

Children & Young People Service Improvement Plan 2018-2019

CITY OF
WOLVERHAMPTON
COUNCIL




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Good
Provider

How will we know?

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

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

How will we know?

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

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	<p>Number of privately fostered children known to the Council</p> <p>% of LAC with an up to date PEP</p> <p>% of LAC with up to date Health check or Dental check</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>Numbers engaging with top 3 topics on the following online self-help resources; HeadStart Online, ZUMOS and Kooth</p> <p>Number of recommissioned services/programmes tested by HeadStart in subsequent years</p> <p>Number of young people accessing Emotional Health and Wellbeing Service</p> <p>% change in young people accessing tier 3</p>
Adoption	<p>A1 – Average time between a child entering care and moving in with adoptive family</p> <p>A2 – Average time between receiving a placement order and a match to an adoptive family being decided</p> <p>Number of children waiting to be adopted</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>
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>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
AREA: PMQA PERFORMANCE MANAGEMENT AND QUALITY ASSURANCE					
PMQA 1	Bring together performance and quality assurance information to allow greater insight and analysis of the quality of frontline practice.	PMQA 1.1 Quarterly audit report will reflect the self-evaluation framework and incorporate performance data.	31 July 2018 Louise Haughton		Audit reports will support social workers and managers throughout the system to gain a clear picture of how services are improving outcomes for children by analysing statutory compliance data and qualitative information gathered through the audit process. This will contribute to improved practice and a greater number of audits achieving a 'Good' judgement.
		PMQA 1.2 The monthly performance report will reference relevant audit findings.	31 July 2018 James Amphlett		The performance report will evidence work that has been undertaken to improve services and demonstrate the impact of this work to ensure the feedback loop is closed.
		PMQA 1.3 Meet with Heads of Service to incorporate a qualitative review of practice into all performance meetings.	Proposal to performance meeting in June 2018. Louise Haughton James Amphlett		Heads of Service will have opportunities to discuss case work and develop a shared understanding of what practice looks like and what needs to happen to

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		<p>PMQA 1.4 Embed senior management practice days.</p>	<p>30 June 2018 Louise Haughton</p>		<p>improve the quality of services for children and young people.</p> <p>Senior managers have a firsthand understanding of what frontline practice in their area of service is like.</p> <p>Employees experience greater senior management presence and are able to discuss cases and practice in an informal setting. This will result in improved relationships between senior managers and frontline workers as evidenced in employee surveys.</p>
		<p>PMQA 1.5 Review performance framework against new priorities and the self-evaluation to ensure managers have clear line of sight to frontline practice</p>	<p>30 June 2018 James Amphlett</p>		<p>Senior managers have the information they need to be provided with assurance that frontline practice is safe and improves outcomes for children.</p>
<p>PMQA 2</p>	<p>Ensuring the social care recording system supports accurate and consistent recording and reporting.</p>	<p>PMQA 2.1 The new social care system to be implemented and will allow more consistent recording and reporting.</p>	<p>Still awaiting date for the implementation of Eclipse Alison Hinds</p>		<p>Social workers feel the case recording system has helped them spend less time in front of computers and support them to record effectively.</p>

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					The new social care system will support the collection of data for national returns as well as local performance information.
PMQA 3	Promote a consistent understanding of what good looks like across the management structure.	PMQA 3.1 Audit Champions will meet bi-monthly to moderate audits completed. An “audit the auditor” tool will be used which will compare audits against Ofsted Standards and learning will be briefed to managers.	31 March 2019 Louise Haughton		There will be consistency between the audit findings of 1st and 2nd auditors during case file audits. Audit the auditor sessions will find that there is an agreement in the audit findings.
		PMQA 3.2 An updated Quality Assurance Framework and new audit tool will be briefed out to all managers.	May 2018 Louise Haughton		There will be 90% completion rate with audit on a monthly basis to account for leave and sickness. Audit tools will be completed fully and accurately in 100% of audits returned.
PMQA 4	Managers will be able to access data and management information on the self-serve basis.	PMQA 4.1 Power BI will be implemented	31 March 2019 James Amphlett		First line managers will be better equipped to manage performance within their teams, resulting in greater compliance around key performance indicators.

