



Telford & Wrekin

C O U N C I L

“Getting to Good”
Children and Family Services
Ofsted Improvement Plan
2016 - 17

Introduction

This improvement plan was developed in response to the recommendations from the Ofsted single inspection of services for children in need of help and protection, children looked after and care leavers and review of the effectiveness of the Local Safeguarding Children Board (SIF), which took place between 13 June and 7 July 2016, with the report published on 26 August 2016.

The key judgements were:

Children's services in Telford and Wrekin require improvement to be good	
1. Children who need help and protection	Requires improvement
2. Children looked after and achieving permanence	Requires improvement
2.1 Adoption performance	Good
2.2 Experiences and progress of care leavers	Good
3. Leadership, management and governance	Requires improvement

We were pleased that the inspection recognised the improvements we have made in the quality of services and in the outcomes that children are achieving, and the important contribution made by having effective political backing and the hands-on support of our managing director.

The inspection provided us with valuable learning, and has confirmed our areas of strength and provided a clear focus for our improvement work in the future, in order to 'get to good' across all parts of the service.

This improvement plan focuses specifically on the 11 recommendations contained within the Inspection Report. It does not include the areas for development identified in the report or the wider ongoing improvement activity across the service. Details of this wider improvement agenda are contained in our regularly updated 'Where We Are' self assessment document, which demonstrates our strengths, areas for improvement and improvements made so far, and in the detailed action plans for specific areas of work.

The Telford & Wrekin Safeguarding Children Board (TWSCB) was reviewed at the same time as the SIF and judged to be 'Good'. A separate improvement plan has been developed, and we will continue to work together closely to achieve the desired improvements.

The diagram on page 4 of the document sets the 11 recommendations within three priority themes:

1. Scrutiny, oversight and advocacy
2. The quality and effectiveness of front line practice
3. Outcomes for children and young people in specific circumstances

Context

The Improvement Plan is set within the context of high and increasing numbers of referrals, children and young people subject to child protection plans and in care. Additional capacity and resources will be required in order to achieve the required improvements at a time when the Council is experiencing severe financial pressures, with an anticipated reduction to our revenue budget of around £10-11m a year for the next 3-4 years.

Monitoring arrangements

The improvement plan will be led by the DCAS and Assistant Directors and monitored quarterly by Senior Leadership Team. Progress will be reported quarterly to Senior Management Team and also overseen by Children and Young People Scrutiny Committee and the Quality Practice and Operations Subgroup of Telford & Wrekin Safeguarding Children Board.

**THEME 1:
SCRUTINY, OVERSIGHT AND
ADVOCACY**

Ensure that all social workers receive sufficiently regular and good quality supervision, oversight and direction from first-line managers to support consistently good practice (OFSTED RECOMMENDATION 1)

Ensure that the IRO service provides sufficient scrutiny and drive to planning for children and young people. In particular, ensure that IRO's caseloads are in line with statutory guidance (OFSTED RECOMMENDATION 2)

Develop further the effectiveness of performance management so that it is more responsive to new priorities as they emerge and takes into account feedback from children, young people and their families (OFSTED RECOMMENDATION 3)

Ensure that the support of an advocate or independent visitor is available for all children and young people who could benefit from this (OFSTED RECOMMENDATION 11)

**THEME 2:
QUALITY AND EFFECTIVENESS
OF FRONT LINE PRACTICE**

Support improved outcomes for children and young people by making sure that plans contain clear details, actions and timescales and are informed by timely assessments that contain clear analysis (OFSTED RECOMMENDATION 4)

Ensure that an appropriate range of agencies are engaged and share information within child protection strategy discussions (OFSTED RECOMMENDATION 5)

Strengthen and speed up permanence planning for those children and young people who achieve permanence through routes other than adoption (OFSTED RECOMMENDATION 10)

**THEME 3:
OUTCOMES FOR CHILDREN
AND YOUNG PEOPLE IN
SPECIFIC CIRCUMSTANCES**

Improve work to identify children and young people who are privately fostered and assess their welfare, so that arrangements are fit for purpose and compliant with statutory guidance (OFSTED RECOMMENDATION 6)

Ensure that return home interviews for children and young people who have been missing from home or care are all carried out in a timely manner (OFSTED RECOMMENDATION 7)

Strengthen arrangements for supported and supervised contact, so that children looked after do not experience the cancellation of contact sessions due to a lack of resources (OFSTED RECOMMENDATION 8)

