

Corporate Parenting Panel Supplementary Agenda



8. **Independent Reviewing Officer Annual Report (Pages 3 - 18)**
The Independent Reviewing Officer Annual Report is attached.

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REPORT TO:	Corporate Parenting Panel 10 th December 2020
SUBJECT:	Annual Report of Croydon IRO Service 2019-2020
LEAD OFFICER:	Nick Pendry Director of Early Help and Children's Social Care
CABINET MEMBER:	Cllr Alisa Flemming Cabinet Member for Children, Young People & Learning
WARDS:	All
PUBLIC/EXEMPT:	

SUMMARY OF REPORT:

This report is an analysis of the activity of the Independent Reviewing Officer Service and its effectiveness and impact on children's and young people's safety and care in Croydon between April 2019 and October 2020.

POLICY CONTEXT/AMBITIOUS FOR CROYDON:

Include here a brief statement on how the recommendations address one or more of the Council's Corporate Plan priorities:

[Corporate Plan for Croydon 2018-2022](#)

FINANCIAL IMPACT: None.

RECOMMENDATIONS:

For CPP to note.

1. Introduction

1.1 This report should identify good practice but should also highlight issues for further development, including where urgent action is needed. It should make reference to:

- Procedures for resolving concerns, including the local dispute resolution process and it should include an analysis of the issues raised in dispute and the outcomes;
- The development of the IRO service including information on caseloads, continuity of employment and the make-up of the team and how it reflects the identity of the children it is serving;
- Extent of participation of children and their parents;
- the number of reviews that are held on time, the number that are held out of time and the reasons for the ones that are out of time;

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- Outcomes of quality assurance audits in relation to the organisation, conduct and recording of reviews; and
- Whether any resource issues are putting at risk the delivery of a quality service to all looked after children.

- 1.2 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 quality of services offered.

IROs are focused on children's health and emotional needs being met, Children benefit from regular reviews, and letters to children from IROs are increasingly child-focused and written in sensitive, child-friendly language.

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2. *Legal & Statutory Context of the IRO role*

2.1 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 s.118 of the Adoption and Children Act 2002.

2.2 The Independent Reviewing service operates within the framework of the IRO Handbook. This is statutory guidance issued to local authorities in 2010. The IRO has a key role in relation to the improvement and quality assurance of the Care Planning for Looked after Children and in challenging any drift and delay.

2.3 IRO's have a responsibility to ensure that plans are timely, effective and achieve good outcomes for children and young people. They have a responsibility to promote best practice and high professional standards across the Children's Social Work Service.

2.4 IROs make an important contribution to the consistency of practice from all those who have a corporate responsibility for looked after children. 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.

3. *Croydon's context*

- 3.1 Feedback from Ofsted Monitoring visit in October 2019 and a peer review by our improvement partners in Camden identified a need to improve the 'Footprint' of the IRO service in challenging and monitoring care planning.

- 3.2 Following this an Improvement Plan for the service was developed. This prioritised Permanency and the Engagement and Participation of Children and Families and made changes to the CLA pathway on CRS to enable decisions and recommendations to be published by the IRO within 5 working days of a review, and letters written to children available within 20 working days.
- 3.3 Over a 6 week period from 1st November to 6th December 2020 all IRO ensured that they reviewed every child allocated to them using a mixture of CLA Reviews, Midway Reviews or recording on case notes. This was used to develop a 'benchmark' of our expectation of IRO monitoring activity which is now used as an ongoing measure of the IRO footprint. In addition to CLA Reviews, this equates to 5 – 10 Midway Reviews per month per full time IRO, and 40 – 50 case notes.
- 3.4 The IRO footprint is monitored through a dashboard at a service and individual level and is used with IRO in supervision. The IRO Service Manager dip sample and feedback to IROs in supervision regarding the quantity and quality of their footprint. This has led to a sustained improvement.
- 3.5 The Ofsted inspection (ILACS) for Croydon in February 2020, gave a judgement of Good overall for children's services. The findings in relation to the IRO service noted:

IROs are focused on children's health and emotional needs being met,

Children benefit from regular reviews, and letters to children from IROs are increasingly child-focused and written in sensitive, child-friendly language. However, this is not yet consistent. Plans for children in care are not always written so well and are template-orientated rather than providing a bespoke account of clear actions to support the child.

