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**SESLIP QA Sub Group – June Meeting**

**The role of IROs and CP chairs**

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| **Local Authority** | **Hampshire County Council** |
| **Combined role (IRO & CP Chair)** | Yes |

**IRO Role**

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| **Case holding (please include average no. of cases)** | Average 75 FTE |
| **Expectations of role** | * To chair review meetings for CLA in line with care planning and reviewing regulation standards. To monitor the progress of the case and where issues are identified that have impact for the child’s outcome escalate and ensure resolution as well as outlining where performance standards are particularly good or need to improve. * Monitoring and reviewing the implementation of care planning decisions, and the achievement of appropriate outcomes for the child’s social, cultural, health, educational development, and safeguarding needs. * Ensuring the accurate and prompt recording and dissemination of decisions made, using ICS and other recording processes. * Advising lead IROs of operational and practice issues of concern and any variations in the implementation of agreed departmental and inter-agency policies and procedures. * Ensuring positive and appropriate liaison and communication with operational managers, practitioners, service users and partner agencies. * Assisting in the formulation and monitoring of County systems, procedures and policies relating to Children Looked After or in need of protection. * Contributing to the development of effective recording, evaluation and quality assurance systems. * Assisting in the preparation and analysis of performance indicators concerning both the service and children looked after or in need of protection. * Supporting the development of services for children and families through membership of various in-house and inter-agency work groups. * Contributing to the formulation and maintenance of up-to-date Departmental policies, procedures and publications. * Participating in training and staff development programmes, as appropriate. * Being an advocate, at all times, for the County Reviewing Service. |
| **Input into quality i.e. formal roles within your quality assurance framework** | Complete audit work annually, care plan audit, Participation audits  Act as link professional for operational teams to ensure practice issues are raised and standards of practice maintained. |
| **Impact – how can you evidence impact** | Length of time taken to secure children in their permanent placements.  Quality of care plans and the implementation of them.  Produce review records that give clear direction and decision making and ensure timely good practice.  Use of informal and formal resolution process to resolve issues.  Feedback from clients/carers/ partner agencies |

**CP Chairs**

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| **Case holding (please include average no. of cases)** | 20-25 families |
| **Expectations of role** | To chair conferences, ensure safe multi agency decisions are made. Ensure the LA are compliant with National CP guidance and the LA child protection policies are adhered to.  They ensure the Child Protection plan is robust and review its progress at RCPCs. If there are immediate concerns the again escalate concerns to ensure they are addressed.  They ensure all agencies views are represented. Manage stage 1 complaints if parents oppose outcome. Make the decision to adjourn or cancel if they feel it is unreasonable inappropriate to proceed with rationale provided to LIRO and DSM.  Give repeat plan analysis to identify and unmet needs or practice gaps to inform practice. |
| **Input into quality i.e. formal roles within your quality assurance framework** | Training delivery for WDT as cp chair. |
| **Impact – how can you evidence impact** | Quality of plans.  Length of time on plans. Ensuring risks are reduced as quickly as possible by improvement or legal intervention if needed.  Repeat plan volume  Conversion to CLA or CIN to support removal of risks. |

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| **Local Authority** | **AfC (Royal Borough of Windsor and Maidenhead)** |
| **Combined role (IRO & CP Chair)** | **Yes** |

**IRO Role**

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| **Case holding (please include average no. of cases)** | Up to 50 CiC in total an IRO/CP chair is expected to hold no more than 70 children in total. |
| **Expectations of role** | Review CP and CiC meetings and at times chair SAR meetings |
| **Input into quality i.e. formal roles within your quality assurance framework** | Midway Review Meetings  Pre- audit checklist prior to a meeting.  Challenge and dispute resolution through escalation process.  Review of Placement Planning Meetings.  QA draft CiC plan |
| **Impact – how can you evidence impact** | IRO footprint on ICS- Midway review meetings  QA monitoring forms for CP and CiC meetings.  Escalation case notes and visit case notes.  Service User feedback survey re quality of CP and CiC meetings.  Letters to the child-  IRO child in care meeting record. |

**CP Chairs**

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| **Case holding (please include average no. of cases)** | 17 families |
| **Expectations of role** | Review CP conference meetings. |
| **Input into quality i.e. formal roles within your quality assurance framework** | CP midway meetings  Quarter Assurance monitoring form completed at the end of each conference. . |
| **Impact – how can you evidence impact** | CP dip sample audit activity by the Lead IRO and AD for QA manager. |

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| **Local Authority** | **Brighton and Hove** |
| **Combined role (IRO & CP Chair)** | **No** |

