

Safeguarding & Quality Assurance Unit

Independent Reviewing Officer Annual Report

2020/21

Author: Marie Saunders
Deputy Safeguarding Lead, Peterborough City Council

Executive Summary

This Annual Independent Reviewing Officer (IRO) report provides quantitative and qualitative evidence in relation to the IRO service in Peterborough as required by Statutory guidance. This report covers the period from 1 April 2020 to 31 March 2021.

The key highlights of this report are:

- The number of children in care fell slightly by 6 this year (from 370 at the end of March 2020 to 364 at the end of March 2021)
- A total of 1021 Child in Care Reviews were held this year
- Timeliness of Reviews continues to be excellent at 99.9%
- The IROs Escalation Protocol continues to be fully embedded across the service

The report concludes with the highlights of the IRO Service for 2020-21 and outlines areas for further development for 2021-22.

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1. Introduction

- 1.1 This Annual Independent Reviewing Officer (IRO) report provides quantitative and qualitative evidence relating to the IRO Services in Peterborough as required by statutory guidance. This report covers the period from 1 April 2020 to 31 March 2021.
- 1.2 The appointment of an Independent Reviewing Officer (IRO) is a legal requirement under Section 118 of the Adoption and Children Act 2002. In March 2010, the government issued the 'Care Planning, Placement and Case Review (England) Regulations 2010 and Statutory Guidance.' They also published the 'IRO Handbook, Statutory guidance for IROs and Local Authorities on their functions in relation to case management and review of looked after children.'
- 1.3 In respect of this report, the IRO Handbook states: 'The manager should be responsible for the production of an annual report for the scrutiny of the members of the corporate parenting panel. This report should identify good practice but should also highlight issues for further development, including where urgent action is needed.' (IRO Handbook 2010, page 48, paragraph 7.11.)

2. Legal Context

- 2.1 The appointment of an IRO for every looked after child is a statutory requirement of the Adoption and Children Act 2002, the Review of Children's Cases Regulations 2004, the Children and Young Person's Act 2008 and the Care Planning, Placement and Case Review (England) Regulations 2010.
- 2.2 The IRO Service sits within the Safeguarding and Quality Assurance Unit with its core functions consisting of reviewing plans for children in care and monitoring the Local Authority in respect of its corporate parenting and safeguarding responsibilities. Independent Chairs in Peterborough operate a dual role and undertake both the role of the Independent Chair Person for child protection conferences (CPC) and Looked after Children responsibilities. For the purpose of this report, we will refer to the Independent Chair as the IRO.
- 2.3 Every child who is looked after by Peterborough City Council must have a Care Plan, which details the long-term plan for the child's upbringing, and the arrangements made to meet the child's day-to-day needs. All Local Authorities have a statutory duty to regularly review that Care Plan within legislative timescales (Care Planning and Case Review Regulations 2010).
- 2.4 It is the responsibility of Local Authorities to develop Care Plans and provide care that gives children in care positive life experiences and the best short and long-term life opportunities. The Children Act 1989 [amended 2004] and the Care Planning Placement and Case Review Regulations 2010, set out

the duty of the Local Authority to appoint an IRO when a child first becomes looked after.

- 2.5 The IRO should ensure that the Local Authority gives due consideration to any views expressed by the child and the IRO has a responsibility to monitor the Local Authority's performance of its functions in relation to the child's case. Statutory guidance and regulation clearly defines circumstances when the Local Authority should consult with the IRO; for example, proposed change of placement, change of education plan, or serious incident. The actions that the IRO must take if it is felt that the Local Authority is failing to comply with the regulations, statutory guidance and/or is breaching their duty to the child are also clear.
- 2.6 Every Local Authority is required to have a dispute resolution procedure that reflects the process for effectively resolving areas of disagreement raised by the IRO in respect of care planning. This includes access to independent legal advice for the IRO and referral to the Child and Family Court Advisory Support Service (Cafcass).

3. Structures and Management of the Team

- 3.1 The team sits within the Safeguarding and Quality Assurance Unit and is accountable to the Assistant Director of Safeguarding and Quality Assurance. There are two Deputy Safeguarding Leads within the service who are responsible for the team of Independent Chairs who are all permanent staff. The Deputy Safeguarding Leads line manage the Independent Chairs and will be referred to as Managers throughout this report.
- 3.2 All IROs are qualified social workers with the required knowledge and experience to fulfil the requirements of the role.