Children benefit from good support from advocates, independent visitors and learning mentors, who listen to them and help them to share their views and opinions.

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- 3.6 On the 16th March 2020, the UK entered lockdown, in response to Covid Pandemic. The IRO Service moved immediately to Virtual CLA Reviews, to ensure that our vulnerable children continued to be connected with their IRO, and have regular reviews of their plans. This has led to a renewed focus on how we manage children's meetings with them, as we evaluate how we increase their participation in challenging times. We have acknowledged the new opportunities for engagement provided by the use of virtual platforms or convening children's meetings in a series of meetings rather than a single face to face meeting.

- 3.7 The IRO Service has sustained the improvements made prior to the Ofsted Inspection. We continue to develop our service by adopting new practices to support children's Permanency – by matching older children with foster carers at their meetings, and facilitate better transitions when children leave our care, by offering additional Pathway Plan Reviews. We continue to explore systemic practice in the IRO role, and develop our letter writing to children with bespoke training.

A young person, had not attended their CLA Review before, although he would usually speak with the IRO beforehand. Using virtual platforms, he was able to be part of the meeting, but remain in his bedroom joining on his mobile phone. This meant that he could be part of discussions for the first time, he plans to attend his next meeting again.

- 3.8 The Independent Reviewing Service is sited within the Quality Assurance Service in Croydon and benefits from close links with the Child Protection Conference Chairs and the Local Authority Designated Officer.
- 3.9 The Service manager since February 2018 is Adam Fearon-Stanley, who also has responsibility for the Independent Visitor Service since. There are now 11 (Full time equivalent) IROs. The service was reduced by 3 during 2020 as part of the initial council wide staffing review. Alongside a reduction in Children Looked After the staff reductions have maintained caseloads between 50-70 as outlined in statutory guidance.
- 3.10 There has been turnover due to retirement within the service and alongside staff reductions this as meant that some children have experienced changes in IRO which otherwise could have been avoided.
- 3.11 The IRO's who have remained in post during this period have strong and enduring relationships with the children and young people they review. IRO's will tend to review all the children in a sibling group, which maintains continuity for children and parents alike. Many children have had the same IRO for a number of years. Maintaining this ongoing consistent relationship is seen as very important by IROs. Many IRO's elect to retain allocation of children whom they review on duty, due to staff sickness or turnover, if they have capacity to do so.
- 3.12 The team is predominantly female- of the 14 staff in post, 9 are women of African or African Caribbean ethnic origin and 2 women of white British ethnic origin. We have one woman of Asian ethnic origin. We have 3 male IROs of white British ethnic origin.
- 3.13 The overall team mirrors closely the ethnicity profile of children looked after in Croydon. There are no Black male IROs currently in the team which provides a disparity and lack of representation when compared with children looked after in Croydon.

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- 3.14 IROs and managers access a diverse range of training appropriate to their development needs and the specific areas of knowledge required by the needs of the young people on their caseloads. Some of this training is bespoke and arranged by the service to meet the specific requirements of IROs, such as workshops to support letter writing to children led by Speech and Language Therapist, Emma Carwardine and planned training on letters as therapeutic intervention supported by Systemic Practice Service Manager Hendrix Hammond. The IRO Service Manager, and 3 IROs have received systemic training, with all IROs required to undergo this training as it is rolled out. Other training is generic and accessed by IRO and social work staff: SMART Planning; Voice of the Child, and Why Am I In Care which are delivered by a Care Experienced Adult. One of the IRO's takes responsibility for maintaining a team library for the service sharing articles and publications relevant to the role and alerting colleagues to new additions.
- 3.15 Peer learning is facilitated via weekly reflective supervision groups with all IROs and complemented by issue specific Appreciative Enquiries led by IRO Service Manager as well as feedback from audits by colleagues.
- 3.16 IRO's individual practice is supported by 4 weekly supervision, and observation and Observation by IRO Service Manager of IRO at CLA Reviews (3 time per year).

