

Wokingham Borough Council
Children's Services
ILACS Improvement Plan
August 2023



WOKINGHAM
BOROUGH COUNCIL

1. ASSESSMENT

Improvement Lead:
Service Manager, Safeguarding

Core focus of improvement work:
The timeliness of assessments of children's needs.

Issues identified from ILACS:

- **The pace of decision making:** *When information suggests that children are at lower levels of risk, the pace of progress of contacts and subsequent decision-making is often slow. (Paragraph 1)*
- **Managerial case direction:** *In the MASH, written case direction by managers at the point of allocation is minimal. Staff are not provided with clarity about what activity is required or timescales for the completion of information- gathering. (Paragraph 1)*
- **Timeliness of Strategy Meetings:** *...there are delays in arranging [Strategy] meetings for some children, both in the MASH and in the assessment service. (Paragraph 3)*
- **The pace of assessments:** *Many assessments are not completed swiftly enough. This delays decision-making and subsequent support. (Paragraph 5)*

Objectives:

- Contacts, referrals and assessments are progressed in a timely manner, proportionate to the level of risk to the child - and management data evidences performance in this regard.
- Management oversight and direction is evidenced on the child's file at the point the contact is received and at key decision making points. This oversight provides clarity with regard to what is required of practitioners, and relevant timescales.

Action	Response Leads	Proposed Timeline	Progress Summary	Evidence of impact
1.1 New processes to be put in place across Referral & Assessment Team (R&A) to drive performance in the completion rate of Child & Family	Service Manager, Safeguarding	Implement new processes across R&A Team April 2023 (COMPLETE)	The following processes were put in place within the R&A team in April: <ol style="list-style-type: none"> 1. Day 25 supervision 2. Daily allocations meetings 	Feedback from Team Managers so far has indicated that the measures are having the desired impact. Day 25 supervisions are providing an effective mechanism to address

<p>Assessments. To include daily allocation meetings; day 25 Supervisions booked as standard; day 35 meetings booked as standard to provide case discussion if case stuck; extensive contingency planning for when ATMs are on leave or absent.</p>		<p>Add <i>Assessments in 45 days</i> as a corporate KPI: April 2023 (COMPLETE)</p>	<p>3. New practice expectation established, meaning ATMs produce a weekly plan for completion of assessments for their “pod”.</p> <p>As of the start of the 2023-24 financial year, <i>Assessments completed within 45 days</i> has also been added as a Corporate KPI, meaning that it is now scrutinised by Senior Leaders and Members on a quarterly basis. The target rate is currently set at 85%.</p>	<p>issues about timescales earlier, and the use of daily allocation meetings means that assessments can commence more promptly.</p> <p>Latest performance data has also indicated that assessment completion rates have improved:</p> <p>April: 63.8% May: 77.5% June: 80%</p> <p>This trend will need to be monitored closely over the coming months, to ensure improvements are sustained.</p>
<p>1/2 Develop new timescales and RAG rating systems for processing contacts in the MASH. New framework to allow for greater differentiation of risk across contacts - so that timescales are more appropriate and realistic. This will also allow our performance data to provide more meaningful oversight of our performance.</p>	<p>Service Manager, Safeguarding</p>	<p>Present proposal for reform to DLT: July 2023 (COMPLETE)</p> <p>Scope required changes needed to MOSAIC and reporting: August 2023</p> <p>Draft MOSAIC and reporting proposal: September 2023</p> <p>Roll out of revised timescales: October 2023</p>	<p>In July, the following proposal for processing MASH contacts was presented to DLT and agreed:</p> <ul style="list-style-type: none"> • A 4-hour timescale to hold a strategy discussion for Child Protection Referrals that meet threshold. • A 24-hour timescale for Contacts/ Referrals that meet threshold for Child Protection, or meet threshold for Child and Family Assessment. • A 72-hour timescale for all other contacts. <p>Implementation is currently being timelined, but roll out is estimated for October 2023.</p> <p>To support this work, we are also in the process of securing additional management capacity within the MASH team. The new post will ensure we have capacity to permit the</p>	<p>Once the new timescales are implemented, we will primarily review impact via Performance Data. Under the revised framework, we envisage that we will have a fuller understanding of our timeliness in responding to contacts, with our data providing a more detailed breakdown of adherence to timescales against the three categories.</p>

			<p>additional case direction required at the point of contact.</p> <p>Practice Standards are also in the process of being updated to clarify where and when managerial oversight and direction should be recorded at the point of contact under the new framework.</p>	
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2. PLANNING

Improvement Lead:

Service Manager, Quality Assurance and Safeguarding

Core focus of improvement work:

The quality, clarity and timeliness of child-in-need, child protection and pathway plans.

