofsted 7.3</p> <p>Ensure all staff are aware of the revised process re: recording</p>		<p>31st March 2017</p>	<p>Alison Hinds</p>	<p>Completed. Staff briefed in December 2017</p>	
<p>Ofsted 7.4</p> <p>Review current contracts re: provision of advocacy services to</p>		<p>30th June 2017</p>	<p>Alison Hinds</p>	<p>The review was completed and an action plan has been developed between the Local Authority and provider to improve take-up.</p>	

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		ensure that they respond to local need			
Ofsted Recommendation 8	Ensure that children looked after who would benefit from one have access to an independent visitor	Ofsted 8.1 Ensure all staff are aware of referral process	30th June 2017	Alison Hinds	The Independent Visitor Service is in the process of moving in house. Referral process has been discussed and this will be progressed through the drafting of a policy. Meeting arranged for 16/04/2018 to begin considering this.
		Ofsted 8.2 Changes to be made to Looked After Children review report to ensure this has been considered where appropriate	31st March 2018	Alison Hinds	This has been completed.
Ofsted Recommendation 9	Ensure that all Personal Education Plans (PEPs) are specific, measurable and easy for children and young people to understand	Ofsted 9.1 Implementation of the electronic Personal Education Plan	30th September 2017	Alison Hinds	The new electronic personal education plan was launched on 1st November 2017. Designated Teachers, LAC social workers and all SWUMS have had training and a user guide has been circulated. Initial examples of completed PEP are very positive and show a clear improvement on many paper versions.
		Ofsted 9.2	Termly audits	Alison Hinds	A report on the quality of Personal Education Plans

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Improved quality of Personal Education Plans to be monitored via termly audits undertaken by the Corporate Parenting and Education (COPE) Team			<p>was presented to the Children and Young People Management Team on 2nd November 2017 and reports will continue to be presented on a quarterly basis.</p> <p>DiP samples have shown a continuing improvement in the quality of PEPs but further improvements till need to be made. The electronic PEP will now allow us to report on whether SMART targets are improving.</p>
Ofsted Recommendation 10	Ensure that all pathway plans include targets which are specific, measurable and written in such a way that there is no room for ambiguity about who needs to do what by when, to ensure that care leavers are able to make a successful transition to independence	Ofsted 10.1 Training to be delivered to all staff in transition team to ensure improvement in pathway planning	31st March 2017	Alison Hinds	Workshop for transition team took place on 22nd March 2017
		Ofsted 10.2 Dip sampling of pathway plans to ensure improvement in practice	This to be monitored and repeated every 6 months	Alison Hinds	Dip sampling completed in May 2017 and results improved from Requires Improvement to Good. Process to be repeated every 6 months.
Ofsted Recommendation 11	Ensure that once children are placed with adoptive families there	Ofsted 11.1 Adoption applications	30th September 2017	Alison Hinds	Activity has now been created on CareFirst and being monitored on the

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	is no unnecessary delay in applying for an adoption order	to be made 10 weeks after a child is placed in prospective adoptive household			monthly tracker. Previous performance was poor, but a dip sample completed in January 2018 has shown an improvement and indicates that this is now being used consistently.
		Ofsted 11.2 Annex A's to be completed by the child's social worker and lodged with the court at the same time	30th September 2017	Alison Hinds	As above
		Ofsted 11.3 CareFirst activity to be utilised to ensure timescales are met	30th September 2017	Alison Hinds	This is now monitored as part of Adoption pipeline. Activity is available but is not being utilized appropriately. The Children's Adoption Team have now moved into the LAC Team and performance of this will be managed via this Team Annex A activity is being used on all cases. All placements made have dates identified for annex's to be completed allowing time to QA reports.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		<p>Ofsted 11.4</p> <p>Dip samples to take place to ensure adoption applications and Annex A's are being lodged at 10 weeks</p>	30th September 2017	Alison Hinds	<p>A dip sample and Briefing Note were complete in March 2018, this evidenced that the CareFirst activity is being used on all cases where the child is placed for adoption. However, this also evidenced that whilst there is an improvement in timescales for application and filing of Annex A, these are still not being done consistently at the 10-week point. An Action Plan has been created and disseminated to LAC SWUM's and a further dip sample will be completed in June 2018.</p>

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
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AREA: PMQA PERFORMANCE MANAGEMENT AND QUALITY ASSURANCE					
PMQA 1	Produce a Performance Management Framework and a Data Quality Strategy	PMQA 1.1 Performance Management Framework to be produced to include development of dashboards for frontline managers; schedules for reporting including to the Director of Children Services and Cabinet Member	30th September 2017	Helena Kucharczyk	The performance framework is now in place for Children's services. The next stage in this development is to look at linking performance and quality data, which has been made a priority in the 2018/19 Improvement Plan.
		PMQA 1.2 Data Quality Strategy to be produced and briefed to staff	31 st March 2018	Helena Kucharczyk	In light of the suspension of the Eclipse development programme, a light touch data quality strategy will be produced for sign off at the June CYP performance board. The full strategy development will be picked up again when the Eclipse development is known.
PMQA 2	Improve recording in relation to ethnicity and CiN	PMQA 2.1 Make the recording of ethnicity a mandatory field and ensure that the options support accurate recording	31st March 2018	Alison Hinds (CFUG) Helena Kucharczyk	This action has been explored and is not possible in the current social care system. The recording of Ethnicity will continue to be managed through data quality reports. The implementation of Eclipse

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					has been placed on hold. It is hoped this can be a mandatory field in the new social care system next year.
		PMQA 2.2 Introduce Child in Need Plan as a separate classification on CareFirst	31st May 2017	Alison Hinds (CFUG) Fiona Cozens	Completed
PMQA 3	Improve compliance in relation to 1st visit within 5 days	PMQA 3.1 100% of 1 st visits will be completed within 5 days.	30th September 2017	Alison Montgomery	60.1% of visits have taken place within 5 days, which is higher than it has ever been. As of 19/4/2018 approximately 73% of cases have a single assessment completed within 45 days, during which time these children would have been seen.
PMQA 7	Embed the Neglect Strategy and Toolkit across the workforce	PMQA 7.1 All staff trained on use of the toolkit	31st March 2017	Louise Haughton	Strategy and tool was presented to all staff in October 2016.
		PMQA 7.2 Thematic audit of neglect across Children's Services to be commissioned	30th September 2017	Louise Haughton	This has been completed and has been presented to Children and Young People Management Team. A Neglect action plan will be developed.
		PMQA 7.3	31st October 2017	Dawn Williams	The Self-Assessment for the JTAI themes of Domestic

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		Self-assessment process completed using the Joint Targeted Area Inspection Neglect Framework (JTAI)			Abuse and CSE are being developed. The previous timescale of October 2017 was for the theme of Neglect. As themes change, this is an ever-changing timescale in order to allow for a self-assessment for each theme. This will be incorporated as part of the new Wolverhampton Safeguarding Children Board Business Plan.
AREA: EI EARLY INTERVENTION					
EI 2	Embed the targeted early help offer and strengthen knowledge and understanding of local needs to assist in identifying families who require targeted early help	EI 2.1 Production of local area profiles	30th June 2017	Denise Williams	Profiles have been developed for all 8 SF areas. These profiles have been incorporated into the business plans and priorities for 2018/19. The Quarter 3 assessment of impact is now underway. However, it will take some time to review overall impact.
		EI 2.2 Production of local action plan for each area	30th November 2017	Denise Williams	As Above
EI 3	Delivering the Early Years Strategy	EI 3.1	31st March 2017	Denise Williams	Completed

