



Telford & Wrekin
COUNCIL

Addenbrooke House Ironmasters Way Telford TF3 4NT

CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE

Date **Thursday, 5 January 2017**

Time **6.00pm or on
the rise of
Cabinet**

Venue **Meeting Room G3-G4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT**

Enquiries Regarding this Agenda:

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Committee Membership: Councillors S Barnes, J A Francis, **K R Guy (Chair)**, J Jones, N C Lowery, K S Sahota, J A Pinter and K L Tomlinson
Co-Optees: Mrs C Healy, Mrs S Fikeis, Mrs L Fowler, Mrs C Morgan, Mrs S Osman, Mr S Rayner and Mrs M Ward,

- 1. Apologies for Absence**
- 2. Declarations of Interest**
- 3. Minutes** Appendix A
To confirm the minutes of the meeting of the Children & Young People Scrutiny Committee held on 1 November 2016.
- 4. Scrutiny Review of Multi-Agency Working Against Child Sexual Exploitation (CSE)** Appendix B
To receive the interim update of the Chair of the Telford & Wrekin Safeguarding Children Board and the Cabinet Member for Children, Young People and Communities on progress towards implementing the scrutiny recommendations.
- 5. Ofsted 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** Appendix C
To consider the action plan to address the findings and recommendations of the Ofsted report.
- 6. Work programme**

Continued ...

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To agree items for the next meeting.

CHILDREN AND YOUNG PEOPLE'S SCRUTINY COMMITTEE
Minutes of the meeting of the Children and Young People's Scrutiny Committee 1
November 2016, Meeting Room G3-G4 Addenbrooke House, Ironmasters Way,
Telford, TF3 4NT

Present: Councillors: S. Barnes, J Francis, K Guy (Chair), N Lowery, J. Pinter and Co-optees, Sue Fowler, Carol Morgan, S. Osman, S. Rayner

Also Present: Cllr G Reynolds

In Attendance: Rebecca Carey - Teaching and Learning Specialist - Assessment and ICT, Jim Collins (Assistant Director: Education & Corporate Parenting), Andy Cooke - Service Delivery Manager SEND and Inclusion, Michelle Parker - Quality Assurance Specialist.

CYP SC-13 Apologies for Absence

Apologies were received from Councillors J. Jones, K Sahota, K Tomlinson, Co-optees C. Healey; and Group Manager SEND EPS - Simon Wellman -

CYP SC- 14 Declarations of Interest

None

CYP SC-15 Minutes

Resolved: That the minutes of the meeting of the Children and Young People's Scrutiny Committee held on the 21 July 2016 be confirmed and signed by the Chairman.

CYP SC-16 Primary School Performance

The Assistant Director: Corporate Parenting and Education provided an introduction to the current education agenda, informing the Committee of the numerous changes that had been implemented around tests that children were expected to take; SATS, GCSEs and the assessment process had all changed significantly. There were also a number of potential structural changes proposed for the future, including the role of local authorities. At the current time, there was uncertainty and a lack of clarity around future expectations; the White Paper 'Education for All' had been withdrawn, another White Paper was anticipated in December, and there were also other issues on central Government's agenda, such as grammar schools.

The Committee noted that there had also been a change within the Council, with the completion of a restructure in September 2016, in which a number of key Service Delivery Managers had left the Council. The new team was introduced to the Committee.

The Committee received the report on primary school performance which provided an update on the new primary curriculum introduced to all schools in England in September 2014.

Alongside the curriculum an Interim Framework for assessment at KS1 and KS2 had been introduced, which included:

- Removal of national curriculum levels
- Introduction of scaled scores tests at the end of key stage 1 and key stage 2
- Introduction of a new Teacher Assessment framework (Working towards, At or At greater depth)

The report identified some of challenges of the new curriculum such as the removal of levels that had required schools to create and use new models of tracking student progress. The Committee noted that the new curriculum had been designed to be more technically challenging with a greater emphasis on the technical aspects of language and those pupils assessed in May 2016 had had to adapt to a changing curriculum part way through their primary education.

The Primary Accountability document for 2016 detailed that the headline measures for the 2016 primary performance tables would be:

- At least 65% of pupils meet the expected standard in English reading, English writing and mathematics OR
- The school achieves sufficient progress scores in all English reading and English Writing and Mathematics.

A Summary of Assessment at Key stage 1 and Key stage 2 and attainment was provided, which showed the figures for Telford and Wrekin in Reading, Mathematics, Writing, Science and Phonics against the national figures.

It was noted that, 53% of children in England met the expected standard across all three subject areas this year at key stage 2; last year 80% of children met the expected standard when assessed using the old curriculum. In Telford and Wrekin 54.9% of children met the expected standard at the end of key stage 2. The gender breakdown was also provided.

The Committee noted the introduction of the scaled score for SATs tests, and the numbers of schools that had reached floor target this year. In summary; of 52 recorded primary schools in Telford and Wrekin, only the special schools and one other were below the required standard. Telford was ranked third in the table for the West Midlands (only just behind Solihull and Warwickshire).

The Committee asked about the interim framework and the expected timescale for further changes to the system. It was noted that there had been indications from central Government that the framework would stay in place across all stages for the school year at the least.

One of the significant changes noted by the Committee was the new progress scores in addition to attainment scores and the effect of progress scores which could reduce or increase a school's overall attainment rating.

The progress scores used data that had already been built up by schools in preparation for SATS. It was suggested that schools were having to rethink their policies and consider how to

make best use of data to make a difference for students. Feedback was being sought by the Council from staff and schools on the changes to the system and support was being provided by the school improvement team, ensuring that the local needs of schools were being met by a bespoke service.

CYP SC-17 Telford and Wrekin Assessment Summary Update of Telford and Wrekin Schools' Performance Key Stages 2 and 4 Compared with Regional and National

The Committee received the report on Telford and Wrekin Schools' performance key stages 2 and 4 which provided an update on the performance of schools and measures to support their improvement.

The Government's headline accountability measures for primary and secondary schools were outlined in the report. It was highlighted that Schools would be given a progress score for their Year 6 cohort to show whether they had made more or less progress between KS1 and KS2 than other pupils nationally with similar starting points.

For secondary schools progress measures were outlined: Attainment 8, Progress 8, Attainment in English and Maths (A*-C), and English Baccalaureate (EBacc) entry and achievement. It was reported that 327 schools nationally had opted in for Progress 8 performance measurement last year; which meant that those schools would have a two year comparison data; the remaining schools would only have this year's Progress 8 data.

It was emphasized that the new measures of schools' performance in 2016 meant a considerable transition for schools and it had caused many schools to feel vulnerable. It was suggested that the progress measure was a good innovation but there was a distinct disadvantage for any child who changed schools, particularly at secondary school level, because a new starting point for their progress had to be identified and the starting point had to be attainment level, not stage. It was acknowledged there were high levels of mobility in Telford and Wrekin, which meant like for like could not be effectively judged.

It was reported that there were new Government Floor Standards for schools' performance in 2016 and principles outlined by which schools would be judged as 'coasting schools'.

The Committee noted the Telford and Wrekin secondary schools' average Attainment 8 score per student was 49.3. This was an increase from 48.1 in 2015. The average attainment 8 score for T&W schools was higher than the regional value (49.1) but lower than the national (49.9) and only four other West Midlands LAs scored higher. The average attainment scores for the specific subject and English Baccalaureate elements were also outlined in the report

In T&W the average Progress 8 score was - 0.15, regional was - 0.7 and national - 0.03. The average progress score for English was -0.28, below regional (-0.10) and national (-0.04). The average progress score for mathematics, -0.22 was also below both the regional (-0.08) and the national (-0.02)

Attainment in English and mathematics, 58.2% of Year 11 pupils attaining at least A*-C grades in both subjects, is lower than regional (59.9%) and national (62.8%) comparators.

The Committee acknowledged that there was a lack of consistency in data available for calculating attainment; it was not the same across the board; some schools had 2 years' worth of data by opting into Progress 8, therefore double counting was unavoidable.

A new support protocol, agreed with primary, secondary and special schools, which placed each school within one of three levels, was outlined in the report. The levels judged schools to be securely good or better; schools where results had dipped slightly and required some monitoring; and schools that required closer monitoring and support. The new support protocol was the outcome from a review by the Council of how it was supporting schools and it was the intention that the protocol would provide a more realistic view of schools, such as its leadership, monitoring; and importantly tailored support and greater challenge where needed. Holy Trinity school, for example, had been judged at level 3 and during the course of a year of more intensive support and challenge, the results had picked up.

The School Improvement Team had found a lot of schools to have quite a low morale. In one school there had been a cluster of unfortunate circumstances which had resulted in serious concern and it was receiving intensive support and monitoring. As a small authority, the new progress measure and system were challenging. A particular challenge, noted by the Committee, was the foreseen effect on disadvantaged children that the dis-establishment of vocational subjects would likely have. Schools were having to rethink how to help children that were disadvantaged and EAL.

It was agreed that at the February meeting of the scrutiny committee, the School Improvement team would be able to provide more specific performance detail.

CYP SC-18 SEND and Education, Health & Care Plans

The Committee welcomed the report presented by Andy Cooke, the Service Delivery Manager SEND and Inclusion (Education & Corporate Parenting) on Telford and Wrekin's implementation of the Children and Family Act (2014) with particular reference to Special Educational Needs and Disability.

The Committee noted that the new strategy for SEND was in the process of being co-produced with key partners and importantly the Borough's families and young people. It recognised the Council's broader challenges around finance and sustainability. The Strategy was due to be launched at the next meeting of the SEND governance board, Aiming High, on 17th November 2016.

In October 2014 Telford & Wrekin published the Special Educational Needs and Disabilities (SEND) Local Offer in accordance with the SEND Code of practice (2014). The Committee noted that the Local Offer set out in one place information about provision available in education, health and social care for children and young people across the Borough who had SEN or were disabled, including those who did not have Education, Health and Care (EHC) plans. Feedback on the Telford & Wrekin's Local Offer from the Department for Education had been positive and a report had been produced "You said, we did" showing how officers had responded to comments from parents about the content and presentation of the website

and that much progress had been made with schools rebadging “school offers” as “SEN Information Reports” to match the Code of Practice requirement.

The Committee noted that since 1st September 2014, the authority no longer issued a ‘statement’ for a child with special educational needs but instead an ‘Education, Health and Care Plan’. It was reported that approximately 1200 children and young people had a Statement of Special Educational Needs and or Education, Health and Care Plan in Telford and Wrekin. Nationally 2.8% of the population had a statement of SEN/EHCP compared to 3.3% in Telford and Wrekin. A number of contributing factors could explain the figures such as local funding arrangements which meant that children in Telford and Wrekin required a statement/EHC plan to access high need funding whereas this was not always the case in other Local authorities; Telford and Wrekin had been less stringent in its decision making on requests for statutory assessments and issuing statements/EHC plans once a statutory assessment had been completed. There was now an effort to ensure thresholds were being applied more rigorously by a robust assessment panel. The Committee noted that further work would be required to understand why Telford had a higher amount of children/young people with a statement of SEN/EHCP.

Following the SEN reforms the timescale for completing a statutory assessment reduced from 26 to 20 weeks. The report provided performance data of statutory assessments completed within 20 weeks from January to October 2016.