Increase the availability of suitable housing, including emergency accommodation, for homeless 16 - and 17 - year-olds and care leavers (OFSTED RECOMMENDATION 9)

Complete
In progress and on schedule
In progress but behind schedule
Overdue

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
THEME 1: SCRUTINY, OVERSIGHT AND ADVOCACY						
1.1	Ensure that all social workers receive sufficiently regular and good quality supervision, oversight and direction from first-line managers to support consistently good practice (OFSTED RECOMMENDATION 1)			Jo Britton		Status at 31.10.16
	Review and refresh supervision policy, including development of protocol template	Improved frequency and consistency of supervision in terms of agenda and recording	Supervision policy and template completed and implemented 90% of practitioners receive monthly supervision (depending on absence) Audits evidence improved quality of supervision	Marie Hatton	October 2016	
	Develop decision making 'milestones' flowchart for managers and Independent Reviewing Officers (IROs)	Managers and IROs have clear guidance regarding decision making and recording, and have a consistent approach	Flowcharts developed and briefed out 75% cases audited graded 'good' or 'outstanding' 75% of cases audited score 'good' or 'o/s' for management	Marie Hatton	November 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
			oversight and decision making 75% of cases score 'good' or 'o/s' for effectiveness of IRO scrutiny			
	Review and improve infrastructure with a focus on policies, processes and procedures around safeguarding services	Common approach is agreed across services and individual workers and consistency of practice improves.	75% cases audited graded 'good' or 'outstanding'	Marie Hatton	Stage 1 Core elements: February 2017 Stage 2: all Trix policies/ procedures December 2017	
	Deliver bespoke strengthening practice program training for front line managers	Managers have the skills and tools to deliver improved oversight and supervision	Number of managers receiving training Evaluation of training 75% of cases audited score 'good' or 'o/s' for management oversight and decision making	Marie Hatton	Training to begin: March 2017 End: March 2018	
	Review electronic recording mechanisms to ensure authorisation points are clear	Improved clarity regarding management and senior management authorisation	Authorisation points clear	Helen Smith	March 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
1.2	Ensure that the IRO service provides sufficient scrutiny and drive to planning for children and young people. In particular, ensure that IRO's caseloads are in line with statutory guidance (OFSTED RECOMMENDATION 2)			Clive Jones		
	Recruit full time Conference and Reviewing Team Manager	Increased capacity will improve management oversight and drive improvement, leading to better outcomes for children and young people	Improved performance across IRO scorecard IROs performing in line with IRO Handbook Increase in wider QA activity	Tilly Heigh	January 2017	
	Increase capacity of Conference and Reviewing Team by 1 fte	Reduced caseloads will enable IROs to improve oversight and challenge and perform a wider QA role within children's services	Improved performance across IRO scorecard Case audits evidence improved IRO challenge Improvement in RAG ratings of care plans	Tilly Heigh	February 2017	
	Increase business support capacity in Independent Safeguarding and Quality Service	Increased capacity will enable the continued development and implementation of LEAN systems which will improve timeliness and better support quality assurance activity	Timeliness of distribution Improved recording Increase in QA activity	Tilly Heigh Clare Hall-Salter	December 2016	
	Implement QA scorecard for Conference and Reviewing Team	IROs are aware of performance and engaged in improvement activity	Improved performance across the scorecard	Tilly Heigh	November 2016	
	Review Conference and Review Service	Development and training needs are identified and	Review completed 75% of cases score	Tilly Heigh	March 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
		appropriate improvement support provided	'good' or 'o/s' for effectiveness of IRO scrutiny			
1.3	Develop further the effectiveness of performance management so that it is more responsive to new priorities as they emerge and takes into account feedback from children, young people and their families (OFSTED RECOMMENDATION 3)			Clive Jones		
	Scrutinise supervision and management oversight data at monthly Safeguarding Services Management Meetings	Improved monitoring enables identification of areas for challenge, deep dive interrogation and analysis, leading to improvement	Dataset presented at CSSSMT	Jon Power	February 2017	
	Introduce service specific targets against the Strengthening Families outcome framework. This framework is currently built on a Family Circle assessment tool which includes input from young people and their families.	DCLG targets for "turning around families which need support" are achieved and demand in Safeguarding Services is reduced	Number of families 'turned around'	Clive Jones	April 2017	
	Better link procurement and commissioning budgets to outcome targets	Overspend in current budgets is reduced	Budget balanced	Jon Power Helen potter Jonathan Eatough	To April 2017	
	Continue to review the Children & Families service performance framework to ensure it accurately reflects:	Provides evidence that challenges and pressures are addressed effectively and performance improves	Improved performance across the dataset	Children's Services Senior Leadership	September 2016 and quarterly	Sept 16 complete

