


Report for: Children and Young People's Scrutiny Panel
19 September 2019

Item number:

Title: IRO Annual report 2018/19

Report authorised by : 
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Ward(s) affected: N/A

1. Describe the issue under consideration

This is the 2018-2019 Annual report for the IRO service.

2. Recommendations

For panel member to identify good practice and highlight issues for further consideration, as outlined in the statutory guidance within the IRO Handbook.

3. Background information

- 3.1 The Independent Review Officer (IRO) Service is governed by the IRO Handbook framework and set within the revised Care Planning Regulations and Guidance which were first introduced in April 2011. The responsibility of the IRO has changed from the management of the looked after planning and review process to a wider overview of the children's case management including regular monitoring between Reviews. The IRO has a key role in relation to the improvement of care planning for Looked After Children and for challenging drift and delay in case decisions and plans.

3.2 The NCB research outlines a number of important recommendations with the following three having a particular resonance for IRO work plan priorities:

- where IROs identify barriers to their ability to fulfil their role, or systemic failures in the service to Looked After Children, they must raise this formally with senior managers. These challenges and the response should be included in the Annual Report;
- the IRO method for monitoring cases and how this activity is recorded should be clarified; and
- a review of IRO core activities and additional tasks should be undertaken. There is a need to establish whether IROs additional activities compromise independence or capacity

3.3 The appointment of an Independent Reviewing Officer (IRO) is a legal requirement under Section 118 of the Adoption and Children Act 2002.

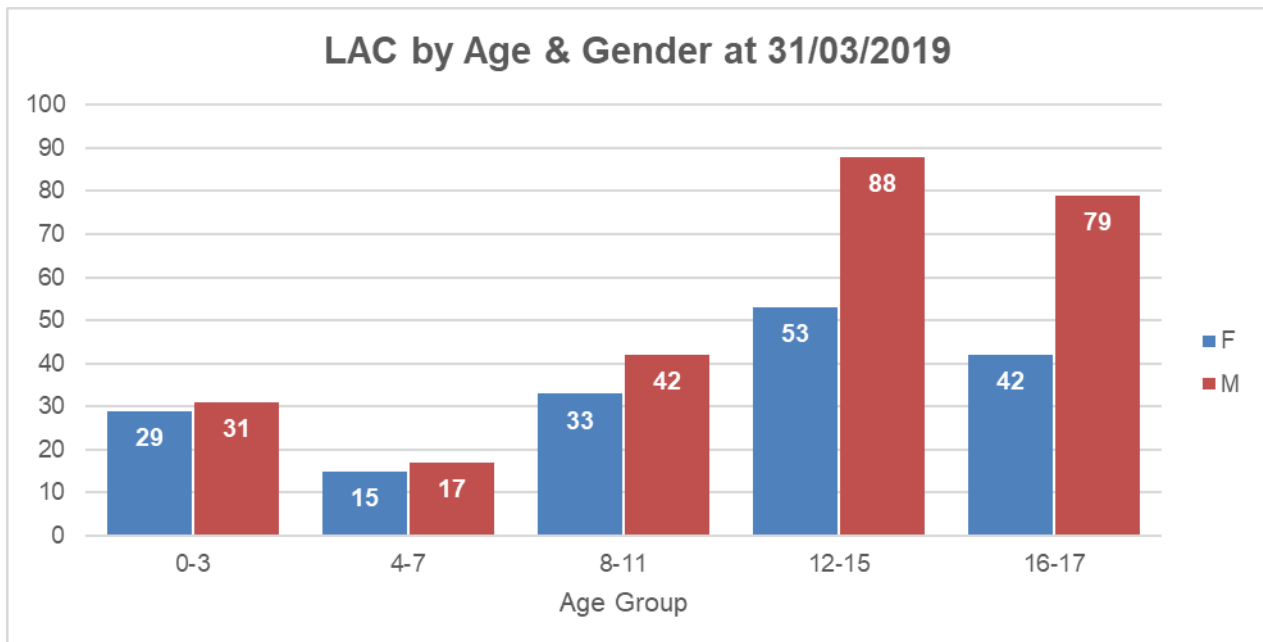
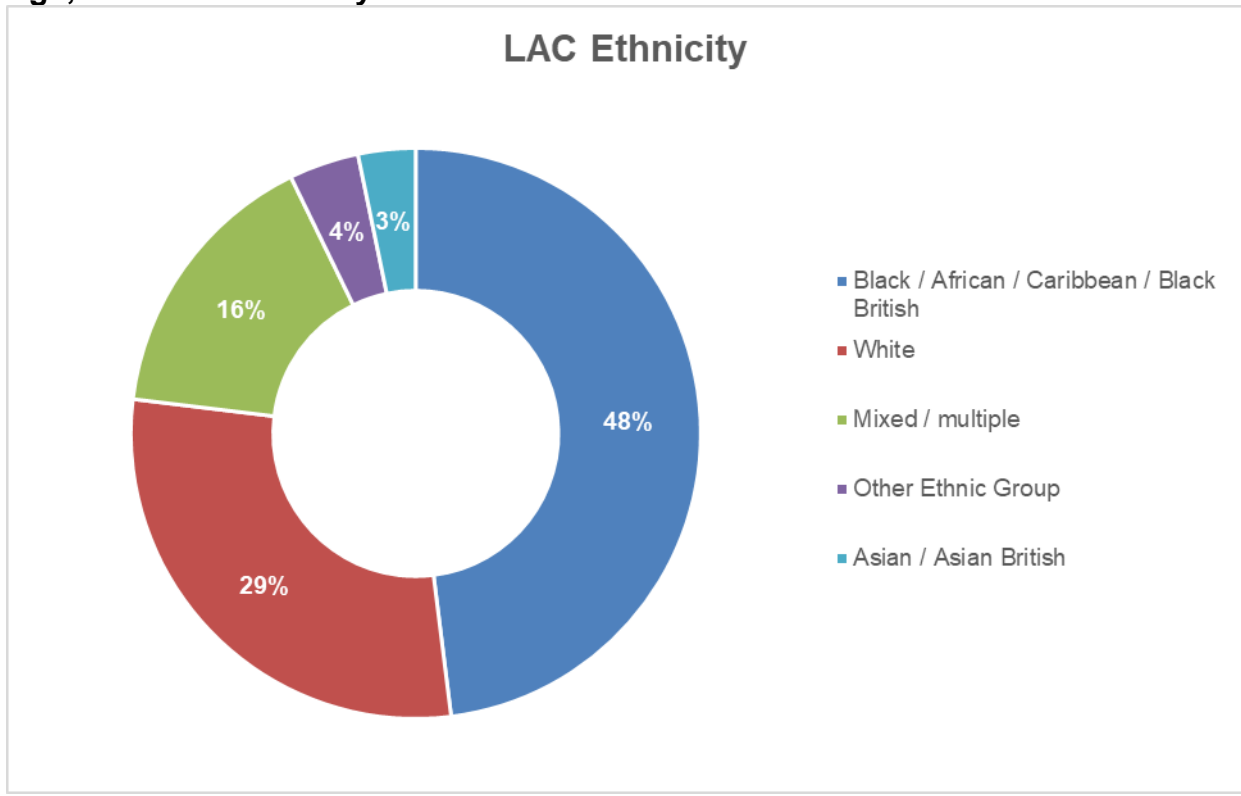
3.4 IROs make an important contribution to the goal of significantly improving outcomes for Looked After Children. Their primary focus is to quality assure the care planning process for each child, and to ensure that his/her current wishes and feelings are given full consideration.

