

Safeguarding, Quality, Impact & Practice

Independent Reviewing Officer's Annual Report 2021- 2022.

Control Version [3]

July 2022

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Haringey Council – Children’s Services

IRO Annual Report 2021/22

Introduction

This annual report has been produced in accordance with the requirements of the Adoption and Children Act 2002. The Independent Reviewing Service has a key role in assuring the quality of a Local Authority’s care planning for looked after children and improving the overall standard of services offered.

The report outlines the achievements of Independent Reviewing Officers (IROs) and begins with an introduction to the legal context of the role of the IRO, introduction to the IRO team, an update on the progress on our priorities from last year and Haringey’s current care population. It considers the timeliness of reviews, how IRO’s raise concerns about a young person’s care and the participation of young people and their families in statutory reviews. The report allows an opportunity to provide evidence of the work undertaken to date and outline the service development priorities for the next year.

Purpose of service and legal context

The appointment of an Independent Reviewing Officer (IRO) for a child or young person in the care of the Local Authority is a legal requirement under section 118 of the Adoption and Children Act 2002. Since 2004 all local authorities have been required to appoint an IRO to protect children’s interests throughout the care planning process.

The Independent Review Officers’ (IRO) service is set within the framework of the updated IRO Handbook (2010), linked to Care Planning Regulations and Guidance which were introduced in 2011 and revised 2021.

The Care Planning, Placement and Care Review (England) Regulation 2010 apply specifically to children who are in the care of a local authority. The objective of these Regulations is to optimise outcomes for children in care by improving the quality of the care planning processes.

IROs are required to oversee and scrutinise the Care Plan devised for every child or young person placed in the care of the Local Authority. The IRO will ensure that everyone who is involved in the child or young person’s life fulfils the responsibilities placed upon them.

IRO’s are expected to ensure:

- Review meetings are held for all children and young people who are being cared for by the Local Authority,
- The views and wishes of children and young people in care are heard and considered when decisions are being made about them,
- Children and young people understand their care plan and any changes to this,
- The Local Authority is a good corporate parent to all children and young people in care by ensuring they get the same opportunities, support, love, and care that other children living within their families receive.

Introduction to the IRO Service:

Key Messages

Overall the IRO service has:

- Ensured reviews are held within timescales
- Evidenced of greater oversight on care planning
- Championed the Voice of the Child within CLA reviews and CLA Review minutes
- Been more consistent in the use of the Dispute Resolution Process
- Used a blend of ways to help maintain participation of Children Looked After
- Supported permanency planning and stability for our young people
- Promoted access to advocacy and Independent Visitors
- Continued its focus on transition planning for young people who have an EHCP, difficulties with mental health or have additional vulnerabilities

The IROs are part of the Engagement, Safeguarding & quality Assurance Service within Children and Young People's Services and comprise of Registered Social Workers. An IRO's core functions include reviewing plans and monitoring the Local Authority in respect of its corporate parenting and safeguarding responsibilities. The IRO Service is led by a Service Manager.

At present, there are five permanent and two interim IRO's. The Head of Service continues to work on a recruitment strategy to further enhance workforce stability. The experience and knowledge of IROs within the service ranges from 9 months to 16 years within the role. The service currently has over 90 years combined social work experience to draw upon some have previously held the role of Senior Practitioners, Team Managers, Residential Care Managers and Service Managers in various areas of specialism.

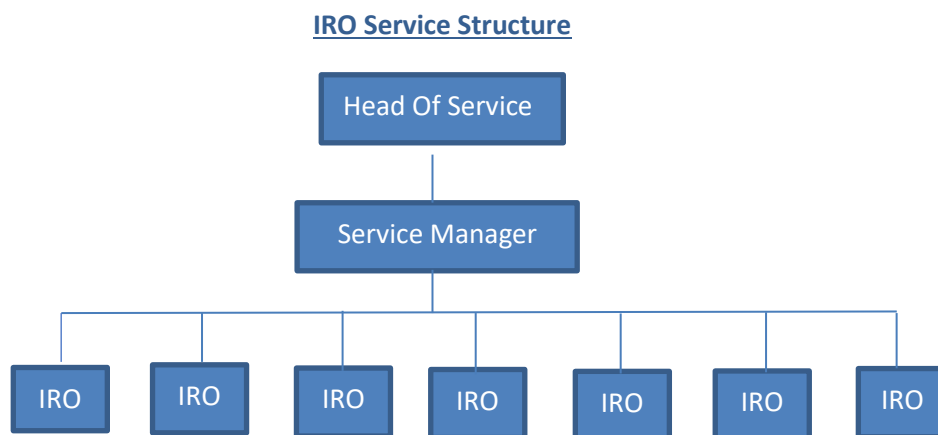
The IRO service benefits from a culturally diverse staff group, which is representative of the children and young people looked after by the local authority. The linguistic skills of the staff group further enriches the service, comprising of 8 languages in addition to the use of augmentative alternative forms of communication being employed to communicate with children with additional needs.

IROs make an important contribution to the consistency of practice from all those who have a corporate responsibility for looked after children and care leavers. They have a duty to prevent drift and delay in care planning and ensure that the local authority's efforts are focused on meeting the needs of children and achieving the best possible outcomes. IROs monitor the activity of the local authority as a corporate parent, in ensuring that appropriate actions are taken to meet the child's assessed needs, and that the Local Authority is operating in line with care planning regulations. They have a responsibility to identify patterns of concern that may emerge in respect of individual children and collectively, and to make senior leaders aware of these.

As a result of team stability the IROs have strong and enduring relationships with the children, young people and their families that they review. Many children have had the same IRO for several years. Maintaining this ongoing consistent relationship offers continuity for children and parents alike and is seen as very important by children, parents and the IROs.

This year the service has not seen any changes regarding the management structure which has continued to offer stability to the team. The IRO service manager brings with him 16 years' experience as an IRO Through monthly supervision, case consultation, team-meetings and peer group supervision, the Service Manager provides casework oversight, professional advice and management support to each IRO. There are plans for the service to attend an advance practitioner's programme for IROs in the coming year.

IROs have been observed chairing reviews as part of our quality assurance approach. Observations have been undertaken by the Principal Social Worker, Service Manager, Quality Assurance team and Director of Children Services. Their performance is reviewed against the expectations set out in the IRO handbook. We actively seek feedback from all those involved in the review process and use this when considering yearly objectives. This approach provides opportunities to reflect on practice and learning whilst giving managers and IROs a chance to hear directly from children, parents, colleagues and professionals about what it is like to be involved in the children in care reviewing process.



Training & Professional Development of the IRO Service

Research in Practice, Community Care Inform and Making Research Count, provide support for IRO's regarding research developments, policy and legislative updates in addition to training opportunities both virtually and face to face. Some of the training attended by the IROs in 2021/22 includes: 'Motivational Interviewing', 'Additional Communication Needs with Children & Young People', 'Interpersonal Dynamics Model – thinking About Children & Young People', 'Black Care Experience' and 'Exploring Gang Culture – Criminal Exploitation, Vulnerability & Violence'. There are now two fully qualified Practice Educators within the service.

There are plans for all the IROs to attend the Advanced Practice for Independent Reviewing Officers training in June 2022 which will cover:

- A critical review of the role and effectiveness of IROs
- A review of reform in Children's Services and implications for IRO practice
- Understanding human cognitive bias and its implications for judgement and decision making

- Constructive engagement, challenge and influence

Haringey continues to be represented on the London Regional IRO Practitioners Forum by its IROs. The purpose is to meet with colleagues across London to share practice, discuss topics of concern, challenges, new legislation and practice guidance. Areas of discussion have included updated government advice around the use of unregulated placements, challenges around preparation of young people for semi/independent living and virtual Secure Accommodation Reviews. Similarly, the Service Manager for IROs remains actively involved and represents Haringey on the London IRO Managers Forum which has explored a variety of issues including sufficiency of secure accommodation places, best practices through Covid restrictions and contribution to the Social Care Review & Case for Change. The IRO Service Manager has also taken the opportunity within this forum to showcase Haringey's Child Centred CLA Review Practice Guidance with other Local Authorities to contribute to their own development and Voice of The Child Strategies.

Collectively, the service also accesses other resources and cascades learning for the benefit of colleagues, which further enhances the quality of service for children looked after by the local authority. For example over the past year the IROs have held team meeting briefings around the Care Planning & Review Regulations, Liberty Protection Safeguards and Mental Capacity.

Haringey IROs now hold 6 weekly critical reflective working groups, which began in February 2022, with another Local Authority IROs which is facilitated by our Partners in Practice, Islington. There has been positive feedback from the facilitator in respect of the Haringey IRO contributions to this group which has generated constructive developmental discussions. Similarly, from February 2022, the IRO Service Manager meets with this local authority counterpart once per month to help support the authority in their improvement journey. In these reflective discussions issues around managing dispute resolutions, staff management and care planning have been explored which has supported the local authority in giving consideration to reviewing its current dispute resolution procedures and how DRP data is collated.

Update on the IRO Service Priorities 2021-22

There has been significant progress within the IRO Service. The following areas of development were outlined in the IRO Annual Report 2019/20 to improve outcomes for looked after children and young people:

- **Improving consistency: IROs undertaking and completing mid-way reports and monitoring progress of care plans.**

The IROs continue to evidence oversight of the implementation of care and pathway plans as evidenced by the IRO footprint on case files. This has led to a reduction of delay in achieving outcomes for some of our young people. The IRO service is reviewing the midway monitoring form to be more streamlined and aligned to the Child Centred Review Practice Guidance and revised Children Looked After (CLA) forms and it is envisaged that this will improve midway monitoring further.

- **Continuing to improve the rigor and challenge of the IROs through consistent use of the Dispute Resolution Policy**

We have become more consistent as a service in ensuring rigor and challenge relating to practice, yielding improved outcomes for children and young people.