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AREA: EI EARLY INTERVENTION					
EI 1	Embed the whole family approach.	EI 1.1 All services will consider the impact of influencing factors from significant family members on the presenting needs of a child and how these can be addressed in any plans developed.	31 March 2019 Denise Williams		Audits, including dip samples, will show this is considered in plans which have been developed.
EI 2	Embed the use of Early Help processes and tools across the whole system.	EI 2.1 Timely, high quality assessments and plans leading to better engagement and improved, sustained outcomes.	31 March 2019 Denise Williams		Increased numbers of early help assessment being completed across the partnership from 346 in 2017/18.
EI 3	Develop communities as assets.	EI 3.1 Continue to build on programmes such as parent champions which support and sustain families within their local area rather than requiring services.	31 March 2019 Denise Williams		Number of mentors/champions. Increased number of young people taking an active role in the delivery of Early Help. Quarterly review of spot purchase/commissioned support to determine increase in social capacity / community capacity via Locality Commissioning.
EI 4	Ensure parents have the skills, confidence and networks to parent appropriately.	EI 4.1 Partners will work together provide the	31 March 2019 Denise Williams		Take up of funded 2 & 3-year-old nursery places.

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		<p>right support, at the right time.</p> <p>There will be a range of self-help and support options available.</p>			<p>Increase in skills and employment.</p> <p>Reduction in families facing homelessness/eviction.</p>
EI 5	<p>Increase the number of children achieving a good level of development.</p>	<p>EI 5.1 Children will have increased Good Level of Development at the Early Years Foundation Stage and will attain in line with National Expectations.</p>	<p>31 March 2019</p> <p>Denise Williams</p>		<p>% improvement in good level of development.</p> <p>More children are at an expected level and the gap has diminished.</p>
EI 6	<p>Develop an integrated locality support service to provide targeted Early Help to children and families.</p>	<p>EI 6.1 Services are within or aligned to the Hub and support our Early Help offer, through reshaping specifications, and identifying opportunities to re-commission on a shared basis.</p>	<p>31 March 2019</p> <p>Denise Williams</p>		<p>Services that have been co-commissioned with children, young people, parents & carers.</p> <p>No's of services co-located/co-delivered.</p> <p>Delivery of range of services that are jointly commissioned.</p>
		<p>EI 6.2 Build the capacity of parents, carers and communities to provide support and Early Help to their friends, neighbours and their community.</p>	<p>31 March 2019</p> <p>Denise Williams</p>		<p>As above</p>

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EI 7	Increasing the number of Troubled Families identified who have made and significant sustained improved outcomes.	<p>EI 7.1</p> <p>We will continue to provide a good level of support to families who meet the “Troubled Families” criteria in order to empower them to make and sustain improved outcomes.</p>	<p>31 March 2019</p> <p>Denise Williams</p>		<p>There will be a reduction in re-referrals for the families who have been identified as making significant improved outcomes.</p>
AREA: SSS SPECIALIST SUPPORT SERVICE					
SSS 1	Increasing the use and engagement with family group conferencing (FGC) to prevent family breakdown and reduce reliance on services.	<p>SSS 1.1</p> <p>Ensure all frontline staff and managers attend an update briefing on the use of family meetings and family group conferencing.</p> <p>SSS 1.2</p> <p>Work with the pre-birth assessment team to embed the mandatory offer of FGC for all unborns on a CP plan.</p>	<p>31 May 2018</p> <p>Rachel King</p> <p>31 December 2019</p> <p>Rachel King</p>		<p>Number of Family meeting workshops delivered.</p> <p>Number of staff who have attended a family meeting workshop.</p> <p>Number of family meetings held to evidence increase in use.</p> <p>Percentage of all unborns on a CP plan who have been referred for FGC.</p> <p>Percentage of all unborns on a CP plan who have engaged with FGC.</p> <p>To be reported quarterly</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		<p>SSS 1.3 To work with Upper Pendeford Farm to increase the level of engagement with the mandatory FGC offer.</p>	<p>31 December 2018 Rachel King</p>		<p>Percentage of all young people accessing short breaks at UPF who have been referred for FGC. Percentage of all young people accessing short breaks at UPF who have engaged with FGC. To be reported quarterly</p>
		<p>SSS 1.4 To pilot the safe use of FGC in cases where there are issues of domestic violence.</p>	<p>31 December 2018 Rachel King</p>		<p>Number of DV cases who have engaged with FGC. Outcome of domestic abuse cases following FGC intervention.</p>
		<p>SSS 1.5 To continue to gather good practice from other local authorities around the positive and effective use of FGC.</p>	<p>30 September 2018 Rachel King</p>		<p>Regular briefing note updates from FGC coordinator.</p>
<p>SSS 2</p>	<p>Focusing on reducing the number of women who have a 'repeat removal' of a child.</p>	<p>SSS 2.1 Expand the remit of the Intensive Family Support team to support parents who have a child removed from their care.</p>	<p>30 September 2018 Rachel King</p>		<p>Number of women supported following a removal. Percentage of women supported who have repeat removal within 2 years.</p>
		<p>SSS 2.2 Work with Public Health colleagues to extend the Partnering Families</p>	<p>30 September 2018 Rachel King</p>		<p>Number of vulnerable pregnant women support by the PFT.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		team contract to include support for pregnant women of all ages at risk of having their child removed.			Percentage of women supported who have child removed from their care.
SSS 3	Opening of an in-house assessment children's home aimed at supporting vulnerable and complex adolescents to improve future placement stability.	SSS 3.1 TUPE Staff across from Cambian Care and induct into the Council.	30 April 2018 Rachel King		Staff transferred into the local authority.
		SSS 3.2 Appoint staff to the new staffing structure.	30 June 2018 Rachel King		Staffing structure agreed and in place.
		SSS 3.3 Successfully register the new provision with Ofsted.	31 August 2018 Rachel King		Ofsted registration achieved.
		SSS 3.4 Develop and implement relevant policies and procedures.	30 June 2018 Rachel King		Policies and Procedures approved by Ofsted as part of the registration process.
		SSS 3.5 Develop a system to monitor the impact of the service.	31 August 2018 Rachel King		Number of young people accessing Merridale Street West (MSW). Outcomes for young people following a placement at MSW. Placement stability of young people who have accessed MSW.
SSS 4	Ensuring information gathered via missing return interviews is used to inform casework planning and	SSS 4.1 Repeat a dip sample audit of missing from	31 December 2018 Rachel King		Audit findings presented to CYP management team.