4 *Caseloads and Children Looked After*

- 4.1 The recommended average caseload as set by the IRO Handbook for an IRO is between 50 and 70 Looked After children. During 2019-20 the average IRO case hold was between 60 and 65 cases. Part time IRO's (3 days per week) case hold between 38 and 40.
- 4.2 The composition of the Children Looked After population continues to reduce, with numbers of local children looked after now in line with our statistical neighbours at between 510 and 520 children. A sustained decrease in Unaccompanied Asylum Seeking Children also continues to ensure that there is sufficient capacity within the IRO service.
- 4.3 As at the end of September 2020, 764 children were looked after by the local authority, 249 of which were unaccompanied asylum seeking or separated children. This equates to 80.5 children looked after per 10'000 children, or 54.2 children looked after per 10'000 children if unaccompanied asylum seeking children are discounted. The National Average is 65 children looked after per 10'000 children.
- 4.4 There has been a 10% reduction in Children Looked After since last year where 840 children were in our care. This has been achieved through a greater focus upon supporting children to return to, or remain with their families and more robust scrutiny of wider family and legal alternatives to children becoming looked after (e.g. Special Guardianship).

4.5 Of the children looked after in October 2020 348 children were looked after under S20 agreements, of which 248 children were unaccompanied asylum seeking children. 73 children were subject to Interim Care Orders and within Family Court proceedings. 296 children were subject to full Care Orders and remained in the care of the Local Authority. 28 children were subject to Placement Orders with the plan to seek Adoptive Carers for them. There are 14 children, subject to Care Orders who are placed with family members, in anticipation of discharging these orders.

4.6 There has been sustained Improvements in Personal Education Plans for children with the percentage of children having a Personal Education Plan steadily improving and in the last 2 months (August and September 2020) reaching 95% of children looked after having an in date PEP. This is mirrored by improvement in health assessments for looked after children. The percentage of all children looked after who had an up to date Looked After Child Health Assessment in the reporting period has continued to be maintained at above 80% of all children.

5. *Footprint of the IRO*

- 5.1 IROs convened 2256 CLA Reviews in the reporting year for 1240 children. The recording of these meetings by IROs has significantly improved over the last year and is monitored on a weekly basis by the IRO Service Manager. IROs also carried out 645 Midway Reviews in this reporting year (this is double the number completed in 2018 – 2019). IROs collectively record an average of 500 - 600 case notes per month, capturing their work with children, families and colleagues (this is double the number completed in 2018 – 2019).
- 5.2 Our end of year reporting to the DFE for 2019 – 2020 shows that 74% of children had all of their CLA Reviews within time frame. This indicator does not measure the overall timeliness (95% of reviews are in time) and relies upon every review for a child being within time during the year. The reasons for reviews being late were:
- A proportion of initial CLA Reviews, are convened late, sometimes by as little as day.
 - Incorrect recording where a series of meetings is used to undertake a full review.
- 5.3 IRO's are using Pre Meetings and Midway Reviews to follow up with SW teams whether Care Plans have been regularly updated after CLA Reviews and also that Progress Reports are available. This is supported by a weekly report distributed to all IRO and Team Managers. This collaborative work, supported by Service Managers has improved performance in this area which will continue to be monitored.
- 5.4 IROs offer (with the young person's consent) to chair additional Pathway Plan Review or first CIN meetings for children and young people after their 18th birthday, or after they return home to support transition planning. 25 young people and young adults have benefited from this approach so far.

5.5 IROs are now able to recommend permanency arrangements for children that are over 14 years, e.g. Recommend matching children with their long term to their foster carers. This enables children to be at the centre of this decision making, as the recommendation is made as part of their own review in which they participate with trusted adults. We aspire for this to be a celebration for the young person. IRO are working to achieve this for a number of young people.

6. Themes and issues

6.1 The number of children looked after by Croydon, continues to reduce, and reflects robust management oversight that recognises that wherever possible children should be supported to remain within their birth families thus limiting state intervention in their lives, the growing influence of our practice model (systemic and relationship based approaches) which enables us to work with children and families more effectively to achieve this. The IRO's are part of this oversight, monitoring children's care plans to ensure that children where possible can return home or to other family arrangements in a timely way.

6.2 The IRO Service Manager attends the Care Panel alongside a multi- agency group of professionals to ensure that all avenues to support families to stay together are explored and also to provide independent oversight for any proposed changes to care arrangements. The Child Looked After Review panel explores how we are achieving Permanency for our children in care including that we promote and sustain children's relationships with their birth families and review whether they can return to their families care. IRO's attend where able to, and are also able to refer to Care Panel themselves where they cannot resolve a care planning issue.

Where clarity around care planning for an unborn child was not clear an IRO pursued a referral to the Child Looked After Review Panel highlighting the strengths of a young mother (who was herself a child looked after), and advocating for a search for a baby and mother foster placement which was agreed.