- **IRO's will support implementation of the Haringey CLA revised guidance which will help promote participation and ensure the Voice of the Child remains Central.**

The IRO Service has supported the implementation of the Child Centred Review Practice Guidance. The IRO Service Manager has facilitated a monthly working group consisting of team managers and senior practitioners. IRO links to each service continue to provide advice and support to their respective service and IROs and the IRO Service Manager provide constructive feedback to practitioners. This is leading to care plans, Pathway Plans and Social Work reports becoming more child centred and with 'SMARTer' outcomes. Care Plans and Social work reports for reviews are now written to the young person and encourages the Voice of the Child being central to planning for the child and young person.

- **IRO feedback forms for young people and professionals to be offered digitally to optimize learning from this essential feedback loop.**

Having used digital option has not yielded the engagement of YP we would like but mindful that IROs do have lots of contact with young people and continue to explore alternative digital options – IROs continue to strengthen their relationships with YP and this does facilitate YP talking about worries however we are mindful that some YP may not feel comfortable talking face to face and therefore continue to explore digital option to allow YP to be able to share any worries they may have.

- **IRO service will meet with Aspire quarterly to understand trends and themes that will help promote children and young people's participation in their child in care reviews.**

There is an established IRO link with Aspire who is in regular contact with the Participation Officer. The IRO plans to meet with the Aspire Group on a quarterly basis to seek feedback around young people's experiences of being in care and the CLA processes. There will also be opportunities to explore promoting engagement, participation and the development of an annual Fun Day for all children looked after.

- **The IRO service will continue to ensure that plans are up to date and appropriately address the needs of all children and young people being looked after.**

The IRO Service has continued to work with practitioners to try and ensure that all our children or young people have an up to date care plan or pathway plan. The service has also revised the Social Work report for a CLA review to now incorporate a review Child & Family assessment which provides an updated needs assessment in preparation for each CLA review. This has meant that care plans and Pathway plans are better informed and tailored to meet the needs of the child or young person.

- **IROs will continue to focus on the quality of the personal education plans and use of the Pupil Premium Grant.**

The IRO Service Manager has been working with the Virtual School, holding monthly focus groups together with Personal Education Plans (PEPs) Champions, to look at the timeliness and quality of PEPs. CLA review minutes evidence that consideration is given to the use of Pupil Premium Grants to enhance the child/young person's education, including social and emotional development, which helps ensure that the grant is being used to improve achievement outcomes for our children and young people.

Children Looked After Reviews April 2021 – March 2022

The number of Children Looked After during the reporting period; 2020/21 has remained relatively stable, fluctuating between 379 to 395. The IRO Handbook suggests that each IRO has a caseload between 50-70 children. The average caseload within Haringey for the reporting year was 56 children. However, this is not representative of the number of Looked After Children's (CLA) reviews the IRO service has provided during the reporting period, which far exceeds the number of children looked

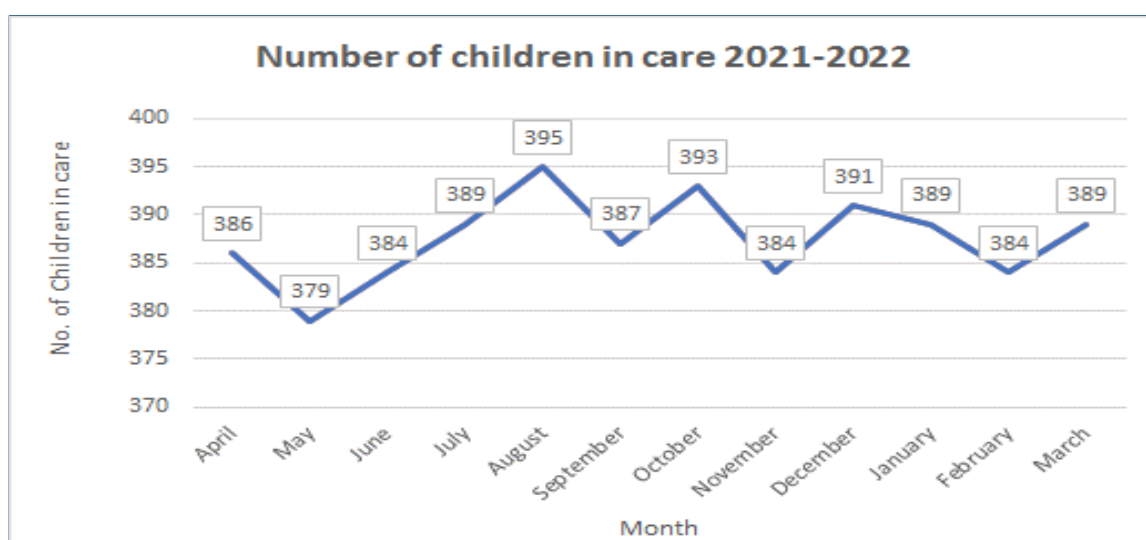
after. 25 children/young people returned home by their second review which helps evidence the work around reunification.

First Review	142
Second Review	117
Subsequent Reviews	757

It is worthy to note that the IROs have completed many more reviews that reflect the changes in the circumstances of the young people for example where an unplanned placement change has taken place, significant changes in educational, health or contact needs or where holding more frequent reviews is in the young person's best interest. As with many other Local Authorities and public organisations the IROs have worked hard in supporting the Local Authority in meeting its statutory functions. For example, IROs provided oversight where there has been a change in practitioner to help ensure that our young people receive the best possible service. IROs also regularly contribute to decision making forums where the IROs expertise and knowledge of the child/young person helps influence the best possible care plan and outcomes.

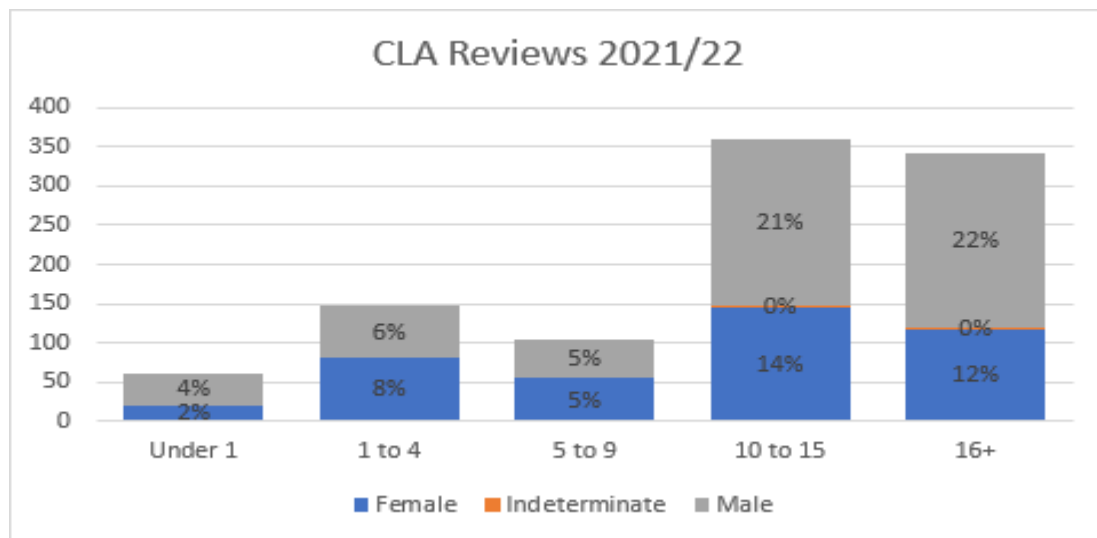
In Haringey we continue to aim for the children and young people in care to have the same IRO until they leave care and the stability within the service enables us to be in a strong position to offer this consistency. If the child / young person returns home and becomes looked after again, the same IRO is allocated whenever possible. The same IRO is also allocated to sibling groups of children. Where a mother and/or father and their child are looked after, the child has a different IRO to ensure objectivity.

There has been closer liaison between the IRO and CPA service to ensure that where a child or young person is subject of a child protection plan and becomes looked after that the CP plan is not ended until there is a written care plan which clearly identifies and addresses the safeguarding needs of the child or young person. Typically this would be for a short period to ensure transition from one planning process to another is established. Where a young person has been subject to both child protection and care plans the IROs and Child Protection Advisors have continued to work together to ensure that the dual status of these young people is kept to a minimum.

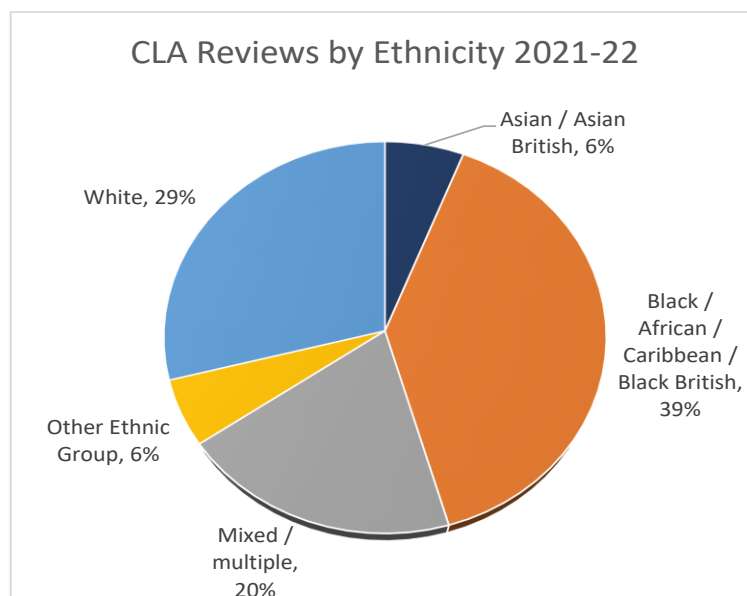


Looked After population during 2021/22

A total of 1016 children in care reviews took place this year that considered the needs of Haringey children and young people in care. We continued to have more boys than girls in our care this year. In April - March 2022 59% (639) of reviews held, considered males, a very slight increase from (58%) in 2021. For the same period the majority (67%) of children and young people in our care are 11 years old and older which has remained the same as the previous year.