Issues identified from ILACS:

- **Quality and consistency:** *Child-in-need and child protection plans are variable in quality.* (Paragraph 8)
- **Clarity and effectiveness:** *Many child-in-need and child protection plans are very long. They contain numerous objectives and the most important concerns are not sufficiently clear. This makes them less effective in directing efforts to support progress for children.* (Paragraph 8)
- 79 **Leadership:** *Senior leaders acknowledge that their intention to establish a clearer, simpler format for plans is taking longer to achieve than they anticipated.* (Paragraph 8)
- **Infrastructure:** *Work to provide ... a more concise template for child-in-need and child protection plans has not yet had a consistent impact on frontline practice.* (Paragraph 50)

Objectives:

- A clearer, simpler format for Child in Need and Child Protection Plans.
- Plans will be concise, SMART and outcome focused; setting out the concerns and clear objectives that must be achieved so families know what is expected of them.
- Plans will consistently set out how children's safeguarding needs will be met and how identified risks will be reduced within the timescales appropriate for the child.
- Plans will be regularly reviewed and updated and reflect the changing circumstances in the child's life.
- Social Care practitioners are confident in using the new template to develop effective, outcome-focused plans with families.

Action	Response Lead	Proposed Timeline	Progress Summary	Evidence of impact
<p>2.1 Design a new Child's Plan template, which promotes more concise and user-friendly plans for both practitioners and families. Process to involve the development of two template options in collaboration with TMs and Cluster groups, before trialling these across ten live cases, and obtaining parental feedback on their application and use.</p>	<p>Service Manager, Quality Assurance and Safeguarding</p>	<p>Feedback obtained from families: July 2023 (COMPLETE)</p> <p>Decision made on new template plan: August 2023 (COMPLETE)</p> <p>New template developed in Mosaic: August 2023</p> <p>User Acceptance Testing: September 2023</p> <p>Proposed roll-out: September 2023</p>	<ul style="list-style-type: none"> Two template options of the child's plan were developed by Practice Consultants in collaboration with Team Managers and Cluster Groups. [June-July 2023] The plans for 10 families were then transposed onto the two new template options. [July 2023] Social workers obtained feedback from families on their preferred option - with the feedback almost unanimously in favour of "Option 2". [July 2023] Service Managers and Practice Consultants met on 31/07/2023 to agree final amendments, with agreement that a final version would go into development in Mosaic. Development in Mosaic is being taken forward, and User Acceptance Testing (UAT) of the new form is planned for September 2023, with proposed roll out later that month. 	<p>The impact of our work across actions 2.1 - 2.2 will be measured primarily via a thematic audit on planning, which we currently plan to commission for February 2024, once our new template form has been embedded.</p> <p>In the interim, once the new plan template is rolled out, we will also be able to measure our performance using our quarterly Core Audit Cycle - which generates dedicated scores on the quality of planning, and also entails obtaining parental and partner feedback as part of the audit process.</p> <p>We will also compliment this with a programme of dip sampling work undertaken by Service Managers, to provide us with assurance that the template is supporting practice in the desired way, prior to the February thematic audit taking place.</p>
<p>2.2. Implement and embed a new Child's Plan template across all teams. Activity to include workshops focusing on the role of quality assuring plans and the use of supervision; a practitioner briefing on the new format;</p>	<p>Service Manager, Quality Assurance and Safeguarding</p>	<p>Programme to support roll out: September - November 2023</p>	<p>Timings for this action are dependent on the completion of Action 2.1. However, the following work is planned:</p> <ul style="list-style-type: none"> Practitioner workshops will be provided on the use of the new template via team meetings in 	