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	<ul style="list-style-type: none"> the whole service the pressures and priorities of the communities and customers it serves. 	against "killer actions"		Team		
	Work with regional partners to improve the timeliness and quality of the regional benchmarking programme.	A more timely, rationalised data sets is delivered	Refreshed Regional benchmarking framework	Helen Potter	March 2017	
	Review strategic partnership performance frameworks and processes	Ensures that the pressures and priorities from across partner organisations are fully understood and shared so that a joint response can be developed where appropriate	Review completed.	Sarah Constable Helen Potter	March 2017	
	Implement QA Plan 2016-17, in particular the use of feedback from parents, children, young people and participation groups, in addition to the learning from complaints.	Feedback from parents, children and young people is used to inform priorities and service delivery	Actions in plan completed QA reporting includes feedback from families and learning from complaints.	Helen Smith	March 2017	
1.4	Ensure that that the support of an advocate or independent visitor is available for all children and young people who could benefit from this (OFSTED RECOMMENDATION 11)			Clive Jones		
	Raise awareness re. Rights and Representations Service with children and young people in care, IROs and practitioners	All children and young people know about the service, are encouraged to use it and supported to improve their experience of being looked after.	Number of CiC accessing the service Proportion of complaints resulting in improved experience for CiC	Tilly Heigh	December 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
			Number/% of children and young people attending CiC Reviews			
	Raise awareness re. Rights and Representations Service with children and young people subject to CP Plan, IROs and practitioners	All children and young people know about the service, are encouraged to use it and supported to improve their experience of child protection processes	Number of children subject to CP plan accessing the service Proportion of children reporting that the support helped improve their experience of CP services Number/% of children and young people attending CP conferences and reviews	Tilly Heigh	December 2016	
	Review impact of increased awareness raising on capacity of Rights and Representations Service and if necessary submit business case for increasing the capacity in the team	Team has capacity to meet increased demand without loss of quality in the service provided to children and young people	Team capacity is in line with need for service	Tilly Heigh	March 2017	
	Implement MOMO consultation software and training for practitioners and CiC	CiC are offered an alternative choice to engage in their reviews and raise issues with their social workers	Increased involvement in CiC Review activity No. of children and young people using MOMO	Tilly Heigh	January 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	Scope the potential number of CiC who may wish to access an Independent Visitor (IV) Service, and raise awareness of the service	A more accurate view regarding the potential numbers will inform commissioning and performance monitoring of current service provider, as well as enabling targeted awareness raising activity.	Number of CiC requesting an IV Timeliness of provision of IV by provider	Tilly Heigh	November 2016	
	Raise awareness re. Independent Visitor Service with children and young people in care, IROs and practitioners	CiC, particularly those within the scope of the IV service, are aware of the service offer and able to access it.	Number of CiC requesting an IV	Tilly Heigh	December 2016	
	Review current IV commissioning arrangements to improve performance	CiC who request an IV are matched successfully and without undue delay	Timescales for providing IV for CiC Proportion of CiC who report satisfaction with the service and improved outcomes as a result.	Tilly Heigh	March 2017	
THEME 2: QUALITY AND EFFECTIVENESS OF FRONT LINE PRACTICE						
2.1	Support improved outcomes for children and young people by making sure that plans contain clear details, actions and timescales and are informed by timely assessments that contain clear analysis (OFSTED RECOMMENDATION 4)			Jo Britton		
	Deliver strengthening practice program modules in assessment and planning to all social workers	Social workers are able to produce good quality assessments and plans that inform effective intervention. Chronic risks to children	Number of practitioners attending training Evaluation of training 75% of cases audited score 'good'	Marie Hatton	Training to begin: March 2017 End: March 2018	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
		and young people are managed in a proactive and timely way.	or 'o/s' for quality of assessments and effectiveness of plans			
	Agree and implement common practice framework across children's services	Practitioners have consistent tools to incorporate into their practice to support improvement in planning and assessment work. Chronic risks to children and young people are managed in a proactive and timely way.	Practice framework embedded across all services and embedded in workforce strategy 75% of cases audited score as 'good' or 'o/s' overall Reduction in court activity	Marie Hatton	Framework agreed: October 2016 Training begins: May 2017	
	Evaluate effectiveness of current 'pods' and agree actions to ensure they are used consistently and result in improved practice	Consistent use of 'pods' encourages reflection and critical analysis of practice, shared approach and results in solutions which achieve improved outcomes for children. Chronic risks to children and young people are managed in a proactive and timely way.	Evaluation completed Pods meet regularly across the service Audits evidence pod activity influencing engagement with children and families and positive case outcomes	Marie Hatton	Evaluation complete: January 2017	
	Continue 'back to basics' monthly learning program with social workers	Improved proficiency of core social work practice, including assessment and planning, leads to all risks, including chronic risks, being managed robustly	Number of social workers attending sessions Feedback from sessions 75% of cases audited score as	Marie Hatton	September 2016 and ongoing	Complete and continuing