The children and young people are from diverse ethnicities 29% were recorded as white; 39% black; 20% had a mixed heritage and 6% Asian. This has remained very similar to 2021. 65.3% of the Haringey population is made up of non-white-British ethnic groups with 23% Other white (non-British), 9% Black African and 7.1% Black Caribbean. The IRO service recognises that there is an over representation of black children and young people within its CLA population. Over the coming year the IRO service will take a closer look at some of the reasons as to why this may be the case and how to best address this disproportionality.



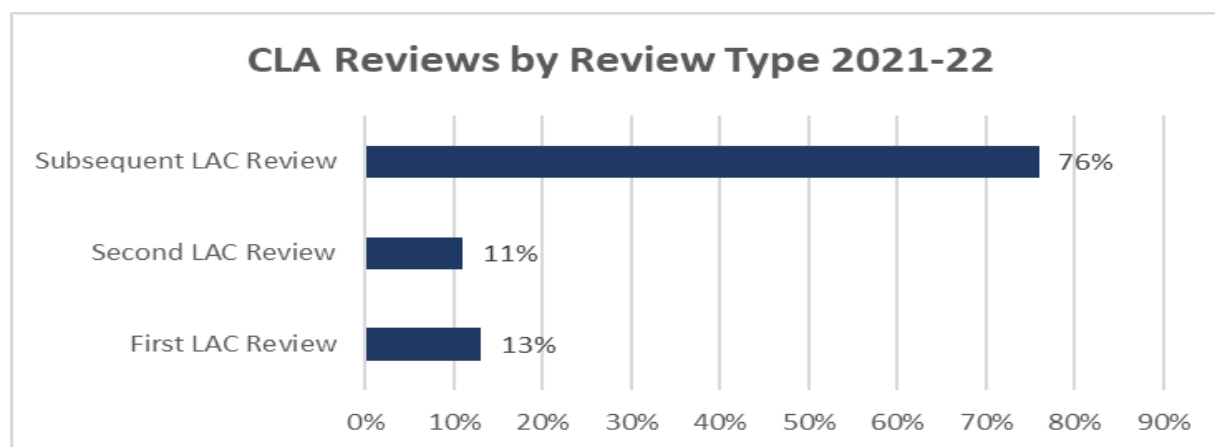
Reviewing Performance

Number and Type of Children in Care Reviews

The CLA review must be understood as a flexible process that will vary in relation to each child/young person. It can be a stand-alone meeting attended by all the relevant people in the child's life, or a number of meetings, with one central meeting attended by the IRO, the child, the social worker and some of the significant adults in the children's lives.

The IROs attend to the needs of each individual case and make decisions on how to hold the CLA review which best suits the circumstances of each child, so their wishes and feelings are heard. The role of the IRO requires striking the right balance and ensuring that a child-centred review is held, and that all the areas of the child's care plan are considered, some of which might be uncomfortable for the children / young people. Where possible, the IROs will encourage or enable children and young people to chair or take part in managing part of their meetings.

The chart below illustrates that subsequent reviews held, in particular for those children and young people who have been in care for at least 10 months. The number of reviews held does not represent the number of children in care but reflects the number of times a review has been necessary.

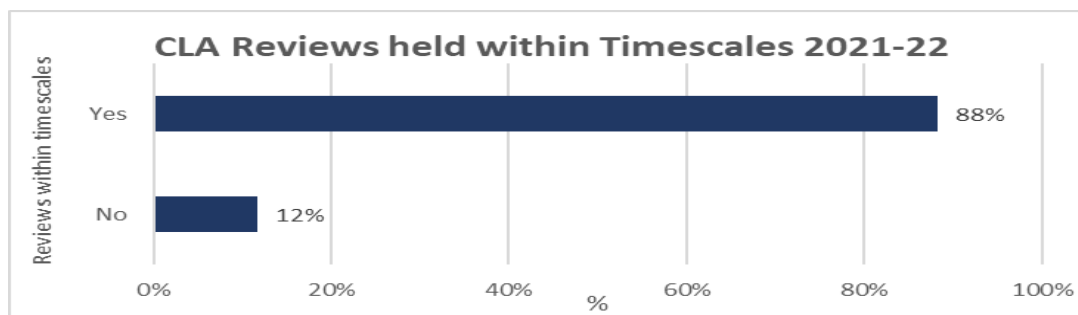


Timeliness of Children Looked After reviews

The IRO Service continues to support the department to improve the practice in relation to its statutory requirements for CLA reviews. As such, a concerted effort has been made in 2021/2022 to ensure that the Local Authority presents an updated Care Plan/Pathway Plan and Social worker report to each CLA review.

There are a number of reasons for some reviews (12%) being held out of timescales during 2021/22 which include late notifications of children coming into care, some young people missing from care at the time of their review, key people being unable to attend or there not being sufficient information to progress with a meaningful review. Work is being done to help reduce the number of late notifications by ensuring that practitioners and placement team are aware of the need to begin CLA processes early and IROs are encouraged to hold CLA reviews where a young person is reported to be missing to help ensure oversight of safety and care planning. In such cases IROs will hold earlier reviews or contact the young person to ascertain their views. It is envisaged these will help reduce the number of reviews held out of timescales over the coming year.

IROs are encouraged to be booked a month before their due date to work with the local authority to adequately scrutinise care plans and avoid adjournments (as per Regulation 36(2) of IRO handbook).

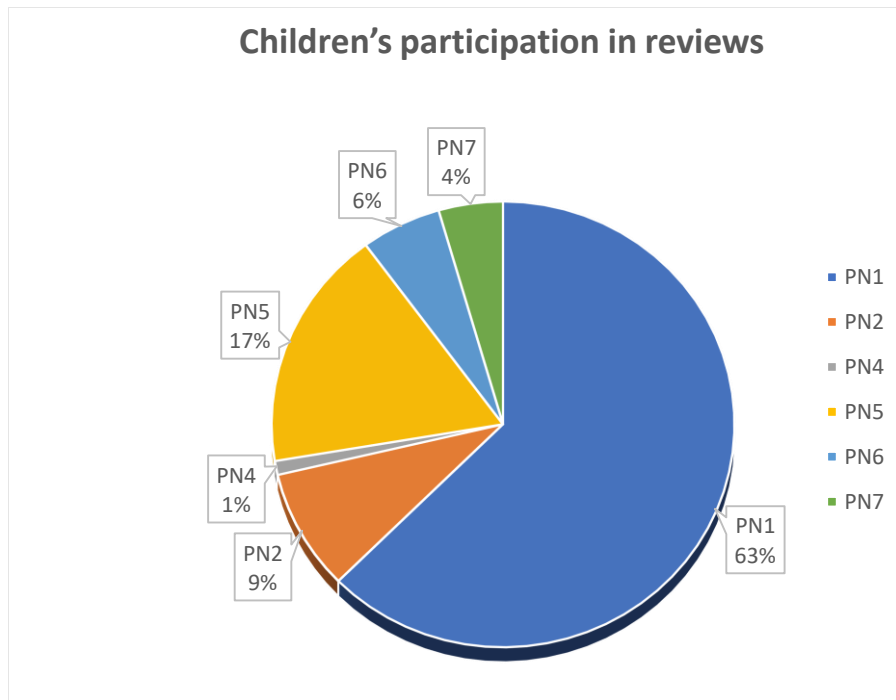


Children and young people’s participation in reviews

Over the past year the IRO service has moved away from holding all reviews virtually to now holding in person or hybrid reviews. The Child Centred Practice Guidance for CLA reviews places emphasis on the voice of the child and young people are offered a variety of ways in which they may be able to participate in their reviews. IROs continue to utilise a variety of ways in which children and young people participate which has included video conference calls, phone calls, communications through social media applications and face-to-face visits. IROs and young people have enjoyed a variety of activities as part of their reviews which has included cooking, drawing and reading out poems prepared for the review. This has led to an improvement in children and young people’s attendance and participation at reviews. Whilst IROs are reluctant to hold reviews during school hours or at the school there have been some occasions where this has been necessary due to distance and availability of key participants. On these occasions the IRO endeavours to meet or speak with the child or young person before the meeting and provides feedback so as not to disrupt education.

Of the reviews held, 16% of the children were under four years old. Where children are too young to share their views verbally the IROs make physical observations and gather information around routines and relationships to form a view of the child’s perspective. For the rest of the young people considered 63% attended their reviews and spoke for themselves, an increase from 53% the previous year. 17% of young people attended or did not attend but had their views represented at the meeting, a decrease from 26% the previous year. 4% of young people did not attend their review and their views were not presented, an increase of 1% from the previous year.

Of the remaining 84%, LAC reviews were for children above four years, 80% of children and young people participated in their Reviews for the year ending 31st March 2022. Participation includes attending and / or contributing to their Review. This can be done in a variety of ways including direct communication with the IRO or other trusted adult, completion of consultation documents or representing views through advocates.