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	risk management.	home/ care case files to evidence whether return interview information is being utilised.			Percentage of overall cases audited judged as 'good' or 'Noutstanding'.
SSS 5	Developing and expanding the use of the contact centre to generate income.	SSS 5.1 Facilitate a planning session to discuss future use of the contact centre.	31 May 2018 Rachel King		Meeting held to discuss the future of the contact centre.
		SSS 5.2 Produce a development plan for the contact centre.	30 September 2018 Rachel King		Development plan in place with progress overseen at CYP management team.
		SSS 5.3 Implement contact centre development plan.	31 March 2019 Rachel King		Income generated as a result of the contact centre developments.
AREA: CiN/CP CHILDREN IN NEED/CHILD PROTECTION					
CiN/CP 1	Ensure Interventions within CiN/CP occur at the right level, at the right time.	CiN/CP 1.1 A quarterly review of all CiN/CP cases, led by Senior Social Work Managers, will take place to ensure intervention is appropriate.	Quarterly until 31 March 2019 Lead: Alison Montgomery and all Senior Social Work Managers in CiN/CP		A reduction in the number of children subject to a CP plan for 3 months. Audit feedback evidences correct threshold.
CiN/CP 2	To ensure that Children with a Disability have up to date reviews and are visited on a regular basis.	CiN/CP 2.1 This will continue to be reviewed quarterly.	Quarterly until 31 March 2019		Performance data evidences the increase in children being seen 12 weekly when in receipt of a short break.
		CiN/CP 2.2 The frequency of visiting has now been changed to a minimum of three	30 April 2018 Alison Montgomery		Same as CiN/CP 2.1

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		monthly to ensure that these children are receiving a good quality support service and that their needs can be regularly assessed.			
CiN/CP 3	To ensure that permanency is sought at the earliest opportunity, when children cannot live with their parents.	<p>CiN/CP 3.1 Permanence options will be discussed and considered from the time a child/young person becomes LAC. This will include:</p> <ul style="list-style-type: none"> • Appropriate use of the redesigned Admission to Care Panel form • Adoption manager will continue to sit on Admission to Care Panel to support permanency discussion at start of LAC episode. • Permanence will be considered at Head of Service Placement Oversight Panel (HOSPOP). This is triggered at: 6-weeks from admission, 12-weeks from admission and 2- 	31 December 2018 Alison Montgomery Alison Hinds		Increase the numbers of children who achieve early permanence from 3 in 2018 to 7 by end of 2019.