The Committee noted the Council’s poor performance in completing EHC plans within the statutory timelines but contributing factors had been recognised and included embedding a new statutory process that involved greater co-production with families and schools, late submission of advice from across education, health and care providers and limited data tracking. It was reported that nationally many local authorities were facing similar challenges in meeting the 20 week target; data indicated that on average 60% of EHC plans were finalised within the deadline across England during 2015 – although in comparison Telford’s data stood at 18% highlighting a local weakness.

The Committee was reassured that significant action had now been taken in order to improve performance. The SEN team has undergone a restructure and moved from social care into education services. A new SEND group manager had been appointed and a recovery plan to support timeliness put in place.

The number of new Education Health Care Needs Assessment requests received year to date, with comparative data for 2014 and 2015 calendar years was presented to the Committee. The significant increase in requests following the implementation of the Children and Family Act 2014 was noted; in particular that 18% had been initiated by parents. This was a route to assessment that hadn’t been available before. The Committee was reassured that there was signposting in place for requests that had been rejected and feedback with appropriate next steps that should be taken to meet a child or young person’s needs.

In line with requirements of the SEN reforms, it was reported that:

- 22 young people with a learning difficulty assessment (LDA) required transfer to an EHC plan by the 31st August 2016 which was completed on time
- all statements of SEN needed to be transferred to an EHC plan by March 2018; Telford and Wrekin was on target to meet the deadline. It was noted that informally many authorities reported significant concern about both the ultimate deadline for completion in 2018 and ability to undertake transfer assessments in 20 weeks.

It was agreed that further data on meeting the deadlines would be provided to the committee at the meeting in February.

The Committee noted that joint commissioning arrangements were required to cover services for 0-25 year old children and young people with SEN or disabilities, both with and without EHC plans. The need to further develop joint commissioning approaches in Telford and Wrekin was highlighted. Key partnerships had been established between the local authority and health providers but a commissioning approach to SEND between services required further development. The Committee asked what an EHC plan would look like for people over the age of 18. It had been recognised that for post 16 years, students had educational as well as social care needs and the new willow tree centre at TCAT was highlighted as an example of good provision, this was offered in conjunction with adult social care.

It was reported that Ofsted and CQC had begun its five-year inspections of local areas to look at implementation of 2014 reforms. The Council and its partners would be preparing for the inspection, including completing self-assessment, communications, managing the inspection and gathering the evidence from children, young people and carers. It was noted that the Council was addressing identified weaknesses, plans were in place and progress was being made and it was anticipated that this would be acknowledged by Ofsted.

In terms of future challenges and actions, it was reported that there was a large and growing demand for special school and alternative provision. The current high needs budget was not sufficient to meet the continued demand and annual increase for specialist educational provision. In order to resolve the potential budget gap; robust commissioning and joint problem solving with the school and further education community was being undertaken.

The Committee noted that demand was high for special school places, most of the schools were full and provision could not be found with the Borough. There was a danger that the Council would have to consider independent provision. It was a national issue that was becoming more and more challenging. The difficulty for the Council was the lack of resource to meet parental expectation. It was noted that one option may be to review thresholds.

It was agreed that following the meeting, the team would present some figures on funding per student together with comparative data on the resource allocated by Telford and Wrekin compared to neighbouring authorities/ statistical neighbours on

the different types of support provision, and looking at how demand had changed. Data on independent school places was also requested.

CYP SC-19 Work Programme 2016-17

The Chair outlined the work programme and noted provisional future meeting dates; it was agreed by Committee members.

The Meeting ended at 7.53 pm

Chairman:

Date:

TELFORD & WREKIN COUNCIL**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE – 5 JANUARY 2017****THE CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE'S REVIEW OF MULTI-AGENCY WORKING AGAINST CHILD SEXUAL EXPLOITATION (CSE): INTERIM PROGRESS REPORT BY TWSCB****REPORT OF THE LEAD MEMBER FOR CHILDREN, YOUNG PEOPLE AND COMMUNITIES AND THE INDEPENDENT CHAIR OF THE TELFORD & WREKIN SAFEGUARDING CHILDREN BOARD****1. PURPOSE**

To provide an interim progress update against the recommendations from the Telford & Wrekin Council's Children and Young People Scrutiny Committee's *Review of Multi-Agency Working against Child Sexual Exploitation (CSE)*.

2. BACKGROUND

- 2.1. In July 2016 the Council's Cabinet approved the multi-agency response to the review (a copy of the response is available through the [Scrutiny website](#)). Detailed within this report was a response to each of the thirty eight recommendations.
- 2.2. Since the approval of the response in July, the Telford & Wrekin Safeguarding Children Board (TWSCB) has incorporated the recommendations within its work plan and has monitored and challenged the progress made.
- 2.3. In June and July 2016 Telford & Wrekin Council (TWC) was inspected, and the TWSCB was reviewed, under Ofsted's Single Inspection Framework. Please refer to the report presented to Full Council on 24th November 2016 for further details of the findings from the inspection and the draft action plan to address the improvement areas identified.
- 2.4. During this inspection they reviewed how the Council and partners tackled CSE. In the report published in August, Ofsted made no recommendations in relation to CSE and the report stated that the Council's response and the role of partners to tackling CSE was "very strong." They went on to state within the report that:
 - "The local authority has been a champion for tackling this issue. It provides leadership to partner agencies, with who this work is well co-ordinated. Work to protect children who go missing from home or care is thorough and improving."
 - "There is a strong commitment from the local authority and its partners to tackle child sexual exploitation. A dedicated children abused through exploitation team provides good quality risk assessments, planning and interventions. Although relatively small,

the team also reviews progress and updates plans effectively. Consequently, young people receive comprehensive and well-coordinated services that make a positive difference.”

- 2.5. On 25 October 2016, the Parliamentary Under-Secretary of State for the Home Department recognised the improvements that had been made. The Under-Secretary cited the positive feedback from Ofsted and Her Majesty’s Inspectorate of Constabulary (HMIC) regarding the commitment and approach by Telford & Wrekin Council and West Mercia Police to CSE and improving outcomes for children who are at risk of harm.

3. 6 MONTH PROGRESS HIGHLIGHTS

- 3.1. On 21 July 2016 the Council’s Cabinet approved the additional funding for three posts to further support the work of the dedicated CSE Team (1 Senior Social Worker and 2 CSE Practitioners). Recruitment to these posts is now complete. This will enable the team to have the capacity to proactively be involved in education and raising awareness of CSE with children, families and professionals within the Borough.
- 3.2. Partnership engagement in work around CSE has always been strong within the Borough. In the last few months further service developments have strengthened the Borough’s multi-agency ability to tackle CSE:
- There is direct representation by a Children and Adolescent Mental Health Service (CAMHS) senior worker at the CSE Risk Panel. The risk panel also utilises the ability to escalate within the CAMHS allocation process if necessary;
 - From a strategic point of view the CAMHS manager is a part of the TWSCB Child Exploitation Thematic Sub-group and this enables any further service flexibility requirements to be discussed and resolved;
 - All victims of CSE are able to access a formally commissioned sexual health check as part of the new Sexual Health Service and those victims under 13 years of age are now able to access the same service through the new West Midlands Paediatric Sexual Assault Service;
 - The Telford & Wrekin Council’s Hackney Carriage & Private Hire Policy has been amended to ensure that CSE literature is prominently displayed for drivers and telephone operators to see, and this will be a condition attached to all forthcoming Private Hire Operator Licences. Similarly, since August 2015, the Council has incorporated CSE training into the Driving Awareness/Knowledge Test. CSE Training concentrates on ensuring that drivers know how to spot the key signs of what CSE is, what to do with that information, and who to share it with. Drivers are required to complete the CSE specific questions correctly in order for them to pass the test; and
 - The development of a 0-25 Emotional Health and Wellbeing Service has been welcomed by all partners and is on track to go live in May 2017. The new Emotional Health and Wellbeing Service for 0-25 year olds will provide a variety of support across the windscreen of need.

- 3.3. A key recommendation from the review was about understanding the scale of CSE within the Borough. Over the last 12 months the TWSCB has worked with partners to establish a multi-agency dataset which is used to monitor the impact of the CSE Pathway (including contact and referral numbers). A joint piece of work between West Mercia Police (WMP) and TWC has also been undertaken to understand the trends in child sex offences over recent years looking specifically at victim and perpetrator profiles. This data has highlighted the following:
- The number of child sexual offences has increased continuously from June 2014, 5.5 rate per 10,000 population, to 16.9 rate per 10,000 population, in June 2016; however, this mirrors the trend for rates of all sexual offences, and all recorded crime within the Borough.
 - For the year 2015/16 of the 128 sexual activity offences involving a child under 16, 53 (41%) involved contact over social media or other electronic communication with the offender and victim never coming face-to-face.
 - 89% of offenders are white males, 2% are Asian males and 1% are black males.
 - The first quarter statistics for 2016/17 show a slight drop in recorded offences in Telford, with other areas around the country now showing higher rates.

This information will help to further develop the intelligence around perpetrators within the Borough and enable further targeted disruption activity.

- 3.4. Nationally the Department of Health have *“commissioned NHS Digital to develop, collect and publish a CSA (Child Sexual Abuse) data standard in a way that will provide commissioners with a better understanding of the prevalence of CSA in England and inform local health needs assessments. The purpose of improved prevalence data is to lead to informed commissioning of needs and services for people who have been abused, and to improve health outcomes, through more timely support, thereby reducing the impact of the abuse and preventing disease and poor health later on in life.”* This information, once available, will feed into the local understanding of CSE and CSA within the Borough.
- 3.5. Since schools have returned from holidays in September 2016 actions which have involved them have progressed, including:
- The rollout of safeguarding children boards in schools has progressed and currently there are 32 schools within the borough that have one;
 - Ensuring that primary leads utilise the [NSPCC PANTS campaign](#) within their own safeguarding children boards;
 - The TWSCB Transfer of Records policy was updated in September 2016 to ensure that appropriate procedures were in place information sharing between secondary schools and further education establishments;
 - Work to develop a series of appropriate raising awareness sessions for school children about CSE and healthy relationships has begun;

- The Safeguarding in Education Network has been set up to enable a more effective, joined up approach to engaging schools in safeguarding initiatives; this includes the specific actions from the Scrutiny Review.
- 3.6. Training professionals to understand the signs of exploitation and the risks associated with them is key to ensuring progress is made. In addition to the ongoing TWSCB Inter-agency Training on CSE, across the borough agencies have ensured their staff are able to respond appropriately. For example:
- On 1st December the Police and Crime Commissioner and TWC hosted a training event for Hotels and Bed and Breakfast &B staff, as well as late night food outlet staff to raise awareness of the signs of CSE within their own situations and what to do if they do become aware;
 - CSE specific training for TWC foster carers is now embedded within their induction and training programmes; and
 - CSE Training is included in the Elected Member Induction Programme and the next update for Elected Members will take place in March 2017. Follow on training sessions for members with specific responsibilities that are related to CSE will follow.
- 3.7. Appendix A outlines the actions and progress made as at the end of November against the thirty eight recommendations.

4. **NEXT STEPS**

- 4.1. The TWSCB will continue to monitor and challenge the progress made against the recommendations through the TWSCB Child Exploitation Thematic Sub-group. This will be scrutinised by the TWSCB and any issues raised with agency leads where appropriate to ensure timely progress is being made. The TWSCB's Child Exploitation Thematic Sub-group work continues to include 'horizon scanning' which enables the group to ensure its action plan reflects any emerging issues and any good practice from other areas.
- 4.2. The TWSCB will provide a full progress report to Telford & Wrekin Council's Children & Young People's Scrutiny Committee in June 2017.