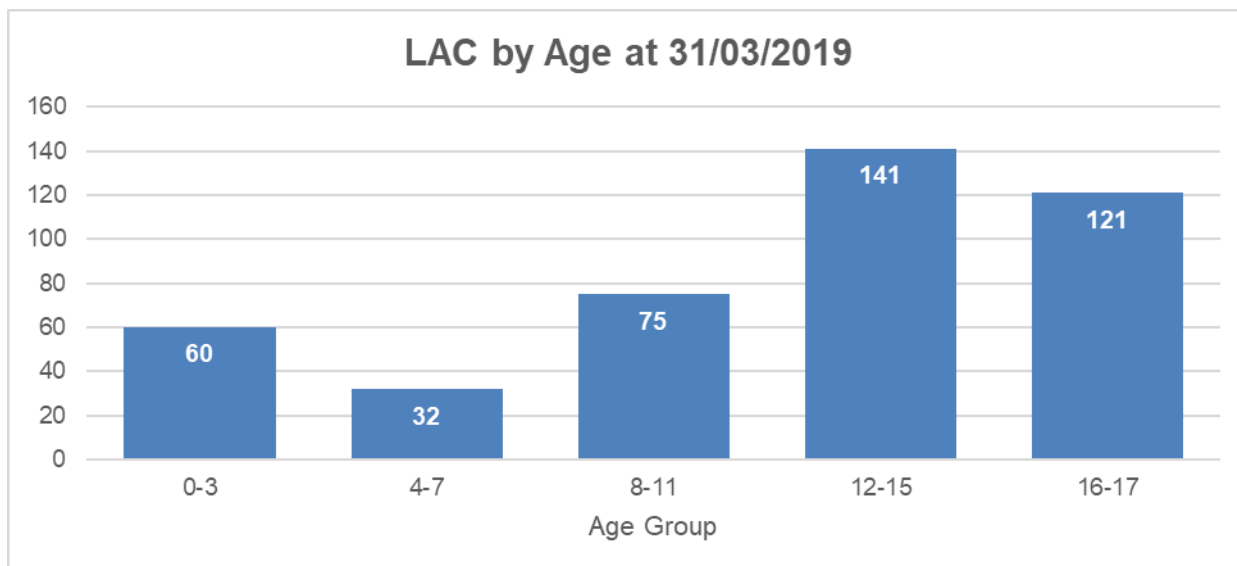
3.5 The statutory duties of the IRO are to:

- monitor the local authority's performance of their functions in relation to the child's case;
- participate in any review of the child's case;
- ensure that any ascertained wishes and feelings of the child concerning the case are given due consideration by the appropriate authority; and
- perform any other function which is prescribed in regulations.