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		Strategy formally approved by Cabinet			
		EI 3.2 Approval of the Implementation Plan at Scrutiny Board	31st July 2017	Denise Williams	Implementation plan was presented to Scrutiny Board on 4th September 2017 and was approved.
		EI 3.3 Increase in the number of children achieving a good level of development	31st March 2018	Denise Williams	We will potentially have provisional local data in July/August 2018. However, National Data will not be published until November 2018 to allow for comparison. Therefore, this will not be able to be determined until all data is received and a comparison of local and national data can take place.
AREA: SSS SPECIALIST SUPPORT SERVICE					
					All Actions Complete
AREA: CiN/CP CHILDREN IN NEED/CHILD PROTECTION					
					All Actions Complete
AREA: IS INCLUSION SUPPORT					
IS 3	Implementation of sexually harmful behaviour action plan to improve services for children and young people who display sexually harmful behaviour		This has been extended from July 2018 to September 2018 to allow for training to be completed.	Rob Hart	The practice guidance has been developed and was approved by WSCB Policies and Procedures in April 2018. Multi-agency training has been commissioned to be delivered between June and September 2018.

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IS 4	Develop Inclusion Support training offer for Children and Young People workforce, schools and trading externally	IS 4.1 Undertake review of existing training offer and identified needs, and identify associated workforce development needs within Inclusion Support.	September 2017	Rob Hart	This has been completed and a report on impact is being compiled.
		IS 4.2 Produce brochure of training offer and schedule of training events for 2018/9	December 2017	Rob Hart	This has been completed.
		IS 4.3 Develop performance framework and stakeholder group to monitor progress and service development	31 st March 2018	Rob Hart	A special interest group within Inclusion Support has been set up with this as a priority.
IS 5	Reduce the number of exclusions	IS 5.1 Action plan produced	30th September 2017	Rachel King Rob Hart	The action plan was signed off as completed with the Education Board in December 2017.
		IS 5.2 Implementation Group to be established to oversee the delivery and impact on reduction of	31st May 2017	Rachel King Rob Hart	Please see Milestone IS 5.3 This has been completed.

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		exclusions. IS 5.3 A summit will take place involving the Director of Education and schools to share best practice in reducing exclusions.	31 st July 2018	Rob Hart	This is still applicable and will be completed by 31 st July 2018. This will be carried forward to the 2018/19 Improvement Plan.
AREA: HS HEADSTART					
					All Actions Complete
AREA: LAC LOOKED AFTER CHILDREN					
LAC 1	Continue to lead on the development of the Regional Adoption Agency	LAC 1.1 Cabinet to approve establishment of the Regional Adoption Agency (RAA)	30th June 2017	Emma Bennett Alison Hinds	Cabinet approved report to establish Regional Adoption Agency on 19th July 2017.
		LAC 1.2 Cabinet to approve detailed service specification for the Regional Adoption Agency	Timescale moved from February 2018 to Winter 2018.	Emma Bennett	Cabinet approved the detailed service proposals for the RAA in March 2018. Unfortunately, Sandwell and Dudley are yet to get approval whilst there is a number of other outstanding pieces of work required in order to progress 'Go Live' including the back-office services and Ofsted registration. Go Live has now been deferred to Winter 2018.
		LAC 1.3	31 st July 2018	Emma Bennett	Adoption as Heart front door

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		Regional Adoption Agency go live (Adoption at Heart)			went live on 1st March 2018. However, the full go live date has been deferred to 1st October 2018.
LAC 2	Increase the number of Special Guardianship Orders (SGO)	LAC 2.1 Increase in the number of Special Guardianship Orders through the delivery of Special Guardianship Order Action Plan	31st March 2018	Alison Hinds	The number has not increased, it has stayed the same. However, we have tighter tracking and have increased the financial support package. We are aiming to increase numbers next year as we now have mechanisms in place to achieve this. This will form part of the 2018/19 Improvement Plan.
AREA: CL CARE LEAVERS					
					All Actions Completed
AREA: YOT YOUTH OFFENDING TEAM					
YOT 4	Increase the engagement of Youth Offending Team young people in Education training and employment	YOT 4.2 Achieve target (80%) of young offenders engaged in employment, education and training by 31st March 2018	31st March 2018	Sally Nash Darren Martindale	In 2017/18, 73% of school aged pupils involved with the YOT were engaged in full time education at the end of their order. For post-16 this was 52%. Overall for 2017/18 this results in a combined engagement rate of 61% a 9% increase on last year. The biggest improvement is with school aged pupils, 73% overall this year, a 16% increase on last

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
					year.
		YOT 4.3 Embedding of the Youth Employment Initiative delivery in the Youth Offending Team	31st March 2018	Sally Nash Darren Martindale	Youth Employment Initiative funding is due to come to an end in June 2018. However, there is a potential for a further 3 years of funding from Department for Work and Pensions.
		YOT 4.4 Review of Youth Offending Team Education, Training and Employment processes and action plan	30th June 2018	Sally Nash Darren Martindale	Action plan completed and was reviewed at CYP Management Team 19th October 2017.
AREA: COM COMMISSIONING					
COM 1	External Placements Panel – joint review of the pooled budget for external placements between City of Wolverhampton Council and the Clinical Commissioning Group in order to ensure value for money	COM 1.1 Produce terms of reference for the review and timeline for the work and present to the next meeting of the Joint Commissioning Board	28th February 2017	Alison Hinds	Terms of reference have been developed.
		COM 1.2 Review completed and proposals presented back to the Joint Commissioning Board	31st August 2017	Alison Hinds	This is currently on hold as agreed with the CCG.
COM 2	Review and recommission Domestic Violence Support	COM 2.1 Tender agreed.	30th June 2018	Sarah Smith	This is out to tender. A new contract commences June 2018 and has been included

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
	Services	Tendering process commenced, and a new service will be in place from June 2018.			in the 2018/19 Plan.
COM 3	Review and re-commission supported accommodation	COM 3.1 Options paper on commissioning intentions taking into account recommendations.	30 th November 2018	Sarah Smith	The contract has been extended until 30 November 2018. This provision will be jointly reviewed by People/Place as it has been identified as a cross council priority as part of the development of a wider housing strategy. Timescales may change as a result of this decision. There is an option to extend the current contract for a further 12 months. This has been included in the 2018/19 Plan.
		COM 3.2 Market warming Tendering process commenced. New service in place	31st March 2018	Sarah Smith	Complete
AREA: SG SAFEGUARDING					
SG 2	Improve engagement of parents in the Looked After Child review process	SG 2.1 Introduction of an annual audit of parental participation	October 2017	Dawn Williams	A limited audit of parental participation has been completed and it is apparent that there is an opportunity to progress further utilising

