

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

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 to enable change where needed. Parents and carers will have their views considered. They will see a coherent early help offer and be able to work with a range of agencies to access support at an early stage to avoid issues escalating.
Our Partners	Agencies work in partnership to support families to resolve issues and achieve improvements in outcomes that safely prevent family breakdown. The Wolverhampton Safeguarding Children’s Board (WSCB) will be recognised as being effective.
Children’s Workforce	All professionals working with children will be well trained and supported to achieve the best possible outcomes for children and young people. They will receive regular and effective supervision and will be supported to work effectively with children and young people and families.
Front Line managers	Front Line Managers will actively use performance information to drive change to improve services. They will provide effective management oversight and opportunities for reflective practice which contribute to better outcomes for children and young people.
Senior Management	Senior Managers will actively use performance information to drive change to improve services. They will ensure performance is regularly monitored and that improvements are having a positive impact. They will develop effective relationships with partners to ensure the system works effectively for children and young people.
Councillors	Councillors will fully understand their role and responsibilities and hold Senior Managers to account.

What will we measure?

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

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

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

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

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

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

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

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

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

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

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

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		<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>still engaging with FGC. A meeting has also been scheduled for October 2018 with the Domestic Violence Forum Coordinator to further explore the safe use of FGC in DV cases.</p> <p>Information has been gathered from Leeds. The Principal Social Worker and FGC Coordinator have met to discuss the use of FGC for cases going to ICPC. It was agreed to pilot the offer of FGC being made to families at the point of the ICPC request. A meeting has been held with IROs to also discuss this. If the offer of FGC at the point of ICPC proves successful we will look to develop even further and consider if FGC could be used instead of ICPC.</p>	<p>FGC intervention.</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 Work with Public Health colleagues to extend the</p>	<p>31 March 2019 Rachel King</p>	<p>Public Health have provided additional funding to Royal</p>	<p>Number of vulnerable pregnant women support by the PFT.</p>

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		Partnering Families team contract to include support for pregnant women of all ages at risk of having their child removed.		<p>Wolverhampton Trust to enable the Partnering Families Team (PFT) to extend their remit to include work with pregnant mothers over the age of 25 who have had a previous removal. Recruitment is underway. Once this additional post is filled the PFT manager will brief social work teams.</p> <p>Timescale has been extended to allow for this data to be received.</p>	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	Complete. Staff TUPED across on 1 st April 2018.	Staff transferred into the local authority.
		SSS 3.2 Appoint staff to the new staffing structure.	31 December 2018 Rachel King	<p>Structure Management has been completed and all posts have been established. Posts will go out to advert towards the end of October 2018.</p> <p>Recruitment has not happened as we did</p>	Staffing structure agreed and in place.

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

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

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CiN/CP 2	To ensure that Children and Young People who access short breaks are visited and reviewed in line with other children who are subject to a child in need plan.	<p>CiN/CP 2.1 This will continue to be reviewed quarterly.</p>	<p>Quarterly until 31 March 2019</p> <p>Alison Hinds</p>	<p>The Short breaks policy is currently under the review, it is proposed as part of the updated policy that children subject to short break CIN plans are seen every 12 weeks, as opposed to 6-monthly. Where there are concerns of a CIN nature these will be visited and seen as per CIN planning policy. All children are seen as per policies however there has been inaccurate recording.</p> <p>Social workers in the team had been wrongly recording CIN visits as observations and not on a CIN visit form, all Social workers have been asked to rectify and record correctly. Data cleansing is currently being undertaken to rectify this and will be actioned within 4 weeks.</p>	<p>Performance data evidences the increase in children being seen every 12 weeks when in receipt of a short break.</p>

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

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		<ul style="list-style-type: none"> Permanence will be considered at Head of Service Placement Oversight Panel (HOSPOP). This is triggered at: 6-weeks from admission, 12-weeks from admission and 2-weeks before final evidence is submitted. 			
		<p>CiN/CP 3.2 A presentation is being delivered across all social work teams, including senior managers, to ensure that all staff are aware of different permanency options and expectations around each.</p>	<p>30 June 2018 Alison Montgomery</p>	<p>This has been completed in all teams. Since the end of March 2018, we have approved an additional 11 connected carers.</p>	<p>Reviews of cases will show that children who are privately fostered or in a connected person placement are appropriately identified.</p>
<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</p>	<p>31 March 2019 Alison Montgomery</p>	<p>The new court team will be in post on 1 November 2018 and this will be picked up as part of that work stream. Due to this, the timescale has been extended to end of March 2019.</p>	<p>Reviews of impact will show that processes are followed, and timescales are met for pre-proceedings work.</p>

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

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

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		support from Pupil Referral Units/alternative provision to improve reintegration.	Rob Hart	successful. There has been a review of alternative provision and plans are in place to develop a multi-agency assessment team that can build on the STAR model. Although the bid was unsuccessful (only 3% accepted) we have marked this as "complete" as we did what we said would do.	Development of STAR (supporting transition and reintegration) project. Long-term aim – increase % successful reintegration from PRUs/AP.
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	This is on track to be completed within timescales.	Reduction in numbers of exclusions from 119 in the previous academic year.
		IS 3.2 Working with school improvement to improve monitoring of exclusion data and provide challenge and support to schools who show high levels of exclusion.	31 March 2019 Rob Hart	There have been 12 permanent exclusions this academic year.	Reduction in numbers of exclusions from 119 in the previous academic year.
		IS 3.3 Engage school leaders to develop agreed protocols for avoiding exclusions.	31 March 2019 Rob Hart	Informal discussions are taking place with head teachers. A summit around preventing violence and exclusions is	Stakeholder-run processes in place. Reduction in numbers of exclusions

