

“Getting to Good”
Children and Family Services
Improvement Plan
2016 – 17
V1.0
December 2016

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)

STATUS RAG RATING
Complete
In progress and on schedule
In progress but behind schedule
Overdue

% complete			
25%	50%	75%	100%

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
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)						
	<p>Why this is important: We want to make sure that children and young people are not only safe but are also well looked after on a day to day basis, and that their parents receive the support and challenge necessary to provide this. In order to achieve this, social workers also need to be supported and challenged by their managers so they can provide good quality help and protection to children and young people. We want our managers to provide workers with direction to help ensure they focus on the right things and within appropriate timescales proportionate to levels of need and risk in individual cases.</p>						
	<p>What 'good' looks like¹:</p> <ul style="list-style-type: none"> ➤ Children and young people experience timely and effective multi-agency help and protection through risk-based assessment, authoritative practice, planning and review that secures change. ➤ Managers and practitioners are experienced, effectively trained and supervised and the quality of their practice improves the lives of vulnerable children, young people and families. ➤ Decision-making is undertaken by suitably qualified and experienced social workers and managers, with decisions, all actions and engagement with the family and other professionals clearly recorded. ➤ Management oversight of practice, including practice scrutiny by senior managers, is established, systematic and demonstrably used to improve the quality of decisions and the provision of help to children and young people. 						

¹ [Our 'what good looks like' references are based on Ofsted Single Inspection Framework grade descriptors](#)

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Practitioners receive more regular and consistent supervision, which is recorded clearly and consistently.	Review and refresh supervision policy, including development of protocol template	90% of practitioners receive monthly supervision (depending on absence) 75% cases audited graded 'good' or 'outstanding' for quality of case supervision	Marie Hatton	January 2017	% complete RAG rating	Performance
	Managers and Independent Reviewing Officers ((IROs) have clear guidance around decision making and are better able to ensure the quality of services.	Develop and disseminate 'milestones' flowcharts for managers	75% cases audited graded 'good' or 'outstanding' 75% of cases audited score 'good' or 'o/s' for management oversight and decision making 75% of cases score 'good' or 'o/s' for effectiveness of IRO scrutiny	Marie Hatton	January 2017	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	The consistency of practice is improved through having a common approach agreed across services and individual workers	Review and improve the focus on policies, processes and procedures in safeguarding services and ensure staff are fully aware	75% cases audited graded 'good' or 'outstanding'	Marie Hatton	Stage 1 Core elements: February 2017 Stage 2: all Trix policies/ procedures December 2017	% complete RAG rating	Performance
	Managers have the skills and tools to deliver improved oversight and supervision	Deliver bespoke strengthening practice program training for front line managers	100% of frontline social work managers attend training 80% attendees give positive feedback re 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	% complete RAG rating	Performance
	Management and senior management oversight and authorisation is clear and visible in case recordings	Review electronic recording mechanisms to ensure authorisation points are clear	Authorisation points clear	Helen Smith	March 2017	% complete RAG rating	Performance N/A