Code	Definition
PN0	Child aged under 4 at time of Review
PN1	Child/young person physically attends and speaks for him or herself
PN2	Child/young person physically attends, and an advocate speaks on his or her behalf
PN3	Child/young person attends and conveys his or her view symbolically (non-verbally)
PN4	Child/young person physically attends but does not speak for him or herself, does not convey his or her views symbolically and does not ask an advocate to speak for him or her
PN5	Child/young person does not attend physically but briefs an advocate to speak for him or her
PN6	Child/YP does not attend but conveys his or her feelings to the Review by a facilitative medium
PN7	Child/young person does not attend nor are his or her views conveyed in any way to Review

In recognition of there being no children or young people conveying their views through symbols the IRO service has liaised with the Virtual School and secured funding for a Podd Book which will open options available to children and young people with communication difficulties in how they choose to participate. For those young people who experience verbal communication difficulties through additional or complex needs IROs are encouraged to consider the appropriateness of an assessment for the child/young person to access equipment such as eye gaze which allows computer control through eye movement which could enable direct communication. Over the coming year we will be exploring additional training for the IROs to further enable them to communicate with non-verbal children and young people with additional or complex needs.

A majority of the remaining 4% (a increase from 1% from the previous year) who did not attend their reviews are linked to our cohort of young people who are missing or engaged in child criminal

exploitation, child sexual exploitation, gang activity, county lines and modern slavery. Some reasons for young people not attending reviews are that they were missing at the time of their review – or refused to participate. For missing young people communication continues to be facilitated via our highly trained and skilled Exploitation Team who endeavor to undertake Return Home Interviews. IROs consistently try to stay in contact with this vulnerable group however many of these young people change their contact details when they go missing making it harder to establish contact.

This year IROs have continued to encourage young people to chair or co-chair their own CLA reviews which has seen an increase in the number doing so. For example, when introducing this concept in the previous reporting year there were 2-3 occasions where the young person chaired their child in care review but in the current reporting period we have had 18 young people chair their review, which is significant progress. The IRO service has been working with the Participation Officer to look at developing the support and training to young people to improve on the number of CLA reviews being chaired by the young people themselves.

IRO's have been passionate about the implementation of the revised Haringey CLA guidance which includes a menu of choice to help promote participation and ensure that the Voice of the Child is Central in our work. The IRO Service Manager and IROs have provided working groups and lunch time training sessions to help promote and embed this practice guidance.

Parent's contribution to reviews

Where possible, parents are invited to attend reviews virtually where it may not be appropriate for them to physically attend, the IROs endeavor to contact the parents prior to or following a review. If they have not attended IRO's have continued to make efforts to establish parents' views prior to the meeting, in these circumstances parents' views will still be recorded IRO contact is being achieved in a variety of ways.

Feedback from the IROs shows that in most cases, where parents are involved and work in partnership with the local authority, there have been better outcomes for the young person. There is also work underway to improve the database system to facilitate the potential to generate data returns pertaining to parental participation.

Feedback forms were revised and distributed to better understand how parents view the review processes and how these can be adapted to help them feel more included where appropriate to do so. The data from the feedback contributes to developing the IRO service plan and objectives and supports the permanency planning for Children in care

The IRO Service Manager has developed a monitoring form which will provide richer data in respect of parental participation. This is expected to go live in September 2022.

Quality Assuring the work of the IRO Service

The IRO Handbook guidance states the IRO Service Manager is responsible for ensuring the effectiveness of the IRO Service. The IRO Service regularly looks to improve the quality of the service it provides.

The IROs have been observed whilst chairing Children Looked After (CLA) reviews by the IRO Service Manager and Director of Children's Services. IROs have been unable to undertake peer observations

this year but there are plans to continue this learning experience over 2022/23 using the Quality Assurance Observation Tool.

The IRO Service Manager had developed and implemented feedback forms, the aim is to obtain a comprehensive view of how CLA Reviews are experienced, what areas of practice are valued and where practice needs to improve. The feedback forms have been developed for children/young people, foster carers, social workers, supervising social workers and parents. At present these feedback forms are distributed as part of the CLA review invitation pack and at present remain in paper format.

In recognition that children and young people did not always complete we have explored alternative options for children and young people to complete feedback, which included a digital form online, a paper form and a digital app. We continue to send out a hard copy version of the feedback form and encourage young people to complete this whilst we continue to explore whether a digital option might enhance the return rate. We are also taking into consideration that our young people are telling us that their preferred option is a face to face conversation with a trusted professional.

Feedback has also been received directly from participants (including children and young people), through telephone calls, emails and social media. The analysis of this information revealed that children, young people, parents and professionals value the IROs skills in chairing what is a complex meeting with multitude of purposes, in a child friendly and light-hearted manner that keeps the focus of discussions on the needs and welfare of the young person. IROs continue to secure the contribution of all attendees in a skilful manner.

2021-2022 has been another very positive year for feedback in respect of IROs and the review process. Some of the detailed feedback about the IRO Service is detailed below:

Feedback from CLA Review Participants:

I was really impressed with the way that you spoke with him and managed to cajole him into some communication
Education Improvement Consultant

you make these review meetings very enjoyed where young people feel confident enough to participate and take control of their meetings and share their views
– Social Worker

I am very grateful for all your help leading up to me turning 18! In such little time you have had a great impact on the turn of events in a positive way, which I am most thankful for.
Young Person

The reviews are well organised, concise but allow all attendees to express points of view
Foster Carer

Thank you for a really positive forum. As you can appreciate, I sit through a fair amount of reviews for children we care for, but this was by far the most positive and upbeat meeting I can recall.
Head of Residential

Your input and the calm and robust way that you have diarised and chaired the review has been the one constant and positive.
Mother

Keep promoting the care plan for the looked after child.
Carer



Art work by Young Person

M(IRO) chaired the meeting extremely well and explained things in a child centred way to K so that he understood the process, the proposed care plans and the actions going forward. K felt empowered and consulted.
Carer

When I contacted him directly about something I wasn't happy with he gave me a resolution on what to do and I was happy with the outcome
Foster Carer

I like that my meetings are long because more things are spoken about and nothing is missed out – I would keep my IRO
Young Person

The feedback is positive and highlights a number of strengths in the service. It appears from responses received that most children/young people, parents and professionals valued the IROs skills in chairing what is a complex meeting in a way that is child focused, child friendly and promotes participation from all attendees. There has been no negative feedback and no complaints received to date.

In addition to the feedback from CLA review participants IROs have also received feedback from other professionals:

(IRO) brought to my attention a placement situation in a very timely manner and as a result we had a discussion involving Social Work team, (IRO) and fostering and averted an imminent placement breakdown.

Head of Service

I have had a strong sense in the past 2 weeks that (IRO) has gone the extra mile, or even two, for (Young Person)... I think (IRO)'s involvement has made a huge difference to the evidence and options that will be available to the Court which will be crucial by the time of the next hearing. She always does it with a smile too!

Legal

I have been to several meetings regarding (Young Person), and he has never verbally engaged with any professional...I was really impressed with the way that you spoke with him and managed to cajole him into some communication (despite it being limited).

Education Improvement Consultant

Good partnership working...Generally very available...Prompting of SWs is very good

CLA Team Manager

Midway reviews are really helpful to have that discussion with IRO /SW so that there is a discussion in between the 6 month timeframe...IRO have always been flexible when it comes to last minute cancellations or changes of review due to staff absences or case emergencies. We appreciate that!

Children With Disabilities Team Manager

The IROs perseverance in developing strong working relationships with and to engage young people and support them take part in their review has also been recognised throughout the local authority and external partners.

The level of knowledge and passion for their young people is demonstrated by all IROs at a multitude of panels and professional meetings, has been commended by all levels of the management group, and they have been a consistent professional for most of our Children Looked After.

Alongside the role of challenge, IROs have raised numerous compliments and commendations for the great practice that takes place in Haringey. These are shared not only with the practitioner, Team Manager and Service Manager but also with Heads of Service, Assistant Director and Principal Social Worker.

The IRO Handbook places a responsibility on the IRO Service Manager to ensure that the IROs are provided with direct support to fulfil their duties. This includes managing their workload and ensuring they are able to effectively challenge the Local Authority. The IRO Service Manager provides monthly supervision to IROs including professional advice on individual cases where this is needed which is reflected on the case file. IROs are also able to consult with the IRO Service Manager informally and on an ad-hoc basis when needed. The IROs also attend monthly group supervision which helps seek resolution to dilemmas and allows a safe space to unpick value based, practice and ethical challenges associated with the role.

The Quality Assurance (QA) Team review IRO's as part of the monthly audits undertaken as part of the QA framework. The auditors have provided the following feedback from the CLA cases they have reviewed:

What we are doing Well

- Review minutes are routinely written to the child
- IRO's are using the Dispute Resolution Processes
- IRO's are committed to achieving permanency and participation for children and this is evident in reviews
- IRO's are supporting practitioners to strengthen care plans
- IRO's have represented continuity for many of our children in care
- IROs are motivated to improve outcomes for children and young people
- IRO's support children and young people to transition to adulthood

Areas for development

- There is scope to further improve permanency planning (ie) reviews to evidence consideration of Special Guardianship /Adoption conversations for those children in long term placements
- Timeliness of minutes
- Improving IROs understanding relating to disproportionality and understanding the impact of this upon a child's lived experience and future planning

Over the coming year the IRO service will be working on supporting children, young people and parents to have timely access to minutes of the CLA review and agreed recommendations. The IRO service will continue to listen to the children and young people around how they want their reviews to be conducted which may lend itself to some reviews being held as a series of meetings.

Partners in Practice

Our Partners in Practice, Islington, undertook a focused visit to the Haringey IRO Services in June 2019.

PIP returned to meet with the IROs in Haringey on 23rd November 2021 to review the recommendations as part of a focus group. They recognised that we had made significant improvement in all the areas identified above and shared that:

“Overall, we found a service that has worked hard to develop and embed changes. The IROs were keen to discuss their development journey and were evidently clearer and more confident about their independence and the QA role they play in improving outcomes for Haringey’s looked after children and young people.”