4. Supervision and Quality Assurance

- 4.1 IROs receive monthly supervision and have access to informal supervision as and when needed. Managers remain committed to ensuring the level of supervision and support to IRO is effective, supportive and of a high standard.
- 4.2 The IROs attend team meetings twice a month. The meetings alternate between Practice Meetings and Business Meetings. Focus within business meetings is placed upon emerging legislative/ organisational changes and issues, and implementing processes which impact on the service, current themes and expectations and organisational agenda. The practice meetings give the IROs opportunities to identify, analyse and discuss practice issues, present research, and professional information, give feedback from individual

meetings with partners and social workers, identify areas of learning and development and define and support the implementation of good practice. Partner agencies and organisations such as Cafcass, NYAS and the Lead for UASC in the eastern region are regularly invited as well as others.

- 4.3 At the end of 2020 SQA was the subject of a formal consultation. This concluded in February 2021 with Peterborough and Cambridgeshire SQA services becoming one aligned service.

5. Workload Demand

- 5.1 The IRO Handbook recommends that a caseload of 50-70 children in care for a full time equivalent IRO is appropriate. This means the IRO is able to fulfil all of their statutory functions to the best of their ability, thus providing a high-quality service for all children in care. During 2020-2021 the average caseload per FTE IRO was consistently between 60 and 67 cases.
- 5.2 Effective business support staff use established systems to support the IROs; this does not include the typing of minutes, which the IROs complete themselves. All IROs ensure that they distribute the decisions from Children in Care (CIC) review meetings to the responsible Team Manager within five working days of the review; this is in accordance with the IRO Handbook and enables the responsible manager to identify any areas of disagreement and use the provision for challenging the decisions of the meeting in accordance with the IRO Handbook.
- 5.3 The IROs monitor the performance of the Local Authority, the progress of the plan and any decisions made at the review between reviews. This will include oversight of initial health assessments and other general health check-ups, missing episodes, and other key issues, so as to mitigate risk of drift and promote timely and optimum outcomes for children.
- 5.4 The IRO will also aim to complete a young person’s care plan audit bi-monthly. This is completed in conjunction with the young person and the findings sent to the Quality Assurance Team looking at themes and areas for improvement.

6. Quantitative Data up to 31 March 2021

- 6.1 The table below details the *total* number of children in care per 10,000 in the last three years for PCC:

Year	PCC Result
2018-19	72.0
2019-20	73.0
2012-21	71.2

6.2 Peterborough City Council’s rate per 10,000 children in care for 2020-21 was 71.2, which is lower in comparison with last year. There were 364 children in care during 2020-21.

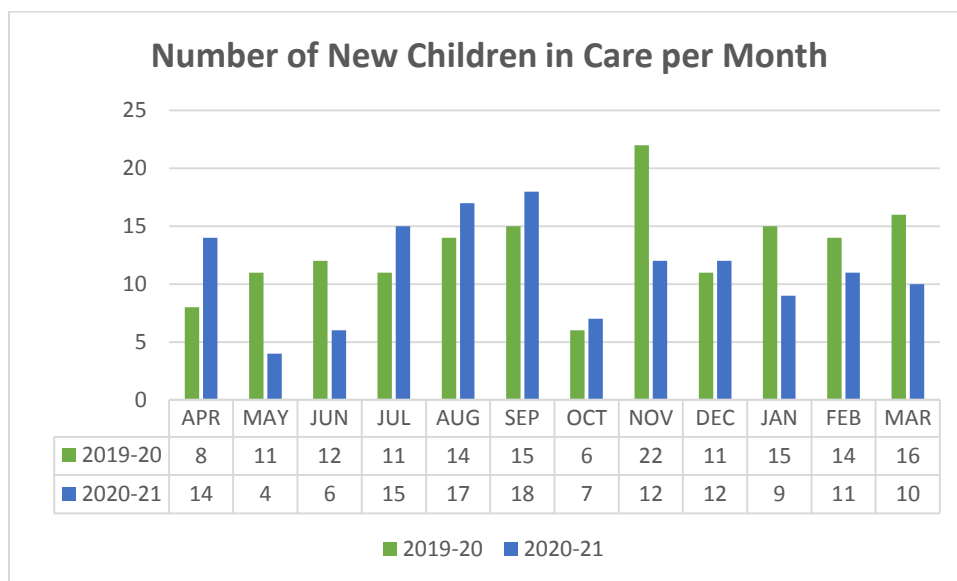
6.3 The table below details the number of *new* children in care in the last three years for PCC:

Year	PCC Result
2018-19	34.0
2019-20	30.0
2020-21	26.4

6.4 Peterborough City Council’s rate of *new* children in care for 2020-21 was 26.4 per 10,000 children, which is significantly lower than the previous two years.