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		<p>weeks before final evidence is submitted.</p> <p>CiN/CP 3.2 A presentation is being delivered across all social work teams, including senior managers, to ensure that all staff are aware of different permanency options and expectations around each.</p>	<p>30 June 2018</p> <p>Alison Montgomery</p>	<p>Presentations have been delivered across most social work areas as well as Early Intervention managers and the designated teachers forum. There are approximately four more presentations required and these will be complete by mid-May 2018.</p>	<p>Reviews of cases will show that children who are privately fostered or in a connected person placement are appropriately identified.</p>
<p>CiN/CP 4</p>	<p>Further develop the quality and timeliness of pre-proceedings work.</p>	<p>CiN/CP 4.1 Process re: admission to care has been tightened up to clear on process and tracking has been established to ensure that timescales are met. The impact of these changes will be evaluated after six months.</p>	<p>1 November 2018</p> <p>Alison Montgomery</p>		<p>Reviews of impact will show that processes are followed, and timescales are met for pre-proceedings work.</p>
<p>AREA: IS INCLUSION SUPPORT</p>					
<p>IS 1</p>	<p>Embedding person-centred approaches to planning for children and young people with special educational needs or disabilities, so that support is tailored to achieve meaningful and aspirational outcomes.</p>	<p>IS 1.1 Use PATH or alternative person centred process in transitional year reviews for Year 9 onwards.</p>	<p>31 July 2019</p> <p>Rob Hart</p>		<p>Number of person centred transition reviews completed. Young person/ parent feedback on process</p>

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		IS 1.2 Develop person centred approach for contributing to neurodevelopmental assessments.	31 December 2018 Rob Hart		New approach in place. Young person/ parent feedback on involvement.
IS 2	Building capacity within schools to identify and provide effective support for children and young people with social, emotional and mental health (SEMH) needs.	IS 2.1 Train all Wolverhampton schools in the "Getting it Right" approach.	31 December 2018 Rob Hart		Number of schools trained. Delegate evaluations. Increased identification of SEMH needs
		IS 2.2 Work with outreach service to develop service capacity and SEMH offer.	31 March 2019 Rob Hart		Number of CYP supported by Outreach with SEMH needs. Improvements in ratings before and after involvement. % of CYP remaining in mainstream settings after involvement.
		IS 2.3 Scoping of outreach support from Pupil Referral Units/alternative provision to improve reintegration.	30 September 2018 Rob Hart		Successful bid to DfE AP innovation fund. Development of STAR (supporting transition and reintegration) project. Long-term aim – increase % successful reintegration from PRUs/AP
IS 3	To reduce the number of children and young people being excluded from schools, or otherwise being removed from school rolls.	IS 3.1 Embed Restorative Practice as part of the exclusion prevention meetings.	31 March 2019 Rob Hart		Reduction in numbers of exclusions

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		<p>IS 3.2 Working with school improvement to improve monitoring of exclusion data and provide challenge and support to schools who show high levels of exclusion.</p>	<p>31 March 2019 Rob Hart</p>		Reduction in numbers of exclusions
		<p>IS 3.3 Engage school leaders to develop agreed protocols for avoiding exclusions.</p>	<p>31 March 2019 Rob Hart</p>		<p>Stakeholder-run processes in place. Reduction in numbers of exclusions</p>
		<p>IS 3.4 A summit will take place involving the Director of Education and schools to share best practice in reducing exclusions.</p>	<p>31st July 2018 Rob Hart</p>		The summit will take place and evidence of effective practice in reducing exclusions will be shared.
<p>AREA: HS HEADSTART</p>					
HS 1	<p>Ensuring the HeadStart Delivery Plan is effectively implemented in order to provide a quality service to the children and young people in Wolverhampton.</p>	<p>HS 1.1 Review of performance against forecast spend (as reported in Verto or Quarterly report, whichever comes first, at the time of review).</p>	<p>Every quarter until 31 March 2019 Emma Cleary</p>		Spend is on target.
		<p>HS 1.2 Review of performance against forecast reach figures (as reported in Verto or Quarterly report, whichever comes first, at the time of review).</p>	<p>Every quarter until 31 March 2019 Emma Cleary</p>		Reach figures are as expected.

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		<p>HS 1.3 Review of performance against forecast milestones achieved (as reported in Verto or Quarterly report, whichever comes first, at the time of review).</p>	<p>Every quarter until 31 March 2019</p> <p>Emma Cleary</p>		<p>Number of milestones reported as on track at time of reporting.</p> <p>Number of missed milestones at time of reporting.</p>
		<p>HS 1.4 Projected reach to 1932 young people by end of March 2019.</p>	<p>31 March 2019</p> <p>Emma Cleary</p>		<p>The service reaches 1932 young people by 31 March 2019.</p>
AREA: LAC LOOKED AFTER CHILDREN					
LAC 1	Enabling children/young people to safely live within families without ongoing social work intervention.	<p>LAC 1.1 Increasing the number of applications for special guardianship orders to 30 in the year.</p>	<p>31 March 2019</p> <p>Alison Hinds</p>		<p>There will be 30 Special Guardianship Orders in year</p>
		<p>LAC 1.2 Continuing to improve timeliness of placing children for adoption (improvements in A1 and A2 measures).</p>	<p>31 March 2019</p> <p>Alison Hinds</p>		<p>A1--487 days A2--121 days</p>
		<p>LAC 1.3 Continue to revoke Care Orders for children placed with parents when it is no longer required for them to remain in care.</p>	<p>31 March 2019</p> <p>Alison Hinds</p>		<p>There will be at least 20 revocations by 31 March 2019.</p>
LAC 2	The educational attainment gap between Looked After Children and Care Leavers, and their peers, needs to be narrowed.	<p>LAC 2.1 We will ensure that children and young people have a good</p>	<p>31 December 2018</p> <p>Alison Hinds</p>		<p>Audit activity will show that there is improved evidence of SMART PEP's.</p>