In their letter to the local authority dated December 2021 PIP recognised that the IRO Service has:

Written comprehensive Practice standards for IROs clearly setting out the services vision, standards, its commitment to children and young people as well as the expectations of their role within children services.

- A strong sense of identity within the department which is coupled with respect and recognition resulting in concerns being addressed more timely
- Developed review templates which are more child and young people focused
- Created opportunities around training and support for IROs to take up their role
- Provided briefings across the workforce to authorise IROs in their independent role in tracking and providing QA for the experience of children in Haringey’s care and services
- Raised awareness of the role of the IRO to scrutinise care and Pathway Plans, reassigning their development and ownership to social workers and team managers
- Developed feedback loops to senior leaders and the workforce to develop a learning culture
- Created an ongoing learning and development culture for IROs with consistent representation at the London IRO and Managers forums
- Contributed to the development of IT systems that support practice

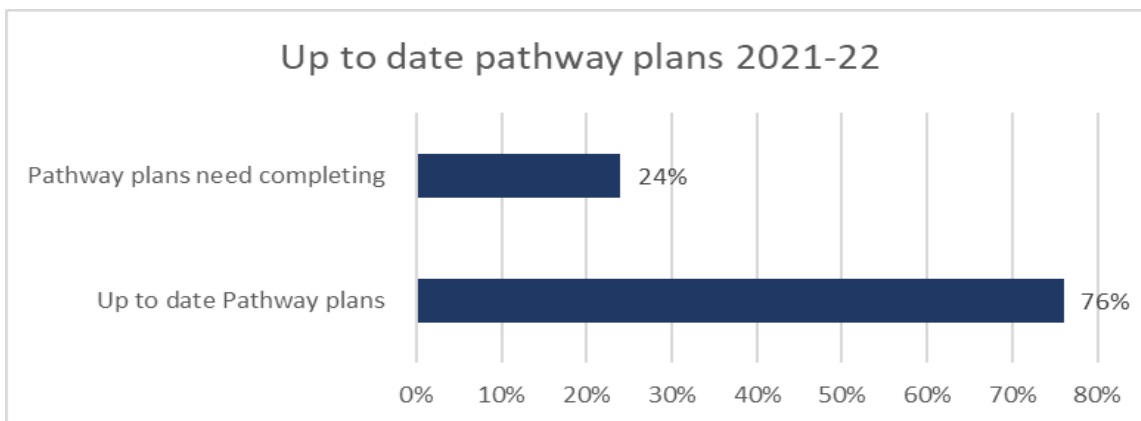
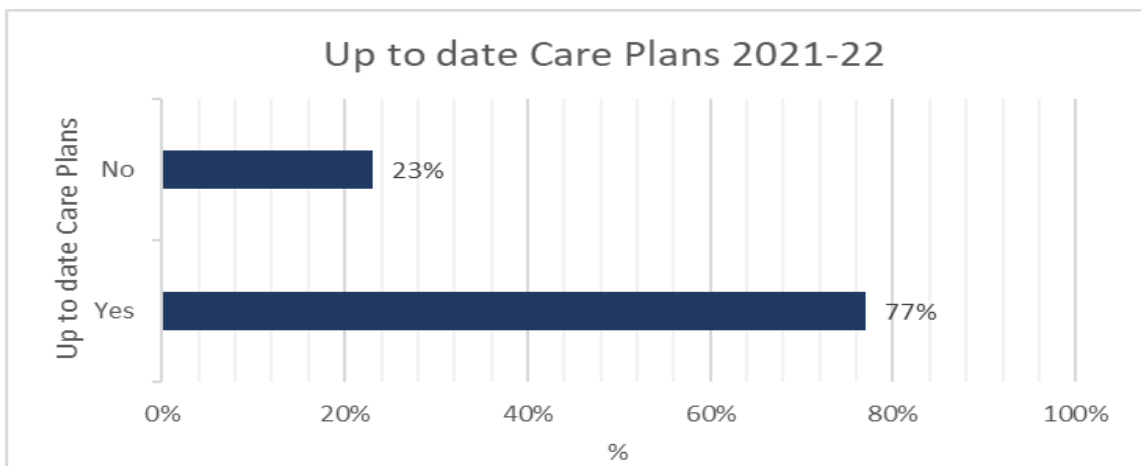
As part of this visit PIP recommended the following areas of development:

- Working with children with disabilities and having a better understanding of smoother transitions.
- Creating a Critical Learning Group in partnership with another local authority.

Following this visit IROs have attended a workshop facilitated by the Service Manager for Children with Disabilities and look forward to taking part in the PIP workstream with Haringey SEND. Haringey IROs are holding 6 weekly Critical Learning Groups with another Local Authority’s IROs and the IRO Service Manager is meeting monthly with his counterpart from the other authority.

Care Planning

The IROs primary focus is to quality assure the care planning and review process for each child / young person in the Local Authority’s care and to ensure that his/her current wishes and feelings are given full consideration. The IRO must ensure that the care plan for the child / young person fully reflects his/her current needs and that the actions set out in the plan are consistent with the Local Authority’s legal responsibilities towards the child / young person.



This year has seen a lower number of young people having up to date care plans and Pathway plans from the previous year 90% and 85% respectively. This is attributed to the challenges around sickness absence, including Covid, and staff movement which is an issue experienced by many other local authorities. IRO have supported practitioners and team managers where they have been able to do so through discussions and the use of the DRP where appropriate to do so.

In October 2021 the My Social Worker's Assessment for My Review was introduced replacing the Social Worker's Report document. The My Social Worker's Assessment for My Review now incorporates a review child and family assessment which helps ensure that Care and Pathway Plans are informed by a baseline assessment of the young person's needs. The introduction of this new format together with the more child centred Care plans allows planning to be more focused and SMARTer.

Haringey Children and Young People's Service (CYPS) have developed a new and more engaging and child-focused approach to Looked After Reviews that can best capture the child's views and experiences and ensure it is a process they enjoy, wish to take part in and are at the centre of.

The IRO Service recognises that:

- young people continued to feel the need to be better informed and prepared for their Looked After Reviews
- young people wanted to have a say in who was invited and where the review took place
- there was a need for young people to be supported should they wish to be involved in chairing their own review.

To help achieve this the IRO Service has supported the implementation of the Child Centred Looked After Review – Guidance for Practitioners by providing a monthly working group and briefing workshops to all service areas.

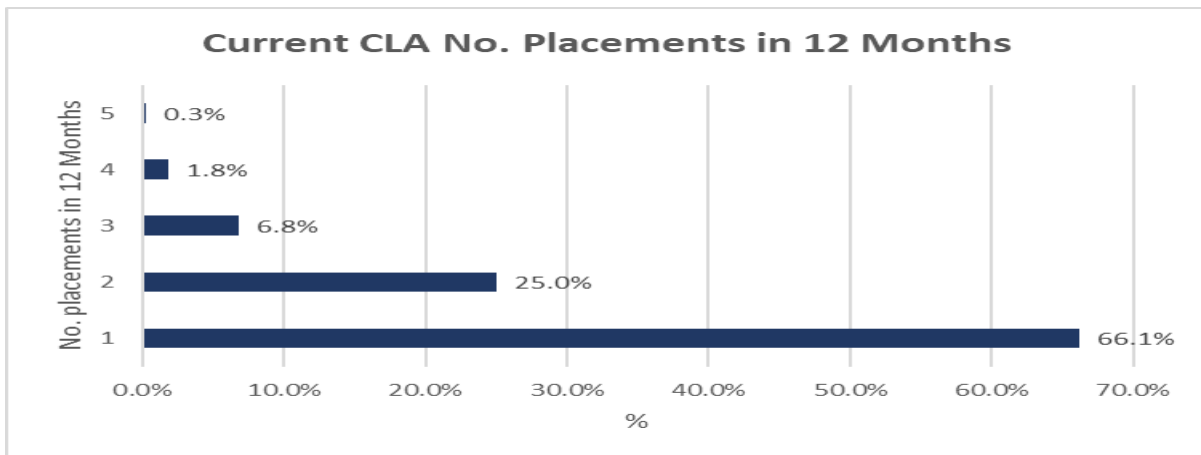
The IROs have also revised the format of review minutes to be aligned with the Child Centred Practice Guidance, Care Plan and Social Worker's Assessment for My Review. The minutes are in keeping with the ethos of writing to the children rather than about the child or young person.

The work undertaken and progress made by the IRO Service has been positively recognised by our Partners in Practice.

The IRO Service will continue to work with the Principal Social Worker to help imbed this practice guidance within Haringey.

Stability

The majority of our young people in care, 80%, have enjoyed stability and have not experienced any changes in their homes and the quality of care provided. 25% of our young people experienced one change in home that this is mostly due to young people coming into care being placed in emergency foster homes and then moving on to longer term homes. The number of young people who have experienced more than one move has remained at 9% this year. The reasons why 9 % of our young people experienced more than one move includes challenges around youth violence, criminal exploitation and challenging behaviors. 131 children or young people have been in their homes for longer than 2.5 years. Staying put has gone up by 9%, at 15% this year. This represents 29% of 18-year-olds who leave care, 10% higher than last year.



The Ofsted focus visit in March 2021 recognised that many of our young people are in safe and stable accommodation. In reviewing the data for those young people who have experienced 3 moves or more this relates to those vulnerable young people who are victims of modern slavery, subject to criminal exploitation or have experienced significant trauma. IROs continue to liaise with social workers, the exploitation service and other professionals to help ensure that the safety plans around this vulnerable group remain appropriate and the need to move placements is kept to a minimum.

IROs have continued to make recommendations for young people to be referred to CAMHS and/or for social workers to arrange consultation meetings with First Step where young people have complex histories, have experienced significant trauma or where SDQs reflect a need to do so.