Report prepared by Sarah Constable, Partnership Manager, 01952 380599 and Interim Business Manager and Tina Knight, Strategic Lead for CSE and Missing for Telford & Wrekin Council and TWSCB Professional Advisor, 01952 385686.

Appendix A: Multiagency response to the report's recommendations

Rec N°	Recommendation	Lead agency/ partnership	Brief outline of how it will be achieved as at July 2016	6 month progress update (as at November 2016)
1	<p>Initial work to identify scale of CSE</p> <p>The Committee recommends that the current data from the West Mercia Police Problem Profile, Family Connect, the CATE Team and other Council services is used to develop a common understanding the scale and types of CSE in the Borough and how this changes over time.</p> <p>The facts about the scale of CSE in the Borough should be made accessible to the public and used as part of the awareness raising activity with the public, young people of secondary school age and training staff and volunteers.</p>	TWSCB	<p>The TWSCB has been working to compile a comprehensive partnership CSE profile for Telford and Wrekin. This is ever evolving and is an integral part of the work and monitoring of the TWSCB Child Exploitation Thematic Group.</p> <p>The facts about CSE will be utilised in the raising awareness to ensure that the public is aware of the profile of CSE in the Borough.</p>	<p>In progress</p> <p>The facts about CSE will be utilised in all raising awareness to ensure that the public is aware of the profile of CSE in the Borough. This will include the raising awareness day in March 2017.</p> <p>The TWSCB continues to develop its' comprehensive partnership CSE profile for Telford and Wrekin. This is ever evolving and is an integral part of the work and monitoring of the TWSCB Child Exploitation Thematic Group. This now also includes data around training provided to professionals, including taxi operators.</p> <p>A joint piece of work between TWC and West Mercia Police (WMP) has also been undertaken to understand the trends in child sex offences over recent years looking specifically at victim and perpetrator profiles. This data has highlighted the following:</p> <ul style="list-style-type: none"> • The number of child sexual offences has increased continuously from June 2014, 5.5 rate per 10,000 population, to 16.9 rate per 10,000 population, in June 2016; however, this mirrors the trend for rates of all sexual offences, and all recorded crime within the Borough. • For the year 2015/16 of the 128 sexual

Rec N°	Recommendation	Lead agency/ partnership	Brief outline of how it will be achieved as at July 2016	6 month progress update (as at November 2016)
				<p>activity offences involving a child under 16, 53 (41%) involved contact over social media or other electronic communication with the offender and victim never coming face-to-face.</p> <ul style="list-style-type: none"> • 89% of offenders are white males, 2% are Asian males and 1% are black males. • The first quarter statistics for 2016/17 show a slight drop in recorded offences in Telford, with other areas around the country now showing higher rates. <p>This information will help to further develop the intelligence around perpetrators within the Borough and enable further targeted disruption activity.</p>
2	<p>Ongoing Monitoring of Scale of CSE All LSCB partner organisations and the CPS should flag/record all cases of CSE. This data should be reported initially to the LSCB and then on a 6 monthly basis to the CSE Strategy Group and compared to the data held on Family Connect to ensure that there is a shared understand of the scale of CSE in the Borough and that trends in the data are monitored and inform the planning and delivery of all relevant</p>	TWSCB	<p>As part of the work mentioned in Recommendation 1, the TWSCB has requested information from partners to help compile the CSE profile. As part of this the TWSCB is challenging those agencies which are unable to specifically identify cases of CSE within their workload. The information in the CSE profile is used to compare data between agencies but also to ensure that the information informs planning and delivery of disruptions, services and training.</p>	<p><i>In progress</i></p> <p>The 2015-16 TWSCB annual report includes within it local information about the prevalence of CSE and its other thematic areas.</p> <p>Please refer to Recommendation 1 for further information.</p>

Rec N°	Recommendation	Lead agency/ partnership	Brief outline of how it will be achieved as at July 2016	6 month progress update (as at November 2016)
	<p>services.</p> <p>The LSCB should include local data on CSE in the Board's Annual Report.</p>		<p>A summary of the CSE profile will be included in the TWSCB annual report.</p> <p>The CPS is a national organisation and hence we cannot put in place local fixes to our IT system to be able to monitor CSE. The term CSE can cover a wide range of offences, such as rape, sexual offences, drug offences, grooming etc. It is impossible from our IT systems to presently isolate CSE from other cases which fall under these crime headings. It may well be however that the police are able to provide this level of detail. It would appear that the police may be in a position to isolate cases to cases termed as CSE. They are likely to be the better agency at the current time to provide this information. We do not have the IT capability in place currently to readily provide this level of detail and any change would need to be considered on a national basis. In addition given the definition of CSE – which could encapsulate a number of offences, this is not a simple solution.</p>	
3	<p>Annual Review of CSE Strategy That the CSE strategy is reviewed annually by the LSCB and informed by the experience of survivors of CSE, their family and carers and front line staff. The updated</p>	TWSCB	<p>The TWSCB will ensure that the CSE Strategy is reviewed and it is an integral part of the work and monitoring of the TWSCB Child Exploitation Thematic Group.</p>	<p>In Progress</p> <p>The strategy refresh has begun and steps are being taken to engage survivors in the process. This is due to be completed by the end of the January 2017.</p>

Rec N°	Recommendation	Lead agency/ partnership	Brief outline of how it will be achieved as at July 2016	6 month progress update (as at November 2016)
	strategy should reflect changes in models of CSE and this should inform training for staff and volunteers.			Once the strategy has been refreshed, multi-agency briefings will be held to ensure that professionals are aware of their responsibilities within the pathway. This will be held in March 2017.
4	<p>Impact of Cuts to Services</p> <p>The Committee recommends that the LSCB monitors the impact of cuts to local services and also the loss of expertise and knowledge within organisations as staff numbers are reduced.</p>	TWSCB	The TWSCB monitors changes in organisations and the impact it has on safeguarding children and young people, as well as partners. Where changes have identified a significant impact partners are asked to complete a Child Impact Assessment Form, outlining the changes, what impact it has and how the risks are being mitigated. It is then submitted back to the TWSCB for scrutiny and challenge. This will also include the loss of expertise and knowledge within the organisation and the impact this will have on the service provided.	<p>Completed</p> <p>The TWSCB monitors changes in organisations and the impact it has on safeguarding children and young people, as well as partners. Where changes have identified a significant impact partners are asked to complete a Child Impact Assessment Form, outlining the changes, what impact it has and how the risks are being mitigated. It is then submitted to the TWSCB for scrutiny and challenge. This will also include the loss of expertise and knowledge within the organisation and the impact this will have on service provision.</p>
5	<p>Links to Other Policies and Strategies for Adults</p> <p>The Committee therefore recommends that the Council and CCG review the following strategies and policies to ensure that the needs of those affected by CSE are recognised and met:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Joint Strategic Needs Assessment 	HWB/TWC	The Health & Wellbeing Board (HWB) recognises that the impact of CSE is wide ranging, significant and lifelong, with potential impact on the whole family. The priorities of the HWB have clear linkages to CSE from both a preventative approach and to supporting the victims of CSE. However, the HWB wanted to focus on issues which they would be uniquely placed to address	<p>Completed</p> <p>CSE is already referred to as part of Chapter four (Staying Safe) of TWC'S JSNA data set on the facts and figures website page.</p> <p>In terms of adult safeguarding: if an adult considers themselves to have care and support needs as defined by the Care Act 2014 they can request a Care Act Assessment. If they feel their</p>

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	<ul style="list-style-type: none"> <input type="checkbox"/> The strategies and action plans for the Commissioning and Transformation Partnerships <input type="checkbox"/> Adult Safeguarding Policies and Procedures <p>The Committee recommend that these reviews takes place by July 2016 and are then updated following the publication of the NICE Guidance on CSE due to be published in 2017.</p>		<p>and progress, and were not already being addressed by existing partnerships. This is reflected in the cross cutting priorities which have been selected and is in contrast to the service specific priorities previously adopted by the HWB.</p> <p>The HWB strategy will be delivered through a series of work programmes which will be delivered by Commissioning and Transformation Partnerships (Living Well Network, Early Help Partnership, Community Safety Partnership and potentially a new partnership called the Stronger Communities Board). These work programmes are currently being developed and will be shared at a meeting of lead officers to ensure consistency and avoid duplication – Board Managers from both safeguarding adults and children boards will be invited.</p> <p>Both the TWSCB and Telford & Wrekin Safeguarding Adult Boards recognise the lifelong impact of CSE and having a joint Independent Chair of both boards ensure linkages are made across the two partnerships as appropriate (including issues around transition to adulthood).</p>	<p>needs are emotional health and wellbeing related then support can be accessed directly through primary care (e.g. GPs) to access mental health services/psychologically therapies.</p>

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			CSE is already referred to as part of Chapter four (Staying Safe) of our JSNA data set on our facts and figures website page.	
6	<p>Mapping Support and Agreeing Thresholds</p> <p>The Committee recommends that a mapping exercise is undertaken to identify the support available for victims of CSE from the range of organisations from identification through to prosecution and post sentencing. For example this should include CATE, ISVA, AXIS, CAMHS, PCSOs, Youth workers, Victims Liaison Officers, Witness Care Unit and other relevant services.</p> <p>This information should be available to victims and their families to explain the roles of the different organisations and how they are accessed.</p> <p>The mapping exercise should also inform a multi-agency agreement on the threshold of need for different services and set out clearly how organisations support victims/survivors according to the level of risk and how services</p>	TWSCB	<p>Identification of support (including therapeutic) available for victims is an integral part of the work and monitoring of the TWSCB Child Exploitation Thematic Group. The TWSCB will also ensure that this is remains part of the 0-25 emotional health and wellbeing transformation plan which is being led by the Local Authority and CCGs in both Telford & Wrekin and Shropshire.</p> <p>The TWSCB has previously produced leaflets explaining what the Council's CATE team does. These will be expanded to provide victims and families with all of the information in one leaflet, explaining the services available to them and what support can be offered depending on their level of risk.</p> <p>All children who are taken into the care of the local authority have to have an assessment undertaken. An integral part of this assessment is looking at the risk factors/indicators to provide a holistic picture for that child/family; this will include CSE. For any child at risk for CSE, or subject to CSE, their care</p>	<p>In progress</p> <p>The Emotional Health and Wellbeing 0-25 Service is due to go live in May 2017.</p> <p>The support that is currently available is documented in a variety of places (e.g. strategies, transformation project plans...etc). The next stage is to compile the list of support available into one document. Following this the support will be mapped against the threshold for intervention and CSE pathway. A meeting is scheduled for early January to progress this.</p> <p>Once this piece of work has been completed (Feb 2017) the CATE leaflets will be updated to ensure information about the team and the services available are up to date.</p> <p>The TWC is undertaking an audit to review how the risk of CSE, and the plan to reduce the risk, is included in Child Protection Plans and Children in Care plans is monitored by their Independent Reviewing Officer. The results of this work will inform the next steps this for this action. The audit is taking place during November and the results are due to be collated in December and presented in early January</p>