3.6 Profile of the LAC population

Age, Gender & Ethnicity of our 2018/19 LAC cohort

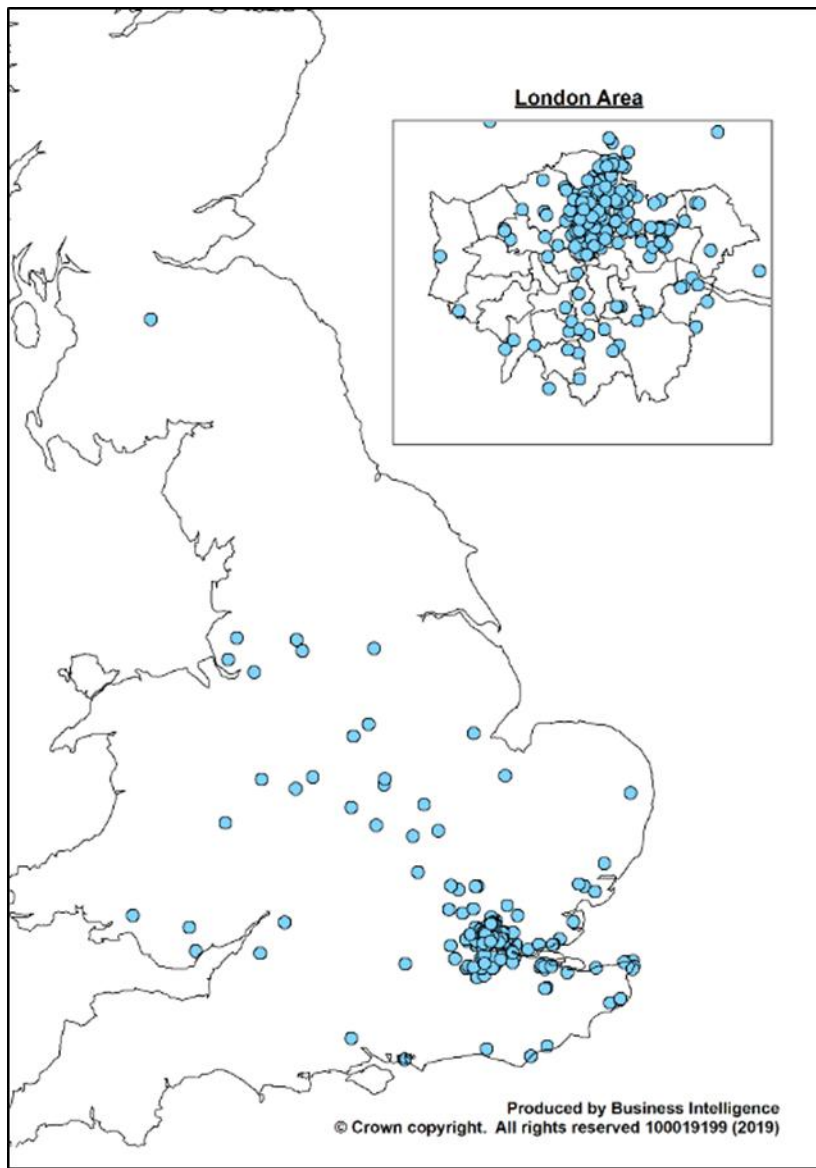




- 15.88% of children who started to be looked after during the year ending 31st March 2019 were aged less than 1 year old
- 11.59% of children who started to be looked after were 1 to 4 years' old
- 9.01% of children who started to be looked after were aged 5 to 8 years' old
- 51.93% of children who started to be looked after were aged 13-17 years +

3.7 Children placed outside Haringey

330 Looked After Children and young people were placed outside of the local authority area (77% of the LAC population) that resulted in IROs spending a significant period of their working week travelling away from the borough / office. This impacted on their capacity to complete other IRO duties including, on-going monitoring and visits to Looked After Children and young people in line with the IRO guidance. However, they have ensured they have had regular consultations with social workers and accessed electronic case records to ensure they were kept fully informed of the LAC process. IROs have also ensured they have quality assured cases presenting challenging and complex issues – and undertake Midway Reviews on a percentage of their cases.



3.8 Professional Profile of the IRO Service in Haringey

- 3.8.1 The IRO Team is part of the Conference and Review Service which sits within the Safeguarding Quality, Impact and Practice Service based at River Park House. The core function of the team is to ensure our LAC children and young people receive an effective and efficient service that embraces their wishes and feelings and ensures they are in an environment where they can develop and thrive as healthy and happy individuals with their aspirations and ambitions supported and encouraged.
- 3.8.2 In this regard our IRO team has many experienced individuals and all are employed at the same grade as Team Managers and all registered HCPC Social Workers.
- 3.8.3 Although there have been some long-term staffing issues, the current team is now made up of mainly all permanent members, which can only reinforce and

improve the current service delivery, and relationships with front line teams. This also provides more consistency and continuity for our LAC population.