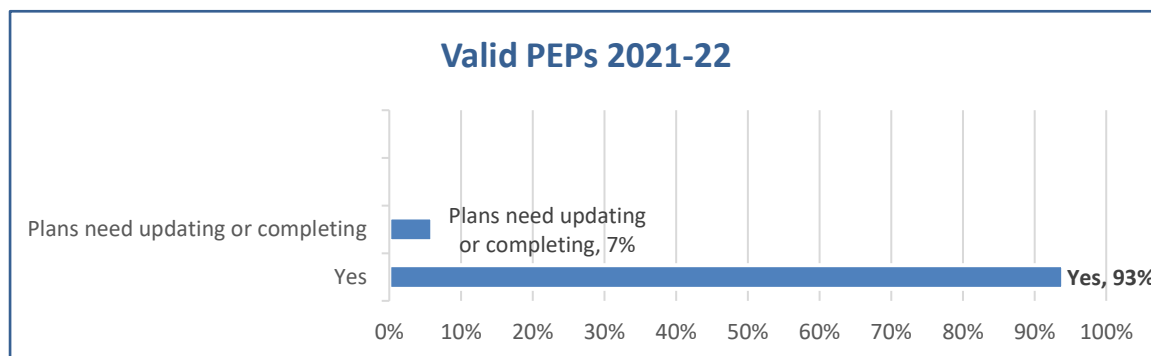
Unstable Placements Panel

The Panel has continued its success in supporting placement stability for a number of young people and where appropriate has helped to develop placement profiles to optimize prospects of suitable placements for some of our most vulnerable young people in care. This Panel is chaired by the Head of Service for the CLA service with the CLA Service Manager or IRO Service Manager chairing in his absence. In the 2022-23 period we will continue to develop our policies to help ensure that practice continues to strengthen stability for our young people.

Education and Health of Children Looked After

IROs review education and health care planning processes as part of the CLA Review process and monitor weekly key performance indicators. Personal Education Plans (PEP's) and Health Assessments feed into the review process to ensure our children in care are receiving a good standard of care.

Personal Education Plans



This year 93% of our Children Looked After had an up-to-date Personal Education Plan. Whilst the completion rates are very similar to 2020/21 (94%) the IRO Service Manager and Virtual School Head have worked together from September 2021 to look at how PEPs can be completed earlier in the term, thereby ensuring that children and young people are able to access the support they need to help achieve their potential sooner.

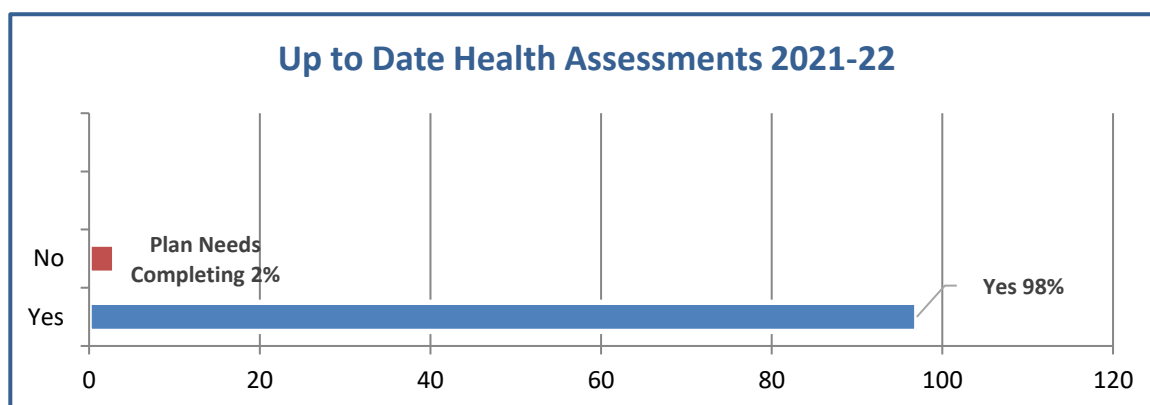
To ensure continuity between Social Care, Education and Health, the IRO service works in close partnership with the Health and Virtual School services to optimize positive outcomes for children in care.

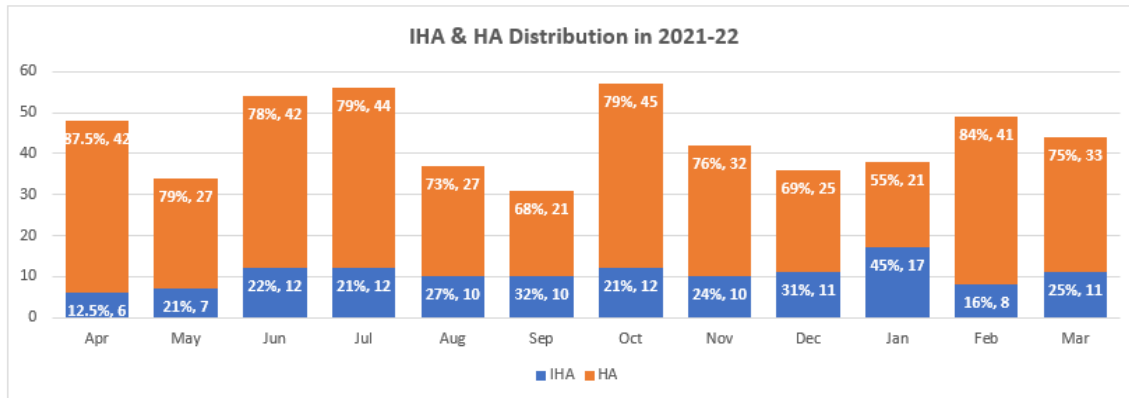
Over the coming year IROs will continue to focus on the quality of the personal education plans including a greater understanding of how the Pupil Premium Grant is being used to help achieve our young people's educational potential.

Health

Every young person is expected to have an annual health assessment. In 2021-2022, 98% health assessments had been completed which is above the national average of 90%. We continue to work with some of our challenging young people who may not view a health assessment as a priority to ensure that their health needs are met.

Further work is needed to help improve the rates of Initial Health Assessments for those young people coming into care which can be achieved by seeking formal consent for assessments to be completed at an earlier stage.





Permanency

IROs rigorously promote children having a secure, stable and loving family to support them throughout their childhood and beyond.

2021-22 has continued to see further developments in progressing permanency for our children in care. There has been a 4% improvement with long term placements increasing from 78 to 82. It stands above the performance of our statistical neighbors and England;

In addition to seeking permanency plans by the second CLA review IROs actively contribute to permanency planning meetings, chaired by the service managers of the respective service responsible for the young person, attend or provide written contributions to the Permanency Tracking Panel and provide input into the ADM decision making forum chaired by the Assistant Director. The IRO Service Manager regularly attends both Permanency Tracking Panel and ADMs. Since April 2021, 22 young people have been matched with their long-term foster parents which has increased from 19 the previous year. There have been 11 Special Guardianship Orders granted, an increase on the previous year and a 2% increase in the number of adoption orders granted.

Permanency planning continues to be a focus for the local authority and a Permanency Tracking panel has been developed to ensure monitoring and tracking of key performance indicators and permanency.

Strengths and Areas of Development

The IRO Service works together with all departments within Haringey Children & Young People Services (HCYPS). It recognises the strength of diversity, experience, passion, commitment and hard work demonstrated at all levels. As with many of its practitioners the IROs are proud to be in and to be supporting Haringey's journey of improvement.

The IRO service have identified the following areas of strengths in HCYPS:

- Wide range of experienced practitioners,
- Positive energy around practitioners' commitment to the children they work with,
- Good working relationships with the IRO service,
- Evidence of good working relationships with young people,

- Where stable workers have a good understanding of their young people's needs,
- Good collaboration with external partners.
- Rising to the challenges around Covid
- Lots of initiatives and projects to better the outcomes for Children Looked After including reunification
- Progressive evidence of Care Plans, Pathway Plans and Social Worker reports using language that cares and written to the young person

The IRO service identified the following areas for development:

- Further support is needed around timeliness of Care Plans and Pathway Plans to ensure that young people have a clear understanding of their plans,
- Children's electronic files to reflect the hard work being undertaken by practitioners with greater emphasis on detailed case recordings
- Greater consistency around life story work and letters for later life so that children and young people have a better understanding of their journey in care
- Team managers and IROs work more collaboratively to negotiate timeframes for recommendations arising from CLA reviews where these are not felt to be achievable
- Further work is needed around the timeliness of placement planning meeting so that carers have up to date information about the child/young person and how to best care for them
- Further embedding the Child Centre Practice Guidance for CLA Reviews
- Improving the timely completion of Strengths & Difficulties Questionnaire and Personal Education Plan
- Improving timeliness of responses to formal dispute resolutions
- Greater physical presence of practitioners within reviews
- Further development around person centred planning and independence including preparation for adulthood
- Earlier identification of young people who will likely need access to Adult Social Care

Dispute Resolutions

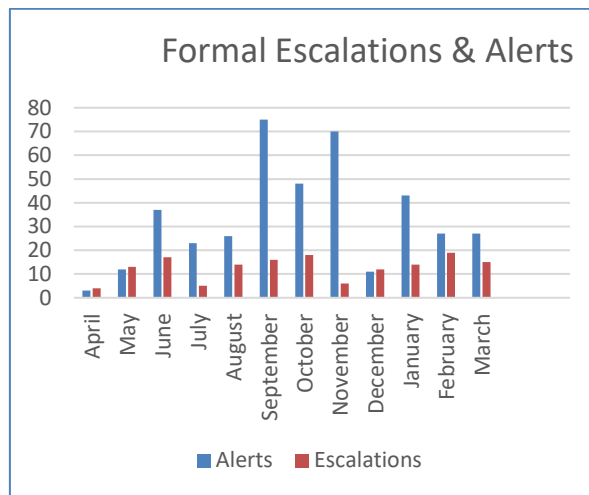
The Dispute Resolution Process (DRP) enables the Independent Reviewing Officers to raise concerns about practice issues which impact on the experiences of children and young people looked after.