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?								
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)														
<p>Why this is important: We want children who need protection to be kept safe at home through support from social workers using clear, focussed plans which help make sure parents know what they need to do to look after their children safely. For those children who are not able to be cared for safely at home, we want them to have clear care plans that are right for them and will achieve permanence in a timely way and improve their outcomes. The Independent Conference and Reviewing Officers (IROs) are there to have an independent overview of services to children and young people, and need to make sure that plans are based on good quality assessments and progress without drift or delay. To do this they need to challenge effectively and ensure that the wishes and feelings of children and young people are heard and that they are involved in making plans and decisions about their lives. In order to do this we need to ensure that IROs have the time and opportunity to meet regularly with children and young people and the skills to challenge tenaciously and effectively, creating a culture of respectful challenge.</p>															
<p>What 'good' looks like:</p> <ul style="list-style-type: none"> ➤ Children and young people are protected through effective multi-agency arrangements. Case conferences, strategy meetings, core groups and multi-agency risk assessment conferences (MARAC) are attended by key participants and are effective forums for timely information-sharing, planning and risk-based decision-making ➤ IROs bring rigour and challenge to the care planning and monitor the performance of the local authority as a corporate parent, escalating issues as appropriate. They enable timely plans to be agreed to meet the needs of children and to ensure that their best interests remain paramount. IROs engage with children's guardians and there is evidence that this is focused on what children need and how the plans for them can be properly progressed 															
	Increased management capacity improves oversight and drives improvement, leading to better outcomes for children and young people	Recruit full time Conference and Reviewing Team Manager	Improved performance across IRO scorecard IROs performing in line with IRO Handbook Increase in wider QA activity	Tilly Heigh	January 2017	% complete <table border="1" style="width: 100%; height: 20px;"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating <table border="1" style="width: 100%; height: 20px;"><tr><td></td><td></td><td></td><td></td></tr></table>									Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Reduced caseloads enable IROs to improve oversight and challenge and perform a wider QA role within children's services	Increase capacity of Conference and Reviewing Team by 1 full time IRO	Caseload maximum fte of 80 cases Improved performance across IRO scorecard 75% relevant cases audited score 'good' or 'outstanding' for IRO challenge Case audits evidence improved IRO challenge Improvement in RAG ratings of care plans	Tilly Heigh	March 2017	% complete RAG rating	Performance
	Increased capacity enables the continued development and implementation of LEAN systems to improve timeliness and better support quality assurance activity	Increase business support capacity in Independent Safeguarding and Quality Service	80% meeting notes distributed within 20 days Improved recording Increase in QA activity	Clare Hall-Salter	January 2017	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?				
	IROs are aware of performance and engaged in improvement activity	Implement QA scorecard for Conference and Reviewing Team	Improved performance across the scorecard	Tilly Heigh	January 2017	% complete <table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table> RAG rating					Performance N/A
	Development and training needs are identified and appropriate improvement support provided	Review Conference and Review Service	Review completed 80% of cases score 'good' or 'o/s' for effectiveness of IRO scrutiny	Tilly Heigh	March 2017	% complete <table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table> RAG rating					Performance
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)										
	<p>Why this is important: Effective performance management helps us to continuously review the quality of service provision and how well we are helping improve outcomes for children and young people who need help and protection. It helps us to identify what we need to focus on and changes we need to make in order to improve the quality of services. We want to help children, young people and their parents work with us and learn from their experiences of their involvement with us, using this to influence positive changes in the way we work with families and therefore positive changes for those families. The use of both the quantitative performance information that we obtain from data and qualitative information from quality assurance activity and feedback from parents, children and young people can provide us with a more comprehensive, rounded understanding which will help us to improve services and also evidence those improvements.</p>										

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?				
<p>What 'good' looks like:</p> <ul style="list-style-type: none"> ➤ The joint strategic needs assessment and the sufficiency statements are aligned and set out clear local priorities and the range of available services that respond to and meet the needs of local children, young people and families in need of help, care and protection ➤ The local authority, through performance management and monitoring, has an accurate and systematically updated understanding of its effectiveness. It demonstrates a track record of dealing rigorously and effectively with areas for development. Leaders, including elected members and managers, have a comprehensive and current knowledge of what is happening at the 'front line' and a track record of responding appropriately and quickly to service deficiencies or new demands ➤ The local authority knows itself well, is a learning organisation and can demonstrate evidence of practice that is informed, modified and sustainably improved by feedback, research and intelligence about the quality of services and the experiences of children, young people and families who use them. This may, for example, include feedback from the children in care council, change that arises from complaints that children and families make about their experiences or from successful or disrupted placements or adoption breakdown 											
	Improved monitoring enables identification of areas for challenge, deep dive interrogation and analysis, leading to improvement	Scrutinise supervision and management oversight data at monthly Safeguarding Services Management Meetings	Dataset presented at CSSSMT	Jon Power	February 2017	% complete <table border="1" style="width: 100%; height: 40px;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> RAG rating					Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Our early help model is strengthened and better able to demonstrate a positive impact on families and identify support needs. Needs are met at an earlier stage and demand on safeguarding services reduced.	Introduce service specific targets across children's and adult services to demonstrate progress made by families and other adults.	Targets agreed and implemented	Sarah Dillon	June 2017	% complete RAG rating	Performance
	Performance framework provides evidence that challenges and pressures are addressed effectively and performance improves against "killer actions"	Continue to review the Children & Families service performance framework to ensure it accurately reflects: <ul style="list-style-type: none"> the whole service the pressures and priorities of the communities and customers it serves. And provides a dynamic dataset with a mix of fixed and fluid data which both aligns with and helps identify improvement priorities	Improved performance across the dataset	Children's Services Senior Leadership Team	September 2016 and quarterly	% complete RAG rating	Performance N/A