<p>coaching sessions on individual plans; and the production of exemplar plans to cover common areas of complexity e.g. Domestic Abuse, HOTH, Neglect</p>			<p>September 2023.</p> <ul style="list-style-type: none">• New templates will then go live on Mosaic by September 2023• Workshops for TMs, ATMs & IROs focusing on the role of quality assuring plans in supervision will be delivered via Practice Lead Cluster Groups across September and October 2023.• Exemplars covering a variety of common themes will be developed and shared with practitioners across October and November 2023.• 1:2:1 Coaching sessions will be provided for ATMs/SWs for CP plans (timing: after ICPC and before first Core Group Meeting) from October onwards.• Ad hoc consultations will also be available on request and via Group Supervision, from October onwards.	
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3. SUPERVISION & MANAGEMENT OVERSIGHT

Improvement Lead:

Assistant Director, Quality Assurance and Safeguarding Standards

Core focus of improvement work:

The quality and impact of frontline supervision and management oversight at all levels.

Issues identified from ILACS:

- **Effectiveness of management oversight:** *Insufficient oversight and challenge by managers limit the impact for some children on their progress and experiences (Introduction); Management oversight of children's progress and experiences is not consistently effective in enabling practitioners to address risks and concerns. (Paragraph 14)*
- **Clarity of supervision records:** *Many supervision records are long and lack a sharp focus on the key issues for children; (Paragraph 14)*
- **Oversight of CP Plans:** *Oversight of practice for children between child protection conferences is not consistently having an impact on the children's progress. (Paragraph 14)*
- **Effectiveness of supervision:** *Supervision of frontline workers is not consistently being used to oversee and challenge the quality and impact of the help and support that is provided to children. This means that, for some children, there is some drift and delay and insufficient oversight and intervention when the support that they receive is not effective in meeting their needs. (Paragraph 57)*
- **Leadership and Culture:** *Work to provide more effective supervision has not yet had a consistent impact on frontline practice (Paragraph 50); The organisational culture is characterised by high levels of support, but this is not routinely accompanied by effective challenge to ensure that children make progress (Paragraph 59).*

Objectives:

- Supervision and management oversight of frontline practice is systematic, high-quality, reflective, timely and of high challenge, which drives child-centred plans and actions within timescales that are appropriate for the child.

Action	Response Lead	Proposed Timeline	Progress Summary	Evidence of impact
<p>3.1 Mosaic case supervision form to be amended to create a more concise and impactful format. Format to include actions from the last session being pre-populated at the top of the form; as well as an expectation to have recent audit actions added directly to the supervision form.</p> <p>83</p>	<p>Assistant Director, Quality Assurance and Safeguarding Standards</p>	<p>Launch of new supervision form: April 2023 (COMPLETE)</p>	<p>Our supervision form was refreshed in line with the above objectives, and then rolled out on 24.04.23. From this point onwards, newly created supervision steps for Early Help, Children’s Social Care, Fostering and Compass teams have all been generated on this new version of the form.</p> <p>On the new version, supervision actions are pre-populated at the top of the form, drawing attention to the supervision cycle and the need to drive forward plans.</p> <p>Prior to the launch, consultation with supervisors took place, and the changes were communicated to all supervisees. As part of this, an expectation for audit actions to be added directly to supervision forms was also communicated.</p>	<p>This action has been completed, and evidence of initial impact is being monitored via Action 3.2.</p>