3.8.4 Supervision Support and Training for IROs

3.8.4.1 IROs have scheduled one-to-one reflective supervision or group supervision every five/six weeks as per the CYPs supervision policy and can obtain management advice, guidance and support on an 'ad hoc' basis when required from their Line Manager or Head of Service.

3.8.4.2 The Supervision session is delivered using the Signs of Safety model focusing on 'what is working well', 'what needs to happen' and 'what we are worried about', taking into account the following headings:

- IROs' working experience and their Personal and Professional Development;
- Language and Communication;
- Relationship-based practice with frontline staff and multi-agency partners;
- Case discussions and decisions at Review Meetings
- Endorsement / non-endorsement of care plans;
- Escalations; and
- Performance Impact.

3.8.4.3 IROs also deliver and participate in the current 'Bite Size Learning' lunchtime workshops in relation to Transition, UASC and permanency and further sessions are planned around Child Criminal Exploitation and Gangs, including CSE, County Lines and Modern Slavery.

3.8.4.4 The majority of IROs are members of National Association of IROs (NAIRO) and regularly make use of their website and the support provided. They have also recently begun to attend the London Independent Reviewing Officers Group following the peer review by our colleagues by Islington. This is being supported and encouraged ensuring our IROs have support from outside Haringey and are aware of national trends and issues.

3.8.4.5 IROs have not been an active member of National IRO Managers Partnership (NIROMP) recently, it is intended that we should also ensure we both attend and become actively involved in the national debate concerning the role of IROs . The priorities recently agreed developed by NAIRO appear to reflect those already in place by Haringey:

- voices of children - loud, proud and entitled
- secure love and care - children feel loved and securely cared for
- relationships, focus on people, networks, wellbeing and resilience
- public affairs; clear vision, leadership and direction.

3.8.4.6 IROs also should ensure their own training is kept up to date so as to have an up to date knowledge of best practice and therefore regularly attend both inhouse and external courses these have included:

- Learning symposium: Domestic Violence – working with adults
- Motivational interviewing and working with challenging behaviours
- Court training (reports writing and giving oral evidence in Court)
- No Recourse to Public Funding training
- Meaningful participation of children and young people in decision making about their care
- Input on autism from Esther Joseph, Haringey autism specialist
- Unconscious bias lecture
- Training regarding systems and practice in the Haringey Reviewing Team (Buddy)
- MIRRA – Memories Identity Rights in Records Access; Information Rights in Children Social Care
- Practice Supervisor Development Programme
- Attachment and Relationship based Practice
- County Line training
- Social work and problematic substance misuse, DARC Conference at Middlesex University
- Training for Facilitators of Schwartz Rounds – Birmingham
- We have recently also signed up with Research in Practice and the IROs have all been encouraged to register to access the wealth of material available.

3.9 IRO Establishment

The IRO service is made up of the following:

- a permanent Head of Service who has been in place since April 2017
- an Interim Service Manager who has been in place since April 2017
- 7.5 IROs (6.5 permanent staff).

Following an OFSTED Inspection in December 2018, the following recommendations were made for the IRO Service:

'The Local Authority is working to strengthen the IRO challenge. However, this is not yet consistently evident in their work with children. This was particularly evident through the lack of challenge seen in progressing children's permanence plans' (Ofsted Report 2018, Paragraph 24)

3.10 Practice and performance of the IRO service

3.10.1 Case loads

3.10.1.1 Haringey is committed to ensuring that IROs caseloads are consistent with the guidance within the IRO Handbook

3.10.1.2 The IRO manager should take into account the following in relation to the size of caseloads:

- anticipated requirements set out in primary legislation, regulations and guidance;
- caseloads in comparable boroughs;
- outcomes of quality assurance audits; and
- capacity to support developments within the service, especially in relation to increasing the active participation of children in the review process.

3.10.1.3 It is estimated that a caseload of 50 to 70 Looked After Children for a full time equivalent IRO would represent good practice in the delivery of a quality service, including the full range of functions set out in this Handbook. This range should reflect the diversity and complexity of cases across different local authorities.

3.10.1.4 Average caseload for IROs during 18/19 was in the range 55 to 65 this is regularly monitored and caseloads are not seen simply as a specific number but factors such as complexity, whether out of borough and complex needs; multi-disciplinary plans are also considered when allocating new children to an IRO.

3.10.2 Timeliness of LAC reviews

Q6a - No. of Reviews (01.04.18-31.03.19)						
Month	Y	Not In Timescale	%	Not in Timescale		Total Not In Timescale
				Not In Timescale	%	
2018						
Apr	72	90%	10	9.98%	82	
May	122	89%	16	11.31%	138	
Jun	88	88%	13	12.41%	101	
Jul	95	91%	9	9.00%	104	
Aug	67	95%	5	5.04%	72	
Sep	65	92%	7	7.59%	72	
Oct	122	92%	10	8.28%	132	
Nov	121	93%	9	6.51%	130	
Dec	86	91%	7	8.84%	93	
2019						
Jan	95	93%	8	7.31%	103	
Feb	68	93%	7	7.30%	75	
Mar	114	96%	4	3.77%	118	
Grand Total	1115	92%	105	8.18%	1220	

The overall figure of 92% of reviews held on time is good, although some months as many as 12% were out of time, this was due staff sickness and two members of staff leaving Since then we have seen an improvement peaking in March at 96%. The reason for late reviews was not recorded, the case recording system needs to be amended to reflect this. For those that were, the single most common reason was the lack of attendance of key persons.