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		quality, SMART PEP which will support progress in their education.			Educational outcomes for LAC will improve.
		LAC 2.2 All Looked After Children access to suitable education provision which meets their needs.	31 August 2019 Alison Hinds		All LAC will be enrolled in suitable educational provision.
LAC 3	Increase the number of internal fostering placements to enable children to live locally within their community.	LAC 3.1 Continue to work with the Family Values Project to improve recruitment and retention and have a net gain of 26 internal foster carers.	31 March 2019 Alison Hinds		There will be a net gain of 26 internal foster carers.
LAC 4	Embedding services to care leavers to 18-25-year olds	LAC 4.1 Develop and launch the Care Leaver Offer.	31 October 2018 Alison Hinds		This will be in place.
		LAC 4.2 Monitor and review take-up of care leaver services for young people aged 21-25.	31 March 2019 Alison Hinds		All care leavers will be offered the opportunity to take up this service.
LAC 5	Increasing the number of vulnerable 16+ engaged in education, employment and training (EET).	LAC 5.1 Implement EET Action Plan.	31 March 2019 Alison Hinds		Care leavers post 18 – 80% EET (local indicators); 70% EET (national indicators). LAC in year 12/13 (age 16-18) - 90% EET.

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					Care Leavers in year 12/13 - 80% EET.
AREA: YOT YOUTH OFFENDING TEAM					
YOT 1	Increase the Out of Court (OOC) offer to young people to reduce the number who reoffend and formally enter the Criminal Justice System.	YOT 1.1 Delivery of Community Resolution (CR) workshops and ensuring young people who have received an OOC under assessment & an offer of a programme were appropriate.	30 March 2019 Peter Madden/Toni Finlayson		Reduce levels of re-offending and entry into the criminal justice when compared to 2017/18. Assessment & interventions increased for CR and YC, compared to 2017/18
		YOT 1.2 Implement step down into Early Help for any on-going needs to be addressed.	30 June 2018 Celia Payne/Rachel King		Evidence of Seamless transition to Early Help on exit from YOT services, when ongoing needs assessed. Evidence of on-going needs being met within the Early Help Service.
YOT 2	Increasing the engagement of YOT young people in education training and employment (ETE) with specific focus on post 16 support.	YOT 2.1 PNIFTD & Post 16 panels to scrutinize NEET.	30 March 2019 Peter Madden/Celia Payne/Rachel King		Increase school age engagement (25 hours) at the end of an order compared to 2017/18. Increase post 16+ engagement (16 hours) at the end of an order compared to 2017/18.
		YOT 2.2 Coordinated targeting of resources to mentor young people into education, training and	30 March 2019 Peter Madden/Celia Payne		Increased young people being able to access mentoring resources. Increased engagement

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		employment.			rates with ETE compared to 2017/18.
		YOT 2.3 Virtual Head to support identification of alternative placements.	30 March 2019 Darren Martindale		Increase range of alternative placements available for young people. Improve the engagement rate of young people in alternative placements when compared with 2017/18.
		YOT 2.4 Identification of additional support for young people with Special Educational Needs (SEN)/Education, Health and Care Plan (EHCP).	30 March 2019 Darren Martindale/Chris Wood/Rachel King		Accurate identification of all young people with SEN/EHCP involved with YOT. ETE placement suitable for identified SEN/EHCP. Increase ETE engagement for SEN/EHCP identified young people compared to 2017/18.
YOT 3	Co-ordinating the multi-agency work across the city related to gangs and youth violence.	YOT 3.1 Coordinate and review outcomes against action of the Youth Violence & Gang Action Plan.	30 October 2018 Celia Payne		Action plan will review outcomes to evidence greater co-ordination in Children Services work with Youth Violence and gang affected young people & families.
		YOT 3.2	30 March 2019		Evidence of teams using