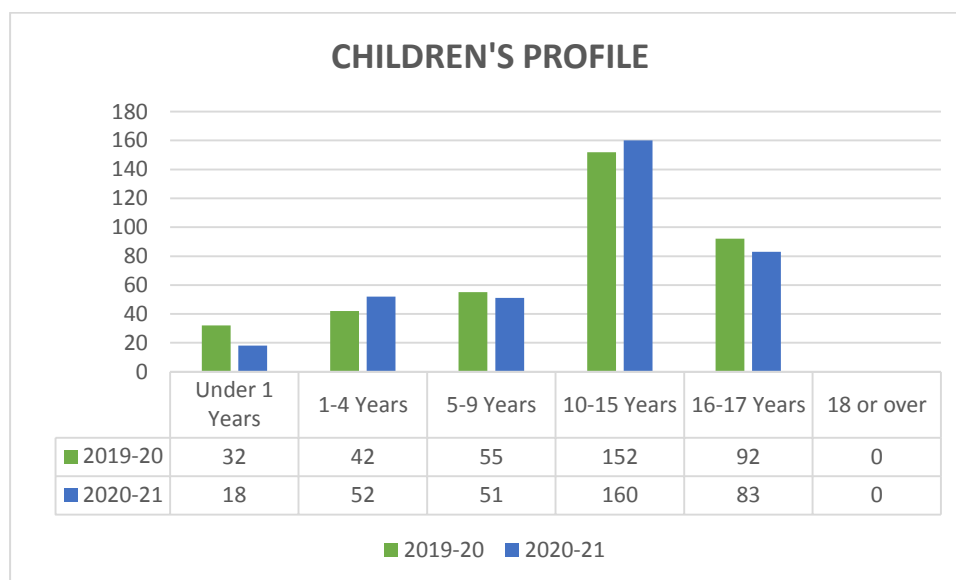
6.5 There were 135 new children in care during 2020-21. It could be assumed that the Family Safeguarding model implemented in 2017 is responsible for the decrease over the period. There were a total of 140 children who ceased to be looked after during the year.

6.6 The graph below shows the number of new children in care per month:



7. Children's Profiles

- 7.1 The graph below shows the age of children in care covering 2020-21 in comparison to 2019-20. There was a total of 364 children in care in 2020-21 of which 212 were male and 152 female compared to 370 in 2019-20 where 223 were male and 150 were female.



- 7.2

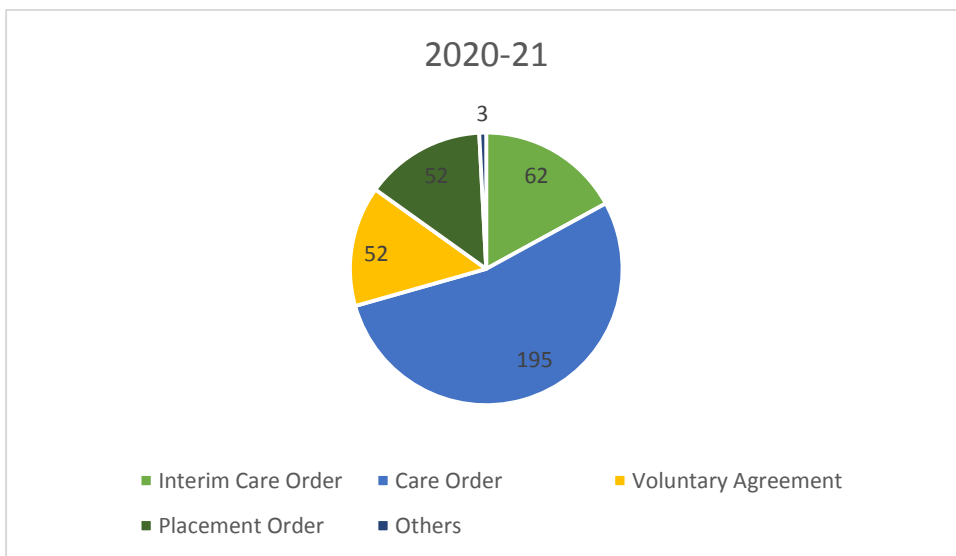
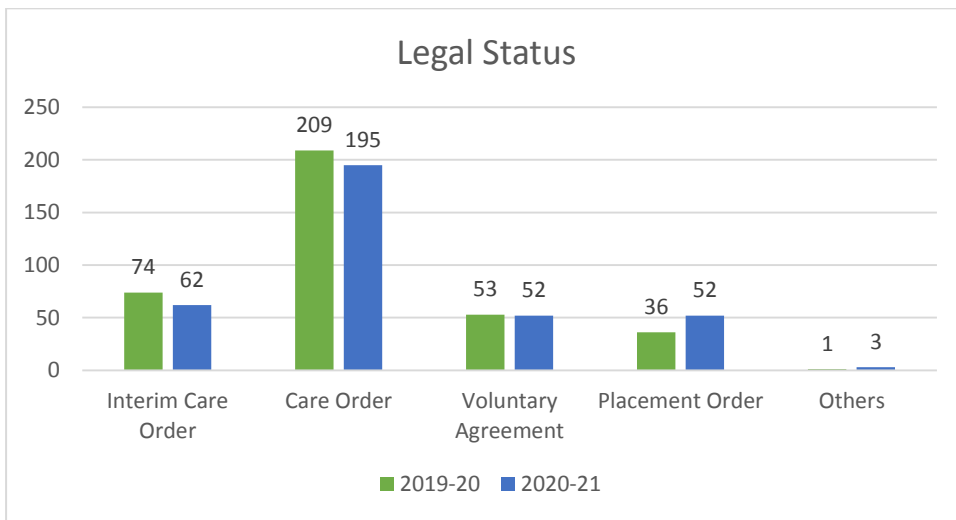
Age at 31 March 2021	Boys	Girls	Total
Under 1 year old	10	8	18
1 – 4 years old	30	22	52
5 – 9 years old	30	21	51
10 – 15 years old	90	70	160
16 – 17 years old	52	31	83
18 years and over	0	0	0
Total	212	152	364