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		<p>across the range of Looked After Child reviews is completed</p>			<p>Mind of My Own (MOMO). The MOMO work has stalled and is being resurrected as Mandy Lee is working with operational colleagues to encourage wider use. The IROs have been encouraging the use of MOMO but this is not enough. Parent involvement is part of a wider participation annual audit led by Mandy Lee and Nicola Hale.</p> <p>This work could be completed through the Mind of My Own (MOMO) project due to the complexities of gathering and analysing the information within the services. Parents continue to have the opportunity to complete a consultation form for every review where some of this information is captured. However, this is not electronic.</p> <p>This will form part of the 2018/19 Improvement Plan.</p>
		<p>SG 2.2</p> <p>Introduction of new</p>	<p>30th June 2017</p>	<p>Dawn Williams</p>	<p>Leaflet now in use.</p>

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		Looked After Child information leaflet for parents			
		SG 2.3 SW staff updated on expectations of parental involvement in Looked After Child reviews	31st May 2017	Dawn Williams	Actioned via regular safeguarding and Social Work Unit Manager Meetings
SG 3	Review the use of the Petch Screening Tool and understand impact	SG 3.1 Petch tool is embedded across the partnership	31st March 2018	Dawn Williams	The Petch tool is regularly used and continues to be promoted. The Petch tool continues to be promoted in training and the CSE coordinator and the MASH challenge when the age appropriate screening tool is not used. The introduction of the regional screening tool for 13+ has significantly aided in professionals identifying which tool to utilise. On average 8-10 screening tools are being completed each month.
		SG 3.2 Where the risk of Child Sexual Exploitation is identified, children 12 years and under, have appropriate plans in	31st May 2017	Dawn Williams	The MASE process now ensures that the age appropriate MASE plans are completed to support under 12 s and this has significantly impacted on the focus of Base 25 input and

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		place SG 3.3 Scheduled Audit of completed Petch Tools in place and regularly reported to Children and Young People Management Team & Sexual Exploitation Missing & Trafficked Committee	30 June 2018	Dawn Williams	outcomes for these children. Sandeep Kaur is progressing a Petch Audit in June 2018. This will be incorporated into the 2018/19 Improvement Plan.
SG 5	Working closely with the Domestic Violence Forum to deliver the Children and Young People Domestic Violence Improvement Plan and an effective Barnardo's Screening Tool process which reflects 'Think Family' and improves outcomes for those affected	SG 5.1 Think Family is embedded within interventions where Domestic Violence is a presenting feature.	June 2017	Karen Samuels	Action plan completed BST Protocol has been reviewed and updated. BST screening now links closely with adult MASH.
		SG 5.2 Children and Young People Domestic Violence Improvement Plan reflects safeguarding priorities for children.	January 2018	Karen Samuels	This was not submitted to Children and Young People Management Team as expected. This action will be led by Karen Samuels as the Domestic Abuse lead and this will be progressed. This action will be incorporated into the 2018/19 Improvement Plan.
		SG 5.3 Audit of Impact of Domestic Violence	January 2018	Karen Samuels	Audit tool developed and audit was undertaken in October 2017.

Action Number	Action	Milestones	Timescale	Lead Officers	Progress
		framework for children and young people is completed and reported on.			Turn from green to blue
		SG 5.4 Review of Barnardo's Screening Tool redesign is in place which reflects improved information sharing, increased adherence to the of seeking consent, a think family approach and better outcomes for those impacted by Domestic Violence	September 2017	Karen Samuels	Barnardo's Screening Tool process has been reviewed and framework has been agreed. Police are piloting in Walsall single agency pre-screening with view to roll out across Wolverhampton and Walsall and this was rolled-out in September 2017. This has been completed.
AREA: WFD WORKFORCE DEVELOPMENT					
					All Actions Completed

COMPLETED ACTIONS

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
CA 1	Review Children and Young People Management Team monthly performance management meetings to ensure performance and quality assurance are jointly reviewed and responded to	Introduce an action log from each performance management meeting Principle Social Worker invited to attend future meetings	31st March 2017	Emma Bennett	ACTION COMPLETED
CA 2	Produce an improvement plan for CareFirst and Guardian	Produce an action plan to ensure all issues with Guardian and CareFirst are resolved	30th April 2017	Alison Montgomery	ACTION COMPLETED
CA 3	Ensure that young people get swift access to appropriate education provision and reduce delay between school place allocation and the date of admission	Reduce % of Children Missing Education investigations that are as a result of young people delayed by the admission process System developed where school admissions record the date schools are told about the admission and produce reports showing the date they go on to roll	31st March 2018	Rachel King Bill Hague	ACTION COMPLETED
CA 4	Extend NEET action plan to include those not available to the labour market (NALM)	NEET action plan updated and presented to CYP Management Team	30th April 2017	Alison Hinds	ACTION COMPLETED
CA 5	To implement the action plan arising from the Joint	Quarterly review of progress by the YOT	31st March 2017	Sally Nash	ACTION COMPLETED

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
	<p>Inspection</p> <p>Ensure the findings from evaluation of interventions are understood and adopted</p>	<p>Management Board</p> <p>Achieve target (63%) of young offenders engaged in employment, education and training by 31st March 2017</p>			
CA 6	<p>To continue to improve the monitoring of elective home education (EHE) arrangements to ensure children are safeguarded</p>	<p>Deliver the EHE Improvement Plan – SIGNED OFF AND COMPLETE</p>	31st March 2017	Rachel King	ACTION COMPLETED
CA 7	<p>Extending the use of Upper Pendeford Farm to prevent placement breakdown</p>	<p>Approval for extended use of Upper Pendeford Farm to support foster care respite</p>	31st March 2017	Rachel King	ACTION COMPLETED
CA 8	<p>Improve the relationship between panel and managers</p>	<p>Agency Decision Makers to observe panel at least once a year</p> <p>Undertake the Panel chair's appraisal in a timely way</p> <p>Schedule meetings between the Panels and the Adoption Team</p>	<p>31st March 2017</p> <p>31st March 2017</p> <p>31st March 2017</p>	<p>Emma Bennett Alison Hinds</p> <p>Emma Bennett Alison Hinds</p>	ACTION COMPLETED
CA 9	<p>Review the workforce development plan to ensure it reflects the priority areas for action identified through the Ofsted process and</p>	<p>2016/17 Plan to be signed off and 2017/18 Plan to be approved</p>	31st March 2017	Susan Serventi Louise Haughton	ACTION COMPLETED

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
	supports the development of a capable and competent workforce				
CA 10	Commission Child and Family Training to deliver a programme of training for all social workers and strengthening families workers	Training specification to be produced which focuses on: <ul style="list-style-type: none"> - Revised assessment procedures - Reinforcing pathways - Good quality chronologies - Voice of the child - Reflective practice - Consistency of plans and assessments - Family conversations - Recording - SMART and YP friendly targets 	31st March 2018	Louise Haughton Susan Serventi	ACTION COMPLETED
CA 11	Improve recording in relation to date when child is first seen	CA 11.1 Review the single assessment form and build in a date that the child has been seen	31st March 2017	Alison Hinds (CFUG) Helena Kucharczyk	ACTION COMPLETED—JULY 2017 Form has been updated
		CA 11.2 Establish a local performance indicator of 5 working days for time taken for children to be first seen	31st May 2017	Emma Bennett Helena Kucharczyk	Report now developed and part of CYP performance dashboard.
		CA 11.3 Single Assessment Procedure to be updated and briefed to staff	14th May 2017	Louise Haughton Alison Montgomery	Completed and taken to the Social Work briefing on 18th July 2017