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	A more timely, rationalised data set is delivered across the region, enabling clearer benchmarking	Work with regional partners to improve the timeliness and quality of the regional benchmarking programme	Refreshed Regional benchmarking framework	Helen Potter	March 2017	% complete RAG rating	Performance N/A
	The pressures and priorities from across partner organisations are fully understood and shared so that a joint response can be developed where appropriate	Review strategic partnership performance frameworks and processes	Review completed.	Sarah Constable	March 2017	% complete RAG rating	Performance N/A
	Using feedback from parents, children and young people alongside data and information from QA activity helps us to understand the difference we are making and identify improvement priorities.	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.	Actions in plan completed QA reporting includes feedback from families and learning from complaints.	Helen Smith	June 2017	% complete RAG rating	Performance N/A

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
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)						
<p>Why this is important: We know that children and young people in care are able to benefit from our advocacy service but want to make sure that children and young people subject to child protection plans are also able to access the service. This will help make sure they have a voice and that their views are better represented when plans affecting them are being agreed. We want to make sure that all children and young people who could benefit from having an independent visitor know about the service and are able to access one. This will help make sure they have an independent person who can build a trust relationship with them, support them and help them to be heard.</p>							
<p>What 'good' looks like:</p> <ul style="list-style-type: none"> ➤ Children and young people are helped to understand their rights and the responsibilities that accompany those rights and legal entitlements. They understand how to complain and have access to an advocate and independent visitor. ➤ Complaints are treated seriously and result in a clear response, urgent action and improved services where that is required. Senior managers regularly review and act upon complaints from looked after children 							
	All children and young people know about the service, are encouraged to use it and supported to improve their experience of being looked after.	Raise awareness re. Rights and Representations Service with children and young people in care, IROs and practitioners	100% of CiC aged 5+ are provided with information about advocacy, Voice and Independent Visitor Service 100% of CiC requesting advocacy receive a service 80% of CiC making complaints report satisfaction with outcome 70% of children and young people attend CiC Reviews	Tilly Heigh	December 2016	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	All children and young people know about the service, are encouraged to use it and supported to improve their experience of child protection processes	Raise awareness re. Rights and Representations Service with children and young people subject to CP Plan, IROs and practitioners	Number of children subject to CP plan accessing the service 80% children using rights and reps report that the support helped improve their experience of CP services 50% of children and young people age 12+ participate in some way in CP conferences and reviews	Tilly Heigh	December 2016	% complete RAG rating	Performance
	The team has capacity to meet increased demand without loss of quality in the service provided to children and young people	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 capacity is in line with need for service	Tilly Heigh	March 2017	% complete RAG rating	Performance N/A

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	CiC are offered an alternative choice to engage in their reviews and raise issues with their social workers so they can be addressed in a timely way	Implement MOMO consultation software and training for practitioners and CiC	70% appropriate children and young people in care participate in some way in CiC Review activity 50% appropriate children and young people in care attend their reviews	Tilly Heigh	February 2017	% complete RAG rating	Performance
	The commissioning and performance monitoring of the current service provider is informed by a more accurate view of the potential numbers of eligible children and young people, and targeted awareness raising activity is undertaken	Scope the potential number of CiC who may wish to access an Independent Visitor (IV) Service, and raise awareness of the service	Number of CiC requesting an IV as a proportion of those eligible. 100% of eligible children requesting IV matched within 6 months	Tilly Heigh	November 2016	% complete RAG rating	Performance
	CiC, particularly those within the scope of the IV service, are aware of the service offer and able to access it	Raise awareness re. Independent Visitor Service with children and young people in care, IROs and practitioners	% of eligible CiC requesting an IV	Tilly Heigh	December 2016	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	CiC who request an IV are matched successfully and without undue delay	Review current IV commissioning arrangements to improve performance	6 month maximum timescale for providing IV for CiC incorporated into contract 80% CiC accessing IV service report satisfaction with the service and improved outcomes as a result	Tilly Heigh	March 2017	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
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)						
	<p>Why this is important: In order for effective change to be achieved for children and young people, social workers need to understand the levels of risk and need, and what actions are required to ensure the safety and welfare of individual children and young people. Parents need to understand what improvements they need to make and what good parenting looks like. Assessments and intervention need to be completed in a timely way to reduce delay for children and achieve positive outcomes within proportionate timescales. To help with this, managers need to provide direction and support to social workers around timescales for individual assessments, based on the issues and levels of risk identified at referral. Plans need to be clear, based on the assessment analysis and to be regularly updated as the child's situation changes. If plans are SMART, and parents and young people are involved in agreeing them, they will understand better what they have to do and will be able to contribute to achieving improvements in outcomes.</p>						
	<p>What 'good' looks like:</p> <ul style="list-style-type: none"> ➤ Assessments (including children in need assessments) result in a direct offer of help to address any identified needs. Assessments and plans are dynamic and change in the light of emerging issues and risks. Authoritative action is taken where change is not secured and the risk to children intensifies or remains. ➤ Children in need have a plan setting out the help that is offered. Children and young people who need protection are subject to a child protection plan that clearly identifies the work that will be offered to help the family and the necessary changes to be achieved within appropriate timescales for the child or young person. Social workers engage with the family who understand the help they will receive, what has to change and the options for the future. ➤ Plans and decisions are reviewed and alternative authoritative action is taken where the circumstances for children do not change and the risk of harm or actual harm remains or intensifies. ➤ Care plans comprehensively address the needs and experiences of children and young people. They are regularly and independently reviewed, involving as appropriate the child or young person's parents, kinship carers (connected persons), foster carers, residential staff and other adults who know them. This helps ensure that the placement and plans for their future continue to be appropriate as well as ambitious. 						