6.3 IROs are invited to all Final Evidence Meetings (FEM) to facilitate discussion and understanding of proposed care plans by SW teams. IRO's are also invited to all Permanency Planning Meetings (PPM) where their Independent oversight is able to challenge decisions at an early stage. IRO's are closer to care planning for children through their attendance at these meetings and this facilitates a high level of both support and challenge to their colleagues.

6.4 Feedback from the IRO link with CAFCASS Guardians is contact between IRO and guardians has improved, with increased communication and IRO's easier to reach, particularly when there was a contentious care planning issue that required discussion. Guardian attendance at CLA Reviews has increased whilst they have been held virtually.

6.5 IRO's have identified a range of issues impacting on care planning across the social work services, and these are reflected in Ofsted's judgement in February 2020;

- the management of contact between siblings, particularly after final orders are granted, and ensuring that contact with parents continue to be in the best interests of children continues to be an area of focus.
- supporting the stability of placements for children and young people.
- the difficulties faced in identifying placements that can meet children's changing needs over time, and moving children to new carers in a planned way that minimises their distress.
- managing transitions for children and young people between social work teams, and when leaving our care
- the quality of care experienced by unaccompanied asylum seeking children
- the lack of consistency in the application of savings policies for looked after children. This has been pursued by an IRO, who has worked collaboratively across social work and business support services to highlight how children can access Junior ISA, Children's Trust Funds and savings held by foster carers for them.

7. Participation

7.1 Our Child participation in CLA Review's target is that 80% of children will participate in their CLA Review.

7.2 During the period April 2019 – March 2020 73% of children had participated in their CLA Review. More recently this has risen to 78% of children participating. Analysis of 185 children who were recorded as not participating over 6 month period (March 2020 to September 2020) indicated;

Children did not attend, views were sent (109 children):

- In half of the meetings where children's views were sent and they did not attend, the IRO did speak with children before or after their review meeting.
- In a quarter of the meetings children were unable to express their views to the IRO as they were missing, had special needs, or had restricted access to meetings such as being in custody. In the remaining meetings children's views were provided by trusted adults

Children did not attend, views were not sent (76 children):

- In over half of these meetings, children did not attend due to their capacity to participate (age/special educational needs) or were unable to as they were missing, declining to attend meeting or actually left the venue prior to the meeting, or were in custody. In just over a quarter the IRO spoke with the children, or attempted to but were unable to reach them. In the remaining meetings trusted adults provided the children's views, but they were not directly contacted by the IRO

7.3 This analysis shows that IROs are having contact outside of CLA Reviews to seek children's views in lieu of attendance and hence there is greater capacity to increase participation of children. It is acknowledged that the virtual nature of CLA

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Reviews can impact on how younger children can participate, whereas for older children our sense is that they prefer the use of WhatsApp or MS Teams.

- 7.4 To improve participation IROs have explored how they can support participation before, during and after a child's review.

8. *Examples of the impact of the IRO*

- 8.1 During 2019/20 IROs have explored how they can use their relationships with children and those important to them (including parents) to engage children in their reviews and actively achieve better outcomes for them.

A young person who had lived with several foster carers, contacted their IRO to express their worries about the quality of care they were receiving. The IRO shared the young person's worries with the social work team. Following a planned move this child is now thriving with a new foster carer

A young person raised concerns about not seeing their family. Through the review process the IRO liaised with the child's family and assisted the social worker in helping the child's family to increase their visits.

"Thanks for being in some of the key meetings, your knowledge of the situation and relationships with xxxx and Mum / Carer have been really helpful in navigating through this plan in the best way for him! "

- 8.2 We have committed to a number of mutually agreed approaches to support increased participation wherever possible before, during and after children's meetings. This involves making greater effort to ensure each child's view of how a review should take place is obtained and respected.

- 8.3 As well as committing to pre-meetings with children and their families, IROs are developing a 1 page explanation of the child's meeting, written to a child, to share with colleagues and attendees of meetings beforehand. It is planned that this will reframe professional expectations, and emphasise to all that these meetings are, above anything else for the benefit of the child.

9. *Letters to Children*

- 9.1 Our letters to children, are how we provide the child, with a record of their meeting which is accessible to them and promotes their participation. This practice is now well embedded and was recognised as good practice by Ofsted.