There continues to be a larger population of boys looked after in Peterborough which reflects similar consistencies within other Local Authorities.

There were 8 unaccompanied children seeking asylum (UASC) looked after during 2020-21 which is 5 less than 2019-20.

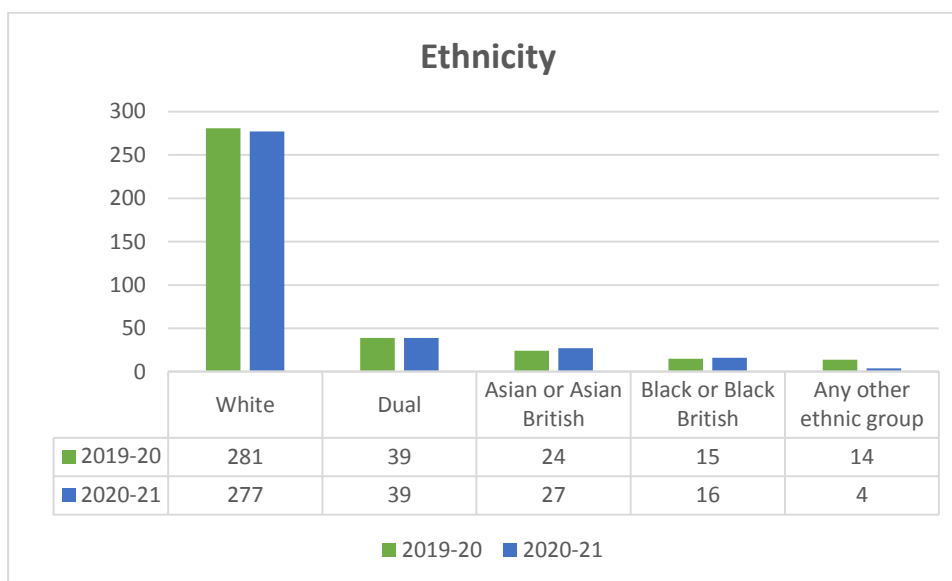
During the year, 3 young people were remanded in custody and one young person was supported in a Secure Accommodation Unit.

7.3 Legal Status



The number of Interim and Full Care Orders obtained for children has decreased over the year compared to 2019-20 whilst Voluntary Agreements and Placement Orders have decreased. The decrease is reflected in the lower numbers of new children coming into care during the year.

7.4 Ethnicity



The graph above indicates a consistent reflection in the ethnicity of children in care across the last two years.

- 7.5 At year end March 2021, 9 children were subject to Placement Orders where adoption was no longer the plan with the Placement Order needing to be revoked, which is 4 more than reported for 2019-20. Effective tracking is in place to monitor these cases.

8. Children in Care Reviews

- 8.1 Between April 2020 and March 2021, 99.9% of reviews took place within statutory timescales which continues to be excellent. The majority of reviews took place virtually during the year in response to restrictions of the Covid-19 Pandemic.

A total of 1021 CIC reviews were held in 2020-21.