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Social workers are able to produce good quality assessments and plans that inform effective intervention. Chronic risks to children and young people are managed in a proactive and timely way.	Deliver strengthening practice program modules in assessment and planning to all social workers	80% of eligible practitioners attend training 80% attendees give positive feedback re training 75% of cases audited score 'good' or 'o/s' for quality of assessments 75% of cases audited score 'good' or 'o/s' for quality of plans	Marie Hatton	Training to begin: March 2017 End: March 2018	% complete RAG rating	Performance
	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.	Agree and implement common practice framework across children's services	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	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	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.	Evaluate effectiveness of current 'pods' and agree actions to ensure they are used consistently and result in improved practice	Evaluation completed Pods meet regularly across the service 75% relevant files audited graded 'good' or 'o/s' in relation to pod activity influencing engagement with children and families and positive case outcomes	Marie Hatton	Evaluation complete: January 2017	% complete RAG rating	Performance
	Improved proficiency of core social work practice, including assessment and planning, leads to all risks, including chronic risks, being managed robustly	Continue 'back to basics' monthly learning program with social workers	Number of social workers attending sessions Feedback from sessions 75% of cases audited score as 'good' or 'o/s' overall 75% of cases audited score 'good' or 'o/s' for quality of assessments 75% of cases audited score 'good' or 'o/s' for quality of plans	Marie Hatton	September 2016 and ongoing	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Gaps are identified and appropriate action taken Skill deficits are identified and inform training provision, including back to basics Capability processes are supported	Complete baseline audit of development plans for individual social workers	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	% complete RAG rating	Performance
	Use of a shared assessment tool across early help and safeguarding services improves consistency and ability to identify and articulate risk	Incorporate the Strengthening Families outcome framework and 'Family Assessment' tool in the development of a shared assessment tool	Shared assessment tool agreed and implementation begins	Debbie Lloyd	September 2017	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?				
2.2	Ensure that an appropriate range of agencies are engaged and share information within child protection strategy discussions (OFSTED RECOMMENDATION 5)										
<p>Why this is important: We need to make sure responses to referrals are proportionate and not unnecessarily intrusive to families, whilst at the same time ensuring children and young people are protected when necessary. To do this, we need to make sure that decisions are fully informed by information from referrers and partners agencies by including them in all strategy meetings and discussions.</p>											
<p>What good looks like:</p> <ul style="list-style-type: none"> ➤ Children and young people are protected through effective multi-agency arrangements. Case conferences, strategy meetings, core groups and multi-agency risk assessment conferences (MARAC) are attended by key participants and are effective forums for timely information-sharing, planning and risk-based decision-making ➤ Child protection enquiries are thorough and timely, informed by a decision made in a strategy meeting, except in emergencies where there must be evidence of immediate risk of harm to a child, and always led by a suitably qualified and experienced registered social worker. Findings in relation to significant harm are clear and result in urgent action to protect children and young people 											
	All agencies have available resource in Family Connect to help ensure there are no gaps in sourcing information to inform strategy and triage discussions	Review Family Connect Service and agency resource contribution	80% strategy discussions in Family Connect include at least 3 agencies	Debbie Lloyd	January 2017	% complete <table border="1" style="width: 100px; height: 20px;"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance
	Strategy decisions are 'Working Together' compliant and informed by comprehensive information from partner agencies	Ensure at least three agencies are involved in strategy discussions and meetings	80% strategy meetings/discussions chaired by CPFS include at least 3 agencies	Nick Bennison	January 2017	% complete <table border="1" style="width: 100px; height: 20px;"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?				
	Increased management capacity enables improved management oversight regarding complex and chronic risks and more timely decision making	Recruit an additional Consultant Social Worker within 'Family Connect'	90% of decisions made within agreed timescales	Debbie Lloyd	March 2017	% complete <table border="1" data-bbox="1682 379 1906 427"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance
	Decision making timescales are proportionate to risk, and allow for full information to be obtained	Develop a rag rating procedure to determine appropriate decision making timeliness in Family Connect	90% of decisions made within agreed timescales	Debbie Lloyd	March 2017	% complete <table border="1" data-bbox="1682 619 1906 667"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance
2.3	Strengthen and speed up permanence planning for those children and young people who achieve permanence through routes other than adoption (OFSTED RECOMMENDATION 10)										
	<p>Why this is important: All children need to feel secure, and have a sense of belonging. For children in care, this can best be achieved by the securing of permanent homes, whether that is within their own families, via adoption, in long term matched placements with forever families or exceptionally in residential placements. This needs to be achieved as early as possible to give children and young people the best chance of settling in their permanent home and improving their long term outcomes.</p>										
	<p>What 'good' looks like:</p> <ul style="list-style-type: none"> ➤ Children and young people are safely and successfully returned home; where this is not possible for them, permanent plans are made for them to live away from the family home. ➤ Children and young people are effectively prepared for, and carefully matched with, a permanent placement. Their wishes and feelings are understood and influence the decisions about where they live. ➤ Children and young people looked after, those returning home and those moving to or living in permanent placements outside of their immediate birth family have their welfare safeguarded and promoted. Children and young people are helped to live in permanent homes or families without unnecessary delay. The development of safe, stable and secure relationships with adults is central to planning for their futures and this supports the development of secure attachments that persist over time and wherever they are living. 										