<p>3.2 Monthly Supervision audits to be conducted by all ATMs, TMs and SMs. Themes and key learning to be collated and shared on a quarterly basis.</p>	<p>Service Manager, Safeguarding</p> <p>Service Manager, Corporate Parenting</p>	<p>Ongoing commitment of monthly audits to commence: May 2023 (COMPLETE)</p> <p>Ongoing commitment of quarterly reports to commence: September 2023</p>	<p>As of May 2023, all ATMs, TMs and Service Managers have started to conduct monthly audits of supervision practice. 42 audits have been undertaken so far.</p> <p>The intention is to collate key themes once we have three rounds of audit work submitted, with the first report expected in September.</p>	<p>Supervisors have reported back anecdotally that the new form has been well-received, providing a more effective structure for driving plans forward within meetings.</p> <p>A quarterly report of supervision audits will be presented to the September Improvement Board, providing more detailed analysis on impact so far.</p>
<p>3.3 Supervision Agreements for all staff to be refreshed and updated. Exercise to ensure that staff have a clear understanding of how their supervision will be conducted, including the rights and expectations of both the supervisor and supervisee - aiming to create a safe, secure and effective supervision setting.</p>	<p>Assistant Director, Quality Assurance and Safeguarding Standards</p>	<p>Initial review of current compliance rate: August 2023</p> <p>Questionnaire on impact of Supervision Agreements: October 2023</p>	<p>All managers and staff have been advised to refresh existing supervision agreements and put in place agreements for newly started staff.</p> <p>As of August, a service-wide head count is underway, to assess how many require updating.</p>	<p>A qualitative questionnaire is planned, which will be designed to obtain views from supervisees on the impact of their supervision agreement. Timing is planned for October 2023, with findings reported back to the November Improvement Board.</p>
<p>3.4 Training to be commissioned to encourage reflection on organisational and managerial culture. Learning to provide a particular focus on ensuring an appropriate balance between support and challenge.</p>	<p>Assistant Director, Quality Assurance and Safeguarding Standards</p>	<p>Supervisory Training Programme to be rolled out: Q3 23-24</p>	<p>As of August 2023, a supervisory training programme has been commissioned, consisting of two elements:</p> <p>1) Consolidating supervision skills and SMART planning: This will be aimed at all managers at a supervisory level, including ATMs, practice consultants and practice educators. It will be a combined two-day training course, with a half day refresher option. The</p>	<p>A post-course evaluation survey, followed by a post-3-month evaluation survey will be conducted for these courses, which will enable us to evaluate impact. Once these surveys have been collated, a summary of the findings will be reported to the next available Improvement Board.</p> <p>The impact of this training on supervisory practice will also be</p>

			<p>focus will be on understanding the key elements of supervision, how to maximise its effectiveness, and using reflective practice and analysis to develop smarter and more dynamic plans (which are specific, measurable, achievable, realistic and time bound).</p> <p>2) High Challenge, High Support workshop: this will be for the Children’s Services Leadership team, looking at constructive challenge and building manager confidence.</p> <p>Both of these training modules will be delivered across Quarter 3 of 2023-24.</p> <p>Our programme of Practice Consultant Workshops will also continue to provide sessions on “<i>Making the most of your supervision</i>”. This will be a rolling programme from autumn 2023.</p>	<p>monitored by the cycle of monthly supervision audits, as set out under action 3.2.</p>
<p>3.5 Review and strengthen the training and development offer for leadership and management within Children’s Social Care and Quality Assurance.</p>	<p>Assistant Director, Quality Assurance and Safeguarding Standards</p>	<p>Management and Leadership offer to be refreshed: June 2023 (COMPLETE)</p>	<p>A review and refresh has been undertaken of our current Management and Leadership development offer for those in management roles, from ATM to Service Manager level.</p> <p>The expanded offer now includes internal learning sets for all managers, one off workshops, coaching and access to national/regional programs at all levels.</p>	<p>Managers have used this work as part of their Annual Appraisals, to help identify appropriate L&D options in response to their individual needs.</p> <p>We are also monitoring the training undertaken by current and aspirant managers, with the intention of better</p>

				understanding the coverage of expertise, and to identify potential gaps.
3.6 Clarify practice expectations to ensure Management Oversight consistently provides evidence of consultation, guidance, and direction on specific matters outside of the supervision cycle.	Assistant Director, Quality Assurance and Safeguarding Standards	Review of Recording Practice Standards to be completed: August 2023	An annual review of our Practice Standards is currently underway, which will incorporate this action. This review will be concluded by the end of August.	Once new standards are updated and communicated, our performance will be monitored via our quarterly Core Audit process, which generates dedicated gradings in relation to supervision and management oversight.
3.7 CP chairs to undertake mid-way reviews for each child, along with pre-conference meetings with social workers.	Service Manager, Quality Assurance and Safeguarding	Finalise process for recording mid-way reviews on Mosaic: August 2023 (COMPLETE) Expectation for CP Chairs to deliver mid-way reviews to commence: September 2023 Review progress as part of quarterly CP reporting: October 2023	Mid-way reviews on CP Plans will commence as of September 2023. Performance will be reported on within the Quarter 2 Child Protection Report.	Data to evidence progress will be provided as part of the Quarterly CP reporting cycle, with the first of these expected in October 2023. This will be presented to the next available Improvement Board.