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
CA 12	Each Head of Service ensure that at least one day per month all staff are in the office updating recording on case files	Heads of Service to schedule dates for 12 months April '17 – March '18	31st March 2017	Heads of Service	<p>ACTION COMPLETED—JULY 2017</p> <p>Tidy Fridays are now embedded in every day practice across CYP service area.</p> <p>This has been evidenced through case file audits where case file recordings being up to date has been evidenced.</p>
CA 13	Undertake a review of services for children and young people who display sexually harmful behaviour	Review completed and action plan produced	30th September 2017	Rob Hart	<p>ACTION COMPLETED—JULY 2017</p> <p>Audit completed and action plan produced. Both signed off Strengthening Families Board in June 2017.</p> <p>5 priority areas- Workforce Development Pathway and Policy development Commissioning of specialist services Data collection Promotion of safe relationships and behaviors through universal services</p>
CA 14	Develop and deliver the 2017/20 Sufficiency Strategy	Sufficiency Strategy 2017/20 produced and	30th June 2017	Paul Smith	<p>ACTION COMPLETED—JULY</p>

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		approved			<p>2017</p> <p>Approved at cabinet on 19th July 2017</p>
CL 1	Increase the number of vulnerable 16+ engaged in education, employment and training (EET)	<p>CL 1.1</p> <p>Deliver the Not in Employment, Education or Training (NEET) Action Plan</p> <p>Reduction in NEET</p>	31st March 2018	Alison Hinds	<p>ACTION COMPLETED—OCTOBER 2017</p> <p>19% of Care Leavers (40 Young People) were NEET at 17th October 2017 compared with 40% at 31st March 2016 and 39.5% in March 2017.</p>
WFD 1	Establish a stable workforce and reduce reliance on agency staff	<p>WFD 1.1</p> <p>Review workforce data collection mechanisms and ensure that accurate and consistent reporting can be produced for managers at all levels</p>	31st March 2017	Jo Farley Louise Haughton	<p>ACTION COMPLETED—OCTOBER 2017</p> <p>A dashboard has been developed and is shared with Senior Management monthly. This includes sickness, appraisals, staff turnover, and mandatory training completion.</p>
		<p>WFD 1.2</p> <p>Monthly updates to Executive Director and Service Director</p>	31st March 2017	Jo Farley Louise Haughton	<p>Specific meeting arranged for 10th May 2017 between Service Director and HoS to review use of agency workers</p>
		<p>WFD 1.3</p> <p>Regular recruitment</p>	31st March 2017	Jo Farley Louise Haughton	<p>Rolling recruitment process with quarterly interviews</p>

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		processes for grade 7, 8 and 9 social workers			
		WFD 1.4 Recruitment of a post to focus on recruitment and retention	31st March 2017	Jo Farley Louise Haughton	Recruitment and Retention Officer recruited internally, to commence the end of May 2017
		WFD 1.5 Reduction in numbers and spend on agency social workers	31st March 2018	Jo Farley Louise Haughton	Informed by recruitment and retention action plan. Work with final year students on statutory placements in ongoing in order to match against vacancies. There has been reduction in spend and therefore this milestone is complete.
LAC 3	Increase the number of internal foster carers	LAC 3.1 Commission iMPower to work with the team to identify areas of improvement and new ways of working	31st March 2017	Alison Hinds	ACTION COMPLETE— DECEMBER 2017 Recommendations of iMPower review accepted at People Leadership Team and Strategic Executive Board and project has been established to progress recommendations.
		LAC 3.2 iMPower to produce a report outlining findings and next steps	31st May 2017	Alison Hinds	Project plan is in place. The targets for 2017/2018 is 30
		LAC 3.3	31st March 2018	Alison Hinds	The steering group continues to monitor this project and we are

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		Deliver the Foster Carer action plan to increase the number of foster carers			currently performing above the Family Values target.
SG 1	Embed the Child Protection Conference model and enhance by drawing on Restorative Practice approaches	SG 1.1 Improved decision making and planning within Child Protection Conferences	31st May 2017	Dawn Williams	ACTION COMPLETED— DECEMBER 2017 The revised Child Protection Conference process has been rolled out across Wolverhampton and partners are aware of their responsibilities within this.
		SG 1.2 Improved parental and young people's participation.	31st May 2017	Dawn Williams	A Revised parental feedback questionnaire (introduced in July 2017) shows a very high % agrees or strongly agrees that they can make suggestions about what should be in the plan. Child attendance at conference has increased
		SG 1.3 A 6-monthly progress report of Child Protection conference framework is completed which includes participation, impact and outcomes.	30th September 2017	Dawn Williams	Report presented to steering group June 2017.

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		SG 1.4 Conference Contributor survey is completed	31st December 2017	Dawn Williams	The survey has been completed and information obtained is being compiled.
		SG 1.5 6 monthly audits of quality of Outline Child Protection Plans	31st July 2017	Dawn Williams	Audits are completed monthly as part of an oversight of CP Chair activity and supervision. This is Business as Usual.
PMQA 8	Ensure feedback from service users is captured, analysed and used to inform service improvement	PMQA 8.1 Advanced practitioner to meet with compliments and complaints, Adoption, Fostering and the participation officer to ensure feedback from service users is fully incorporated into the Quality Assurance Framework	30th September 2017	Heads of Service Louise Haughton	ACTION COMPLETED -- JANUARY 2018 This has been completed
		PMQA 8.2 Review processes in individual service areas for: collecting and analysing service user feedback; and how this informs service improvement	30th September 2017	All Heads of Service	This has been embedded throughout Children's Services in Wolverhampton. Examples include: Service User Feedback is embedded in the audit process for CiN/CP and LAC. Feedback is also obtained through other means, such as Care Leaver Questionnaires, Fostering Forum and Child in Care Council

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
					<p>HeadStart use multiple avenues, such as Mini Ambassadors, Quality Assurance evaluations, HeadStart Shadow Board and qualitative studies.</p> <p>The Youth Offending Team are currently holding Service User Interviews which will result in learning and development of practice around reducing offending.</p> <p>Upper Pendeford Farm has set up a Young Persons Forum where the views of Young People have shaped service provision, for example, Young People having regular respite have requested their own bedding, which has been actioned.</p>
		<p>PMQA 8.3</p> <p>Ensure service user feedback is an integral part of the audit process social work service.</p>	31st March 2017	Louise Haughton	Completed
COM 6	Review the current Child Sexual Exploitation contract with a view to ensure this	<p>COM 6.1</p> <p>Present a review and</p>	30th September 2017	Sarah Smith	This action is being deleted as Commissioning are not