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		Continue six-weekly Gang Profiling meetings.	Celia Payne		profiling information to inform practice and interventions. Effective information sharing between Police & Social Care. Identification of gang patterns and areas of risk.
		YOT 3.3 Refine the Gang Screening Guidance Tool & embed use within YOT & Children Services.	30 September 2018 Celia Payne	The screening guidance tool has been created and is in use. There should be evidence that this has been fully embedded by end of September 2018.	Development of screening guidance. Evidence of use in all Children Services teams. Evidence that young people are being identified at the earliest opportunity.
YOT 4	Implementation of the findings from the ALTAR (Abuse, Loss, Trauma, Attachment, Resilience) research project to increase knowledge & skills of to develop trauma informed practice and interventions.	YOT 4.1 YOT staff attendance on ALTAR training and assessment research. 10 cases have been identified and a review of the research findings will be completed.	30 March 2019 Celia Payne		Training and research assessments completed on 10 cases. Evidence from research used to review current practice. Evidence that assessment, intervention & delivery incorporates principles of ALTAR.
		YOT 4.2	30 March 2019		ONSET & ASSETPLUS

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		Review of existing practice and processes and the implementation of new trauma informed practices & resources.	Celia Payne		<p>evidences trauma/ACE informed assessments.</p> <p>Intervention Plans evidences effective techniques to work with trauma affected young people.</p>
YOT 5	Increasing the participation of YOT young people by ensuring their views are heard and used to shape future service provision.	<p>YOT 5.1 Development of a YOT Participation Action Plan which will include the identification of a participation lead YOT officer.</p>	<p>30 March 2019</p> <p>Peter Madden / Lindy Taylor</p>		<p>Clarity in the development & co-ordination of practice to ensure young people's voices are heard within YOT.</p> <p>Evidence of practice development in response to feedback.</p> <p>Evidence of practice improvement in response to feedback.</p>
		<p>YOT 5.2 Implementation of Viewpoint system as the tool to collect the views of young people and provide feedback reports to shape service practice. This will incorporate 30% of the caseload.</p>	<p>30 March 2019</p> <p>Peter Madden / Lindy Taylor</p>		<p>30% of caseload completed e-survey.</p> <p>Specific questionnaires for Youth Violence developed & completed on viewpoint.</p> <p>Viewpoint outcome reports completed & included in YOT performance reports. Evidence that Viewpoint reports impact and</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
					improve practice.
AREA: COM Commissioning					
COM 1	Monitoring the 2017/20 Sufficiency Strategy.	COM 1.1 Ongoing monitoring of the delivery of the Sufficiency Strategy to ensure sufficiency of provision for children and young people.	31 March 2020 Alicia Wood		Report to Transforming Children's Board will show that the strategy is being delivered as agreed.
COM 2	Ensuring that Wolverhampton families who experience domestic abuse have timely and appropriate support by recommissioning the domestic violence support services.	COM 2.1 Completion of tender process and mobilization of the new services.	30 June 2018 Alicia Wood		New services will be in place from June 2018.
COM 3	Establishing Regional Adoption Agency (RAA).	COM 3.1 RAA will go live.	31 March 2019 Emma Bennett Alicia Wood		The RAA will be in place.
COM 4	Ensuring that those who require supporting accommodation have access to this by developing and retendering supported housing options.	COM 4.1 A joint strategy will be developed by Place and People to ensure that those who require supported accommodation have access to this.	31 March 2019 Kate Martin Sarah Smith		The development of a supported accommodation strategy will be agreed as a joint priority for Place and People.
COM 5	Ensuring a range of placement options are available for looked after children via regional commissioning arrangements.	COM 5.1 There will continue to be a range of placement options for looked after children, both in and out of city.	31 March 2018 Jas Kakkar		Sufficiency of placements for looked after children.
AREA: SG SAFEGUARDING					