The alerts raised by the IROs between April 2021 and March 2022 have been collated and analysed. The information is organised as follows:

- Number of informal alerts and formal escalations

- Stages of the formal escalations
- Relevant teams
- Categories & Themes

Number of informal alerts and formal escalations – April – March 2021/2022



For the period April to March 2022 there have been a total number of 571 uses of the DRP: 418 informal alerts and 153 formal escalations (27 via case note escalations). For the same period 2019-2020 there were 424 uses of the DRP; 152 formal escalations and 272 informal alerts seeing a 37% increase in the use of the Dispute Resolution Policy.

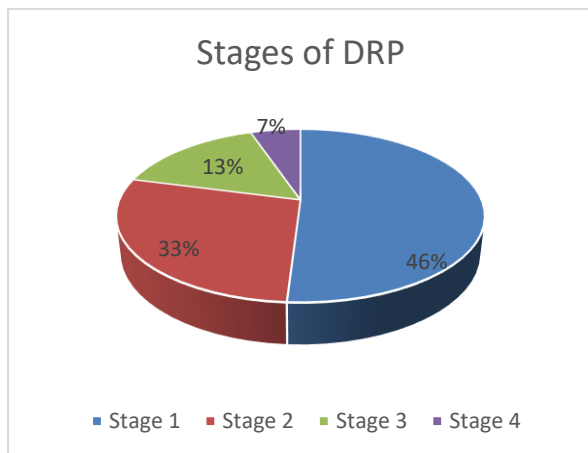
September and November saw a higher number of alerts as the IROs undertook a Quality Assurance exercise looking at outstanding Care Plans, Strength & Difficulties Questionnaires and Personal Education Plans using the same performance data disseminated to all levels of the management team.

Impact Of Increased Challenge

The challenge through the Dispute Resolution Policy evidences the IROs role as critical friends and delivering in its statutory function to monitor the functions of the local authority. The use of discussions, alerts and formal escalations has meant that many of our young people have a clear care and Pathway Plan, that their physical and mental health continues to be monitored through health assessments and Strength & Difficulties Questionnaires which has helped in our young people accessing services in a timely way. PEPs have been completed earlier in the term meaning that children and young people access educational support earlier.

There are numerous examples of where the use of DRP has had a direct impact upon the young person which include obtaining a passport in time for a young person to go on holiday with the foster family, a young person moving to his own room in his long term home, increased consideration being given to safety planning for some of our most vulnerable young people.

The stages of the formal escalations



- Stage 1 (Team Manager level)
- Stage 2 (Service Manager level)
- Stage 3 (Head of Service level)
- Stage 4 (Assistant Director level)

One of the strengths in the organisation is that many formal escalations are resolved at stage 1. A number of alerts have escalated due to there being no response at a previous stage. The main themes for the alerts are: quality of care plans/pathway plans and preparation for the CLA reviews which have been impacted upon due to challenges related to sickness absence, including Covid, and staff movement. Staff movement within social work as a profession has been a challenge experienced locally, regionally and nationally. Service managers in all departments are working hard to recruit permanent social workers and manager to help improve stability.

The IRO Service Manager has continued to work closely with the CLA Service Manager to optimise the number of permanent and long term employees recruitment process and to monitor progress of formal dispute resolutions timescales.

In recognition of the challenges being experienced within the workforce a collective alert was raised on 15th December 2021 to highlight the impact of absences and staff movement.

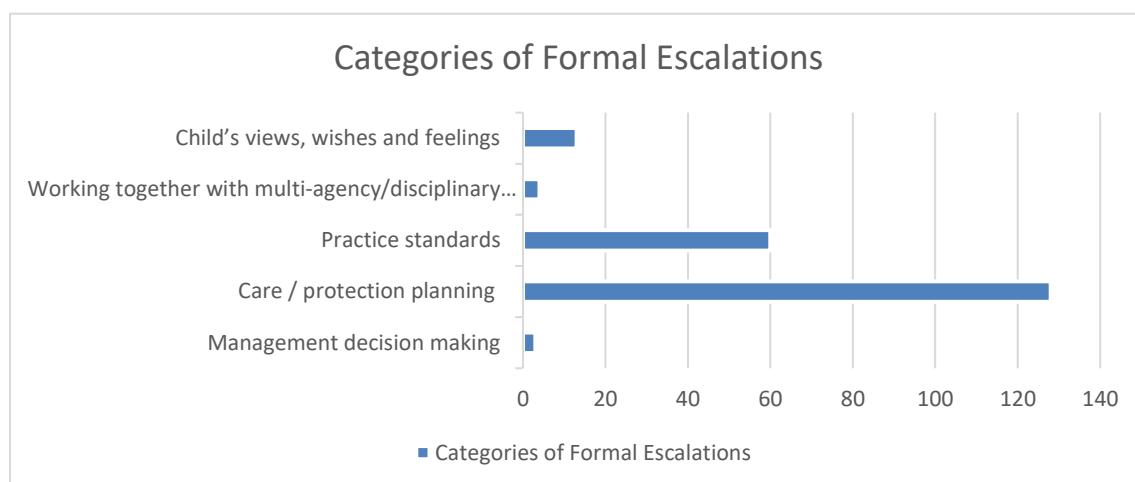
The IRO Service Manager has continued to provide DRP workshops on a quarterly basis to ensure the IRO service continues to raise the profile of dispute resolutions, provide refreshers regarding processes and how to address disputes on the system (Mosaic) so that DRPs are resolved at an earliest stage.

All team managers have been enabled to access to the Reviewing Central Administration calendar enabling them to identify upcoming reviews so that duty cover can be arranged or CLA reviews rearranged in a planned way to help reduce the impact upon young people and their carers.

All IROs have been encouraged to ensure that they make better use of their calendars to help ensure that they monitor the outcome of responses or resolution in a timely manner and where this is not achieved that they escalate to the next stage until the matters are resolved. In addition to this IROs are now sending emails or MS Teams messages to the CLA service manager when a Stage 1 escalation is raised to enable the service manager to have oversight.

Categories & Themes

The following is a breakdown of the categories for which formal escalations were raised in the period November – March 2022:



The main themes for the formal escalations and alerts in the period April-August 2021 are:

Themes of Escalations & Alert	Escalations	Alerts
Care Plan / Pathway Plan / Social Worker Report not completed	68	113
Delays in Matching / Permanency	3	5
Drift in Care planning / Implementation of Review Decisions	26	26
EU Settled Status	5	3
Strategy / Safety Planning	2	3
Social Worker availability	5	15
Placement Stability / Suitability	4	5
Case Recordings	1	4
Finances / subsistence	3	8
Child & Family or other assessments not completed	7	10
Strengths & Difficulty Questionnaires not completed	4	20
Unregulated Placement	3	4
Visits not undertaken	26	22
Multi agency working	3	1
Concerns raised by the Young Person	7	0
PEP not up to date	8	57
CLA Review Out of Timescales	3	12
Dentals out of timescales	5	44
Working/Communicating with Parents	0	2

Not having sufficient information to progress with a meaningful review triggered the most uses of the DRP. IROs have been able to provide some oversight around visits to some of our most vulnerable young people being delayed. The review decisions have an important role in driving forward the care plans and when these are not implemented, it can bring drift and delay to the outcomes that are to be achieved for the children and young people.

There have been fewer formal escalations and alerts around dentals, health assessments, SDQs and PEPs than in preceding months as there is now a dedicated IRO link with the CLA Nurses Team and First Step and the IRO Service Manager has been working more closely with the Head of Virtual School holding monthly meetings with PEP champions from each service area which has been an improvement in the number of PEPs completed. IROs are also regularly making recommendations for young people to be presented to Unstable Placements Panel where there are concerns regarding placement suitability or stability. Equally IROs have a greater presence at ADMs, Permanency Planning Meetings and Permanency Tracking Panel to help address and drift or delay around achieving permanency for all our young people.

Developing IRO Challenge

There is clear evidence of better use of the DRP process and reasoning at the right stages though there is further work to be done to ensure that there is improvement in the application of the DRP in respect of consistency in applying the DRP to improve outcomes and timescales for responses to whom the escalation has been raised. In recognition that the DRP is not the only way to resolve issues for our young people the IRO service is:

- Monitoring revocation of Placement Orders where a change in care plan has been agreed
- Liaising with CLA health around better access to dental check for our young people
- Working with the Virtual School Head and holding monthly PEP working groups to improve earlier completion of PEPs so our young people get earlier access to the support they need
- Leading on the implementation of the revised CLA Guidance and accompanying documentation for CLA reviews – this includes an implementation working group
- Holding quarterly DRP workshops for managers, service managers and Heads of Service
- Each IRO is linked with a service and attend service/team meetings at least once per quarter to share observations and seek feedback
- Increase the number of midway reviews and monitoring between CLA reviews
- Attending the monthly Permanency Tracker Panels, Unstable Placements Panels & contributing to ADMs
- Holding discussions with social workers, team managers and above to seek speedy resolution

In addition to the above there are plans for all IROs to attend a IRO specific training later this year to help IROs further develop in their duties to provide appropriate and timely challenge.

Collective alerts

If themes regarding practice issues regarding children in care emerge, the IROs would raise a collective alert to address the issue. From April 2021 until March 2022 the IRO Service raised one collective alert. This alert relates to the challenges faced by the local authority around staff movement and its impact on its ability to progress care plans in a timely manner. In response to the collective alert the local authority convened two meetings between the respective Heads of Service and Service Managers to

consider solutions including CLA BSO's accessing the Review Central Administrative Calendar and coordinating with practitioners and Team managers two weeks in advance of a review.