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
	service is delivered going forward.	options paper to Children and Young People Management in September 2017.			responsible for commission this contract.
PMQA 4	Ensure accurate and relevant information is regularly available to inform understanding of performance and quality in the Multi Agency Safeguarding Hub	PMQA 4.1 Review Multi Agency Safeguarding Hub (MASH) performance information against the Multi Agency Safeguarding Hub pathway and re-produce the reporting template ensuring that reports are clear and tell the performance story accurately	31st March 2018	Helena Kucharczyk	More work has been completed on MASH Reporting and this is more developed. More work needs to be completed on the Barnardo's Screening Tool, but this is currently being reviewed.
		PMQA 4.2 Introduce a 12-month dip sampling schedule aligned with understanding of performance and extend dip sampling to review action carried out	30th April 2017	Alison Montgomery Helena Kucharczyk	Dip sampling schedule produced, informed by available performance information
PMQA 5	Review family meetings ensuring that there is a robust procedure in place for recording them	PMQA 5.1 Revise Family Meetings Policy and Procedure and review the process.	30th June 2017	Rachel Warrender	Review of family meetings procedure was presented and approved on 13th July 2017 at Children and Young People Management team.
		PMQA 5.2 To ensure Family	31st March 2018	Rachel Warrender Alison Hinds (CFUG) Denise Williams	This was on hold until Eclipse was in place. However, now that Eclipse

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		meetings are recorded and reportable on CareFirst and Early Intervention System in order to monitor performance			<p>has been put on hold the “meeting” form on CareFirst now has a drop-down option for family meetings. This means that family meetings are now recordable and reportable on Care First.</p> <p>Family meetings are recordable and reportable on EIS.</p>
PMQA 6	Ensure quality assurance tools and processes are embedded at all services levels	<p>PMQA 6.1</p> <p>Ensure audit tools are available for all service levels across children’s services</p>	<p>30th June 2017</p> <p>Fostering and Adoption Target: 31st March 2018</p>	Louise Haughton	<p>Formal audit arrangements now exist within all service areas. This has resulted in a greater level of information about the quality of frontline interventions being available to managers.</p> <p>Further work will continue under business as usual to embed audit tools in more teams in 2018-19.</p>
		<p>PMQA 6.2</p> <p>Ensure restorative practice is reflected in the revised framework</p>	31st March 2017	Louise Haughton	Completed.
		<p>PMQA 6.3</p> <p>Produce a monthly timetable/schedule outlining the focus of dip samples across the service</p>	31st March 2017	Heads of Service	Dip sampling has been reviewed as this takes place in response to immediate need or issues identified through performance data. QA Framework has been

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		<p>PMQA 6.4</p> <p>Produce a timetable of the bi-monthly audits and themes for peer evaluation</p>	31st March 2017	Louise Haughton	<p>revised in line with this review.</p> <p>This has been completed and all managers are provided with dates of scheduled audits in advance.</p>
		<p>PMQA 6.5</p> <p>Advanced Practitioner lead for quality and improvement to meet with each Head of Service</p>	31st May 2017	Louise Haughton	<p>Strengthened Quality Assurance across wider areas of Children and Young People, including Intensive Family Support and Educational Psychology.</p> <p>Advanced Practitioner for Quality Assurance has reviewed the audit tools for Early Intervention and Social Work Teams and these are being used.</p>
EI 1	<p>To review the impact of the team around the family process</p>	<p>EI 1.1</p> <p>Review to take place</p>	30th September 2017	Denise Williams	<p>This was presented in August 2017 to the Children and Young People (CYP) Management Team. A Supporting Families Pathway has been devised as part of the thresholds document. An Early Help Scorecard has been developed and progress against elements of this are reported monthly i.e. Early Help Assessments, Family Meetings, Team Around</p>

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		EI 1.2 Action plan produced to respond to review findings	30th September 2017	Denise Williams	the Family and Reviews. The Early Help Scorecard is used as the basis for exception reporting, discussed at monthly performance surgeries which is driving improvements in this area.
EI 4	Improve universal contact with families through integration of a range of partner agencies	EI 4.1 Implementation of re-commissioned service for the healthy child programme.	31 st March 2018	Andrew Wolverson Neeraj Malhotra	A new contract has been awarded and was in effect from 1 st April 2018.
		EI 4.2 Increased use of Early Help Assessments by partner agencies	31st March 2018	Denise Williams	There has been an increase in the number of partner agencies trained and we are seeing an increase in Early Help Assessments taking place. Since the launch of the Threshold in November 2017, there has been an increase in Early Help Assessments from partner agencies of 17%. This is very positive, but this trend needs to continue.
EI 5	To embed the use of the outcome star assessment in order to evidence distance travelled and outcomes for families	EI 5.1 Increase in the number of outcome star assessments completed	31st March 2018	Denise Williams	Outcome Star has now been built into the Early Help Assessment in Eclipse. This will result in an Outcome Star Measure for every assessment completed.
		EI 5.2 Evidence of distance	31st March 2018	Denise Williams	The Eclipse System has now been adapted to ensure that all

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		travelled			assessments require management oversight and approval. This will allow distance travelled to be better assessed.
EI 6	Continuing to refine the processes for the identification and engagement of families that fit the troubled families criteria focusing specifically on ensuring significant and sustained outcomes	EI 6.1 Project plan in place	30th June 2017	Denise Williams	This is now launched as a formal project and a plan is in place.
		EI 6.2 Annual target achieved for numbers identified and engaged: 2532 total.	31st March 2018	Denise Williams	The new target set by DCLG is 2532 families engaged since the beginning of the program. This is the total number of families expected to be accepted and engaged on the programme by March 2018. We have engaged 2585 families onto the programme and currently claim for 687. This is 28% of total claims required up to the end of the programme in 2020. The national average claim rate in 21%. This will be incorporated into the 2018/19 Improvement Plan.
		EI 6.3 Annual target for Payment by Results— 390 by October 2017 and additional 642 by March 2018	31st March 2017	Denise Williams	See Above We have engaged 2585 families onto the programme and currently claim for 687. This is 28% of total claims required up

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
					<p>to the end of the programme in 2020. The national average claim rate in 21%.</p> <p>This will be incorporated into the 2018/19 Improvement Plan.</p>
EI 7	Review and refresh Early Intervention Strategy	<p>EI 7.1</p> <p>The strategy is produced and agreed</p>	31st March 2018	Denise Williams	This was signed off at Cabinet on 25 April 2018.
SSS 1	Ensuring the information gathered via missing return interviews is shared effectively to contribute to casework planning and risk management plans	<p>SSS 1.1</p> <p>Missing return interviews completed on time</p>	31st March 2018	Rachel King	<p>Performance around the missing/return interviews is consistently high. In the 4th Quarter, 45 young people went missing, totaling 89 incidents. 90% of the episodes were followed up with a return interview with 70% of these being completed within 72-hour timescale. Reasons for young people not engaging in a return interview are always recorded and the most common reasons are that they cannot be contact or go missing again.</p>
		<p>SSS 1.2</p> <p>Information from missing return interviews is shared with relevant professionals and use to inform casework</p>	31st March 2018	Rachel King	<p>The missing/return officer has implemented a policy where they have a telephone conversation with social workers following a return, in order to agree a support plan for the young person.</p>

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		planning and risk management.			Ongoing use of information from return interviews will be considered in a follow-up audit in July 2018.
		<p>SSS 1.3</p> <p>Reduction in repeat missing incidents for first time missing children and reduction in the number of prolific missing children</p>	31st March 2018	Rachel King	<p>We are now tracking the percentage of young people who have repeat missing episodes within each quarter.</p> <p>Q1 1 episode – 75% 2 episodes – 8% 3+ episodes – 13% 6+ episodes – 4% 10+ episodes – 0%</p> <p>Q2 1 episode – 63% 2 episodes – 10% 3+ episodes – 19% 6+ episodes – 6% 10+ episodes – 2%</p> <p>Q3 1 episode – 71% 2 episodes – 10% 3+ episodes – 15% 6+ episodes – 4% 10+ episodes – 0%</p> <p>Q4 1 episode – 67% 2 episodes – 13% 3+ episodes – 13% 6+ episodes – 7% 10+ episodes – 0%</p>