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
SG 1	Improve the quality of social worker intervention regarding key safeguarding priorities.	SG 1.1 Roll Out and Safeguarding 'lunch and learn' sessions to Children's Social Care staff.	31 December 2018 Dawn Williams		Sessions of lunchtime events attended by frontline staff and delivered.
		SG 1.2 Create written advisory practice notes on sexual exploitation; NRPF; Distorted belief systems; Modern Slavery.	31 March 2019 Dawn Williams Mandy Lee Sandeep Gill		Practice notes available and disseminated.
		SG 1.3 Embed induction training for New workers regarding LAC reviews and CP conferences.	31 December 2018 Mandy Lee Nicola Hale		IROs/CPCs involved in induction of new staff and delivered advise/learning. Increased understanding of roles and responsibilities.
		SG 1.4 Roll out toolkit on Intergenerational sexual abuse.	30 September 2018 Dawn Williams Mandy Lee		Toolkit complete and available to all staff, including a launch event.
SG 2	Ensure the Voices of Children are clearly evident within LAC reviews.	SG 2.1 Development of an increased child centered review process.	31 January 2019 Mandy Lee Nicola Hale		New LAC review process will be in place.
		SG 2.2 Creation of documentation to support 2.1.	31 January 2019 Mandy Lee Nicola Hale		New LAC documentation will be in place.
		SG 2.3 To continue to promote MOMO across the LAC social care workforce.	31 January 2019 Mandy Lee		MOMO is in use and evidenced via audit of improved consultation.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
SG 3	Improve engagement of parents in the Looked After Child review process.	SG 3.1 We will encourage and support parents to participate fully in the looked after reviews for their children.	31 March 2019 Dawn Williams		Annual audit activity on participation completed by the Safeguarding Manager will evidence increased parental engagement.
SG 4	Increased understanding of Criminal and Sexual Exploitation within the context of gangs, county lines and transitions.	SG 4.1 Work in partnership with West Midlands Police and the SWP to devise a pathway by which information can be shared to inform operational practice in Wolverhampton.	31 October 2018 Dawn Williams		A sexual exploitation information pathway will be in place.
		SG 4.2 Implement and promote the Adults Resource Panel to Children Social Care staff working in transitions with young people who do not meet the criteria for Adult Social Care intervention but, do require additional support.	31 December 2018 Dawn Williams		Effective Resource Panel created. Early identification of support to young adults.
		SG 4.3 Create a Problem Profile to enhance awareness, improve intervention and inform allocation and identification of resources.	31 March 2019 Dawn Williams Karen Samuels		Problem Profile will be created which reflects sexual and criminal exploitation within Wolverhampton.
SG 5	Effective liaison with Designated	SG 5.1	31 December 2018		DSL event in place.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
	<p>Safeguarding Leads (DSL) across the city.</p>	<p>Embed the DSL network for schools.</p>	<p>Dawn Williams</p>		<p>Feedback from participants.</p>
		<p>SG 5.2 Extend the remit of the Children's Home forum to include Supported provision.</p>	<p>30 September 2018 Dawn Williams Jo Hicklin (WMP)</p>		<p>New Terms of Reference. Regular Forum Meeting. Accessible Briefings accessible on the WSCB website.</p>
<p>SG 6</p>	<p>Embedding thresholds across partner agencies to ensure a whole family approach and accurate application of thresholds.</p>	<p>SG 6.1 Provide regular briefings to staff across the City.</p>	<p>31 March 2019 Dawn Williams Sian Jones</p>		<p>Regular briefings established. Reduction in contacts that translate to no further action (NFA). Higher % of referrals that translate into assessments. Increased Early Help Assessments.</p>
		<p>SG 6.2 Provide Multi-Agency Safeguarding Hub (MASH) workshops to enable exploration of decision making.</p>	<p>July 2018 Nov 2018 March 2019 Dawn Williams</p>		<p>Established MASH workshops. Improved decision making in MASH.</p>
		<p>SG 6.3 Contribute to Safeguarding Board Multi-Agency Case File Audit (MACFA) and</p>	<p>31 March 2019 Dawn Williams Mandy Lee</p>		<p>Learning from MACFA is disseminated. Practice improvement is demonstrated via internal audit.</p>

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		ensure learning is shared and informs operational practice.			
SG 7	Working closely with the Domestic Violence Forum to deliver the Children and Young People Domestic Violence Improvement Plan and an effective Barnardo's Screening Tool process which reflects 'Think Family' and improves outcomes for those affected.	SG 7.1 Children and Young People Domestic Violence Improvement Plan reflects safeguarding priorities for children.	31 st December 2018 Karen Samuels		The improvement plan will be agreed and audit activity will evidence that actions have been put into practice.
SG 8	Review the use of the Petch Screening Tool and understand impact.	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		Sandeep Kaur, CSE Coordinator, is progressing a Petch Audit in June 2018.
AREA: WFD WORKFORCE DEVELOPMENT					
WFD 1	Reviewing the workforce development plan to ensure it supports the development of a capable and competent workforce.	WFD 1.1 Development plan to be created for 2018-2019 that will equip staff to practice at a good or outstanding level.	31 March 2018 Louise Haughton Fiona Burton	This has been completed and agreed at People Leadership Team.	Social workers will report high satisfaction with CPD opportunities. Pathways will be understood by the whole workforce. Staff turnover will reduce.
		WFD 1.2	31 May 2018		Increase in the number