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	<p>change as the level of risk increases or reduces.</p> <p>In their role as corporate parents, members want to ensure that as part of their assessment and care planning, all children in care are assessed for their risk of CSE and that this is reviewed on an ongoing basis by the Independent Reviewing Officer as part of the child care plan.</p>		<p>plan should reflect how this is being addressed. The Independent Review Officer (IRO) is charged with reviewing the child's care plan, (at a minimum of 6 month frequency) which should include the risk, they may or may not have, in respect of CSE and how the multiagency group is working to reduce this risk. The TWSCB will undertake an audit to review this practice and will then take appropriate action.</p>	<p>2017.</p>
7a	<p>Therapeutic Support The Committee recommends that local organisations work together to ensure that the immediate and ongoing therapeutic need of victims/ survivors and their families are recognised in the commissioning strategies.</p>	TWSCB	<p>Please see the above response to Recommendation 6</p>	<p>In progress As noted in Recommendation 6.</p>
7b	<p>Therapeutic Support However, given the scale of cuts to local public sector organisations, the Committee also recommends that the Department of Health, the Home Office and the Department for Local Government and Communities urgently review the national funding available to support for victims of CSE and their families. This should include</p>	National	<p>Following the agreement of Cabinet and TWSCB, Cllr Kevin Guy, Cllr Paul Watling and Andrew Mason wrote to the Secretary of States for Education, Health and the Home Department to ask them to consider this recommendation.</p>	<p>Completed. On 30th October 2016 Nicola Blackwood, Department of Health, responded to the recommendation. The letters explains that the "Government is committed to preventing these terrible crimes from happening and making sure that every child gets the support they need." The letter explains that they have "<i>commissioned NHS Digital to develop, collect and publish a CSA data standard in a way that will provide</i></p>

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	support available from the point at which a young person is Identified as a victim of CSE, through the criminal justice process and long term support.			<p><i>commissioners with a better understanding of the prevalence of CSA in England and inform local health needs assessments. The purpose of improved prevalence data is to lead to informed commissioning of needs and services for people who have been abused, and to improve health outcomes, through more timely support, thereby reducing the impact of the abuse and preventing disease and poor health later on in life.</i></p> <p><i>“We should not assume that all children need medicalised treatment in order to help them come to terms with the crimes committed against them. Not all children and young people who have been abused or exploited will develop a mental health problem and intervening unnecessarily or inappropriately can be harmful. For those that do need mental health support, the important things is that they get the right care at the right time, based on their clinical needs, not their potential needs based on their experiences”.</i></p> <p>For a full copy of the response please refer to Appendix B.</p>
8	<p>CAMHS When commissioning the Child and Adolescent Mental Health (CAMH) service, the CCG ensures that:</p> <ul style="list-style-type: none"> • The role of the CAMH service is clarified with partner organisations, 	CCG/TWC	The CCG has a transformational plan in place to improve access to CAMHS provision and there is a procurement exercise is being undertaken to commission a new model of service delivery. Health representation in Multi-Agency Safeguarding Hub (MASH), i.e.	<p>In progress</p> <p>The new Emotional Health and Wellbeing Service for 0-25 year olds will provide a variety of support across the windscreen of need. This service is currently in its procurement stage but is on track to go live in May 2017.</p>

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	<p>professionals and service users so there is a clear understanding of the role of the CAMH service in both diagnosis of mental health issues and also in providing ongoing intervention and support.</p> <ul style="list-style-type: none"> • Victims of CSE who are referred to the CAMH service but do not recognise the need for or want specialist help at that time are contacted by the CAMHS at a later stage to invite them to seek support. (currently patients who decline the service are not followed up and a second referral is required) • Appropriate training is provided so staff supporting young people with mental health issues recognise and respond appropriately to CSE. The committee would like to highlight this specifically for services for young people who self-harm or have attempted suicide. • Current gaps in the CAMH service that should be 		<p>Family Connect CAMHS member. This will be achieved through:</p> <ol style="list-style-type: none"> 1) Both Telford and Wrekin and Shropshire CCGs are working collaboratively with the two councils across Shropshire in undertaking a full service redesign for local CAMHS service provision to improve access, waiting times and on-going therapy support including 'gaps in professional roles/ succession planning. 2) The CCG will promote the CAMHS service to ensure clarity with partner organisations and professionals and service users to enable clearer understanding of the role of CAMHS in both diagnosis and on-going intervention and support. 3) Pathway development within the CATE team of CAMHS. 4) Access to the service will be improved including GP referral pathway to ensure CSE patients are referred to the appropriate service first time. 5) The CCG monitors via the contract management performance and implementation of service development redesign. 6) Individuals with "lived experience" as well the CCG young health champions have informed development of local CAMHS 	<p>GPs are now being informed by letter if a local child has been discussed at the CSE panel in Telford and Wrekin.</p> <p>There is direct representation by a CAMHS senior worker (who is also the main allocated worker for children with CSE risks) attend Risk Panel. The risk panel also utilises the ability to escalate within the CAMHS allocation process if necessary. From a strategic point of view the CAMHS manager is a part of the TWSCB Child Exploitation Thematic Sub-group and this enables any further service flexibility requirements to be discussed and resolved.</p>

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	<p>addressed in the commissioning process are support provided by the following professionals: Art Therapist, Family Therapist, Psychologists and Dedicated CSE Consultant.</p> <ul style="list-style-type: none"> • A more robust CAMH service within the CATE team is developed similar to the CAHM and Youth Offending Team model. • The referral process for GP to access CAMHS and the Family Intervention Service should be streamlined so if a patient is referred by a GP to CAMHS but does not meet the criteria for this service the patient is referred to the Family Intervention Service (not back to the GP to make another referral through Family Connect.) 		<p>redesign.</p> <p>The Telford & Wrekin Council (TWC) would welcome the opportunity for closer working with the CAMHS service. The TWC will discuss with the CAMHS Service about what model should be used to enhance the direct service provision for children and young people suffering from CSE.</p>	
9	<p>Sexual Health Services Some specific issues that have been identified during this review are:</p> <ul style="list-style-type: none"> • All victims of CSE should 	<p>Public Health NHS England CCG SSSFT</p>	<p>TW Council will ensure all victims of CSE have access to a full sexual health check within the integrated sexual health service will form part of the ongoing contract monitoring of this service.</p>	<p>Completed</p> <p>All victims of CSE are able to access a sexual health check as part of the new Sexual Health Service. To date the 70% of clinical staff have</p>

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	<p>be offered a full sexual health check, for people aged 13 or over through specialist sexual health services commissioner by Telford & Wrekin Council and for those under 13s through the Sexual Assault Referral Centre (SARC) commissioned by NHS England</p> <ul style="list-style-type: none"> • When a perpetrator of CSE has a sexually transmitted infection the affected victims are offered support and screening. NB for children under 13 the screening is through the Sexual Assault Referral Centre (SARC) commissioned by NHS England. • All victims of CSE who have been raped can choose to be examined by an appropriately qualified female clinician within the specified timescales required for evidence, through the Sexual Assault Referral Centre (SARC) commissioned by NHS England 		<p>Within the integrated sexual health service contract, a new quality outcome indicator has been included and will be monitored:</p> <ul style="list-style-type: none"> • Number of Service users assessed using CSE 'Spotting the Signs' or similar framework as part of case finding / sexual health history taking (<i>with a threshold of 100%</i>) • Percentage of staff attended Telford & Wrekin Council's training/awareness sessions on child sexual exploitation and awareness of local CSE procedures (<i>with a threshold of 100%</i>) <p>For victims of CSE that require referral to SARC we will facilitate discussions with the responsible commissioner as a way to improve patient pathways. For young people that frequently access emergency contraception services, we will ensure they have up to date information on CSE as well as information on the local specialist sexual health service.</p> <ul style="list-style-type: none"> • PharmOutcomes which is a web-based system that is used to record all activity within community pharmacies will include CSE information and advice 	<p>now attended CSE training delivered by the Trust through sessions organised in August, September and October.</p> <p>Under 13s are able to access the same service through the new West Midlands Paediatric Sexual Assault Service. The CSE risk assessment tool is written through the pro forma used, and CSE is considered in every case. STI screening is also considered and offered in every case.</p> <p>All victims of any form of child sexual abuse/assault in the region, including those who where there is concern about CSE have access to the West Midlands Paediatric Sexual Assault Service. (WMPSAS). Referrals are accepted from all sources including self referrals. Every effort is made to offer a choice of gender, and this is taken into account along with the forensic and health needs in determining the urgency of response. WMPSAS offer an acute on all service 24/7/365 service which can accommodate same-day and next day examinations. We also offer planned clinic appointments across the region; Where it is appropriate to do so, children and young people will be offered a choice of clinic appointments, with a range of time, day and venue as well as examiner.</p> <p>GPs and pharmacists have been forwarded NHS England CSE Advice for healthcare staff booklet and advised to read with accompanying CSE training videos for staff, victims, etc on NHS</p>

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	<ul style="list-style-type: none"> • Young people who frequently access emergency contraception services or have repeat abortions receive appropriate support and advice from primary care, pharmacies and specialist sexual health services about CSE. • The commissioning responsibilities for these services are as follows: <ul style="list-style-type: none"> o Emergency contraception services in pharmacies and specialist sexual health services – Telford & Wrekin Council o Abortion services and emergency contraception in primary care/General Practice - NHS Telford & Wrekin CCG 		<ul style="list-style-type: none"> • We will ensure that all training delivered to pharmacies include CSE awareness and local referral process (Family Connect) <p>NHS England support the main thrust of the recommendation. Sexually Transmitted Infection (STI) screening for under 13s is currently provided through the SARC provider due to the gap within current service provision for this age group. This will continue to be the case when the Regional Paediatric SARC goes live in October 2016.</p> <p>Shropshire and South Staffordshire NHS Foundation Trust (SSSFT) sexual health services would welcome any review of their service in relation to responding to CSE. However, this will need to be approved by our commissioners to ensure appropriate governance of any review findings. In relation to the specific recommendation regarding service delivery:</p> <ul style="list-style-type: none"> • Full sexual health screening will be offered to victims of CSE where this is necessitated by their presenting history. • Offering sexual health screening to victims is current practice within the service. 	<p>England Website. Also, The Children's Society Seen and Heard Campaign has also been locally circulated to medical surgeries and local pharmacists.</p>

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			<ul style="list-style-type: none"> • Maintain close links with SARC to ensure pathways are maintained to ensure victims receive appropriate support. <p>Emergency Contraception can now be obtained from GP surgeries, walk in centres and Local pharmacists. GP surgeries have safeguarding leadership and governance named safeguarding professionals who have received training in CSE. Abortion services are commissioned to support this vulnerable group. This will be achieved through:</p> <ol style="list-style-type: none"> 1) NHS England Child Sexual Exploitation: Advice for Healthcare staff leaflet developed May 2016 for healthcare staff. 2) Services are now commissioned to support this vulnerable CSE patient group. 	
10a	<p>Support for Victims in the Criminal Justice System The Crown Prosecution Service implements a system to flag cases of CSE that they receive to report and analyse this information nationally. (Linked to Recommendation 2 above)</p>	CPS	The CPS will not have the detail to identify CSE cases as noted in recommendation 2. The CPS also, will not be in a position to provide detail on any cases where the Police decide not to refer a case to CPS as the threshold test is not met. It may be possible for the CPS to provide an overview to TWSCB in any CSE cases, where an	<p>In progress</p> <p>WMP and CPS have agreed to provide an annual report to the TWSCB outlining the number of cases of CSE where an investigation has not progressed to court due to insufficient information or the witness withdrew from the process. This is scheduled for the next annual report timetable (April 2017).</p>