I just wanted to let you know that your letter to the child, was in my view FANTASTIC, I really got a sense of the young person and also that you as his IRO clearly have his best interests at heart, personally I think it can be difficult to write and effectively communicate with teenagers, however, this is genuinely one of the nicest, most open and accessible letters I have read on a young person's file, and I wanted that to be recognised.

- 9.2 Children are positive about receiving letters and some have relayed that it has enabled them to understand their care journey much better:

A young person relayed to her IRO that until she had received the letter from the IRO she had not realised that she would be remaining with her carer until she was 18 years old, she was happy to know this.

The IRO reflected on the need to rethink how the child's reviews were conducted to help her understand some of discussions.

- 9.3 The completion of Consultation documents by children, parents and carers before CLA Reviews remains variable. This is a key part of measuring participation, IRO's use these as to prepare for meetings when they are available. There is a requirement to review the accessibility of these documents to children and how we as service use them to identify themes and trends from children, parents and carers.

10. Involvement of families

- 10.1 IROs recognise that children's relationships with their families are vitally important for them, and that we have a duty to continue to promote these. IRO's have made a concerted effort to ensure that parents and children's wider family are included in CLA Reviews where appropriate. Dip sampling by IRO Service Managers indicate an increase in parental participation overall in CLA Reviews. We have had positive feedback which is below;

(The IRO's) presence in the meeting has been formidable in the sense that he has always encouraged my son to do better and this I know all the IRO will do the same thing but in the case of XXXX it has been different; as he brought in his personal experiencing and he made sure that my son is the recipient of good advice, guidance and above all promoting hope which is fundamental for someone like my son to believe that he can do it with perseverance and optimal believe.

I wanted to take the opportunity to thank you for your work with XXXX. You brought such great positivity to the meetings and I recall with fondness how he lit up during the last meeting when he heard all the praise heaped upon him. You have a great way with young people and XXXX and I really appreciated your support.

Feedback from a parent

11. Dispute resolution and escalation

- 11.1 A significant aspect of IRO's work is focussed on continuing oversight and scrutiny of each child's care plan in between statutory reviews. For Croydon IROs this part of the role is about good quality conversations and appropriate challenge between the IRO and others (e.g. child/ young person/ social worker/ parent/ carer/ school).
- 11.2 The Croydon Escalation and Resolution Process (CERP) shows that 51 CERPs have been raised by IRO's in relation to 40 children this year. This is a reduction by almost 2/3 in the number of CERPs raised in the previous reporting year. This reduction is a reflection of the impact of increased oversight of care planning through formal panels and an improved reflective culture at midway reviews where challenge to care planning is viewed as positive and helpful. Additionally, IRO's have sought informal advice from CAFCASS on 2 occasions but did not seek a formal referral.
- 11.3 Alerts have been raised by the IRO Service for a wide range of reasons including;
- Drift and delay in securing permanency for a child
 - The legal status of a placement, as S20, or as requiring regulation as a connected carers arrangement
 - Querying the provision of services to a child to support their health, such as counselling or education, such as extra tuition through the Personal Education Plan, or their social relationships, such as contact or life story work
 - A child not being visited, or required reports or care plans not being completed for the Child Looked after Review

A young person's plan was to remain in a care arrangement which the IRO felt was unsafe. The IRO raised a CERP which caused the team to reflect and to an alternate carer being found.

- 11.4 Our challenge and scrutiny is increasingly present outside of the CERP process and our increased IRO footprint evidences our high support and high challenge within a continuum of IRO activity.

An IRO, convened a CLA Review in a series of meetings with the young person, his family, the placement and an extended professional network, to share perspectives on care planning and agree a transition plan for the child's return home. This led to the plan being successfully expedited at greater pace as consensus was generated by IRO activity.

An IRO, visited a child unannounced, who had not attended her CLA Review and was not meeting with her social worker. In the course of the meeting, the IRO was able to elicit a number of the child's worries and fears, and hence relay these to the SW team to enable them to adjust their response and prioritise their activity to target the area's that the child was most concerned about. This led to an improvement in engagement between the social work team and the child, and hence better planning.