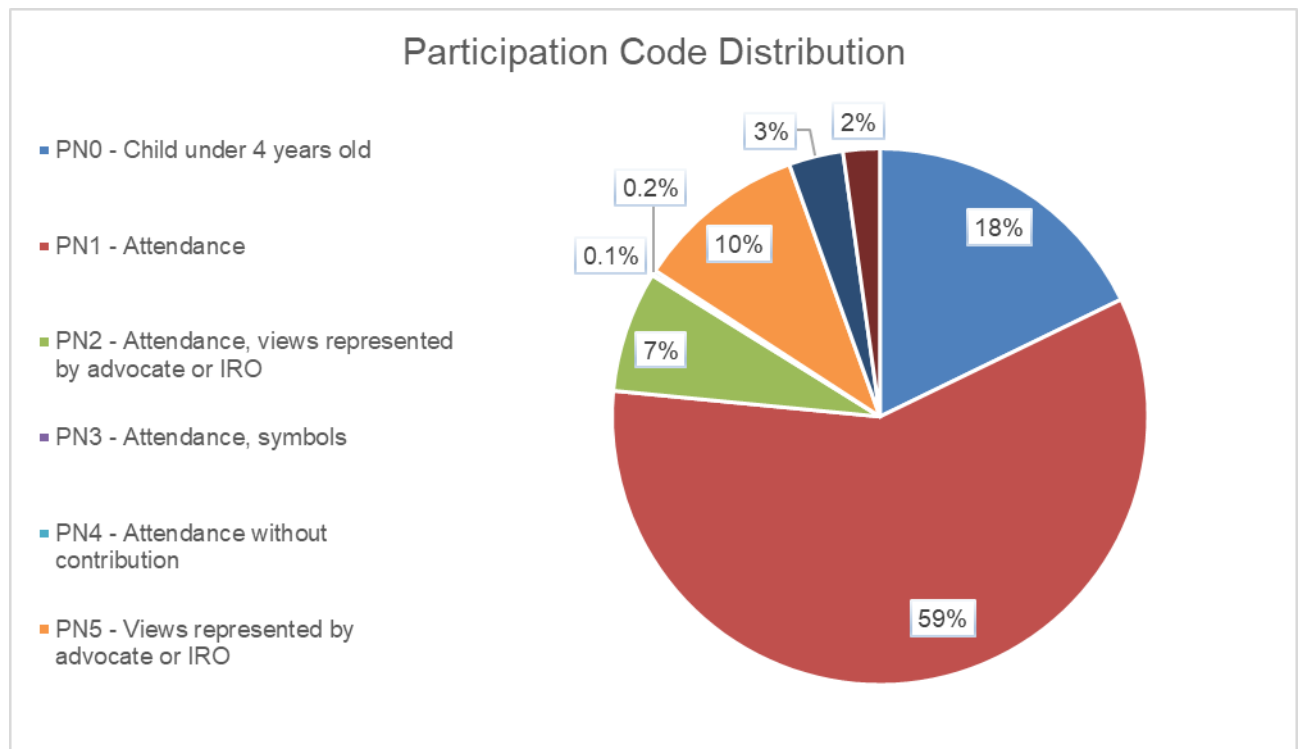
3.10.3 Quality of Care Planning

3.10.3.1 Review of Care and Pathway Plans during the reporting year 2018 to 2019 evidence 95% of children having an up to date care plan (up from 89% in 2017/2018) and 88% of young people having an up to date Pathway Plan (down from 92% in 2017/2018). The IRO Handbook practice standard sets out a clear expectation that all Looked After Children and young people will have an up to date Care Plan, or where appropriate a Pathway Plan which has been a significant and persistent performance priority and is the subject of our targeted improvement action plan.

3.10.3.2 The IRO Team continues to be concerned about a number of children not having up to date Pathway Plans, with individual IROs ensuring they have clear discussions prior to and within reviews meetings which are entered on MOSAIC, as well as escalating their concerns to the relevant social workers and team managers.

3.10.3.3 Work has been undertaken with the Head of Service for Looked After Children and Mosaic to change the IT system to ensure Care plans and Pathway Plans are started by the worker. The escalation process was also updated: to define escalations and alerts, and IROs role to quality assurance the case 5 days prior to the LAC review and alert the team manager on all care / Pathway Plans that require updating for the LAC review.