CIC Reviews held within timescales	2018/19	2019/20	2020/21
	99.8%	99.3%	99.9%

- 8.2 The Safeguarding and Quality Assurance Unit has systems in place, which enable CIC reviews to be held within timescales. These are as follows:
- At the beginning of each calendar month, business support staff send out the statutory due date for all CIC reviews. This means that responsible operational team managers, the manager of the conference and review service and IROs can monitor and ensure reviews do not go out of timescale.

- Only the managers can authorise a change in a CIC review date. This endeavours to ensure that if a change of date is unavoidable, the new date is scheduled within statutory timescales. Where necessary and appropriate, meetings are adjourned, or the review held over more than one meeting to ensure the review is child centred and involves all of the necessary professionals.
- 8.3 IROs focus on the steps taken to progress adoption and permanency planning at CIC reviews. They address delays by raising their concerns with social workers, responsible team managers and heads of service using the well-established case alert process and where appropriate the Dispute Resolution Process – see also section 12.
 - 8.4 IROs complete and update a spreadsheet record of remedial actions and the Deputy Safeguarding Leads monitor this for timely completion. Where remedial actions are not completed in a timely manner, IROs commence the dispute resolution process where appropriate.
 - 8.5 IROs will arrange for CIC reviews to take place more frequently in certain circumstances, such as for children who live at a significant distance from Peterborough; and ‘where permanence planning is not being progressed in a timely manner’. These reviews include a high level of scrutiny and monitoring of decision-making and actions. This ensures they are in the best interests of the child and that there is minimal delay.
 - 8.6 There is an ongoing arrangement between the Local Authority children’s Social work teams and IROs. This helps to ensure that IROs receive copies of all documents including statements and reports that are filed with the court as part of care proceedings relating to children in care.
 - 8.7 All IROs continue to deliver culturally competent practice and the child’s individual needs, wishes and feelings are central to all reviews. IROs closely monitor the integration of a child’s identity including culture, religion, ethnicity, and birth family values to care planning.
 - 8.8 IROs continue to fulfil their responsibility to children remanded into youth detention accommodation (YDA). The key to this role is to ensure that all of these children have active individual care plans that meet their needs. In developing the care plan for children who become looked after solely as a result of being remanded, the IRO will be aware that some children will only be looked after for the period they are remanded. In many cases this period will be relatively short. However, consideration will be given to what longer term support or accommodation the child will need following the remand episode should the young person continue to be looked after at the end of the remand period.

9. Children in Care Reviews – Participation

- 9.1 It is the role of the IRO to encourage and promote the participation of children aged four years and over on the review process. IROs record the method at the end of each CIC review, and these are coded in line with national guidance.
- 9.2 During 2020-21, 1,021 Child Care Review meetings were held. The vast majority of these were conducted via virtual platforms such as Microsoft Teams due to the Covid-19 pandemic. A small number were held in a hybrid manner wherever they could be held safely in a placement or other venue deemed safe, with the IRO and the child present and the majority of others joining virtually. All children over the age of four participated in their CCR to inform the shaping of their plan, in the way that best suits them, attending part or all of their meetings, using the paper consultation booklet, the Mind of My Own app, or sending their views through their IRO or another trusted adult. 34% of children over the age of four years attended part or all of their meeting in person which is 10% less than the previous year. Of the children who did not attend their review, 69% sent their views in advance and 30% briefed their advocate with their views.
- 9.3 During the period, 360 Independent Reviewing Officer (IRO) consultation/visits with children and young people were held. During 'lockdown', face to face consultations were reduced and risk assessed on a case-by-case basis. Face to face consultations increased as restrictions eased and IROs endeavoured to consult with their young people via Teams, telephone call or other virtual methods during periods where a face-to-face visit was not possible. The service continues to encourage older children to chair or co-chair their CCRs. This has been particularly effective with young people planning their transition to independence, in empowering them and helping them to take increased ownership of their independence. However, during the year, there was a reduction in the number of children chairing and co-chairing their reviews. This is an area for improvement following lockdown restrictions easing as more reviews occur face to face.
- 9.4 The Mind Of My Own 'One' App is an app that helps young people communicate their views in a way that suits them. Young people create their own account, which can be used on any device at any time. The Mind Of My Own 'Express App' is a co-designed, innovative, and user-friendly app that helps children with learning disabilities and younger children express their views, wishes and feelings in a fun digital way that's easy for workers to understand and evidence.

The Mind Of My Own 'One' App was launched in Peterborough in April 2016 and the Mind Of My Own 'Express' App was introduced in December 2017.

- 9.5 There are currently 118 young people with Mind Of My Own accounts. 115 members of staff have Mind Of My Own accounts which are used to support children to use the system. A total of 183 statements were received in the year.