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	CiC achieve the best possible permanence route, without delay or drift	Develop Placement Strategy with a clear vision and timescales	100% of CiC have an appropriate (including twin track) permanence plan at second review Improved timeliness of CiC achieving permanence	Angela Yapp	January 2017	% complete RAG rating	Performance
	CiC where there are delays in achieving permanence are identified and action taken to progress permanence options.	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, Special Guardianship Order (SGO), Child Arrangement Order, Revocation of Care Order for children in stable placements with parents.	100% of CiC have an appropriate (including twin track) permanence plan at second review Improved timeliness of CiC achieving permanence	Nick Bennison	January 2017	% complete RAG rating	Performance
	CiC in settled long term placements receive a more proportionate, less intrusive service in line with their needs.	Embed the care planning regulations for those children and young people in long term fostering arrangements	Number of CiC where statutory duties are reduced	Angela Yapp	February 2017	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?					
		to reduce statutory duties as per recommendations										
	Issues in long term placement are identified early and action taken to help prevent breakdown while identifying appropriate alternative placement if breakdown cannot be avoided.	Re-launch placement stability panel to support placements at an early point	70% or more children who have been looked after for more than 2.5 years have been in the same placement for 2 years Less than 8% CiC have 3 or more placements in a year	Angela Yapp	January 2017	% complete <table border="1" style="width: 100%; height: 20px;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> RAG rating <table border="1" style="width: 100%; height: 20px;"> <tr> <td style="width: 100%;"></td> </tr> </table>						Performance
	Children who return home from care are able to do so safely, in a planned way with appropriate support	Ensure all moves home are agreed at CiC review and informed by Placement with Parent report. All moves home, including from s20 arrangements, for 16+ to be agreed by AD	80% children who return home from care do so in a planned way	Angela Yapp	April 2017	% complete <table border="1" style="width: 100%; height: 20px;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> RAG rating <table border="1" style="width: 100%; height: 20px;"> <tr> <td style="width: 100%;"></td> </tr> </table>						Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?				
	There is enough choice of placements to ensure long term CiC can be matched with permanent carers in a timely way	Recruit forever families/long term foster carers to improve the fostering resource.	Increase in long term foster placements Increase in foster to adopt placements	Shirley Wilson	Started April 2016 Project end March 2018	% complete <table border="1"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance
	Children subject to SGO are able to live in safe, secure and stable homes	Review SGO arrangements to ensure children have the security and support they need.	Less than 20% of SGO arrangements break down	Angela Yapp	February 2017	% complete <table border="1"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance
	Practitioners and managers understand the expectations and help enable children to achieve stable permanent placements in a timely way	Launch permanence activity at full staff briefing to ensure that all staff understand the expectations and processes for securing permanence for our children.	% 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	% complete <table border="1"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance
	IRO scrutiny and challenge ensures children achieve secure, stable permanent homes without undue delay	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.	100% of CiC have an appropriate (including twin track) permanence plan at second review Improved timeliness of CiC achieving permanence	Tilly Heigh	February 2017	% complete <table border="1"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Children and young people have good emotional health and wellbeing to help them achieve permanency through remaining in a stable placement	Review the new 0-25 Emotional Health and Wellbeing service to understand any potential gaps in support services.	Proportion of children in care with complex needs achieving permanency. Review is completed and any gaps identified. Reduction in the number of permanent placement breakdowns	Helen Didlock	December 2017	% complete RAG rating	Performance
	Foster carers are able to access support, helping to reduce placement breakdowns and improve stability for CiC	Following the restructure of the fostering service, make additional support available to foster carers, both in and outside office hours to help to maintain vulnerable placements.	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	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
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)						