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			<p>investigation has identified victims and perpetrators of CSE but the cases have not gone to court because of insufficient evidence or where the witness withdrew from the process, these cases would need to be identified by the police. Clearly usual confidentiality and disclosure rules would have to be observed.</p> <p>In practical terms however all of our cases are dealt with on a case by case basis so far as witness care and support is concerned. The Crown Prosecution Service work with Police partners to ensure that special measures are in place for all vulnerable victims and witnesses. Any flag would not add to the practical application of our witness care measures which our policies already demand (please see for example of the internet CPS policies on service to victims and witnesses and policy under sexual offences).</p> <p>This recommendation partly involves CPS identification of cases where the police have investigated and not sought a charging decision. Once again the CPS may not be seized with this information and hence this information would need to be provided by the police.</p>	<p>This information will be utilised to assess if there are any gaps in support to victims, or if any changes to service provision are required.</p>

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10b	<p>Support for Victims in the Criminal Justice System</p> <p>Building on the CPS monthly review of failed cases, it is recommended that West Mercia Police and West Midlands CPS report annually to the Telford and Wrekin CSE Strategy Group the number of cases of CSE where an investigation has identified victims and perpetrators of CSE but the cases have not gone to court because of insufficient evidence or where the witness withdrew from the process. This information should be shared with the ISVA service and CATE Team to identify learning from these cases to improve the support provided to victims of CSE during the criminal justice process and increase the chance of prosecution and conviction. Where appropriate victims of CSE should be invited to contribute to this learning process.</p> <p>Some specific learning points that have been identified in this review are:</p> <ul style="list-style-type: none"> • Victims need to retain confidence in the commitment from all organisations to seek 	WMP	<p>Strategic service improvement department (SSI) in conjunction with PVP strategic team will be able to report against the LSCB framework in order to provide the annual data set from a Police perspective. CPS in conjunction with WMP Criminal Justice Department should be able to provide information regarding number of cases which were unsuccessful at Court stage</p> <p>The Court building is the responsibility of the CPS and not the Police therefore this would need to be addressed by CPS. However each CSE case could include the requirement for this element to be considered by victim support services.</p>	<p>Completed</p> <p>The CPS is committed to providing support to all victims of crime, so far as victims of CSE, this will extend to anonymity at court. If the offender is charged with a sexual offence, we will also consider along with the police which special measures are most appropriate in each individual case to assist the victim provide their best evidence. This may range from assistance of an intermediary, Evidence in Chief being given by video and cross examination by TV link rather than in court. It could mean evidence given behind a screen. It will also include meeting counsel in advance of trial and discussing Special Measures, arranging a court visit if this would be helpful. For a breakdown of the Special Measures in cases within the year the Crown Prosecution Service will need to have the benefit of the case details from the police as our case management systems does not flag CSE cases as a separate category to all other sexual offences.</p> <p>WMP confirm that all victims are managed by specially trained staff to ensure that not only is the investigation progressed but the victim's welfare is managed with assistance of support services such as ISVA etc. In short the victim of any crime is always at the heart of the action we take.</p> <p>As part of WMP officer's ongoing witness training ensuring that the victims are not in the same</p>

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	<p>justice in their specific case and that the evidence they provide is not used to build a separate case to the detriment of their own.</p> <ul style="list-style-type: none"> • Courts and staff supporting victims through the court process review the facilities and processes to ensure that victims of CSE are not in a public area in the court building with defendants. 			<p>public areas as the perpetrator has been included.</p>
11	<p>Safety Plans An audit of all current CSE cases should be carried out to ensure that victims and parents of victims of CSE should be involved in developing a Safety Plan for their child (where the young person is not subject to a child protection plan). The outcome of this audit should be reported to the CSE Strategy and Operational Groups to identify any actions required.</p>	TWC	<p>Young people and parents are central to the success of safety planning. The TWC will complete an audit on all open cases where CSE is identified and take steps to ensure that young people and their parents have and are fully involved in developing and implementing a plan of safety.</p>	<p>In Progress</p> <p>During December CATE practitioners will be asked to demonstrate to the TWC CSE Strategic Lead how the young person and the family have been involved and this will be cross reference the young person's file. The results will be presented back to the CE Thematic Group in February 2017.</p>
12	<p>Parent Support Group The LSCB / local authority should consult with parents of victims of CSE with a view to establishing a local parent support group. It is recommended that PACE (Parent Against Child Exploitation) is</p>	TWC/TWSCB	<p>The TWSCB and TWC agree that it is important the parents/carers receive the right support. The TWSCB will consult with parents of victims of CSE (including fathers) to establish what support they would want and then, as noted in recommendation 6, would ensure this is</p>	<p>In progress</p> <p>In February 2017 a consultation with victims of CSE and parents/carers of the victims will be held. This will look to establish what support they would want to receive (including whether a specific support group for them was needed) and</p>

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	involved in this work. This work should include consideration of specific support that fathers of victims of CSE may find helpful.		information is shared and widely known. The TWSCB and TWC will involve PACE in this consultation.	if they would like to be involved in consulting on key aspects of CSE pathway.
13	<p>Mapping Support for Parents As set out in Recommendation 6 above, parents of victims of CSE should have accessible information about the range of support services available to their children. Organisations supporting parents should work together to co-ordinate their work and map out the support available for parents. Where possible this should identify a 'parent/ family key worker' and provide contact details for out of hours services.</p>	TWC/TWSCB	<p>The TWSCB and TWC agree that young people and their families need assistance in navigating the range of support that is available to them, and/or their child, as they progress through the CSE Care Pathway.</p> <p>Please refer to the response to recommendation 6 for further details.</p>	<p>In progress.</p> <p>Please refer to the response to recommendation 6 for further details.</p>
14	<p>Raising Awareness Based on the Committee's consultation with a range of groups it is recommended that the LSCB develops a long term CSE awareness raising strategy for the following groups (children, young people and parents). Where appropriate victims/survivors and their families should be given the opportunity to be involved and consulted about the work.</p>	TWSCB	<p>The TWSCB accepts this recommendation and recognises the importance of children safeguarding children, as well as empowering parents/carers in this regard. This will again be an integral part of the work and monitoring of the TWSCB Child Exploitation Thematic Group. The TWSCB will develop and agree a strategy in partnership with the Early Help Partnership and Community Safety Partnership specifically.</p>	<p>In progress.</p> <p>This has become an integral part of the CE Thematic Sub-group's action plan for 2016-17 and further discussions with other local partnerships is underway. This will be coordinated through the newly formed Partnership Team which has the responsibility for ensuring effective joined up partnership working across the borough's partnerships.</p> <p>Please refer to following recommendations for further information on specific aspects.</p>

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15	<p>Young People Young people aged 11-18 in Telford and Wrekin are provided with the information they asked for about CSE as set out in pages 17-22 of this report. The Committee want to ensure that this information is accessible to all young people including those with disabilities and recommends that learning from the NSPCC report 'Underprotected/Overprotected' is used as part of this work.</p>	TWSCB	The TWSCB will utilise the relationship with the Police Cadets and the Safeguarding Children Boards in schools to assist with ensuring the information is accessible to all young people.	<p>In progress</p> <p>Within secondary schools as part of the safeguarding children board work they have been encouraged to ensure that the young people are aware of Childline, Family Connect, learning from the Under protected/Overprotected NSPCC report is shared, healthy and safe relationships and promote the "Click CEOP internet safety" button on websites. Discussions about presenting at the Secondary Head Teachers forum are underway.</p> <p>TSV have also been consulted and suggested that they present the PANTS Campaign to Y7 pupils as they transition to secondary school. They are piloting this in December and will feedback its success.</p> <p>School leads that attended the TSV rollout network meeting suggested that the TWSCB host another "Children's conference" to further embed this work. The TWSCB agreed this on 7th December 2016 at the Board and it is pencilled in for the Summer term 2017.</p> <p>The Police Cadets have been consulted on in respect of the TWSCB website and the children and young people section. Following their feedback the TWSCB website was updated to include more visual aspects and to be young person friendly.</p> <p>This will be monitored through the Safeguarding</p>

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				in Education Network and any issues raised with the TWSCB.
16	<p>Children All children at primary school are made aware of risks of abuse and neglect in an age appropriate way including how to stay safe online. (see Recommendations 18a and 18b below)</p>	TWSCB	The TWSCB will encourage this is part of the Safeguarding Children Boards in primary schools. The TWSCB will then monitor if this is happening.	<p>In progress</p> <p>As part of the safeguarding children board work within primary schools leads have been encouraged to ensure that children understand the PANTS campaign and are aware of Childline. This will be monitored through the Safeguarding in Education Network and any issues raised with the TWSCB.</p>
17	<p>Parents</p> <ul style="list-style-type: none"> • All parents should be encouraged and, where appropriate, supported to talk to their children aged 6-11 about safety using the NSPCC PANTS rule. • All parents are informed about the risks of CSE, what the signs are, and who to contact if they have concerns. This should include information on risks of CSE including through social media, online and gaming and how parents can discuss these risks with their children and help to protect them. • Information for parents 	TWSCB	<p>The TWSCB will provide information to parents carers alongside the work mentioned in Recommendations 14, 15, and 16. The TWSCB will consult with Parents/Carers about what information would assist them to understanding CSE and its reality, including what the best dissemination methods would be.</p> <p>The TWSCB will work with TWC to provide specific information on CSE to foster carers and staff working with children in care of the local authority; we believe this should also include the Supervisory Social Workers for the foster carers.</p> <p>Actions against this recommendation will be monitored through the annual Section 11 audit that is completed by</p>	<p>In progress</p> <p>The TWSCB has updated their website to include useful information for parents/carers about CSE. As part of the survey (as per Recommendation 12) the TWSCB will ask if there are any specific aspects that they can assist parents with, e.g. online privacy settings.</p> <p>Regular training around CSE is included in the TWC foster carers' Skills to Foster course. This takes place 4 times per year with specific training on Child Protection (including CSE) takes place at least twice per year. The last Child Protection training was undertaken 22.09.2016 and the next will take place in January 2017.</p> <p>Most workers within the Child in Care and Leaving Care Team (including Personal Assistants) have had CSE training; however, due</p>

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	<p>should include case studies and videos that explain the reality of CSE.</p> <ul style="list-style-type: none"> • Specific training on CSE should be provided for all foster carers and staff working with children in care of the local authority. 		<p>educational settings. It is due for completion by January 2017 and the results of which will be presented to the TWSCB Quality, Performance and Operations Sub-group at the next available meeting.</p>	<p>to staff changes within recent months further training sessions are being scheduled. A refresher training course will also be provided.</p> <p>As part of the raising awareness work the TWSCB is looking at how to share the information with parents in the most appropriate manner (e.g. a theatre production, part of parents evening).</p>
18a	<p>Role of Schools and Colleges in Raising Awareness The Committee supports the joint letter from Parliamentary Select Committee chairmen that Sex and Relationship Education (SRE) should become a statutory part of the curriculum and the recommendation from the Children's Commissioner that "<i>all school equip all children ...to understand healthy and safe relationships and talk to an appropriate adult if they are worried about abuse</i>". The Scrutiny Committee recommends that informing children and young people in an age appropriate way about CSE should be included in any future statutory SRE curriculum.</p>	National	<p>Following the agreement of Cabinet and TWSCB, Cllr Kevin Guy, Cllr Paul Watling and Andrew Mason wrote to the Secretary of States for Education, Health and the Home Department to ask them to consider this recommendation.</p>	<p>On 26th October 2016 a letter on behalf of the Secretary of State for Education was recieved. The letter outlines the importance that "<i>building children and young people's awareness and resilience so that they are best placed to respond to any threats they may face in their environment</i>".</p> <p>They go on to explain that "<i>the government has run communication initiatives such as the Disrespect Nobody campaign an this focus remains central to our work as we continue to develop our national response to CSE... In schools the Department for Education wants to provide all young people with a curriculum that prepares them for modern life. High quality teaching of personal, social, health and economic education (PSHE) is central to and we expect all schools to teach it. Already the government has made a committment to work with the PSHE Association to develop and promote guidance and resources for all schools to help them to teach young people to recognise</i></p>