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		<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 December 2018 Rob Hart</p>	<p>taking place on 8 November 2018. There have been 12 permanent exclusions this academic year. This is planned for 8 November 2018.</p>	<p>The summit will take place and evidence of effective practice in reducing exclusions will be shared.</p>
<p>AREA: HS HEADSTART</p>					
<p>HS 1</p>	<p>Ensuring that children and young people who are supported by HeadStart have their mental health and wellbeing needs met.</p>	<p>HS 1.1 Improved wellbeing of 10 to 16-year old's in scope of the HeadStart programme</p>	<p>Every quarter until 31 March 2019 Ashley Banks</p>	<p>Zumos and HeadStart On Line are now part of the HeadStart city wide digital offer. ZUMOS and HeadStart online were rolled out during 2017-18 academic year. A phased approach was taken for Zumos meaning data collection will not start until academic year 2018-19. Q1 Baseline data for HeadStart On Line, 2018-19 Total unique visitors is:</p>	<p>Increase in number of young people accessing support through Zumos and HeadStart on line provision</p>

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

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
				were from HeadStart area postcodes (approximately 28%).	
AREA: CYPIC CHILDREN AND YOUNG PEOPLE IN CARE					
CYPIC 1	Enabling children/young people to safely live within families without ongoing social work intervention.	CYPIC 1.1 Increasing the number of applications for special guardianship orders (SG) to 30 in the year.	31 March 2019 Alison Hinds	Children with a plan of SGO are being tracked monthly to ensure care plans are being progressed appropriately. In the first half of 2018-19 there have been 7 completed special guardianship orders, 6 from children and young people and care and 1 not in care. There are 8 further letters of intent for children in care.	There will be 30 Special Guardianship Orders in year
		CYPIC 1.2 Continuing to improve timeliness of placing children for adoption (improvements in A1 and A2 measures).	31 March 2019 Alison Hinds	A1 has increased to 683 because we have progressed plans for 4 children who have been in care for a significant period of time. Some of these children were adopted by their long-term foster carers, which is a positive outcome despite the long time in care.	A1--487 days A2--121 days

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

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
				<p>more PEPs are being rated as good, fewer were judged as outstanding (6%) when compared to summer 2017 (12%). Therefore, more work needs to be done to make PEPs more aspirational in quality.</p> <p>It should be noted that some of the PEPs in the most recent audit were completed on the old paper format. All of the PEPs on subsequent audits should be electronic and therefore we would expect a clearer improvement in quality</p> <p>A more detailed breakdown of PEP quality will be included in the VSH annual report 2018.</p> <p>There was a recent</p>	

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

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

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

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

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

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
		<p>YOT 2.4 Identification of additional support for young people with Special Educational Needs (SEN)/Education, Health and Care Plan (EHCP).</p>	<p>30 March 2019 Darren Martindale Chris Wood Rachel King</p>	<p>within the post 16 strategy SEND Q & A workshops scheduled for delivery with all front-line staff. SEND /EHCP recording on Childview accurate & maintained & being rolled out to young people appearing in Court for the first time. Bid being made for a Speech & Language worker at the YOT via CYP Collaborative Commissioning Network (NHS)</p>	<p>Accurate identification of all young people with SEN/EHCP involved with YOT. ETE placement suitable for identified SEN/EHCP. Increase ETE engagement for SEN/EHCP identified young people compared to 2017/18.</p>
<p>YOT 3</p>	<p>Co-ordinating the multi-agency work across the city related to gangs and youth violence.</p>	<p>YOT 3.1 Coordinate and review outcomes against action of the Youth Violence & Gang Action Plan.</p>	<p>30 October 2018 Celia Payne</p>	<p>YOT actively engaged with SWP in the development of the new Serious Violence & Exploitation Strategy task & Finish group. YOT remains an active participant at the Gangs Steering Group and has held a community outreach event with member of the voluntary sector to identify areas of</p>	<p>Action plan will review outcomes to evidence greater co-ordination in Children Services work with Youth Violence and gang affected young people & families.</p>

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

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

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

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

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

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

Ref. Number	Area for Development	What Will We Do?	Timescale and Lead Officer(s)	Progress	Evidence of Impact
				<p>used the Momo One = 9.3% of eligible young people</p> <ul style="list-style-type: none"> • 33 young people used the Momo Exp = 6.3% of eligible young people • 81 young people in total 15% <p>Predicted at end of year based on current usage 31% of eligible. This data does not show repeat usage.</p>	<p>= 5.4% of eligible young people</p> <ul style="list-style-type: none"> • 118 young people in total 23% • This data does not show repeat usage.
SG 3	<p>Improve engagement of parents in the children and young people in care review process.</p>	<p>SG 3.1 We will encourage and support parents to participate fully in the children and young people in care reviews for their children.</p>	<p>31 March 2019 Dawn Williams</p>	<p>The new review pilot takes parental engagement into account. It is anticipated that learning from this will support in a robust participation. Annual audit will take place at the end of the financial year.</p>	<p>Annual audit activity on participation completed by the Safeguarding Manager will evidence increased parental engagement.</p>
SG 4	<p>Increased understanding of Criminal and Sexual Exploitation within the context of gangs, county lines and transitions.</p>	<p>SG 4.1 Work in partnership with West Midlands Police and the Safer Wolverhampton Partnership (SWP) to devise a pathway by</p>	<p>31 October 2018 Dawn Williams</p>	<p>There has been some delay in progressing the Regional Exploitation Group. As a regional Preventing Violence Against Vulnerable</p>	<p>A sexual exploitation information pathway will be in place.</p>

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

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

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

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

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

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

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

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

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

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

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

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

ACHIEVED OUTCOMES

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

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

KEY:

Significant Risk that it will not be achieved

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

On target to complete on or before its target date

Completed