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
					<p>Where there are prolific missing episodes individual follow-up is being initiated. However, the July 2018 audit should ensure that caseworkers have regard to risks around young people going missing and that the multi-agency response is designed to disrupt the missing episodes.</p>
SSS 2	Increasing occupancy of Upper Pendeford Farm and ensuring the resource is most effectively used to prevent family breakdown	<p>SSS 2.1</p> <p>Increased occupancy of Upper Pendeford Farm</p>	30th June 2017	Rachel King	<p>Statement of Purpose amended and approved by Ofsted enabling Upper Pendeford Farm to offer short breaks to Looked After Children young people to prevent placement breakdown.</p> <p>Occupancy continues to increase and was 82% in August 2017.</p>
		<p>SSS 2.2</p> <p>Delivery of Ofsted Improvement Plan</p>	31st March 2017	Rachel King	<p>Ofsted undertook an interim monitoring inspection on 22.3.17. The action plan was signed off and there was one minor action following the interim inspection which has now been completed.</p> <p>Upper Pendeford Farm were inspected again on</p>

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		<p>SSS 2.3</p> <p>Evaluation report produced to understand long term impact of specialist support interventions, particularly the impact on prevention of family breakdown</p>	<p>31st October 2017</p>	<p>Rachel King</p>	<p>30-31st August 2017. Improvements were recognized and a judgement of “good” was awarded.</p> <p>During Q4 90% of IFS, UPF and FGC cases so far have remained out of care following the edge of care intervention.</p>
<p>SSS 3</p>	<p>Extending the use of family group conferencing (FGC)</p>	<p>SSS 3.1</p> <p>Development plan for Family Group Conferencing produced</p>	<p>30th April 2017</p>	<p>Rachel King</p>	<p>We have launched and promoted the Mandatory offer for Unborn babies on a CP Plan and young people accessing Short Breaks. Referrals to FGC have increased 16%. This is now a recorded action from Admission to Care on the outcome form. We are piloting the use of FGC in some DV cases.</p>
		<p>SSS 3.2</p> <p>Increased take-up of Family Group Conferencing (FGC) to maximise available resources</p>	<p>31st March 2018</p>	<p>Rachel King</p>	<p>The mandatory offer of Family Group Conferencing (FGC) for all unborn children subject to a CP plan and all young people accessing short break support from Upper Pendeford Farm (UPF) continues to be promoted. Data suggests that 20% of families referred to FGC</p>

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		<p>SSS 3.3</p> <p>Extended use of Family Group Conferencing for targeted cohorts</p>	31st March 2018	Rachel King	<p>refuse to either consent or engage with the offer. We are liaising with other LA's about how to better engage reluctant families.</p> <p>There were 49 FGC referrals in Jan 2018, 16 in Feb 2018, and 16 in Mar 2018 – a total of 81 for Quarter 4.</p> <p>See SSS 3.1</p>
SSS 4	<p>Ensuring Multi-Agency Sexual Exploitation (MASE) meetings are effectively chaired and discussions focus specifically on risks and this is accurately recorded</p>	<p>SSS 4.1</p> <p>Monthly dip sampling and update report to Children and Young People Management Team</p>	31st October 2017	Rachel King	<p>We have completed an audit and recommended that plans need to be SMART and incorporated into other plans (i.e. CiN and CP Plans). This will be audited again in July 2018.</p>
CiN/CP 1	<p>Ensure that there are robust and timely processes in the Multi-Agency Safeguarding Hub (MASH) for assessments and clear protocols for transfer into localities</p>	<p>CiN/CP 1.1</p> <p>To deliver the Multi-Agency Safeguarding Hub Improvement Plan including working towards a whole family approach</p>	31st March 2018	Alison Montgomery	<p>A Multi-Agency Safeguarding Hub (MASH) improvement plan has been developed and is monitored via MASH Strategic board.</p> <p>There are robust processes in place.</p>
		<p>CiN/CP 1.2</p> <p>Ensure sufficient capacity is in place in the Child Assessment Team (CAT) to undertake all assessments</p>	30th April 2017	Alison Montgomery Rachel Warrender	<p>The Child Assessment Team is close to fully staffed. Assessments are timely and work to improve quality is ongoing.</p>

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		<p>CiN/CP 1.3</p> <p>Develop procedures for assessment and in particular, the role of the Social Worker in Strategy discussions Commission Children & Family training re. assessments and transfer processes</p>	30th April 2017	Alison Montgomery Louise Haughton	Relevant procedures completed and briefed to staff.
		<p>CiN/CP 1.4</p> <p>Develop transfer protocol for cases from the Multi-Agency Safeguarding Hub into localities</p>	30th April 2017	Alison Montgomery Rachel Warrender	Signed off by Children and Young People Management Team. As of the end of Quarter 3 there is a new transfer procedure in place.
		<p>CiN/CP 1.5</p> <p>Review all unallocated cases</p>	Monthly	Alison Montgomery	There is no longer unallocated work in the MASH.
		<p>CiN/CP 1.6</p> <p>Establish a dedicated duty worker in each of the teams and review this after 3 months</p>	28th February 2017	Alison Montgomery	This has been superseded by the new arrangements for the Child Assessment Teams.
		<p>CiN/CP 1.7</p> <p>Produce a clear policy on the expectations re. unallocated cases regarding oversight, prioritisation, escalation, etc.</p>	28th February 2017	Alison Montgomery Rachel Warrender	This has been approved and briefed out to all staff.

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		<p>CiN/CP 1.8</p> <p>Introduce template letters that come out from the Multi-Agency Safeguarding Hub as cases are transferred and one which is completed by the locality to say that they have received it and what they are going to do with it. This can also be used to feedback to referrers</p>	31st May 2017	Alison Montgomery Rachel Warrender	The template has been introduced in MASH. The use of these letters will be embedded as business as usual.
CiN/CP 2	Improving the offer for carers in response to both Children and Families Act 2014 and Care Act 2014	<p>CiN/CP 2.1</p> <p>Review and refresh Disabled Children and Young People Carers' Strategy</p>	31st March 2018	Alison Montgomery	This report has been completed and was presented to People Leadership Team in February 2018.
		<p>CiN/CP 2.2</p> <p>Clear offer for carers in place</p>	31st March 2018	Alison Montgomery	This has been created and is now on the website.
		<p>CiN/CP 2.3</p> <p>Agree clear criteria for cases within Disabled Children and Young People Team.</p>	30th September 2017	Alison Montgomery	This has been completed and the criteria has been agreed.
CiN/CP 3	Ensure thresholds within the Multi-Agency Safeguarding Hub are being applied consistently and appropriately	<p>CiN/CP 3.1</p> <p>Copies of the threshold document available on all desks within the Multi-Agency</p>	31st March 2017	Alison Montgomery	The threshold document has been refreshed and roll-out started on 6th November 2017.