- 9.6 Young people sent in 47% of statements received and the remaining 53% statements were sent in by workers. The One app was used to send statements in relation to a variety of situations in the year, the most popular being in relation to 'my life', 'worker visit' and 'preparation' for a meeting.
- 9.7 The feedback from the consultation forms provide valuable information about the experience of children in care. In the main, the information suggests that most feel safe, listened to and well cared for. The consultation document is discussed with the child and with their consent, the IRO shares it with review participants.
- 9.8 IROs will always aim to spend time individually with children prior to a review to determine their wishes and feelings to identify if they have any concerns; and find out how they would like to participate in the meeting. This includes the time, venue, and attendance at their meeting though it should be noted this remains primarily the social worker's responsibility. It is noteworthy that many young people do not want their reviews to disrupt their school day or leisure activities for example. Each child is given the opportunity to engage with an advocate, particularly if this maximises the young person's contribution to their reviews.
- 9.9 Whilst face to face visits to children have been restricted throughout the year, records show a 48% increase in monitoring and consultation activity by the IROs.
- 9.10 The Children in Care Participation Officer coordinates and facilitates the Children in Care Council (CiCC) and liaises with the Corporate Parenting Panel and Cabinet Members to facilitate dialogue between all parties. Peterborough City Council's Looked after Children's Strategy reflects the council's priority for children in care. This strategy lists priorities for the children and young people ensuring that good outcomes are pivotal to processes. Children in care in Peterborough benefit from the continued robust commitment of elected members of the council.
- 9.11 Parental participation is noted within the minutes of the review and monitored by the IRO manager. There were a total of 1,021 CIC reviews completed in 2020-21. The level of participation by parents has remained fairly consistent over the year; 40% for mothers and just 20% of fathers. In accordance with the Care Planning, Placement and Review Regulations 2010, IROs offer to meet with parents outside of the main review meeting. This is particularly evident where a parent is prevented from attending. A number of parents have commented that they felt more able to attend meetings when permitted to join virtually as they would not have ordinarily been able to physically attend.

10. Feedback on the IRO service

- 10.1 Ordinarily, professionals would be asked to complete a feedback form upon the conclusion of a CCR. However, owing to increased pressures on capacity and adjustments required during the Covid-19 pandemic, these were put on hold and will be reintroduced after restrictions ease. Parental feedback forms have been sent out routinely where an email address has been provided to encourage feedback from parents' perspectives on the CCR process. However, the uptake on these has not been good. IROs have been encouraging young people to complete feedback forms via email and where possible have supported in person to complete. Although uptake on these has also been poor, the few that have been completed all agree that they feel supported by their IRO; feel their IRO listens to them and all but one felt comfortable attending their meeting. The one young person who did not, noted that this was "because it was on the computer".

My IRO is always here for me and listens to my wishes

My IRO is nice

11. Positive Impact – 'You said, we did'

- 11.1 Within the service, we produce a report to highlight some of the examples of impact that IROs have on children's lives. Below are some examples:

YOU SAID...

I want to live here forever

I want to live at home with my Mum

WE DID...

IRO escalated the delay in convening a Permanency Planning Meeting; a Permanency Planning Meeting has been convened.

The IRO followed up the placement with parent's regulations, ensured a robust support plan was in place prior to the move back home; had oversight of the transition plan. The young person has successfully transitioned home; without the input of the IRO this would not have progressed.

I need more support when I turn 18

The IRO raised a Dispute Resolution as a result the support plan post 18 was updated and additional support provided.

I don't want to leave my home; I want to stay here

The IRO escalated the concerns to senior managed; leased with the young person's advocate. An agreement was made that the young person would not move to new carers.

I need someone to talk to about how I am feeling

An alert was raised around the lack of emotional support available to the young person; the young person is now on the waiting list for counselling.

A young person with additional needs required a health assessment to identify his support needs moving forward. Initially this assessment was rejected

IRO raised an escalation; the specialist health assessment took place and has identified some support needs for the young person and how they can be met.

The supervising Social worker gave notice on a placement on behalf of the carers. If the placement has ended this would have had a significant negative impact on the young person

IRO agreed a plan with the carers and Children Social Care around the support needed and detailed all agreements in the review decisions.

11.2 For IROs a major focus has been combatting isolation for children and young people, and around ensuring contact is progressed, even at the height of the pandemic. IROs understand the importance of family relationships and pursued face-to-face contact, when it could be managed safely and was in the best interests of children.

Further examples of IRO impact include:

Young person who was in supportive accommodation, in lock down with minimal support. IRO made contact with the young person who said he felt unwell and needed more support. Following IRO escalation senior manager review of the case led to increased support hours and the young person said that he feels much happier now as a result.