	<p>Why this is important: Children and young people who are in private fostering arrangements can be some of the most vulnerable children, particularly those out of close contact with their parents. We need to ensure their safety and wellbeing by making sure they are identified, and that their needs and the quality of the care given to them are assessed. In order to do this we need to make sure staff across agencies are well briefed regarding their responsibilities towards these children and understand the potential for increased vulnerability to wider risks such as CSE, going missing and missing education. In partnership with the TWSCB, this understanding will form the basis for activity to ensure that all communities in Telford & Wrekin know about the importance of notifying us of private fostering arrangements.</p>						
	<p>What 'good' looks like: Children and young people who are privately fostered are identified by the local authority, in conjunction with partners. Once they are identified, the local authority discharges in full its statutory responsibility to ensure that they are safe and that their health and well-being are properly promoted.</p>						
	Professionals, agencies, schools and residents are aware of the notification requirements for private fostering and notify us, helping to ensure that the children in those arrangements are safe and well cared for	Review existing awareness raising activity around private fostering and agree and implement communication plan, ensuring wider involvement of the TWSCB and Family Connect.	Raised awareness by own/partner agencies and members of the community. Increased notifications.	Angela Yapp	December 2016	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?				
		(communication plan to identify and include specific communities where private fostering arrangements are more prevalent and organisations which are likely to have contact with privately fostered children)									
	Professionals, agencies, schools and residents are aware of the notification requirements for private fostering and notify us, helping to ensure that the children in those arrangements are safe and well cared for	Ensure TWSCB develops and actively promotes private fostering awareness activity (including communities where private fostering arrangements are more prevalent and organisations which are likely to have contact with privately fostered children)	Raised awareness by own/partner agencies and members of the community. Increased notifications.	Sarah Constable	March 2017	% complete <table border="1" data-bbox="1682 807 1906 874"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table> RAG rating					Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Children in private fostering arrangements are kept safe through the provision of timely and appropriate assessment of need and provision of support	Deliver information session regarding private fostering process and procedure to social worker staff and IROs at whole staff briefing	100% of visits and assessments achieved within timescale 75% of PF cases audited score as 'good' or 'o/s' overall	Angela Yapp	November 2016	% complete RAG rating	Performance
	Improved reporting is available to enable monitoring, tracking and reporting around private fostering	Review and enhance protocol recording mechanisms	Improved data quality. Fit for purpose recording. Clear audit trails available	Helen Smith	March 2017	% complete RAG rating	Performance
	Senior Managers are better able to provide monitoring and oversight, leading to improved outcomes for privately fostered children	Include reporting of private fostering activity on SLT monthly performance dashboard.	Performance measures included on SLT dataset 100% of visits and assessments achieved within timescale	Helen Potter	December 2016	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
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)						
	<p>Why this is important: Children and young people go missing for a variety of reasons, and it's important that we give them the opportunity to share any worries or problems that they may have at home that resulted in them going missing. Meeting with them in a timely way after their return home will help ensure they are aware of the potential risks to themselves of going missing, identify any issues with their safety and wellbeing at home and offer them support to help them to feel safe and happy in their home and manage their own safety when they are not at home. It will also help to identify any additional risks to them from e.g. Child Sexual Exploitation (CSE), drug use and involvement in crime or anti-social behaviour. The information from return home interviews can be used collectively across the partnership to identify particular patterns and themes which may need further interrogation in order to inform preventative activity.</p>						
	<p>What 'good' looks like:</p> <ul style="list-style-type: none"> ➤ Any risks associated with children and young people offending, misusing drugs or alcohol, going missing or being sexually exploited are known by the local authority and by adults who care for them. There are plans and help in place that are reducing the risk of harm or actual harm and these are kept under regular review by senior managers ➤ Care leavers are safe and feel safe, particularly where they are living, and are helped to understand how their life choices will affect their safety and well-being. Any risks associated with offending, drug or alcohol misuse, going missing or with sexual exploitation are known by adults who have a responsibility for them and effective plans are in place to reduce the risk of or actual harm to them. Care leavers are supported to take responsibility for their behaviour ➤ The LSCB understands the nature and extent of the local issues in relation to children missing and children at risk of sexual exploitation and oversees effective information sharing and a local strategy and action plan 						