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				<p><i>and avoid exploitation and abuse. We will also continue to keep the status of PSHE under careful review and work to identify further action we can take to ensure that all pupils receive high quality, age appropriate PSHE and sex and relationship education (SRE). We believe that schools should always seek to work in partnership with parents to deliver effective SRE. Schools should consult parents regularly about the content of their sex and relationship programmes.”</i></p> <p>For a copy of the full response please refer to Appendix C.</p>
18b	<p>Role of Schools and Colleges in Raising Awareness</p> <ul style="list-style-type: none"> • Prior to any national decision about making SRE a statutory part of the curriculum, the authority works with the Primary Heads' Forum and Telford & Wrekin Learning Partnership to seek a joint voluntary agreement for all schools, academies and colleges to teach SRE as part of the curriculum and that CSE is incorporated in an age appropriate way to help safeguard all young people at schools in the 	Educational establishments	<p>The TWSCB will write to all schools in Telford and Wrekin to ask them if they will voluntarily agree to teach SRE as part of the curriculum and that CSE is incorporated in an age appropriate way to help safeguard all young people at school within the Borough equally.</p> <p>Adam's Grammar School is moving from specific PSHE lessons towards themed days where they buy in specialists to deliver accurate and up-to-date information (for staff and pupils).</p> <p>Holmer Lake Primary School agrees that building upon the success of TSV is essential to ensure that this important aspect is reinforced through the taught</p>	<p>The action about writing to schools has been incorporated into the Schools Section 11 Audit (Section 9) which the schools have to complete and submit to the TWSCB by January 2017. Following which an evaluation report will be compiled and the results on this specific section will be presented to the CE Thematic Sub-group in February.</p> <p>The Transfer of Records policy was updated in September and shared with all schools. The TWSCB will continue to monitor the policy's effectiveness through contact with the further education colleges within the Borough.</p> <p>As noted in the above recommendations, the rollout of the TSV within the Borough continues. As at beginning of December 32 schools within</p>

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	<p>borough equally. A package incorporating CSE staff training and SRE curriculum content should be developed jointly (as a co-funded or traded service) possibly linked to the Prevent training currently provided. This should build on existing or free to use material and take into account the views of young people set out in pages 15-20 of this report.</p> <ul style="list-style-type: none"> • Work in this area should take into account any future guidance from the Department for Education on the requirement for schools to filter inappropriate contact online and also to teach children about online safety. • The Committee commends the work of Team Safeguarding Voice (TSV) and recommends that this approach is adopted by all primary and secondary schools in the Borough in line with the existing policy of the LSCB. The skills and knowledge of children 		<p>curriculum. The school will continue to provide different forms of activity to engage children and young people including the use of theatre groups where appropriate to raise the issues.” TWC recognise that schools and colleges have a key role to play in raising awareness across the board with regard to CSE. A survey of schools in 2015 indicated that there was lack of consistency of schools teaching SRE. A group of education professionals and partners has been convened to consider a range of safeguarding issues. The support for CSE will be a key strand of work for this group over at least the next academic year.</p> <p>Work is being undertaken to review the transfer of records policy for schools and this will also include transfer of records from secondary schools to further education establishments. The TWSCB will launch this policy as part of the school policy updates at the beginning of the autumn term.</p> <p>Fleet Transport Services are operated by Telford & Wrekin Council and their main function is to transport children and adults with disabilities from home to school or day centres and home again in the evening. All buses have a passenger assistant and a driver; no children or</p>	<p>the Borough have their own Safeguarding Children Board within school.</p>

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	<p>involved in TSV at Primary schools should be recognised and developed at Secondary School.</p> <ul style="list-style-type: none"> The LSCB works with Further Education Colleges to ensure appropriate systems are in place so that they receive information about vulnerable students and suspected perpetrators from schools and other statutory organisations. The Committee recommends that taxi drivers and operators that provide an excellent service for school transport should be recognised e.g. through a 'taxi driver of the year award' or a register of taxi drivers and companies that are recommended by schools. 		<p>vulnerable adults are transported by lone staff. Fleet have safeguarding procedures which include only named adults being to able to transport accept children or vulnerable adults, never leaving any client alone at a property or allowing a child to be left with a sibling under the age of 18 years. In the event of no one being home when a child or adult are being taken home either Family Connect or the Police are involved in investigating the circumstances. Corporate safeguarding procedures are used to raise any concerns or issues with children or vulnerable adults.</p> <p>Actions against this recommendation will be monitored through the annual Section 11 audit that is completed by educational settings. It is due for completion in October 2016 and the results of which will be presented to the TWSCB Quality, Performance and Operations Sub-group at the next available meeting.</p>	
19	<p>Local Organisations and the Public</p> <ul style="list-style-type: none"> A range of methods should be used e.g. through schools, websites, local media, local employers and 	TWSCB	The TWSCB will strive to utilise different methods of dissemination. The TWSCB will work with the faith groups and establishments, including Shropshire Islamic Foundation and Muslim's Women Group, to tackle CSE alongside	<p>In progress.</p> <p>The TWSCB, TWC and WMP are working together to develop a borough wide publicity campaign about CSE. The aim is to launch this alongside National CSE Raising Awareness Day</p>

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	<p>businesses. As most parents who responded to the questionnaire reported they got information about CSE from the media, the Committee recommend that opportunities to raise awareness of CSE through local newspapers and radio is explored.</p> <ul style="list-style-type: none"> • The Committee recommends that the LSCB engages with the Shropshire Islamic Foundation to explore opportunities for joint working to tackle CSE. An issue raised by the Muslim Women's group was the lack of ESOL courses and computers for women to access information. The Committee recommends that consideration is given to finding ways to use the funding recently announced by the Government to develop local provision to meet the needs of the community. • The Council's Online training module on CSE should be updated in line 		<p>child abuse.</p> <p>The TWSCB will review the online CSE module that is available to all council and partner staff to ensure it covers all areas raised in the review.</p> <p>The TWSCB will work with local businesses utilising the Say Something See Something campaign and to promote the safeguarding available for volunteers, private organisations, faith groups and housing providers.</p>	<p>in March 2017.</p> <p>The TWSCB has begun its project to provide safeguarding standards for Faith Based Educational Settings and as part of the next phase (starting in January 2017) it will identify the key groups to be involved.</p> <p>The CSE online raising awareness module has been reviewed; however, it will be reviewed again in the new year once the new national definition of CSE has been published and the strategy has been finalised.</p> <p>On 1st December the Police and Crime Commissioner and TWC hosted a training event for hotels and B&B staff as well as late night refreshment staff to raise awareness of the signs of CSE within their situations; this used the Say Something, See Something Campaign.</p> <p>As part of the TWSCB MASH strategic review the role of housing providers in safeguarding and their importance is included. The first meeting of this review has taken place. At the TWSCB in December it was agreed that this aspect of work would be progressed and a meeting in early 2017 would be scheduled to take forward the agreed actions.</p> <p>The TWSCB and CSP are working together (led by the Partnership Team) to develop an appropriate local event for the Raising Awareness of CSE Day in 2017. This will</p>

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	<p>with recommendation 32a below and promoted to all organisations is the Borough alongside the continued roll out of the 'Say Something If You See Something' training for local businesses. Organisations should be encouraged to train staff and volunteers including the CVS, housing providers, faith organisations and local businesses. Due to the low number of referrals to Family Connect from Housing Providers, the Committee recommends that this is priority for the LSCB.</p>			<p>include targeting specifically those organisations currently on the periphery of safeguarding work.</p>
<p>20</p>	<p>Elected Members Training on CSE should continue to be included in the induction programme for all new Councillors. (This should be open to Borough, Town and Parish Councillors.) An annual update on CSE should be provided for Members with specific training for Members with specific responsibility e.g. Members of Licensing Committee.</p>	<p>TWC</p>	<p>TWC continue to provide CSE training to councillors as recommended and will include specific training to the Licensing Committee.</p>	<p>In progress</p> <p>CSE Training is included in the current Elected Member Induction Programme. This was signed off at the Member Development Steering Committee on 10th November.</p> <p>The next update for Elected Members will take place in March 2017. Follow on training sessions for members with specific responsibilities that are related to CSE will follow.</p>

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				This training will take place on an annual basis to provide members with the most up to date information.
21	<p>CATE Team Training It is recommended that that the expertise of the CATE team is used as part of the CSE training offer that can be marketed externally and that the local knowledge is used to enhance training for local organisations.</p>	TWC	TWC welcome this recommendation as it is important to the quality of any training and awareness sessions that are provided that the local understanding and knowledge of CSE is shared.	<p>In progress.</p> <p>Following the completion of recruitment to the new CATE practitioners' posts this will be considered as part of their job role.</p> <p>In the meantime the TWSCB will continue to offer bespoke inter-agency CSE training for practitioners and managers.</p>
22	<p>Organisations responding to publicity The Committee recognises that there may be concerns about organisational reputation when there are media reports of specific cases of CSE. However, the Committee recommends that all organisations consider the impact of their public statements relating to specific cases on victims.</p>	TWSCB	The TWSCB will seek assurance from all partners that they consider the impact of their public statements for the victims.	<p>Completed</p> <p>Impact is raised at various meetings - ranging from individual case discussion raised by practitioners through to high level multi agency strategic levels as well as risk panel.</p> <p>Organisations are challenged by the TWSCB where their actions have not considered the impact of victims.</p>
23	<p>Referrals to Family Connect Family Connect is designed as an open system – referrals made to other teams in the council or external organisations are not followed up. Members were</p>	TWC	The TWC agree that it is vital that professionals take action to reduce the risk of a child or young person become vulnerable to CSE. The TWC will audit of 10% of the CSE related referrals to gain assurances that follow up action	<p>Completed</p> <p>TWC has reviewed all of the contacts that did not result in a safeguarding or CATE involvement that was included within the Scrutiny Report (this accounted for 10% of contacts). All contacts</p>