Young person's contact was indirect due to COVID-19, however as restrictions were relaxed there was a delay in contact returning to face to face, causing the young person to be very upset, especially as the other young person in placement was having face to face contact. This was addressed through a Case Alert and face to face contact was reinstated.

Young person wanted to return to school and there was some delay in putting arrangements in place for this. IRO intervened and the young person was able to start attending school again.

Following a placement move, a young person told his IRO said he felt scared, alone, and isolated exacerbated by COVID constraints. Following IRO case escalation, the arrangements were reviewed resulting in increased support hours, and the young

Rehabilitation back home was at risk of being delayed due to COVID-19. IRO intervened and agreed a creative plan, whereby rehabilitation back home could take place, safely, even with restrictions. The young person has now returned to parents, without any delay, and he is much happier and more settled.

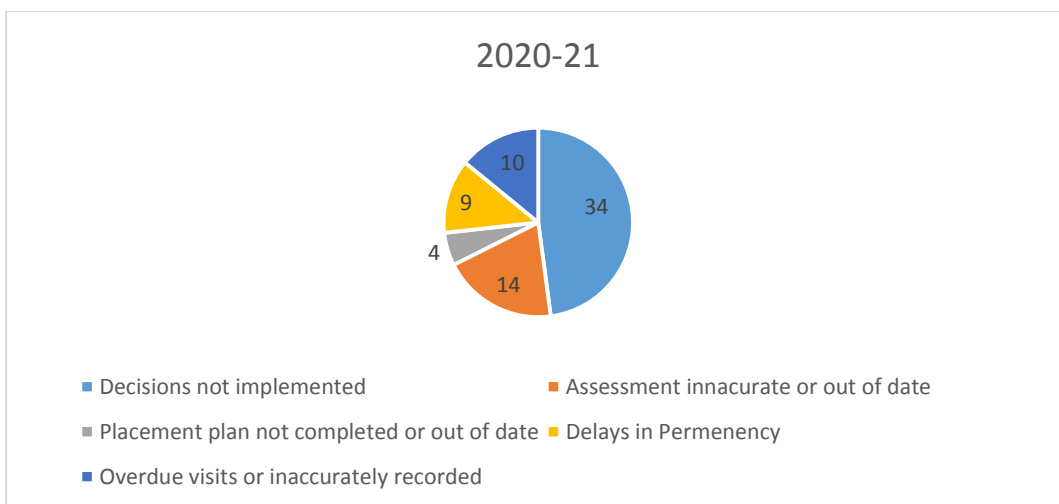
12. Quality Assurance and Audit of Children in Care Arrangements

- 12.1 The effectiveness of the IRO service and the difference they make to children's experiences of being in care in Peterborough is monitored through the activity of the Quality Assurance Team including the ongoing thematic audit programmes. In addition, team and senior managers undertake a programme of case file audits and use Ofsted judgements to grade cases. All cases where remedial actions are identified and monitored by the QA Team to ensure that appropriate action is taken in a timely manner. Audit themes and areas for development inform service improvement plans for each service.
- 12.2 All IROs complete a monitoring form after each statutory meeting. This is sent to the social worker and responsible team manager. If the IRO identifies an immediate cause for concern they will raise a case alert. They will always discuss their concern with the case responsible manager/senior manager and agree a course of actions with timescales. This will then be followed up with an email to the responsible manager and Head of Service and any other

managers as appropriate. This ensures that immediate action is taken to safeguard and protect the child.

13. Dispute Resolution

- 13.1 The IRO Handbook clearly describes the role of the IRO where there are areas of disagreement: 'One of the key functions of the IRO is to resolve problems arising out of the care planning process. It is expected that IROs establish positive working relationships with the social workers of the children for whom they are responsible. Where problems are identified in relation to a child's case, for example in relation to care planning, the implementation of the care plan or decisions relating to it, resources, or poor practice, the IRO will, in the first instance, seek to resolve the issue informally with the social worker or the social worker's managers. The IRO should place a note of this initial informal resolution process on the child's file. If the matter is not resolved in a timescale that is appropriate to the child's needs, the IRO should consider taking formal action.
- 13.2 During 2020/21, the Independent Chairs raised 102 case alerts. Thirteen formal DRP cases were active throughout the year; most of which were addressed within timescale and two are outstanding with further discussions taking place. Of the 13, 3 were escalated to Stage 3, 3 were escalated to stage 2 and 7 were resolved at stage 1.
- 13.3 Updates are sent to Heads of Service and Group Managers on a two-weekly basis to ensure management oversight and to bring attention to outstanding alerts. The following themes were noted with regard to the case alerts raised:
- Decisions not being implemented.
 - Practice issues, which include assessments and other paperwork not being completed.
 - Drift in care planning.
 - Statutory visits.
 - Placement issues.
 - Pre-meeting reports not completed, shared or of adequate quality.
 - Issues regarding placement.
 - Delays in achieving permanence.
 - Lack of supervision or management oversight.