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Improvements are made in operational processes and practices to ensure they are fit for purpose and help to keep children and young people safe	Undertake an internal audit of Missing Children operational process and practices	100% of eligible children and young people are offered RHI 80% of children and young people who are offered a RHI take up the offer 90% RHIs are completed on time All completed RHIs are stored on child/young person's case file	Tina Knight	January 2017	% complete RAG rating	Performance
	Children and young people who return home from being missing are seen in a timely way and have any additional support needs assessed and met	Review and put in place RHI quality controls, focussing on timeliness and quality of RHI for all teams.	100% of eligible children and young people are offered RHI 80% of children and young people who are offered a RHI take up the offer 90% RHIs are completed on time All completed RHIs are stored on child/young person's case file	Tina Knight	April 2017	% complete RAG rating	Performance
	Accurate data helps ensure that all children and young people who go missing are identified and offered support	Missing Children Operational Group to data match the reports between the police and LA	All missing children correctly reported and RHI offered where appropriate.	Tina Knight	Began September 2016	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	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	Develop CRM processes to enable automated contacts to allocated workers when the children and young people on their caseload have been missing.	90% RHIs are completed on time	Tina Knight	December 2016	% complete RAG rating	Performance
	Children who are not already known to services receive RHI and appropriate support at an early stage	Make arrangements for early help practitioners to complete all RHIs where there is not an allocated worker.	100% of eligible children and young people are offered RHI 80% of children and young people who are offered a RHI take up the offer 90% RHIs are completed on time All completed RHIs are stored on child/young person's case file	Debbie Lloyd	December 2016	% complete RAG rating	Performance
	Delays in delivering RHIs are reduced by enabling improved management oversight	Develop CRM processes to automatically inform managers of delays in RHIs and require recording of management decision and reason for delay.	Standard operating procedures processed and understood. Management oversight captured. 90% RHIs are completed on time All completed RHIs are stored on child/young person's case file	Tina Knight	February 2017	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Improved awareness and guidance for practitioners results in improved consistency of practice and application of agreed procedures	Develop service operational procedures (SOPS) around missing processes and disseminate to all teams	Audit activity evidences improved consistency of practice for RHI Audit activity evidences that information from RHIs is being used to inform planning for the child 90% RHIs are completed on time All completed RHIs are stored on child/young person's case file	Tina Knight	March2017	% complete RAG rating	Performance
	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 children and young people safe by reducing missing episodes and risk of CSE.	Aggregate information from RHI questionnaires to determine gaps in services.	Information aggregated and learning reported Reduction in missing episodes for individual children and young people Reduction in need for RHIs	Tina Knight	March 2017	% complete RAG rating	Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?				
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)										
<p>Why this is important: It is important for children and young people in care that relationships with family and friends are sustained and developed wherever possible. This will help them maintain bonds with people who are important to them, and also inform assessments and planning through monitoring interaction and relationships with family members. When contact does take place it needs to be meaningful for children and their families and in an environment that is as comfortable, relaxed and homely as possible.</p>											
<p>What 'good' looks like: Children and young people have appropriate, carefully assessed and supported contact with family and friends and other people who are important to them</p>											
	Greater capacity to supervise contact enables greater flexibility and reduces cancellation, reducing negative impact on CiC	Review organisation of Contact Team to improve flexibility, and assess need for additional permanent and sessional workers	No contact sessions cancelled due to lack of resources	Darren Knibbs	September 2016	% complete <table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table> RAG rating					Performance
	Contact can take place in a child friendly environment, with additional space available	Complete move of contact service into family friendly building	Contact service moves and contact takes place in new building	Darren Knibbs	September 2016	% complete <table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table> RAG rating					Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?								