3.10.4 Children's Participation



Q6b - Participation codes		
Participation codes	No. of reviews	% of reviews
PN0 - Child under 4 years old	217	18%
PN1 - Attendance	717	59%
PN2 - Attendance, views represented	89	7%
PN3 - Attendance, symbols	1	0.1%
PN4 - Attendance without contributio	3	0.2%
PN5 - Views represented by advocate	126	10%
PN6 - Feelings of child conveyed via fæ	40	3%
PN7 - Child does not attend nor are hi:	27	2%
	1220	100%

- 3.10.4.1 As well as chairing Looked After Children Review Meetings, IROs have contact with their allocated Looked After Children and young people through contact via telephone and texts and undertake visits whenever possible. Contact is made by the IRO both prior to LAC Review Meetings and, when possible, in between LAC Reviews at the Midway point. The IRO Service Manager has observed the majority of IROs' chairing of LAC Reviews Meetings and has seen evidence of good direct work with Looked After Children and young people. Within LAC Review records the child and young person's journey and life story is generally well documented.
- 3.10.4.2 Out of 1187 reviews, 19% approximately of children were under 4 so they could not convey their views directly, as a consequence IROs undertook direct observations of the child and information from professionals which assisted to understand the children's wishes and feelings. Of the remaining 81%, LAC reviews were for children above 4 years, 78% of children and young people participated in their Reviews for the year ending 31st March 2019. Participation includes attending and / or contributing to their Review. A majority of the remaining 15% who did not attend their reviews are linked to our increasing cohort of young people who are missing or engaged in child criminal exploitation, child sexual exploitation, gang activity, county lines and modern slavery. Many of these young people are missing at the time of their review – or refuse to participate. However, on many occasions communication is facilitated via our highly trained and skilled Safer London Young People Advocates who undertake Return Home Interviews, as well as hold untold intelligence, data and information on Haringey young people, their associations and their networks. Also, as previously mentioned, Haringey has commissioned the I.T. Application, Mind of my Own (MOMO) www.mindofmyown.org.uk, which is a highly acclaimed IT App that our LAC population can access via their mobile phones, iPad or Laptops. MOMO will target all age groups and will support IROs in their engagement and connection with resistant and disengaged young people.

3.10.5 Education and Health of Looked After Children

3.10.5.1 IROs review education and health planning processes as part of the LAC Review process. Personal Education Plans (PEP) and Health Assessments (HA) feed into the review process to ensure our LAC children are receiving a good standard of care.

3.10.5.2 As at 31st March 2019 performance was as follows:

- 80% of Looked After Children / young people had an up to date PEP
- 92% of Looked After Children / young people had an up to date HA.

3.10.5.3 Although these figures are a decrease in performance from previous years, this relates to recording issues with PEPS now being recorded on a termly basis rather than previous years when data has been captured annually.

3.10.5.4 To ensure continuity between Social Care and Education/Health, the Head of Service and Service Manager for the IRO Service have and are continuing to reinforce strong relationships with both LAC Health and Virtual School to ensure partnership working and improved performance.

3.10.6 Achieving Permanency for Looked After Children

3.10.6.1 Out of 429 children, 45 (10.49%) of them had three or more changes during 2018-19.

No. of changes during the year	No. of children
1	304
2	80
3	25
4	11
5	4
6	2
7	1
8	1
12	1
Grand total	429

3.10.6.2 While it is a concern that 45 (10%) of our children have experienced three or more moves in a year, an audit of these is planned to fully understand the reasons and causes of these moves. It is also the case that over 300 of our children remained in their placement and have experienced a degree of stability.

3.10.6.3 Ofsted said in their recent inspection *'There is insufficient focus on permanence planning for children. Inspectors did not see evidence of those for children in residential care, other than to stabilise their placements, and for some it was not considered at all. Inspectors found several cases where children were waiting for their permanence plans to be endorsed. While these delays have not impacted on the stability of their placements, for example long-term fostering arrangements in place over several years, having permanence plans in place would help children to feel more secure.'*

3.10.6.4 IROs have focused with teams to stabilise placements to avoid breakdowns and moves. We now need to ensure those improvements lead to children achieving permanence endorsed by the relaunched permanency panel.

3.10.6.5 225 children and young people who ceased to be looked after during 2018/19 were for the following reasons:

- 113 ceased to be LAC, mainly due to turning 18 years
- 77 children / young people were rehabilitated home to the care of birth parents
- 13 children were placed with adoptive parents
- 12 children made subject of a Special Guardianship Order
- 1 child / young person was placed with a relative or friend
- 1 young person was detained under the Criminal Justice Act
- 6 children were placed abroad with relatives
- 1 young person moved out of Haringey
- 2 children and young people recorded as 'other'.

3.10.6 Pathway Planning

3.10.6.1 As part of their Pathway Plan review process all care leavers in Haringey are provided with information regarding their entitlements in order to help and assist young people stay in education, employment and training up until the age of 21 years and in special circumstances up until 25 years. The level of support provided is dependent on the level of assessed need.

3.10.6.2 All care leavers in Haringey who are in receipt of / or claiming Job Seekers Allowance (JSA) are provided with support via DWP and a work coach to assist them in negotiating the transition into employment and a chosen career. This is explained to each care leaver initially when making a JSA/Universal Credit claim.

3.10.6.3 CYPS policy is to provide each young person with a copy of their needs assessment informing their Pathway Plan.

3.10.6.4 The IRO continues to chair a final Pathway Plan Review and at this review post-18 entitlements are considered and confirmed.