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
			'good' or 'o/s' overall			
	Complete baseline audit of development plans for individual social workers	Gaps are identified and appropriate action taken Skill deficits are identified and inform training provision, including back to basics Capability processes are supported	Audit completed Proportion of social workers with development plan in place 75% of cases audited score as 'good' or 'o/s' overall	Marie Hatton	December 2016	
	Incorporate the Strengthening Families outcome framework and 'Family Assessment' tool in the development of a shared assessment tool .	Use of a shared assessment tool across early help and safeguarding services improves consistency and ability to identify and articulate risk	Shared assessment tool agreed and implementation begins	Debbie Lloyd	April 2017	
2.2	Ensure that an appropriate range of agencies are engaged and share information within child protection strategy discussions (OFSTED RECOMMENDATION 5)			Jo Britton		
	Review Family Connect Service and agency resource contribution	All agencies to have available resource in Family Connect to ensure there are no Gaps in sourcing information to inform strategy and triage discussions	80% strategy discussions include at least 3 agencies	Debbie Lloyd	January 2017	
	Increase management capacity in Family Connect by recruiting an additional fte Consultant Social Worker	Improved management oversight regarding complex and chronic risks and more timely decision making	90% of decisions made within 24 hours of referral	Debbie Lloyd	January 2017	
2.3	Strengthen and speed up permanence planning for those children and young people who achieve permanence through routes other than adoption (OFSTED			Jo Britton		