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		Safeguarding Hub			
		CiN/CP 3.2 Deliver a training session with all staff in the Multi-Agency Safeguarding Hub focusing on thresholds and consent. Use real referrals as examples.	30th April 2017	Alison Montgomery	Training sessions have taken place with Multi-Agency Safeguarding Hub Managers and all staff. Further training will take place on a continuous basis.
		CiN/CP 3.3 Multi-Agency Safeguarding Hub Manager to have regular discussions with partner agencies in the Multi-Agency Safeguarding Hub re. thresholds, identifying examples where they are incorrect.	5th May 2017	Alison Montgomery	The Multi-Agency Safeguarding Hub (MASH) manager and partner agencies within the MASH now have regular discussions regarding thresholds and identify examples where they are incorrect. This is now business as usual.
		CiN/CP 3.4 Commission multi-agency audit of thresholds in the Multi-Agency Safeguarding Hub	31st March 2018	Alison Montgomery	The report was presented to Children and Young People Management Team in November 2017 and we are now confident about threshold decisions. Dip samples of threshold decisions will continue into next year.
		CiN/CP 3.5 Implement quality rating of referrals into the Multi-Agency Safeguarding Hub and	31st January 2018	Alison Montgomery Denise Williams	This has been introduced and is business as usual. If a Multi-Agency Referral Form(MARF) is not of good quality this is picked up and, if not resent, the

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		provide feedback to partner agencies for follow-up			MARF is chased after 10 days.
		<p>CiN/CP 3.6</p> <p>Agree process for consent for referrals into the Multi-Agency Safeguarding Hub</p>	31st May 2017	Emma Bennett	Consent guidance approved at Wolverhampton Safeguarding Children Board Exec group on 11th May and Wolverhampton Safeguarding Children Board on 14th June 2017. Presented to head teachers on 13th July 2017. This is being embedded within the new thresholds to support document.
IS 1	Develop the Social, Emotional and Mental Health Plan	<p>IS 1.1</p> <p>Plan Produced and formally agreed</p>	30th September 2017	Rob Hart	The plan was updated and presented to Transforming Children's Board in March 2018. This has been agreed. Guidance for schools has been developed and training offered. Review of alternative provision is underway and will be completed in July 2018.
IS 2	Ensure assessments are provided to support transfer of statements to Education Health and Care Plans in line with local Special Educational Needs and Disabilities (SEND) transition plan	<p>IS 2.1</p> <p>To support 444 transfer reviews</p>	31st March 2018	Rob Hart	All transfers of statements to an Education, Health and Care Plan were completed in advance of 31st March 2018 deadline.
HS 1	Deliver the HeadStart Programme	<p>HS 1.1</p>	28th February 2018	Kevin Pace	Following the last quarter review (February 2018)

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		Review of performance against forecast spend (as reported in Verto or Quarterly report, whichever comes first, at the time of review)			<p>with Big Lottery Fund, the HeadStart programme was reporting as on track with its forecast spend. It is likely the programme will be reporting slippage into the next financial year, but this will be reviewed with Big Lottery Fund at the Annual Review in May when the reprofiled budget is agreed.</p> <p>Total slippage amount will not be known until the close of accounts at year end (April 2018).</p>
		<p>HS 1.2</p> <p>Review of performance against forecast reach figures (as reported in Verto or Quarterly report, whichever comes first, at the time of review)</p>	28 th February 2018	Kevin Pace	<p>Following the last quarter review (February 2018) with Big Lottery Fund, the HeadStart programme was reporting as on track with its reach figures.</p> <p>Two interventions did not reach their forecast affecting the overall reach figure for 'parents benefitting from the HeadStart programme'. These were; Work with Parents (Universal Contract) and Digital Family Sessions. The Work with Families contract was operational at the end of the reporting</p>

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					<p>year, later than expected due to an extended tender period as request by the VSC sector.</p> <p>The Digital Family Sessions are run over an academic year and not a financial year (which is the standard window for reporting) so therefore there are still 3 months remaining to deliver this intervention which could see an increase in the reach numbers.</p> <p>This will be reported to the Big Lottery Fund at the Annual Review in May and next year's reach figures reforecast to reflect delivery.</p>
		<p>HS 1.3</p> <p>Review of performance against forecast milestones achieved (as reported in Verto or Quarterly report, whichever comes first, at the time of review)</p>	<p>31st January 2018</p>	<p>Kevin Pace</p>	<p>Following the last quarter review (February 2018) with Big Lottery Fund, the HeadStart programme was reporting as on track with its forecast milestones.</p> <p>All milestones have been met with the exception of two which will roll over into the next reporting year; Sustainability planning and empowerment tool kits.</p>

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					<p>The first of two tool kits are almost complete and are just waiting for some design work, these will be live in May.</p> <p>Sustainability planning has been delayed in line with the evaluation so that the evidence gathered as part of the programme can be used to plan what is and isn't sustainable.</p> <p>This will be reported to the Big Lottery Fund at the Annual Review in May and next year's milestones reforecast.</p>
		<p>HS. 1.4</p> <p>Projected reach to 1,539 young people by end of March 2018.</p>	31 st March 2018		<p>There were 2,383 young people benefitting from the HeadStart Programme as reported in the February review.</p>
LAC 4	Increase awareness and reporting of private fostering	<p>LAC 4.1</p> <p>To deliver the Private Fostering Action Plan</p>	31st March 2018	Alison Hinds	<p>Action plan in place and progress is overseen by Children and Young People Management Team.</p>
		<p>LAC 4.2</p> <p>Increase in numbers of private fostering arrangements in the City</p>	31st March 2018	Alison Hinds	<p>Although numbers have not increased, the LA is assured that all awareness raising opportunities have been perused and will continue to be pursued in the</p>

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		<p>LAC 4.3</p> <p>Annual report to be presented to Wolverhampton Safeguarding Children Board in September 2017.</p>	30th September 2017	Alison Hinds	<p>coming year.</p> <p>Local multi-agency forum has been established to promote champion roles in partner organizations.</p> <p>Annual report was completed and presented to WSCB in September 2017.</p>
LAC 5	Ensure Wolverhampton is fully compliant with the changes outlined in the Children and Families Bill	<p>LAC 5.1</p> <p>Action Plan to be produced</p>	31st March 2018	Rachel Warrender Alison Hinds	All work to ensure we are compliant has been completed except for the Care Leaver Offer which will be finalized and launched in September 2018. This will be included in the 2018/19 Improvement Plan.
CL 2	Ensure all care leavers are provided with a health summary	<p>CL 2.1</p> <p>100% care leavers provided with a health summary</p>	31st March 2018	Alison Hinds	Every new care leaver is having a health summary, but this will take some time to get up to 100%. Once completed these are recorded on CareFirst.
YOT 1	Ensuring earlier and improved joint planning between social care and Youth Offending Team for young people released from tier 4 and custody	<p>YOT 1.1</p> <p>Adherence to the Youth Justice Board National Standards</p>	31st July 2017	Alison Hinds Sally Nash	<p>There is now joint attendance at meetings and systems are communicating with each other.</p> <p>Looked After Children Team will ensure accommodation needs of young people are addressed in time for ten-day pre-release meeting.</p>
		YOT 1.2	Dates as per the	Alison Hinds	A workshop with Youth