4. RECORDING

Improvement Lead:
Service Manager, Corporate Parenting

Core focus of improvement work:
The timeliness, accuracy and accessibility of children’s records

Key issues identified:

- **Timeliness:** *Children’s records are not always up to date. (Paragraph 58)*
- **Infrastructure:** *The systems for maintaining records are not clear or consistent. There is variation in where, and how, children’s records are stored. (Paragraph 58)*
- **Permanency Planning:** *Decision-making for permanency... is not clearly articulated or consistently recorded in children’s records. This makes it hard to locate and understand critical decisions that have been made for children, and may cause difficulties should children wish to access their records in later years. (Paragraph 22)*

87

Objectives:

- Children’s records are kept up to date across all teams, as per existing practice standards. Progress is evidenced via improvements in the compliance scores recorded as part of our quarterly core audit process.
- The new framework for document storage is delivered on time, with guidance provided to Children’s Services staff as required. Staff are confident in using this new system, with documents accessible for both internal and external audiences as appropriate. This is evidenced by the findings of future thematic audit work and/or external peer review work.
- Decision-making for permanency is consistently recorded within children’s records in a clear and accessible way, meaning children are able to easily access and understand their records at a later date, should they wish to do so.

Action	Response Lead	Proposed Timeline	Progress Summary	Evidence of impact
4.1 New document storage system for both Children and Adult’s social care to be implemented. Children’s Services representatives to input into any	Operational IT and Project Delivery Lead, IT Management Team	Data analysis of existing EDRMS system: August 2023	The new Document Management System is a live project, being managed by an IT Project Delivery Team. The timeline for the work is currently as follows:	Once roll out is complete, our approach to storing documents will be included as a line of inquiry for all externally commissioned audit work, allowing external scrutiny of our progress in

<p>development phase as required, to ensure the new framework (NEC DM) caters appropriately for the needs of the Service.</p>	<p>Document Management Upgrade Specialist, IT Project Delivery Team</p> <p>Executive Business Manager (Children’s Services link)</p>	<p>Migration plan for new system: September 2023</p> <p>NEC DM system roll out: March 2024</p> <p>Circulate guidance for staff on new system: March 2024</p>	<ol style="list-style-type: none"> 1) Data analysis of the current EDRMS system is underway. A summary of the findings will be produced by the end of August. 2) From the above analysis, the IT Project Delivery team will identify the data and documents required for mapping and migration to the new system. This migration plan is expected by September 2023. 3) Roll out of the new system is expected by March 2024. 	<p>relation to the accessibility of documents.</p> <p>A programme of “spot checks” is also planned, which will be built into the schedule for implementation and roll out of the new framework.</p>
<p>4.2 Undertake dip sampling audits in order to provide assurance around the quality and consistency of case summaries. Process to involve the development of an exemplar case summary, with long-term teams then conducting case summary audits to monitor progress.</p>	<p>Service Manager, Safeguarding</p>	<p>Case Summary Exemplar created: April 2023 (COMPLETE)</p> <p>Commitment to regular case summary audits to commence: May 2023 (COMPLETE)</p> <p>Report on Case Summary audit work: October 2023</p>	<ul style="list-style-type: none"> • A case summary exemplar was developed and agreed in April 2023. • In May, each supervisor in our long-term (ABC) teams audited a case summary with supervisees within their supervision, in order to help embed this exemplar document. • The teams will audit again in September 2023 • Learning from the audits will be drawn together in a report by October 2023. 	<p>Following the successful creation of a case summary exemplar earlier in the year, our intention is that regular team-led audits will embed this work and will provide regular insight into whether it is promoting more consistent practice.</p> <p>A summary report is planned for October 2023, in order to draw together learning so far, which will be presented to the October Improvement Board.</p>
<p>4.3 Comprehensive review of existing recording Practice Standards to be undertaken. Review to give particular focus on making recording as clear and</p>	<p>Service Manager, Safeguarding</p>	<p>Recording Practice Standards to be reviewed and re-published: August 2023</p>	<p>An annual review of WBC Practice Standards is already underway, which will incorporate this action. This review will conclude by the end of August.</p>	<p>Once new standards are updated and communicated, our performance will be monitored via our quarterly Core Audit process, which has a dedicated section on compliance. Our next Core Audit</p>