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	RECOMMENDATION 10)					
	Develop Placement Strategy to be developed with a clear vision to ensure that all our children achieve the best possible permanence route, without delay or drift.	CiC achieve the best possible permanence route, without delay or drift	100% of CiC have an appropriate (including twin track) permanence plan at second review Improved timeliness of CiC achieving permanence	Angela Yapp	December 2016	
	Review all existing cases at Permanence Panel to ensure that the best possible option for permanence is achieved in a timely way – to include return to family, SGO, CAO, Revocation of CO for stable PwP	CiC where there are delays in achieving permanence are identified and action taken to progress permanence options.	100% of CiC have an appropriate (including twin track) permanence plan at second review Improved timeliness of CiC achieving permanence	Nick Bennison	December 2016	
	Embed the care planning regulations for those children and young people in long term fostering arrangements to reduce statutory duties as per recommendations	CiC in settled long term placements receive a more proportionate, less intrusive service in line with their needs.	Number of CiC where statutory duties are reduced	Angela Yapp	February 2017	
	Re-launch placement stability panel to support placements at an early point	Issues in long term placement are identified and action taken to help prevent breakdown while identifying appropriate alternative placement if breakdown cannot be avoided.	Reduction in number of long term placements breaking down Stability of future placements for CiC whose long term placements break down	Angela Yapp	January 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	Recruit forever families/long term foster carers to improve the fostering resource.	There is enough choice of placements to ensure long CiC can be matched with permanent carers in a timely way	Increase in long term foster placements Increase in foster to adopt placements	Shirley Wilson	Commenced April 2017 Project end March 2019	
	Review SGO arrangements to ensure children have the security and support they need.	Children subject to SGO are able to live in safe, secure and stable homes	Number of CiC subject to SGO Proportion of SGO arrangements which break down	Angela Yapp	January 2017	
	Launch permanence activity at full staff briefing to ensure that all staff understand the expectations and processes for securing permanence for our children.	Practitioners and managers understand the expectations and children achieve stable permanent placements in a timely way	% of staff attending briefing Case audits identify improved pace in achieving permanence for CiC and improved outcomes for CiC through living in stable, secure homes.	Angela Yapp	November 2016	
	Review IRO approach to ensure consistency and challenge to ensure appropriate permanence plans for our looked after children are in place in a timely way.	IRO scrutiny and challenge ensures children achieve secure, stable permanent homes without undue delay	100% of CiC have an appropriate (including twin track) permanence plan at second review Improved timeliness of CiC achieving permanence	Tilly Heigh	November 2016	
	Review the new 0-25 Emotional Health and Wellbeing service and to understand any potential gaps in support services.	Children and young people have good emotional health and wellbeing to achieve permanency through	Proportion of children in care with complex needs achieving	Helen Didlock	December 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
		remaining in a stable placement.	permanency. Review is completed and any gaps identified. Reduction in the number of permanent placement breakdowns			
	Following the restructure of the fostering service, additional support to be made available to foster carers, both in and outside office hours to help to maintain vulnerable placements.	Foster carers are able to access support, helping to reduce placement breakdowns and improve stability for CiC	Number of foster carers accessing out of hours support Satisfaction reported by foster carers with out of hours support Number of long term placements breaking down	Angela Yapp	December 2016	
THEME 3: OUTCOMES FOR CHILDREN AND YOUNG PEOPLE IN SPECIFIC CIRCUMSTANCES						
3.1	Improve work to identify children and young people who are privately fostered and assess their welfare, so that arrangements are fit for purpose and compliant with statutory guidance (OFSTED RECOMMENDATION 6)			Jo Britton		
	Review existing awareness raising activity around private fostering and agree and implement communication plan, ensuring wider involvement of the TWSCB and Family Connect.	Professionals, agencies, schools and residents are aware of the notification requirements for private fostering	Raised awareness by own/partner agencies and members of the community. Increased notifications.	Angela Yapp	December 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	Deliver information session regarding private fostering process and procedure to social worker staff and IROs at whole staff briefing	Children in private fostering arrangements are kept safe through the provision of timely and appropriate assessment of need and provision of support	100% of visits and assessments achieved within timescale 75% of PF cases audited score as 'good' or 'o/s' overall	Angela Yapp	November 2016	
	Review and enhance protocol recording mechanisms	Improved reporting is available to enable monitoring, tracking and reporting around private fostering	Improved data quality. Fit for purpose recording. Clear audit trails available	Helen Smith	March 2017	
	Regular reporting of private fostering activity to be included on monthly performance dashboard.	Senior Managers are better able to provide monitoring and oversight, leading to improved outcomes for privately fostered children	Performance measures included on SLT dataset 100% of visits and assessments achieved within timescale	Richard Worton	December 2016	
3.2	Ensure that return home interviews (RHIs) for children and young people who have been missing from home or care are all carried out in a timely manner (OFSTED RECOMMENDATION 7)			Jo Britton		
	Undertake an internal audit of Missing Children operational process and practices	Reviewing operational processes and practices enables required improvements to be made to ensure they are fit for purpose.	Checks and balances that approach supports RHI activity. 90% RHIs are completed on time	Tina Knight	January 2017	
	Review and put in place RHI quality controls, focussing on	Children and young people who return home from	Quality of information recorded.	Tina Knight Helen Smith	December 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	timeliness and quality of RHI for all teams.	being missing are seen in a timely way and have any additional support needs assessed and met	90% RHIs are completed on time			
	Missing Children Operational Group to data match the reports between the police and LA.	Accurate data helps ensure that all children and young people who go missing are identified and offered appropriate support	All missing children correctly reported and RHI undertaken.	Tina Knight	Commenced September 2016	
	Develop CRM processes to enable automated contacts to allocated workers when the children and young people on their caseload have been missing.	Practitioners who are working with children and young people who go missing are alerted at an early stage and able to offer more timely RHI and support	90% RHIs are completed on time	Tina Knight Sarah Johnson	December 2016	
	Arrangements made for Early Help practitioners to complete all RHI where there is not an allocated worker.	Children who are not already known to services receive RHI and appropriate support at an early stage	90% of RHI for children previously unknown to services are completed on time	Debbie Lloyd	December 2016	
	Develop CRM processes to automatically inform managers of delays in RHIs and require recording of management decision and reason for delay.	Delays in delivering RHIs are reduced by enabling improved management oversight	Standard operating procedures processed and understood. Management oversight captured. 90% RHIs are completed on time	Tina Knight Sarah Johnson	February 2017	
	Develop service operational procedures (SOPS) around missing processes and disseminate to all teams	Improved awareness and guidance for practitioners results in improved consistency of practice and	Audit activity evidences improved consistency of practice for RHI	Tina Knight	January 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
		application of agreed procedures	90% RHIs are completed on time			
	Aggregate information from RHI questionnaires to determine gaps in services.	A better understanding of service needs and reasons why children and young people go missing informs the commissioning and provision of support services which will help to keep them safe by reducing missing episodes.	Information aggregated and learning reported Learning informs commissioning Reduction in missing episodes for individual children and young people Reduction in need for RHIs	Tina Knight Helen Smith	March 2017	
3.3	Strengthen arrangements for supported and supervised contact, so that children looked after do not experience the cancellation of contact sessions due to a lack of resources (OFSTED RECOMMENDATION 8)			Jo Britton		
	Review organisation of Contact Team to improve flexibility and assess need for additional permanent and sessional workers	Greater capacity to supervise contact enables greater flexibility and reduces cancellation, reducing negative impact on CiC	No contact sessions cancelled due to lack of resources	Darren Knibbs	September 2016	Reorganisation completed
	Complete move of contact service into family friendly building	Contact can take place in child friendly environment Additional space available for contact	Contact service moves and contact takes place in new building	Darren Knibbs	September 2016	
3.4	Increase the availability of suitable housing, including emergency accommodation, for homeless 16 - and 17 - year-olds and care leavers (OFSTED RECOMMENDATION 9)			Jonathan Eatough		
	Agree and establish a same day referral for care leavers with the provider Thrive into Supported	Enable 16 and 17 year olds care leavers access to good quality supported	No care leavers in Bed and breakfast.	Jo Cornwell and Sue Wardle	August 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	Accommodation (Supporting People) to increase the availability of this accommodation.	accommodation.				
	Provide emotional health and wellbeing support to care leavers via the new 0-25 Emotional Health and wellbeing service.	Care leavers have improved emotional health and wellbeing to enable them to live independently	Increased stability of independent housing – reduced number of moves.	Louise Mills	May 2017	
	Increase overnight and day support provision at the council's temporary accommodation service to enable emergency referrals and PACE transfers for 16 and 17 year olds, Care leavers to have the priority.	16 and 17 year olds have a safe supportive environment to reside in and will be assessed appropriately for their risks and needs.	No 16/17yo or care leavers placed in Bed and Breakfast All 16 and 17 year olds have a clear plan of move on.	Helen Didlock/Tim Moore	March 2017	
	Increase day support to 24/7 to support care leavers up to the age of 25 who become homeless and support 16/17 year olds to find their permanent home	Care leavers aged 16 to 25 are supported to effect a positive change to enable them to live independently	Reduction in the number of care leavers who are homeless. No care leavers or 16 and 17 year olds in bed and breakfast.	Helen Didlock/Tim Moore	March 2017	