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	<p>concerned that if a CSE referral was not acted on – this would only be picked up if a second call were made to Family Connect.</p> <p>The Committee recommend that the robustness of this service is tested by an audit of 10% of the CSE related referrals to identify if the required follow up action was taken by the team or organisation that received the referral. The outcome of this audit should be reported to the LSCB to consider any action required.</p>		<p>recommended by Family Connect has been actioned.</p>	<p>resulted in appropriate information and advice being provided, with a significant number not having CSE risks or issues identified and only one required further work to be undertaken by a partner agency and confirmation that this action was completed is being verified.</p> <p>This exercise will be complete again for in January 2017 for August 2015 to December 2016 time period. The results of the audit will be presented to the TWSCB CE Thematic Sub-group in February.</p>
24	<p>Monitoring Referrals to Family Connect</p> <p>The Committee understand that work is under way to review the way referrals to Family Connect are recorded and monitored. The Committee recommend that this review ensures that there is a system in place for recording, analysing and reporting data about CSE related contacts and referrals and that calls from schools to contact a social worker via Family Connect regarding an existing child protection case is not recorded as a referral.</p>	TWC	<p>The TWC will review its current process to ensure that all contacts raised by professional raising concerns about CSE, whether open or new cases, there is the ability to pull the data from this.</p>	<p>Completed</p> <p>On Family Connect CRM system TWC are able to report all CSE cases as a reason and on the individuals name we have placed a radio button that identifies the individual as a CSE concern.</p> <p>Similarly on the social care specific system, ICS Protocol we have incorporated a Contact indicator for CSE as the reason for the contact which is also reportable.</p>

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25	<p>Raising Awareness of Family Connect - Public Through the awareness raising campaign, all organisations and members of the public should be made aware that Family Connect is the service to contact for non-emergency concerns relating to CSE.</p>	TWC	The TWC will ensure that all raising awareness campaigns have the appropriate contact details on.	<p>Completed</p> <p>All raising awareness campaigns and training around safeguarding includes how to contact Family Connect.</p>
26	<p>Raising Awareness of Family Connect with Educational Establishments There should be an ongoing training programme for schools, academies and colleges on the Family Connect Service so that new staff are aware of how to make referrals to this service and how the information will be used.</p> <p>As schools, academies and colleges have such an essential role in the safeguarding of children against CSE it is recommended that an audit of all referrals from schools to Family Connect is carried out. If any schools are identified as having a low referral rate The safeguarding leads from these educational establishments should be contacted to find out why and</p>	TWC	<p>The ongoing promotion of Family Connect to the general public is a key priority. Schools are provided with regular updates about Family Connect and CSE is covered within the safeguarding training provided to schools by Safeguarding Lead which includes specific sections on Family Connect.</p> <p>This will also feed into the raising awareness campaigns noted in early recommendations.</p>	<p>Completed</p> <p>Schools continue to receive regular updates about Family Connect through their Designated Safeguarding Lead sessions.</p> <p>As per Recommendation 25 all raising awareness and safeguarding training includes how to contact Family Connect.</p>

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	encourage the school to make appropriate referrals and invited to see the service in operation.			
27	<p>Online Access to Family Connect A wider issue about the online accessibility of the Family Connect service was identified during the review (this issue is not specific to CSE). This has been recognised by the Family Connect Service as an area for improvement. The Committee concluded that the online Family Connect Service is totally inadequate and recommends that:</p> <ul style="list-style-type: none"> • A Family Connect brand is developed to ensure that telephone and online services provided by Family Connect are recognised as a single service. The website should include information about how the Family Connect Service works and the names / logos of the partner organisations involved. • A link to the Family Connect webpage is on the Council's home page • Online service for Family 	TWC	<p>The TWC will be moving to a more accessible and interactive website for Family Connect, especially for children and young people, which will address the points raised in the recommendation.</p> <p>The TWC will ensure that there is a visible link to Family Connect on the Council's home page.</p>	<p>In progress</p> <p>The "concern for the welfare of a child" is now the top "report it" action on the front page of the TWC website.</p> <p>The Family Connect website is currently in development and will include a young people's interactive area included within it.</p>

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	<p>Connect are further developed, particularly to provide information for children and young people and enable concerns to be raised on line.</p> <ul style="list-style-type: none"> • 			
28	<p>Capacity of the CATE Team The Committee recommends that once the support pathways for victims, survivors of CSE and their families is developed that a review of the work load of the CATE team is undertaken to ensure that the specialist skills are used in the most appropriate way while recognising the need for victims and survivors to maintain on-going relationships. The Committee recommend that the maximum number of cases for each CATE worker should be determined by the LSCB. If this limit is consistently breached then it is recommended that through the LSCB partner organisations review the resources available.</p>	TWC	<p>The TWC note that all CATE Practitioner case loads have been reviewed during individual supervision sessions, and with the provision of management oversight and direction, caseloads have significantly been reduced.</p> <p>A report will be presented to the TWSCB with a recommendation of maximum caseload numbers for a CATE Practitioner, and CATE practitioner roles and responsibilities to be reviewed.</p>	<p>Completed</p> <p>From January 2016 all CATE team members received professionals' supervision from a social work qualified manager to the same standard as social workers.</p> <p>A report was presented to the TWSCB on 7th December detailing the role and responsibilities of the CATE Team and next steps for the team.</p>
29	<p>Out of Area Placements OFSTED revisits the recommendations from the 2014 report, From a distance, looked after children living away from their</p>	TWSCB	<p>The TWSCB CE Thematic Group will hold one meeting per year where it looks specifically at CIC and CSE; the group will invite the manager of the local specialist residential home, the chair of</p>	<p>In progress</p> <p>This meeting is scheduled for February 2017 and will look at currently challenges for that specific aspect.</p>

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	<p>home, to ensure that placing authorities provide appropriate information to the receiving local authority, NHS organisations and police with a specific focus on placement of victims of CSE. This work should also ensure information sharing processes are in place between specialist residential homes for victims of CSE and the local statutory organisations and specific risks or issues should be brought to the Telford and Wrekin LSCB and shared with neighbouring LSCBs if required.</p>		<p>the foster carers association and the commissioners of placements.</p>	
30	<p>Information Sharing with Community Health Trust As a matter of urgency, information sharing systems are put in place to ensure that clinicians working for Shropshire Community Health Trust have access to the same child protection information as the staff at the hospital trust.</p>		<p>Processes are already in place to share this information with Shrewsbury and Telford Hospital Trust (SATH), Shropshire Community Health Trust (SCHAT) and the police. Following consultation with partner agencies, GCSX secure email now used instead of SCS, and information to be shared agreed with SCHAT and SATH. They are now receiving copies of all invitations to child protection conferences, child protection plans, minutes and notifications.</p>	<p>Completed This is now taking place every month via a secure system set up between TWC and SCHAT.</p>

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31	<p>Whistle Blowing Hotline A whistle blowing hotline is established to enable people who have information but may want to provide this anonymously to raise concerns about CSE.</p>	TWC/WMP	<p>The WMP already have Crimestoppers which allows any individual to provide anonymous information. This is a well established means of communication which covers all crime types. WMP fully support the CSE - 'Say something if you see something' (SSSS) campaign and would support any local initiative. CSE publicity could include a reminder that Crimestoppers is available if you wish to remain anonymous.</p> <p>WMP fully support Partners in raising this issue and have previously committed to supporting further anonymous methods of reporting.</p> <p>Members of public are already able to contact Family Connect and refer anonymously as the Children Act 1989 makes provision for this. Similarly the Children Act 2004 places a duty on all professionals to report any concern for a child's welfare. With this facility already in place the TWC are concerned that a 'hotline' will confuse the public more as there would be more than one point of contact. The Council has in place a whistle blowing policy for Council staff.</p> <p>The TWSCB will ensure that all raising awareness campaigns include the most appropriate contact number(s) as outlined above.</p>	<p>Completed</p> <p>It has been agreed that a separate 'hotline' for CSE is not needed due to the two options already available – Family Connect or Crimestoppers. Contact details for both will be utilised in all raising awareness campaigns and safeguarding training.</p>

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32a	<p>Disruption Activity</p> <ul style="list-style-type: none"> A strategy is developed, supported by an appropriate IT system, to enable licensing and enforcement officers at the Council to record and share intelligence on CSE internally and with the police. This should include bespoke training for all enforcement staff and other Council staff working in public places to ensure they are aware of how to identify indicators of CSE in premises, locations and licensed businesses and how to record this information. It is recommended that the IDB system should be considered as the information sharing platform as this is accessible to other subscribing local authorities but it would be essential that the police and Family Connect also have access to this system. Consideration should be given to developing a local 	<p>TWC Public Protection</p>	<p>In Telford & Wrekin all licensed vehicles must meet the safety standards of M1 Category European Whole Vehicle Type Approval which is the legal European manufacturing standard, whereas the Euro NCAP is a voluntary standard that not all manufacturers undertake which could limit the type of vehicles available to be licensed. Therefore we do not propose to change our policy to the Euro NCAP at this time. Telford & Wrekin's licensing policy requires all drivers to attend Driver awareness training which includes CSE training (introduced in 2015) and carrying unaccompanied children was introduced in 2002. We propose to incorporate the requirement for operators to have a designated CSE contact for drivers to report concerns confidentially in our revised Licensing Policy for Hackney Carriages and Private Hire Vehicles. Additionally we propose to make it a condition of the operator's licence that they shall display on the premises information relating to CSE provided by Telford & Wrekin Council. This will be presented to the Licensing Committee in July 2016 for approval.</p> <p>The TWSCB will seek assurance from West Mercia Police in regards to the disruption activity that is occurring within the Borough and what impact it is</p>	<p>In progress</p> <p>This has been incorporated into our revised Licensing Policy for Hackney Carriages and Private Hire Vehicles. The consultation finished 31.10.16 and will be going back to Licensing Committee in December. Should the committee agree to changes the new policy will take force from 1st April 2017.</p> <p>WMP are scheduled to present an impact report to the TWSCB in December outlining the difference recent disruption activity has had.</p>

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	<p>authority licensing and enforcement Disruption Toolkit (similar to the toolkit used by West Midlands Police which sets out policing powers) so that staff are clear about the powers that exist and how they can be used by the authority or in conjunction with the police to disrupt CSE activity. This could be developed with peers in other authorities.</p> <p>Telford & Wrekin Council's licensing policies are reviewed as a matter of urgency to include the following:</p> <ul style="list-style-type: none"> • A review of taxi licensing policies to bring them up to the same standard as Shropshire's in terms of safeguarding responsibilities. In particular that: <ul style="list-style-type: none"> ○ CSE training should be a condition of driver licensing ○ Vehicle safety and emissions standards should 		having.	