- 11.5 The IRO Service Manager support's IRO's challenge and scrutiny by convening issue specific meetings alongside the IRO. Ongoing concerns are communicated to senior managers where they have not been resolved and options are explored to achieve best outcomes. An example of our work together is below;

12. Complaints and Compliments

- 12.1 The Complaints leaflet revised in 2017 – 2018 for children and young people is distributed by CLA admin to all children and carers who receive invites to Looked After Children Reviews.
- 12.2 Several IRO's have empowered children to make complaints in this period and reflect that when these are responded to it can give the young person a strong sense of being heard and respected.
- 12.3 The IRO Service has been the subject of two formal complaints, in the year 2019 -2020. We have seen these complaints as an opportunity to learn, and in both scenario's IRO have been included in exercises to disseminate learning and develop service led responses to the issues raised. A review of the service's compliance with the IRO Handbook was undertaken with the team in response to one complaint.
- 12.4 Where practice issues are raised informally, the IRO Service Manager addresses this, usually by bringing the professional network together, to explore our different perspectives and agree the best way forward.
- 12.5 The IRO Service Manager, meets quarterly with the Children's Complaints Officer to highlight themes in complaints. They are also copied to the weekly Complaints bulletin.

12.6 We have been encouraging IROs to recognise and promote good practice where they see it. IRO's praise both social workers practice with children and the quality of their written work and presentation. It is recognised by the IRO Service that alongside challenge we need to continue to support our colleagues through recognising good work.

13. Advocacy

13.1 Our Advocacy Service is currently provided by Barnardo's. This service also provides Advocacy to children who are subject to Child Protection Plans. Barnardo's have provided advocacy to 97 children currently (as of October 2020) and this reflects the average number of children, young people and care leavers open to their service at any one time. A broad range of issues have been addressed including;

- Quality of housing to care leavers
- Savings and Entitlements predominantly care leavers
- Supporting children and young people in CLA Reviews, or to express their views about proposed changes in living arrangements that they do not agree to.

13.2 The IRO Service Manager, has supported the Advocacy Service, to further raise specific children and young people with senior managers where issues being pursued continue to be unresolved.

13.3 Barnadoes Advocacy Leaflet for children and young people is distributed by CLA admin to all children and carers who receive invites to Looked After Children Reviews.

13.4 It is recognised, that the Advocacy Service is underused by children and young people under the age of 18 years, relative to the number of children looked after in Croydon with Care Leavers. There are quarterly meetings to plan and support promotion and referral to Advocacy directly to children, and also to raise awareness in the social work teams.

14. Conclusion

14.1 There have been significant improvements in the IRO service as evidenced by:

- Increased IRO footprint particularly the use of Midway Reviews, continuing improvement in the timeliness of writing CLA Review records and the embedding and continuing evolution of letter writing to children.
- Improved management oversight of IRO practice, and the implementation of peer led learning, the use of Appreciate Enquiry, and reflective supervision groups.
- The involvement of IROs in a wider range of practice forums, in which they can provide high support and high challenge to colleagues
- The development of stronger working relationships between the IRO and SW Services.
- The implementation of new strands of IRO practice for further development such a matching in CLA Reviews and transitional pathway plan reviews.

- Greater participation of children and parents, by use of virtual platforms and convening CLA Reviews in a series of meetings rather than 1.

14.2 There remain areas for growth:

- Continuing scope to develop the involvement of children, their families and carers in their meetings and include them in the evaluation and development of our practice, and further development of meeting and gaining children's views before reviews.
- In the context of Covid restrictions, achieve a 'mixed economy' of CLA Reviews recognising the advantages of on-line meetings, balanced against the needs of some children whose meetings would be better for them face to face.
- Quality and availability of Consultation documents, Progress Reports and current care plans to Child Looked After Reviews
- Continue to evidence impact of IRO involvement to achieve outcomes for children across the entirety of IRO footprint.
- Continue to develop systemic and relationship based practice in the IRO Service.

2. CONSULTATION

N/A

3. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

N/A

4. LEGAL CONSIDERATIONS

N/A

5. HUMAN RESOURCES IMPACT

N/A

6. EQUALITIES IMPACT

N/A

7. ENVIRONMENTAL IMPACT

N/A

8. CRIME AND DISORDER REDUCTION IMPACT

N/A

9. DATA PROTECTION IMPLICATIONS

9.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

No

9.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?

NO

Approved by Director of Early Help and Children's Social Care.

CONTACT OFFICER: *Shaun Hanks, Head of Quality Assurance and Safeguarding.*

APPENDICES TO THIS REPORT

None.

BACKGROUND DOCUMENTS:

None.

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