<p>accessible as possible, with clear expectations for practitioners.</p>				<p>reports are expected in September 2023 and December 2023. Relevant findings will be reported back to the Improvement Board.</p>
<p>4.4 New processes and templates to be developed to ensure decision-making for permanency is more clearly articulated and consistently recorded in children’s records. This will include a new agenda template for Permanency Planning Meetings; a strengthened weekly panel that tracks and captures outcomes more robustly; and a review of Mosaic steps for Child in care Plans and Permanency Planning Meetings, so that they articulate and record permanency outcomes more clearly.</p>	<p>Service Manager, Corporate Parenting</p> <p>Service Manager, Safeguarding</p>	<p>New Permanency Planning Agenda to be rolled out: July 2023 (COMPLETE)</p> <p>Soft launch of strengthened Permanency Planning Panel: August 2023 (COMPLETE)</p> <p>Review of Mosaic steps to better record permanency decision making: September 2023</p>	<ul style="list-style-type: none"> • In July an agenda was developed for Permanency Planning Meetings to support consistency in the recording of the child’s current, parallel and permanency plan. This has now been rolled out. • As of August, a soft launch of a strengthened weekly Permanency Planning Panel has been initiated. A key component of this has been to secure sufficient administrative support to allow for outcomes and decision making to be recorded contemporaneously. • A review of Child in Care Plan and Permanency Planning Meeting Mosaic Steps has also recently started. The focus is on amending and aligning these steps so that they show the short-term plan, the parallel plan and the Permanency Plan. In addition, a box will be added to show when permanency has been achieved. A working group will meet on the 29th of August to plan the design and agree next steps for this project, including timescales for making changes to Mosaic and reporting systems. 	<p>Reports will be run periodically by Service Managers, showing the permanency plan for each child and whether they have been achieved. This will provide a routine opportunity to scrutinise progress, with summaries presented to the Improvement Board.</p>

5. EXPLOITATION

Improvement Leads:

Service Manager, Children with Disabilities, Early Help and PYJS and Service Manager, Safeguarding

Core focus of improvement work:

The response to children who are vulnerable to exploitation.

Key issues identified:

- **Codified approach:** *There is no clearly defined approach to children who are at risk from exploitation.* (Paragraph 16)
 - **Response to lower-level risks:** *When children are considered to be at a lower level of risk of exploitation, the extent of their vulnerability is not always fully understood and responded to.* (Paragraph 16)
 - **Tools and expertise:** *Social workers do not have access to specialist expertise for advice and guidance.* (Paragraph 16)
- 09 **Leadership:** *...recent action to develop an effective multi-agency response to help to reduce risks for children who are vulnerable to exploitation is still to be embedded.* (Paragraph 49)

Objectives:

- A clearly defined approach to responding to exploitation is rolled out and embedded amongst all staff. Staff feel clear and confident about its use, leading to well-coordinated responses to those at risk of harm.
- The strategic response to exploitation will be enhanced and refined. EMRAC processes will be streamlined to promote risk focused conversations that support effective partnership disruption and safeguarding responses. All panel members and practitioners will have a shared understanding of the EMRAC process and will have had access to training that supports this.
- A transitional safeguarding response will be incorporated into the EMRAC process, with the inclusion of the 18-25-year-old cohort.
- A specialist exploitation post is appointed to. The post-holder will identify and drive best practice at a strategic and operational level and provide expert support and advice to staff as required. Staff feedback will indicate that practitioners feel well-supported in responding to the unique risks posed by child exploitation.