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		<p>Ensure detail is in place to support a robust programme of training to support early permanence planning of a high standard to include:</p> <ul style="list-style-type: none"> • Early permanence planning • Pre-birth assessments • Sibling assessments • Writing good Child Permanence reports • Assessing the impact trauma on the development of children and possible future impact 	<p>Louise Haughton Fiona Burton</p>		<p>of permanence planning meetings held.</p> <p>QA sheet used by panel advisor finds child's permanence reports are consistently of a good standard.</p> <p>Pre-birth assessments are completed early and to a good standard resulting in less emergency mother and baby placements.</p>
		<p>WFD 1.3 Develop an approach to working with teenagers in Wolverhampton and ensure employees across the whole workforce receive relevant training.</p>	<p>30 April 2018</p> <p>Rob Hart Louise Haughton Fiona Burton</p>		<p>Fewer teenagers become looked after.</p> <p>Work undertaken with children and young people reduces/stops missing episodes for individual children.</p> <p>Early intervention services help to prevent the behaviors of children escalating to criminal or risky actions.</p>
WFD 2	Continue to embed Restorative	WFD 2.1	31 December 2018		% increased use of

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
	Practice across the workforce.	Each team to have a team coaching and embedding day with an experienced RP practitioner.	Fiona Burton		family meetings. % increase in participation of family members found in audit. % increase in strength-based approaches being evidenced in case records.
		WFD 2.2 PLT to receive a strategic training/coaching day on restorative practice.	31 December 2018 Louise Haughton		PLT to gain knowledge of how RP can be used at strategic level to drive service improvements.
		WFD 2.3 RP project team to focus on embedding the three obsessions that relate to RP across the service <ul style="list-style-type: none"> • Voice of the child • Family Meetings • Supervision 	31 March 2019 Louise Haughton		% increase in use of family meetings. % increase in supervisions found to be good in audit. % increase in Social workers reporting good supervision. % increase if good judgments for voice of the child in audit.
WFD 3	Improve the reflective and CPD functions within supervision	WFD 3.1 Supervision procedure to be reviewed and co-produced with frontline managers.	31 July 2018 Louise Haughton		% increase in practitioners reporting good supervision. % increase in supervisions found to be

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
					good in audit.
		WFD 3.2 Early intervention and social work supervision procedure to be aligned.	31 July 2018 Louise Haughton Denise Williams		% increase in practitioners reporting good supervision. % increase in supervisions found to be good in audit.
		WFD 3.3 Video of use of RP in supervision and family meetings to be produced.	30 June 2018 Louise Haughton		% increase in the number of family meetings being held. % increase in practitioners reporting good supervision. % increase in supervisions found to be good in audit.
		WFD 3.4 Supervision training to be delivered to all Social Work Unit Managers.	30 September 2018 Louise Haughton		% increase in practitioners reporting good supervision. % increase in supervisions found to be good in audit.
WFD 4	Improve our response to Neglect by embedding the Neglect Strategy and Toolkit across the workforce	WFD 4.1 New Neglect action plan to be created.	31 December 2018 Louise Haughton Alison Montgomery Dawn Williams		% increase in the number of neglect audits found to be 'good'.
		WFD 4.2 Neglect tool to be embedded across the workforce	31 March 2019 Louise Haughton Alison Montgomery		% increase in the use of the neglect tool.

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
WFD 5	Embed the skills and knowledge described in the Knowledge and Skills Statement (KSS) to ensure the workforce is ready for accreditation (include Voice of Child and Assessment and Analysis).	WFD 5.1 Embed use of KSS capabilities in supervision procedure (as above). Dip sample new supervision template to monitor effective use of KSS capability matrix.	31 October 2018 Louise Haughton		100% of social workers have a skilled audit against the KSS on record. Evidence of progress against the KSS is evidenced in supervision records.
		WFD 5.2 Map workforce development plan against the KSS and ensure information about training includes which areas of the KSS are being addressed.	31 May 2018 Fiona Burton		Workforce will report being clear about how training relates to the KSS.
WFD 6	Strive toward a stable and appropriately skilled Children's Workforce.	WFD 6.1 We are currently in the process of implementing a restructure which will support this.	31 st March 2019 Emma Bennett		There will be less reliance on agency staff. There will continue to be training opportunities to ensure that staff across the service have the skills they require to do their jobs well.
WFD 7	To improve social work recruitment and retention.	WFD 7.1 A recruitment plan is being developed which will result in recruiting staff who are skilled and enthusiastic about Social Work in Wolverhampton.	31 st March 2019 Louise Haughton		There will be less turnover of staff which will result in less reliance on agency staff.

COMPLETED "AREAS FOR DEVELOPMENT"

Ref. Number	Area for Development	What Will We DO?	Timescale and Lead Officer	Progress	Evidence of Impact

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