3.10.6.5 At the present time however, there is no established IRO mechanism for capturing if children / young people are receiving the appropriate entitlements or advice about their entitlements, although this is currently being reviewed by the

Head of the Looked After Children Service and a meeting is in the process of being set up.

3.11 Quality Assurance

- 3.11.1 An important role for IRO is to participate in audits, and all IRO continue to be involved in the monthly audits, assisting their understanding of the quality of social work practice across teams. While these audits identify lessons, we need to develop a more linked up response to how these lessons are disseminated and impact the practice of social workers. It is the intention of SQIP to undertake a series of themed audits over the next year- two have been identified and we have begun an audit on why Looked After Children are over represented in the criminal justice system, following this we will be considering children who are not in settled placements following 3+ moves in the past year.
- 3.11.2 Recent audits on missing children raised concerns about practice and we are reviewing with IROs how they can be more directly involved in improving the safety of children going missing.
- 3.11.3 IROs also engage in monthly Practice & Performance meetings with the Head of Service to discuss alerts, escalations, shortfalls and good practice – to underpin quarterly reporting to the DCS and AD.
- 3.11.4 There are also monthly IRO Team Meetings where the Service Manager ensures a proportion of time is used for professional development, and partner agencies are invited along to discuss their service and build on professional relationships.
- 3.11.5 The core finding for the IRO service from the Ofsted report was their capacity to challenge; while IROs have escalated significant numbers, we need to build in better systems and feedback ensuring we are identifying the outcomes of the escalations more effectively and identifying themes. Following our inspection the IRO service was subject to a peer review and an action plan is being developed from its recommendations.
- 3.11.6 The IROs through their role identify themes and issues that suggest areas that need to be reviewed or improved, this is not just through escalations but where good practice is identified and provide lessons for other, these can include both direct interventions and procedural issues. These are discussed in team meetings and while we are engaged in identifying areas for improvement, we need to be more proactive in ensuring this learning is disseminated or shared with senior managers.
- 3.11.7 Recent issues that have been explored and discussed have been: delays in finding suitable specialist education provision for excluded children, access to bank accounts particular UASC young people, matching and permanency planning is inconsistent, use of CAMHS services This also suggest the IROs need to develop further their links with the virtual school and CAMHS.
- 3.11.8 It is also recommended that we ensure we have regular meetings with the operational team and senior management to share and reflect their views and

observations.

- 3.11.9 IROs have found that while the take up of independent visitors is poor, where it does occur they are experienced as helpful and supportive but a significant number of young people are not keen to have an independent visitor, while this may be young people being reluctant to have another person to tell their story to, we need to better understand why children and young people are declining this service and ensure we are more proactive in promoting this for young people.
- 3.11.10 An area that has been identified internally for improvement is the use of mid-ways which occurs inconsistently, a clearer procedure needs to be put in place such as setting up dates for mid-ways at the review, with a focus on ensuring progress with the child's plan is maintained.

3.12 **Dispute Resolution, Escalation and Challenge**

- 3.12.1 It should also be noted that the IRO Handbook is explicit about the role of IROs in ensuring best practice for example 'As part of the monitoring function, the IRO also has a duty to monitor the performance of the local authority's function as a corporate parent and to identify any patterns of poor practice. Where these more general concerns around service delivery are identified, the IRO should immediately alert senior managers to these concerns.'
- 3.12.2 IRO Handbook states that 'One of the key functions of the IRO is to resolve problems arising out of the care planning process. It is expected that IROs establish positive working relationships with the social workers of the children for whom they are responsible. Where problems are identified in relation to a child's case, for example in relation to care planning, the implementation of the care plan or decisions relating to it, resources or poor practice, the IRO will, in the first instance, seek to resolve the issue informally with the social worker or the social worker's managers. The IRO should place a record of this initial informal resolution process on the child's file. If the matter is not resolved in a timescale that is appropriate to the child's needs, the IRO should consider taking formal action.'
- 3.12.3 The OFSTED inspection of Haringey in November 2018 noted that they were 'working to strengthen the IRO challenge. However, this is not yet consistently evident in their work with children. This was particularly evident through the lack of challenge seen in progressing children permanence plans'.
- 3.12.4 The IROs are fully committed to driving best practice, permanency and good outcomes for our children but we have not always been able to evidence this. The IROs are regularly raising concerns with the teams, initially informally and if this is not resolved the concerns are escalated more formally. In the first quarter of this year there were 70 alerts and escalation these covered a range of issues and concerns, examples such as an individual at high risk of criminal exploitation, risks not being fully acted upon, challenges on delays in identifying suitable placements, delays in approving a placement with parents, concerns at failure to revoke a placement order, contact between siblings not being carried out.

3.12.5 There is a review of our present escalation procedure as it does not fully capture the themes identified and whether resolved. While IROs are robust in their challenge of concerns for individual children and driving appropriate change, we are not capturing the impact of broader resource and policy issues.

3.12.6 There are other methods for identifying these issues such as our regular team meetings which have been reinforced ensuring they are minutes and that have captured the shared experiences of the IROs. It is also intended to meet quarterly with the key service areas to share their experiences, themes and issues identified. It is also recommended that quarterly meetings are set up with the AD to consider any issues.