Impact of IROs upon Outcomes for Children Looked After

The Independent Reviewing Officers (IRO's) are part of the Engagement, Safeguarding & Quality Assurance Service within Children and Young People's Services. An IRO's core functions include reviewing plans for Children Looked After (CLA) and monitoring the Local Authority in respect of its corporate parenting and safeguarding responsibilities.

Through the exercise of these functions IRO's have been able to support practitioners in promoting some great outcomes for our CLA in Haringey. Some of our collective achievements have included:

Education, Employment & Training

IRO's ensure that our young people in care are accessing the right support to help them achieve their best. Through this we are proud that 49 former Children Looked After are attending Universities which includes Oxford and Cambridge. 16 of our young people are expected to graduate this year. We have a young adult graduating from the university of East London this year, with a 2.1 degree in law and looking forward to training as a barrister. She is a former asylum seeking young woman and Haringey Care Leaver now in early 20s.

In the 19–21-year-old group 65% (8 more than last year) are in Education, Employment or Training, which is a positive performance beating both England and statistical neighbors.

Stability, Managing Money & Independence

IRO's consider transition planning to adulthood as part of the reviews which begins as early as 14 years old for young people who have Education & Health Care Plans. Through this monitoring and encouraging preparatory work around independence we have been able to support many of our young people secure permanent tenancies. 56 young people moved to their one bed flats or apartments and 2 parent and babies moved to their 2 bed flats. Included in this number was 6 successful reciprocals as some young people could not be accommodated in Haringey so we approached other LA's and agreed reciprocal arrangements.

Haringey successfully opened our Money House in 2020 which helps prepare our CLA in managing money and finances through which our young people are able to enjoy responsible financial independence. Haringey has also launched our Skills for Life modules which helps ensure that our young people in care and those leaving care have the necessary life skills to live and be independent.

Independent Visitors & Advocacy

IROs routinely encourage children and young people to access an advocate or an Independent Visitor as is evidenced within CLA review minutes. The IRO Service Manager has supported a review of the contract between Haringey and Action for Children and the capacity of Independent Visitors has now

doubled to 20. There are currently 14 young people matched with Independent Visitors with a further 5 waiting for an appropriate match to be identified.

Our children and young people in care access advocacy through Barnardo’s. Advocates play a crucial role alongside IROs to support our young people in representing their views, wishes and feelings within review meetings and outside the reviewing process. As with last year our young people have accessed a higher number of advocates than our statistical neighbour.

	Enfield Quarter 1 April- June 2021	Haringey Quarter 1 April- June 2021	Enfield Quarter 2 July Sep 2021	Haringey Quarter 2 July – Sep 2021	Enfield Quarter 3 Oct- Dec 2021	Haringey Quarter 3 Oct- Dec 2021	Enfield Quarter 4 Jan – March 2022	Haringey Quarter 4 Jan – March 2022
Number of children looked after accessing advocacy	8	18	8	20	9	19	6	16

Voice of the Child Strategy

The IROs have been strong advocates for and believers in Haringey’s Voice of the Child strategy. As part of this strategy, they have driven the implementation of the Child Centered Practice Guidance for Reviews which places a strong emphasis on placing the voice of the child central to the care planning processes and Child Looked After Reviews.

The IROs have led the way in which reports and CLA documentation is written which now focuses on writing to the child or young person rather than about them using language that cares. This contributes to children and young people having better access and understanding of their review minutes which can also be used as part of their life story work. IROs are supporting and encouraging practitioners and team managers to also adopt this style of writing within the Social Worker’s Report for the Review and Care and Pathway Plans and feedback from practitioners has been positive.

IROs endeavor to have greater contact with social workers and review participants prior to the CLA review meeting to discuss and seek solutions to any challenges that the child or young person may be experiencing. This allows review meetings to be a more positive experience for the young person and solution focused.

As part of the Guidance foster carers are also encouraged to write a letter to the child or young person which outlines their achievements. The examples of these letters have been a true delight to read and also contribute the he child or young person’s life story.

As mentioned above the Child Centred Practice Guidance has been showcased and shared with other London Local Authorities to aid them in developing their own strategies around promoting the Voice of the Child. The Guidance has been positively received and the work undertaken within Haringey has been greatly acknowledged.

There are plans in the coming year to showcase examples of review minutes and letters by foster carers as part of the next Let's Talk sessions hosted by the Director of Children Services.

Additional IRO Service developments/achievements 2021-22

IRO links with Adult Transitions

There is an established IRO who attends Adult Transitions to support post 18 care planning for some of our most vulnerable young people. The IRO is also responsible for maintaining a tracker to monitor those young people in care who have an EHCP or identified mental health difficulties to help ensure that they are presented to this panel for consideration.

IRO Team Links

Each IRO is allocated to a team or service to offer consultation, support and advice for matters relating to Children in Care. IROs regularly attend service meetings for their respective team links once per quarter and offer workshops around the Child Centred Practice Guidance. We have now also established IRO links with First Step and CLA Health services.

Organisational Learning & Development

There are now two qualified practice educators who support the learning and development of Undergraduate students in placement.

Bite size Learning & Workshops

IROs have continued to provide lunch time bite size learning events and workshops to social workers, Team Managers and Service managers which has included the Child Centred Practice Guidance, the role of the IRO and CLA reviews and Dispute Resolutions.

Secure Accommodation Reviews

The IRO service has supported Secure Accommodation Reviews. IROs help form part of the secure accommodation panel. The IRO Service Manager continues to chair and coordinate these meetings.

Child Exploitation Panel & Missing from Care (CEP):

IROs actively contribute to the CEP panel, identifying vulnerable young people in care, ensuring they are considered by the panel. IROs share information and intelligence on our most worrying children and young people suspected to be subject to exploitation.

MS SPOC

The IRO service now has a dedicated Modern Slavery SPOC (Single Point of Contact) who is developing links within and external to the local authority to help develop our own internal strategies to support this vulnerable group

Introduction to Health services:

The IRO link with the Designated Nurse for Children in Care has been the main facilitator for the introduction to health services in Haringey. She has taken charge of the programme and held the space for both facilitators and participants in a way that was conducive of people bringing their whole self to the session. Her practice wisdom and knowledge means she is able to guide the conversation and respond to questions. She uses her own experiences to illustrate what is being covered so participants can better relate to the presentations.

IRO Service Priorities 2021-22

There has been significant progress within the IRO Service and evidence the IROs are using more rigor and challenge. The following areas of development remain a priority to improve outcomes for looked after children and young people:

Revising the current Midway monitoring form to be in line with the Child Centred Practice Guidance

Implement an IRO monitoring form to help gather richer data around child and parent participation

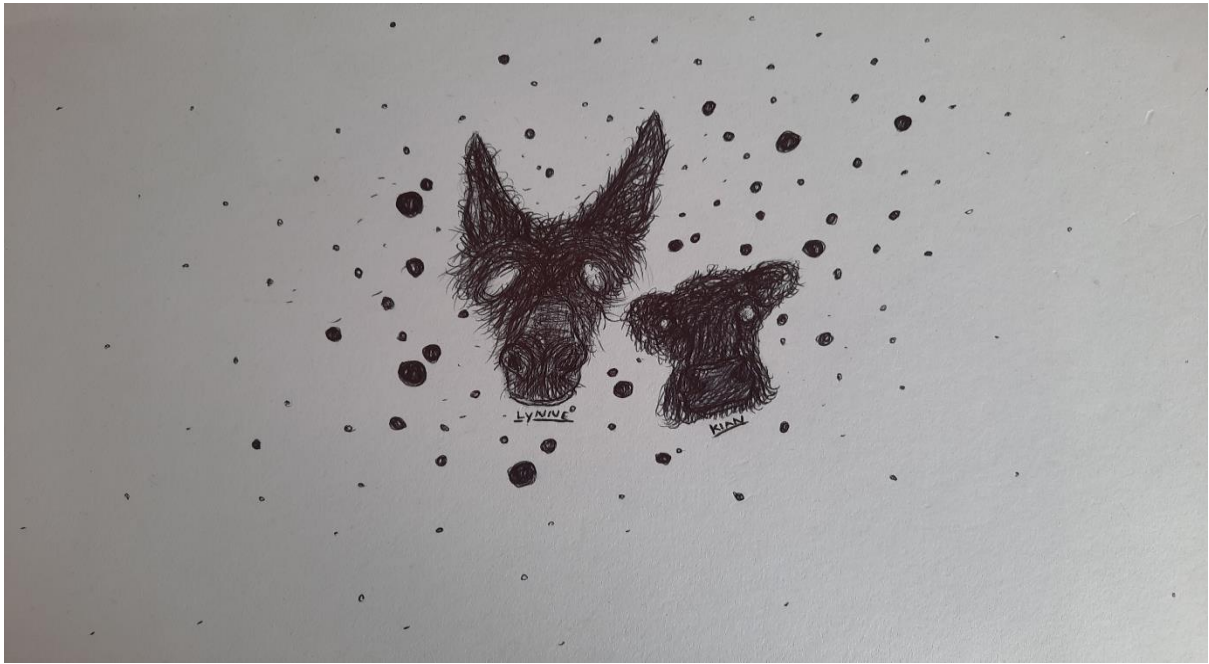
IRO's will continue to support implementation of the Haringey CLA revised guidance which will help promote participation and ensure the Voice of the Child remains Central.

IRO feedback forms for young people and professionals to be offered digitally to optimize learning from this essential feedback loop.

IRO service will meet with Aspire quarterly to understand trends and themes that will help promote children and young people's participation in their child in care reviews.

IRO's will continue to strengthen the use of the DRP relating to escalations and alerts.

Work toward reducing the number of reviews held as a series of meetings



Artwork by Young Person