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	<p>be consistent with Shropshire</p> <ul style="list-style-type: none"> ○ A requirement for operators to have a designated CSE contact for drivers to report concerns confidentially ● A review of the licensing conditions for all licensed businesses where children and young people congregate to strengthen safeguarding conditions. This must include robust conditions for night clubs holding under-18 events by requiring events to be age limited for 12-15 year olds or 16-18 year olds and for all under-18 events to be ticketed in advance. 			
32b	<p>Disruption Activity At a national level the Committee supports the recommendation from the Law Commission that there should be consistent national standards for licensing.</p> <p>That the DBS checking service recognises taxi driving as a high risk occupation that has prolonged,</p>	National/WMP	To establish if PCSO are able to access the information as per the recommendation. Should they be unable to do this then further actions will be identified to address this recommendation.	<p>Completed</p> <p>All PCSOs can check a vehicle on the Police National Computer and it will tell the details for the vehicle, insurance, company etc</p>

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	<p>regular and unaccompanied contact with children so that all relevant information is disclosed to licensing authorities.</p> <p>PCSOs should have access to information to identify drivers of cars that are registered as trade vehicles. The Committee recognises that if this information is not already available that this recommendation should be directed nationally to the Driver and Vehicle Licensing Agency (DVLA).</p>			
33	<p>Supervision for CATE Team Regular professional supervision arrangement should be in place for members of staff in the CATE team.</p>	TWC	From January 2016 all CATE Team members receive professional supervision from a social work qualified manager (same standard as social workers) and 'Pod' working is being developed to enhance supervision process.	<p>Completed <i>As per July 2016 update.</i></p>
34	<p>Personal Safety All organisations whose staff work with or come into contact with perpetrators of CSE ensure that the personal safety risks for their staff are properly assessed and managed.</p>	All	The CCG are committed to ensuring the safety of staff is maintained at all times. CCG staff have Lone working policy, Managing Violence, Aggression & Vexatious People Policy and a Risk Assessment Policy in place. NHS providers are responsible for safer recruitment and lone working arrangements to include regular risk assessments are in place. These	<p>Completed. <i>As per July 2016 update.</i></p>

Rec N°	Recommendation	Lead agency/ partnership	Brief outline of how it will be achieved as at July 2016	6 month progress update (as at November 2016)
			<p>policies and procedures are subject to regular reviews to ensure they reflect current working arrangements, national guidance and legislation and partner agencies working arrangements, i.e. Family Connect MASH/ MARAC/ Child Protection medicals, etc. This will be achieved through:</p> <ol style="list-style-type: none"> 1) CCG monitors quality and safety in respect of commissioned services provided locally via contract management process/ meetings. Safeguarding annual reporting and dashboards. 2) Occupational health service provision to staff includes counselling if need identified. 3) Working with partner agencies to ensure safeguarding concerns are shared as soon as possible. <p>Known perpetrators of CSE would not be allowed to work in schools. Staff are asked to disclose their history in this respect, as well as the history of those they live with (spouse/partner) and DBS and risk assessment completed.</p> <p>WMP public facing staff undergo Personal Safety Training which also includes Conflict Management Training on a regular basis. Review of staff to ensure Personal Safety Training is</p>	

Rec N°	Recommendation	Lead agency/ partnership	Brief outline of how it will be achieved as at July 2016	6 month progress update (as at November 2016)
			<p>current. Staff should be regularly reminded to utilise these principles during any contact with perpetrators. It is acknowledged that despite training provided there will be some staff who are less confident in dealing with any form of confrontation.</p> <p>Staff safety within the organisation is paramount and this considers the roles that all officers have in any given circumstance. All Wrekin Housing Trust staff are trained accordingly with regards personal safety and have the necessary equipment and infrastructure to ensure they remain safe.</p> <p>SSSFT have a duty of care to all our staff and have appropriate policies and procedures in place for managing the personal safety of our workforce.</p> <p>Each team within the Council should adhere to the Council's Personal Safety Policy and have appropriate risk assessment in place. Internal Health and Safety will be mindful of this recommendation when undertaking the Health and Safety audits of service areas. Review CATE Team Health & Safety risk assessment to ensure that this is fit for purpose and bespoke to the needs to the CATE Team.</p>	

Rec N°	Recommendation	Lead agency/ partnership	Brief outline of how it will be achieved as at July 2016	6 month progress update (as at November 2016)
35	<p>Forensic Examination of Digital Devises</p> <p>It was reported that there were delays in forensic examination of electrical devises seized. The Committee recommends that the LSCB monitors the implementation of the West Mercia Force Hub to ensure that there is a 5 day turn around on forensic examination of electrical devices.</p>	WMP	The situation regarding the timely examination of digital devices is a national issue due to the increasing demand and complexity of investigations. WMP have invested in Digital Media Investigators training and equipment, improvements are anticipated. LSCB monitoring could be aligned to the data set in 10b.	<p>In Progress</p> <p>The WMP provide an annual assurance report to the TWSCB pertaining to the examination of digital devices and timeliness. This will be commissioned in the New Year from the Forensic Manager at West Mercia Police Headquarters.</p>
36	<p>Working with Potential Perpetrators of CSE</p> <p>Organisations should work together to identify people at risk of becoming perpetrators of CSE and prevent them from becoming involved. This could be linked to the Prevent agenda since perpetrators can groom other young people to procure victims of CSE –this can be seen as a form of radicalisation.</p>	TWSCB	The TWSCB will work with partners to identify people at risk of becoming perpetrators of CSE and prevent them from becoming involved. The TWSCB will review how best this is done in Telford and Wrekin; this will form an integral part of the TWSCB Child Exploitation Thematic Group.	<p>In progress</p> <p>This piece of work will start in January 2017 and will involve the CSP as well as the TWSCB.</p>
37	<p>Appropriate Accommodation</p> <p>Housing providers work with the probation service to ensure appropriate accommodation is available for perpetrators of CSE when they leave prison.</p>	WHT	Provision of housing within the organisation follows set procedures and practices. These are shared with all partner agencies and followed in all cases. All applications will undergo risk assessments as part of the process when considering suitability before any decisions can be made.	<p>In progress</p> <p>The TWSCB have requested that the NPS provide them with an annual update in terms of providing offenders with appropriate accommodation when they leave prison. This is due to be submitted by March 2017.</p>
38	<p>Housing Providers</p> <p>Linked with Recommendation 19</p>	TWSCB	The TWSCB agrees with the recommendation and, as part of the	<p>In progress</p>

Rec N°	Recommendation	Lead agency/ partnership	Brief outline of how it will be achieved as at July 2016	6 month progress update (as at November 2016)
	above, the LSCB ensures that relevant information on CSE is shared with all housing providers in the borough and the Board ensures on going engagement of housing providers in tackling CSE.		raising awareness strategy as per Recommendation 14 above, we will strive to ensure engagement with all housing providers in the Borough.	The TWSCB and CSP are working together to develop an appropriate local event for the National Raising Awareness of CSE Day in 2017. This will include targeting specifically housing providers.



Department of Health

Your Ref: CSE/Recs

PO-1053258

From Nicola Blackwood MP
Parliamentary Under Secretary of State for Public Health and Innovation

Richmond House
79 Whitehall
London
SW1A 2NS

020 7210 4850

Councillor Paul Watling
Cabinet Members' Office
Addenbrooke House
Ironmasters Way, Town Centre
Telford TF3 4NT

- 3 NOV 2016

28 OCT 2016

Dear Mr Watling

Thank you for your letter of 30 September to Jeremy Hunt, co-signed by Councillor Kevin Guy and Andrew Mason, about support for victims and survivors of child sexual exploitation (CSE).

No child should ever be abused or neglected and this Government is committed to preventing these terrible crimes from happening and making sure that every child gets the support they need.

We know that most child sex abuse (CSA) and exploitation is unreported. As a result, there is limited local and regional data on the prevalence or incidence of CSA and CSE. Needs are under-reported and services therefore tend to be under-commissioned. The Department of Health has commissioned NHS Digital to develop, collect and publish a CSA data standard in a way that will provide commissioners with a better understanding of the prevalence of CSA in England and inform local health needs assessment. The purpose of improved prevalence data is to lead to informed commissioning of needs and services for people who have been abused, and to improve health outcomes, through more timely support, thereby reducing the impact of the abuse and preventing disease and poor health later on in life.

We should not assume that all children need medicalised treatment in order to help them come to terms with the crimes committed against them. Not all children and young people who have been abused or exploited will develop a mental health problem and intervening unnecessarily or inappropriately can be harmful. For those that do need mental health support, the important thing is that they get the right care

at the right time, based on their clinical needs, not on their potential needs based on their experiences.

I hope this reply is helpful and trust you will share it with your co-signatories.

Best wish

Nicola

NICOLA BLACKWOOD



Department for Education

Department for Education
Ministerial and Public
Communications Division
Piccadilly Gate
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Telford & Wrekin Council
Cabinet Members Office
Addenbrooke House
Ironmasters Way
Telford
TF3 4NT

Our ref: 2016-0046030

26 October 2016

Dear Councillor Watling

I am writing on behalf of the Secretary of State to thank you for your letter of 30 September about the finding of an in-depth review on child sexual exploitation.

I was pleased to read the council are committed to addressing problems and continuing to improve the response to child sexual exploitation locally. The Department for Education believes protection from all forms of abuse is a fundamental right for children and young people and tackling child sexual exploitation remains at the heart of the government's agenda. The 'Tackling Child Sexual Exploitation' report (March 2015) set out a national response to the failures we had seen in Rotherham, Rochdale, Oxfordshire and elsewhere. We continue this urgent work to support the way our police, social services, schools and other agencies work together to protect all vulnerable children.

We are fully aware of the importance of building children and young people's awareness and resilience so that they are best placed to respond to any threats they may face in their environment. To this end the government has run communications initiatives such as the Disrespect Nobody campaign and this focus remains central to our work as we continue to develop our national response to child sexual exploitation. We welcome Telford and Wrekin's action to engage children on these matters and to ensure that young people's voices are heard locally.

In schools the Department for Education wants to provide all young people with a curriculum that prepares them for modern life. High quality teaching of personal, social, health and economic education (PSHE) is central to that and we expect all schools to teach it. Already the government has made a commitment to work with the PSHE Association to develop and promote guidance and resources for all schools to help them to teach young people to recognise and avoid exploitation and abuse. We will also continue to keep the status of PSHE under careful review and work to identify further action we can take to ensure that all pupils receive high quality, age-appropriate PSHE and sex and relationship education (SRE). We believe that schools should also always seek to work in partnership with parents to deliver effective SRE. Schools should consult parents regularly about the content of their sex and relationship programmes.

The department agrees national support is needed to tackle child sexual at local level,

therefore we have established the Child Sexual Exploitation Response Unit, to provide specialist support to professionals working in safeguarding across the country. The Response Unit is being delivered independently by the sector-leading National Working Group Network, providing bespoke support including online resources, coaching for professionals and strategic support to implement strategies and recommendations. The Response Unit will also provide links to work soon to be expanded by the Local Government Association, offering peer-review of local authority responses to child sexual exploitation. This work was trialled successfully and further information is expected to be distributed to local areas shortly.

Where there is evidence of child sexual exploitation taking place, we must all feel confident that councils are facing up to the problem and have support available to them to prevent and stop it. You will be aware, in the context of a recent reply of 24 October from the Home Secretary to yourself and Mr Richard Partington of the government's position on calls for an independent review of child sexual exploitation in Telford. Officials in the department are working alongside officials in the Home Office and have also been in contact directly with the Director of Children's Services in Telford and Wrekin. Equally through the Inter-Ministerial Group on Child Sexual Abuse we are continuing to work together with ministerial colleagues to ensure that tackling child sexual exploitation remains a priority for the government.

I hope this information helpful and once again thank you for writing.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D G', with a long horizontal flourish extending to the right.

Denise Clavery
Ministerial And Public Communications Division

“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 <table border="1" data-bbox="1691 454 1904 582"><tr><td></td><td></td><td></td><td></td></tr></table> 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 <table border="1" data-bbox="1691 901 1904 1029"><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?				
	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 <table border="1" data-bbox="1688 427 1906 523"><tr><td></td><td></td><td></td><td></td></tr></table> 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 <table border="1" data-bbox="1688 810 1906 906"><tr><td></td><td></td><td></td><td></td></tr></table> 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: 100%;"><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: 100%;"><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"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating <table border="1"><tr><td></td><td></td><td></td><td></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"><tr><td></td><td></td><td></td><td></td></tr></table> RAG rating <table border="1"><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?				
	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" 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					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" 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					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