3.13 Overview and Summary

3.13.1 In conclusion the IRO performance and their impact on the outcomes of Looked After Children can be summarised by stating that the IROs provide sufficient rigor and challenge on individual children particularly where there is escalating risk or drift. However the areas of development of the IRO service requires them to be more challenging at strategic level.

3.13.2 As stated earlier in the report the IRO Handbook is explicit about the role of IROs to monitor the performance of the local authority's function as a corporate parent and to identify any patterns of poor practice. Where these more general, strategic or resource concerns around service delivery are identified, the IRO should immediately alert senior managers to these concerns.

3.13.3 These issues are also reflected nationally where the role of the IRO has recently found itself under fresh scrutiny following recommendations from last year's fostering stocktake, and court judgments concerning Herefordshire Council.

3.13.4 The National Association of Independent Reviewing Officers (NAIRO) put together a dossier of cases, which makes clear that the intervention of IROs has significantly improved the lives of many children in care: some serious issues have also been identified. Practice among IROs has been found to be extremely patchy across local authorities, and there are some problems that emerge routinely which have been identified by Ofsted and the judiciary. A key concern is that IRO challenge is not strong enough, these reflect many of the concerns identified here in Haringey.

3.13.5 A common shortcoming – identified in a number of Ofsted reports – relates to the effectiveness of IRO challenge in the face of what may be seen as poor planning or practice. It particularly has been noted that there has been a very small numbers of referrals by IROs to CAFCASS.

3.13.6 NAIRO consequently has made several recommendations on how to improve the role of the IRO:

- Reviewing the IRO Handbook to strengthen the independence of IROs, their status and influence within local authorities and their capacity to challenge.

- Facilitating closer relationships between IRO services and elected members.
- Requiring local management arrangements to support and facilitate effective challenge.
- Enabling closer links with Children in Care Councils.
- Making it a duty of IRO services to assess local authorities' looked-after children services as a whole.

3.13.7 As strengthening the role of the IROs in Haringey is a recommendation of our own Ofsted report, these recommendations and how they might be introduced locally need to be considered.

3.13.8 The Ofsted (2018) inspection of Haringey highlighted the need to strengthen and improve the IRO services for Looked After Children and young people which would enable CYPS to achieve a "good" judgement. As a response to this feedback the IRO service has started an improvement journey in order to strengthen its own practice as well as developing its ability to provide challenge and support to CYPS in relation to care planning and corporate parenting responsibilities. Whilst the role of the IRO can be uncomfortable, especially when challenging practice within the department, it is important that CYPS embraces this aspect of the service as a valuable contribution to ensuring that the needs of Looked After Children and young people are championed and promoted.

3.13.9 The IRO Service has brought rigor and challenge to care planning practice for Looked After Children and young people in the following ways:

- Challenging placement moves which are not in the best interest of the child / young person
- Challenging change of placements and lack of placements relating to vulnerable young people at risk of exploitation
- Challenging drift and delay through use of the Escalation Process
- Working with both Social Workers and Virtual School staff to improve PEP compliance and quality
- Supporting and critically challenging the quality and compliance of individual Care Plans
- Monitoring children who cease to be looked after to ensure that the decision is made in their best interest as part of the LAC Review process or is at least decided in consultation with the IRO
- Using the LAC Review process for placements that are at risk of breaking down
- Learning from shared practice through reflective group supervision
- Ensuring that IRO reflective supervision on each case and management decisions are placed on the child's file
- Attending panels where their LAC child is to be discussed to ensure recommendations from Reviews are actioned
- Ongoing learning and developing expertise in different service areas.

3.13.10 Although there has been progress within the IRO Service and there is evidence the IROs are using more rigor and challenge during 2017/18, the

following areas of development remain a priority to improve outcomes for Looked After Children and young people:

- I. Participation - consulting with children / young people to improve ways in which their views, wishes and feelings are ascertained and acted upon (together with implementing the MOMO IT Application (Mind of my Own);
 - II. Adding further rigor and challenge to care planning issues in respect of the following:
 - a. Ensuring permanency plans are in place at the second LAC Review and attending the Permanency Panel to avoid unnecessary drift and delay
 - b. Ensuring appropriate Special Guardianship support plans are approved and in place in a timely manner
 - c. Ensuring that the process for agreeing matches for Looked After Children and young people living in established long term independent fostering agency placements, is clarified and acted upon in a timely manner
 - d. Ensuring the timely revocation of Placement Orders when necessary and appropriate
 - e. Ensuring the timely revocation of Care Orders where necessary and appropriate
 - f. Ensuring that IROs undertake and complete mid-way reports monitoring progress of care plans, tracking that they are fully implemented;
 - III. Implementing a robust system for recording rights and pursuing advocacy where required;
 - IV. Embedding the IROs' use of authority to record whether proposed Care Plans are endorsed; and
 - V. To provide quarterly reports for Looked After Children and young people in respect of practice, impact and outcomes.
- 4. Contribution to strategic outcomes**

N/A