13.4 Relationships between Cafcass and the IRO service continue to be positive with a named guardian and IRO providing a link between the two services. Cafcass attend the IRO team meeting twice yearly and the named IRO reciprocates this arrangement. This ensures joined up working and the sharing of information continues to be a priority between the professionals who maintain albeit differing degrees of independence from the operational social work teams.

14. Summary

14.1 The IRO Service has continued to provide effective provision for reviewing and monitoring the Care Plans for children in care. It contributes to improved outcomes for children in care through increasing participation of children and young people in the decision making about their care, as well as making independent representations to operational teams and management on planning and practice issues. The independent scrutiny provided by the team is valued by social workers and management. IROs have shown continued strength and resilience throughout a very difficult year and have contributed to a creative and high delivering service.

15. Independent Reviewing Officer Achievements in 2020/21

15.1 IROs have:

- Ensured robust oversight of all vulnerable cohorts in light of COVID-19 through enhanced audit activity.
- Maintained oversight of all key decision making and milestones in the child's journey.

- Worked to ensure all essential meetings were able to go ahead via virtual meetings, providing additional support to families where required.
- Remained proactively responsive to the changing situation by leading the way and developing creative solutions.

15.2

- a) Caseloads – Independent Reviewing Officers' caseloads have remained within the recommended guidelines of between 50 and 70. This has enabled the IROs to meet expectations for a high-quality service whereby all aspects of their role are undertaken.
- b) Oversight and Quality Assurance – IROs have actively addressed concerns, poor practice, and non-compliance in a systematic and professional manner to promote the improvement of standards amongst social work teams and partner agencies. They have challenged as denoted within the IRO Handbook and ensured that timescales are adhered to.
- c) IRO footprint – There has been clear evidence obtained throughout case audits, supervisions and dataset analysis of the consistent presence and oversight of the IRO and clear demonstrations of the IRO footprint on their caseloads.
- d) Children's voices – There has been a consistent approach by IROs to maximise the engagement of children and the evidence within reports demonstrates an awareness and objective to ensure that the voice of the child is heard achieving 100% in the year.
- e) Themed audits – the Quality Assurance team continues to undertake a significant number of thematic audits across Children's Social Care and a number of audits across the IRO service have evidenced robust systems and competent and effective practice and established performance.
- f) Learning and development – The IRO service continues to promote good practice and to develop and embed learning and supportive relationships within the wider sector. IROs take responsibility in organising and managing meetings with operational team managers to identify impacts and issues within the service and to recognise areas of good practice as well as areas for improvement. They work together in maintaining a respectful, transparent, and learning-abled forum within which to identify and design models of ideal working.
- g) The IROs also take turns to represent Peterborough City Council at the Eastern Regional IRO network. Unfortunately, the annual IRO conference due to take place in May 2021 has been postponed due to the Covid-19 outbreak but discussions are ongoing in relation to setting a new date in 2022.

- h) The IROs have contributed to the increase in dental checks and health assessments for children in care due to increased monitoring. They have also been instrumental in the increased oversight of children at risk of CSE or Missing episodes.
- i) The IROs have shown remarkable professionalism, dedication, and creativity since the outbreak of Covid-19 and have risen to the challenges of the virtual world, engaging young people in care, carers, parents, and professionals in timely and effective reviews. No reviews were cancelled as a result of implications caused by the pandemic in 2021.

16. Objectives for 2021/22

- a) IROs will continue to proactively contribute to improving outcomes for looked after children through rigorous monitoring and challenge of care planning and promoting timely permanency planning.
- b) To support the service in identifying and implementing effective and creative strategies for involving children and young people in the review process in a way that suits them.
- c) To increase the number of children/young people chairing/co-chairing their review.
- d) continue to support placement stability as key to emotional wellbeing of our children and young people
- e) strengthening our oversight of pathway planning to support successful timely move into independence
- f) Continue to ensure permanence plan identified at second review with clear robust contingency plan.
- g) IROs will continue to raise awareness amongst Social Workers of the need to keep the IRO informed of significant events between review meetings and to consult the IRO before important decisions are taken in respect of changes to the child's care plan.
- h) To continue to support in establishing good working relationships with Cambridgeshire County Council and to continue to improve processes and services across the two Local Authorities.
- i) To continue to build established relationships with partner agencies.