Action	Response Lead	Proposed Timeline	Progress Summary	Evidence of impact
<p>5.1 Undertake a thematic audit that examines a group of children who are at lower risk of exploitation. Findings to be used to further develop our understanding of the challenges that these children face, to identify gaps in provision and to inform future service delivery.</p>	<p>Service Manager, Children with Disabilities, Early Help and PYJS</p> <p>Assistant Director, Quality Assurance and Safeguarding Standards</p>	<p>Audit planned for November 2023</p>	<p>This audit is currently planned for November 2023. Enquiries have been made with an external auditor to conduct the work.</p>	<p>Findings of this audit will be reported to the next available QA and Improvement Boards, with any resulting actions fed into the Improvement Plan as appropriate.</p>
<p>5.2 Harm Outside the Home (HOTH) Operational Working Group to finalise programme of work, seeking to develop a new approach in response to harm outside the home. This will include creating a clearly defined approach and framework for practitioners to utilise when working with young people at risk of exploitation, alongside the roll-out of bespoke training to underpin the approach.</p>	<p>Service Manager, Safeguarding</p>	<p>Launch of re-focused HOTH approach, including guidance document. October 2023</p>	<p>A draft process has been drawn up by the working group, with one of the core proposals being to move away from dual planning for children in care experiencing HOTH. The proposal was sent out for consultation with partners in July, and subject to feedback received, will be finalised by 21st August 2023. The launch of the new process is planned for 2nd October 2023.</p> <p>A guidance document that reflects the revised process is being developed. The guidance will set out how Wokingham will address HOTH within existing Child in Need, Child Protection and Child in Care procedures, with some variations from traditional safeguarding processes. This will be finalised for the launch in October.</p>	<p>The impact of our work under actions 5.2, 5.3 and 5.4 will be evaluated in the following ways:</p> <ul style="list-style-type: none"> • A staff survey: which will be undertaken in March 2024, focusing on: <ul style="list-style-type: none"> - Practitioner confidence around the refreshed approach to exploitation and HOTH. - Use and impact of the Home Office Child Exploitation Disruption Toolkit. • A monthly Cases of Concern agenda item (held as part of joint-SMT meetings): which will focus in particular on the impact of adjustments made to the safeguarding process (as referred to under 5.2), and will report back its findings to the Improvement Board.

<p>5.3 Multi-Agency-Responses Working Group to finalise review of the strategic response to exploitation. This includes the review and amendment of EMRAC processes, the introduction and use of the child disruption toolkit and the incorporation of transitional safeguarding approaches.</p>	<p>Service Manager, Children with Disabilities, Early Help and PYJS</p>	<p>Review of EMRAC TOR April 2023 (COMPLETE)</p> <p>Sign-off for National Disruption Toolkit: April 2023. (COMPLETE)</p> <p>Structural changes to EMRAC: April 2023 (COMPLETE)</p> <p>(Inclusion of adult safeguarding and transition lead from June 2023 onwards.)</p> <p>EMRAC Training for panel members: December 2023</p> <p>EMRAC Training for practitioners: December 2023</p>	<p>The EMRAC Terms of Reference have been reviewed and amended.</p> <p>National disruption toolkits were reviewed in April, with agreement that the partnership would adopt the use of the Home Office Child Exploitation Disruption Toolkit. The toolkit has been adopted by panel members and practitioners when considering the range of (legal) options available to support safeguarding/disruption activity.</p> <p>Structural changes to the EMRAC meeting have been implemented as of April to improve the timeliness and quality of discussion. These include - increasing the length of the meeting; the weighting of the agenda according to risk level; the development of risk focused questions; and the review of the participants and inclusion of adult safeguarding/transition leads.</p> <p>Training for panel members on the role & function of EMRAC is currently being developed. Session to be delivered by December 2023.</p> <p>Training for practitioners on the role and function of EMRAC will be developed. There is a plan to deliver this training by December 2023.</p>	<ul style="list-style-type: none"> Quarterly EMRAC reporting to the Serious Violence and Exploitation Board: which will also be reported to DLT and the Improvement Board.
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		Expansion of EMRAC: April 2024	Work to expand the remit of EMRAC to include the 18-25-year-old cohort will commence in September 2023.	
<p>5.4 Specialist Exploitation role to be developed. Role to be scoped to support with best practice guidance; drive strategic safeguarding activity and response; and to offer advice and guidance to staff.</p>	Assistant Director, Children’s Social Care and Early Help	Job description to be formulated and agreed: October 2023	<p>A job description is to be created with clarity on the functions and role of this post, and how it will sit across Children’s Services and the Community Safety Partnership.</p> <p>Funding mechanisms are to be explored from across the partnership, that support a multi-partnership approach to reducing HOTH. Initial conversations are underway with the Community Safety Partnership about this.</p>	

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