GLOSSARY

CiC	Child in Care	The definition of a child in care is found in the <u>Children Act 1989</u> . This is a child who is looked after by a local authority, either because the court has granted a care order or because their parent(s) have agreed to them being looked after in accommodation provided by or on behalf of the local authority. The term 'looked after' is also used for these children, but here in Telford & Wrekin we use 'Child in Care' as that is what our children in care have said they wanted to be called.
CP Plan	Child Protection Plan	When a child protection case conference decides a child or young person is at risk of harm or abuse they are known as a 'child subject of a child protection plan'. This is to remind us that it is what we all do, as set out in the plan, that keeps children safe. The aims of a child protection plan are: <ul style="list-style-type: none"> ➤ To keep the child safe ➤ To promote their welfare ➤ To support their wider family to care for them if it can be done safely
IRO	Independent Reviewing Officer	Independent Reviewing Officers ensure that children looked after by the Local Authority have regular reviews to consider the care plan and placement. It is the role of IROs to ensure that a child's views are taken into consideration and that the Local Authority is fulfilling its duties and functions. In Telford & Wrekin our IROs also function as Child Protection Conference Chairs, and chair multi-agency meetings to decide whether or not a child needs to be made subject to a Child Protection Plan. If so they help to agree a plan to address identified risks, and ensure that parents and young people are able to participate in the conference and understand what they need to do to care for their child safely.
QA	Quality Assurance	Quality assurance involves the systematic monitoring and evaluation of practice, policies, and procedures, with the aim of improving our services to achieve better outcomes for children and their families.
RHI	Return Home Interview	Return Home Interviews are offered to all children and young people who go missing from home or care. They provide an opportunity to uncover information that can help protect children from the risk of going missing again, from risks they may have been exposed to while missing or from risk factors in their home. Interviews should be carried out within 72 hours of the child returning to their home or care setting