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		Implement actions in the Looked After Children Team/Youth Offending Team working more effectively together action plan	plan 31st July 2017	Sally Nash	Offending Team and Transitions staff took place in June 2017 which contributed to joint action planning and protocol. Action plan is in place and is regularly reviewed by CYP Management Team.
		YOT 1.3 Develop a joint working protocol between Youth Offending Team and Social Care	July 2017	Alison Hinds Sally Nash	This is in place and staff has been trained. More joint working is now taking place.
YOT 2	Review the work delivered locally across the Children and Young People Service in support of the Gangs Strategy	YOT 2.1 Re-establish Youth Crime Prevention Steering Group	31st May 2017	Andrew Wolverson Sally Nash	Group has reconvened with regular meetings, 4 took place over summer. A modest program of diversionary activities was offered through the summer. The Youth Crime Prevention Action Plan was formulated and shared at Strengthening Families Board and this will guide future work.
		YOT 2.2 Children and Young People Service to develop an action plan re. response to gangs	31st July 2017	Andrew Wolverson Sally Nash	Gang and Youth Violence action plan has been developed and is progress is being monitored through CYP management team.
YOT 3	To reduce reoffending within the Youth Offending Team	YOT 3.1 Implement the	31st March 2018	Sally Nash	Use of the reoffending toolkit is now embedded within the YOT and

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		reoffending toolkit			<p>performance is being monitored on a quarterly basis via the YOT management board. Information gathered via the Reoffending toolkit will enable more up to date figures around reoffending.</p> <p>During 2017/18 a total of 129 young people have been recorded in the toolkit. This provides a baseline on which to measure performance going forward.</p>
		<p>YOT 3.2</p> <p>Ensure the findings from evaluation of interventions are understood and adopted</p>	30th September 2017	Sally Nash	<p>A report has been received by the YPT detailing the research conducted around YOT interventions. These recommendations are now being implemented. In addition, YOT staff are being trained in ALTAR (Abuse, Loss, Trauma, Attachment, Resilience).</p> <p>This will increase knowledge & skills to develop trauma informed practice and interventions. Monitoring the progress of this will be carried forward to the 18/19 plan</p>
COM 4	Review specification of Merridale Street West in		31st March 2018	Sarah Smith	Merridale Street West have tuped over and the

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	order to meet city's needs				building has been handed back to the Council. Staff are currently receiving an induction. Registration with Ofsted is progressing and will be submitted the first week of May 2018.
COM 5	Develop and progress sufficiency strategy action plan		March 2020	Sarah Smith	An action plan has been agreed and is being monitored through Children's Transformation Board. Monitoring of this has been included in the 2018/19 plan.
COM 7	Work with Clinical Commissioning Group in delivering Child and Adolescent Mental Health (CAMHS) transformation program.	COM 7.1 Establishment of pulled budget under Better Care Fund (BCF)	31st March 2018	Sarah Smith	The Better Care Fund pooled budget has been agreed and the Section 75 has been signed off.
		COM 7.2 Develop a specification and lead on the tendering process for a Tier 2 Service	31st March 2018	Sarah Smith	This went out to tender and a contract was awarded in April 2018.
SG 4	Ensuring the role of the Independent Reviewing Offers/Child Protection Conference Chairs plays a key role in improving social work practice	SG 4.1 Social Work responsibilities/actions surrounding Child Protection and Looked After Children processes are improved		Dawn Williams	Independent Reviewing Officers regularly meet with managers and staff to inform and encourage awareness and implementation of Child Protection and Looked After Children processes. This is business as usual. This is business as usual

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		<p>SG 4.2</p> <p>Care planning is SMART and drift and delay for children and young people is minimised</p>		Dawn Williams	<p>Care Plans are subject of regular audit by the Safeguarding Manager (CHILDREN)</p> <p>This is now business as usual. IRO's are clear in their responsibilities regarding drift. Where inaction is identified in respect of the chairs this is escalated and challenged.</p>
		<p>SG 4.3</p> <p>Audit of CareFirst to ensure recording demonstrates challenge and support by Independent Reviewing Officers and Child Protection Conference Chairs.</p>	31st July 2017	Dawn Williams	This continues to be audited through regular case file audits.
		<p>SG 4.4</p> <p>Quality Assurance activity is regularly reported from CareFirst to enable practice improvement</p>		Dawn Williams Helena Kucharczyk	QA data is now available and reported in the Quarterly IRO Report to CYP Managers meetings
		<p>SG 4.5</p> <p>Independent Reviewing Officers and Child Protection Conference Chairs have evidenced active involvement in Social</p>	30th September 2017	Dawn Williams	Independent Reviewing Offices and Child Protection Conference Chairs are involved in Social Work development activities e.g. induction, team briefings, and presentations. The impact of this requires review.

ACTION NUMBER	ACTIONS	MILESTONES	TIMESCALES	LEAD OFFICERS	PROGRESS
		Work development activities			This is business as usual.
WFD 2	Produce a development plan for Social Work Managers and use this to inform a development programme to include a mixture of internal and external facilitators and coaching/mentoring. Programme to be mandatory	WFD 2.1 Development Plan to be produced and presented to Children and Young People Management Team	31st May 2017	Louise Haughton Susan Serventi	This program was launched 18th September 2017 and managers have started to attend modules and coaching. This now includes Social Work Unit Managers and Strengthening Families Delivery Managers. Impact of Programme will be measured through delegate feedback and audit.
		WFD 2.2 Commission a development programme for managers	31st September 2017	Louise Haughton Susan Serventi	Same as above
		WFD 2.3 Improvement in quality and consistency of frontline managers	31st March 2018	Louise Haughton Susan Serventi	Leadership program was approved by management team in June 2017 and will commence in September 2017. The programme will run for 9 months and include 1:1 coaching.
		WFD 2.4 Supervision Procedure to be developed and launched.	31st March 2018	Louise Haughton	Competency based supervision has not been embedded consistently in practice across all social work teams in CYP. There is now a task and finish group made up of frontline managers who

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					<p>are reviewing the tool and the supervision procedure is being simplified.</p> <p>Supervision is an ongoing area for development and will be addressed in the 2018-19 plan</p>
		<p>WFD 2.5</p> <p>Supervision dip sample to measure impact</p>	31 st June 2018	Louise Haughton	Dip sample was completed in February 2018. Actions around supervision are being carried over to the 2018-19 Improvement Plan.
WFD 3	Roll-out Restorative Practice Training across Children Services Workforce	<p>WFD 3.1</p> <p>Restorative Practice Training to be delivered</p>	31 st March 2018	Louise Haughton	<p>Training is on schedule but the original deadline was extended during the 1st quarter due to new staff and extension of train the trainer. Restorative Practice will continue to be delivered by our internal trainers.</p> <p>During 2017/2018 uptake of RP Training has been: 125 one-day awareness training 133 managers 380 frontline practitioners Train the Trainer—16</p>
		<p>WFD 3.2</p> <p>Impact/Evaluation Report</p>	31 st March 2018	Louise Haughton	Phase 1 report has been received from the University of Wolverhampton and has been seen by managers. Phase 2 is on track and will take place in the next

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					fiscal year. The evaluation found that RP is beginning to change culture and the workforce are talking about how “we” work in Wolverhampton. The workforce spoke positively about RP in supervision and when working with families.

KEY:

Significant Risk that it will not be achieved

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

On target to complete on or before its target date

Completed