3.4	Increase the availability of suitable housing, including emergency accommodation, for homeless 16 and 17 year-olds and care leavers (OFSTED RECOMMENDATION 9)														
Why this is important: We want our young people to make positive transitions to adulthood, and having a safe and secure home is a vital ingredient in this. We want to ensure that all young people have safe housing, and for those that need it, additional help and support to either live independently or in a supportive environment.															
What 'good' looks like: <ul style="list-style-type: none"> ➤ Care leavers are helped to find housing solutions that best meet their needs. Risks of tenancy breakdown are identified and alternative plans are in place. ➤ Accommodation for care leavers is appropriate for each young person to safely develop their independence skills. Houses of multiple occupancy are only used when it is a young person's preferred option and it can demonstrably be shown to be in their best interests. 															
	Care leavers and homeless young people aged 16/17 are able to make choices from a good range of safe and secure accommodation	Strengthen sufficiency strategy to increase the range of suitable accommodation available for homeless 16/17 year olds and care leavers	Increase in variety and availability of accommodation	Helen Didlock	December 2017	% complete <table border="1" style="width: 100px; height: 20px;"> <tr> <td style="width: 25px;"></td> <td style="width: 25px;"></td> <td style="width: 25px;"></td> <td style="width: 25px;"></td> </tr> </table> RAG rating <table border="1" style="width: 100px; height: 20px;"> <tr> <td style="width: 25px;"></td> <td style="width: 25px;"></td> <td style="width: 25px;"></td> <td style="width: 25px;"></td> </tr> </table>									Performance
	16 and 17 year olds care leavers have access to good quality supported accommodation.	Agree and establish a same day referral for care leavers with the provider Thrive into Supported Accommodation (Supporting People) to increase the availability of this accommodation.	No care leavers in Bed and Breakfast No care leavers are street homeless	Jo Cornwell	August 2016	% complete <table border="1" style="width: 100px; height: 20px;"> <tr> <td style="width: 25px;"></td> <td style="width: 25px;"></td> <td style="width: 25px;"></td> <td style="width: 25px;"></td> </tr> </table> RAG rating <table border="1" style="width: 100px; height: 20px;"> <tr> <td style="width: 25px;"></td> <td style="width: 25px;"></td> <td style="width: 25px;"></td> <td style="width: 25px;"></td> </tr> </table>									Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?				
	Care leavers have improved emotional health and wellbeing to enable them to live independently	Provide emotional health and wellbeing support to care leavers via the new 0-25 Emotional Health and wellbeing service.	Increased stability of independent housing – reduced number of moves.	Louise Mills	May 2017	% complete <table border="1"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance
	16 and 17 year olds have a safe supportive environment to reside in and their risks and needs are appropriately assessed	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.	No 16/17 young people or care leavers placed in Bed and Breakfast All 16 and 17 year olds have a clear plan of move on.	Tim Moore	September 2017	% complete <table border="1"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance
	Care leavers living in homes of multiple occupancy (HMOs) are helped to be safe and secure	Review risk assessment documentation to ensure risk assessments for those care leavers who are living in HMOs and those who plan to move into an HMO take into account the risks which may be posed by other residents	All care leavers living in HMOs have appropriate risk assessments and action is taken to help them be safe	Angela Yapp	March 2017	% complete <table border="1"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating					Performance

Ref	Outcome	Action	Success Measure	Lead(s)	Date Due	Status: what is the progress on the action?	Performance: is the action making a difference?
	Care leavers who wish to be able to remain living with their foster carers	Increase the availability of 'staying put' arrangements for care leavers	All care leavers who want to remain living with foster carers under 'staying put' arrangements are able to do so	Angela Yapp	December 2017	% complete <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> RAG rating <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> RAG rating <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Performance
	Care leavers aged 16 to 25 are supported to effect a positive change to enable them to live independently	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	Reduction in the number of care leavers who are homeless. No care leavers or 16 and 17 year olds in bed and breakfast or street homeless	Tim Moore	September 2017	% complete <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> RAG rating <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Performance

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