**IRO Role**

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| **Case holding (please include average no. of cases)** | 70 |
| **Expectations of role** | We have a group of IROs who specialise in child in care reviews however there’s an expectation that they will chair conferences if needed and will move specialisms in accord with business need/demands.  IROs for children in care:   * Chair child in care review process involving: * IRO preparation for review discussion with the social worker * Separate conversation or visit with the child * Conversation the carer / relevant members of the network * Pre-birth conferences if the baby is likely to become look-after * Chairs combined review (review child protection conference and initial looked after review). A full-time equivalent CPRO will not usually have responsibility for more than 3 children in care. * Take own notes (no minute takers) * Raising challenge / dispute where necessary * Progress chasing, guidance and consultation between reviews – typically on a targeted basis eg children with child protection plans coming up to or over 18mths plus * Each has a lead role eg for training |
| **Input into quality i.e. formal roles within your quality assurance framework** | * Audits * Challenge processes * Guidance and consultation |
| **Impact – how can you evidence impact** | * Proactive, child-centric approach * Participation and involvement in planning, decision-making, life-story work etc * Effective and timely permanence planning, support and decision making * Recording shows that conversations have been held at the right time/place/space eg reduction in the level of formal disputes raised correlates with a higher incidence of effective progress chasing between reviews * Strength of feedback re the quality of support, guidance, planning & decision-making * Key messages from audit and inspection * Strength of parent / family involvement in decision making * Strength of partnership work * Data indicates timely throughput and escalation through the system |

**CP Chairs**

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| **Case holding (please include average no. of cases)** | 80 |
| **Expectations of role** | We have a group of Child Protection Reviewing Officer who specialise in conference however they’re employed as IROs, which enables us to operate a more agile service.  Chair child protection Reviewing Officers (CPRO) expectations of role:   * Chair child protection conferences * *Occasionally* provide IRO role to looked after child eg as part of a combined review * A full-time equivalent CPRO will not usually have responsibility for more than 3 children in care. * Take own notes (no minute takers) * Within legal proceedings, comment on the LA care plan * Raising challenge where necessary * Progress chasing, guidance and consultation between reviews – typically on a targeted basis eg children with child protection plans coming up to or over 18mths plus * Each has a lead role eg for training, Reg 44 visits etc |
| **Input into quality i.e. formal roles within your quality assurance framework** | * Audits * Challenge processes * Guidance and consultation |
| **Impact – how can you evidence impact** | * SMART planning & outcome focus – enables family and their support network to have a good measure of what needs to happen to strengthen safety * Strength of feedback re the quality of support, guidance, planning & decision-making * Key messages from audit and inspection * Strength of parent / family involvement in decision making * Strength of multi-agency involvement & partnership work * Data indicates timely and appropriate throughput and escalation through the system * Recording shows that conversations have been held at the right time/place/space eg reduction in the level of formal disputes raised correlates with a higher incidence of effective progress chasing between reviews |

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| **Local Authority** | **West Berkshire** |
| **Combined role (IRO & CP Chair)** | Yes |

**IRO Role**

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| **Case holding (please include average no. of cases)** | Dual Role:  30-40 – children on CP plans  38-45 – children in care |
| **Expectations of role** | * Undertaking statutory reviews for children in care * Chairing child protection conferences * Providing scrutiny and challenge to the work of our children’s social care teams ensuring local procedures are adhered to alongside statutory guidance and regulations. * Ensuring the statutory reviews of Looked After Children and Child Protection Conferences are completed within timescales and to high standards and records are sent out within the prescribed timeframes. * Taking the lead in promoting and further developing high standards in review processes and child protection conferences through quality assurance monitoring and training within Children's Services and with partner agencies. * At times stepping in and assisting the Local Authority Designated Officer in the management of allegations made against professionals. * Provide inductions for new starters within the Authority. |
| **Input into quality i.e. formal roles within your quality assurance framework** | Complete a Chair’s audit from every meeting they Chair, which is graded and feeds into whole service learning and development.  Mid-way reviews to prevent drift or delay for children.  Complete themed audit activity when required.  Provide multi-agency training on CIC and CP procedures.  Meet with SWs before every ICPC for consultation. |
| **Impact – how can you evidence impact** | Feedback from service users, social work staff and other professionals from meetings they Chair.  Outcome and impact of audits they undertake, which are tracked in our performance board meetings.  Feedback from Designated Safeguarding Leads Training they deliver and multi-agency training events they deliver.  Improved outcomes for children achieved through effective use of the Issues Resolution process. |

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| **Local Authority** | **West Sussex** |
| **Combined role (IRO & CP Chair)** | No |

**IRO Role**

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| **Case holding (please include average no. of cases)** | IRO – 70 |
| **Expectations of role** | IRO’s chair CLA reviews, undertake midway reviews and where relevant contribute to decision making in respect of care proceedings, PLO, permanency panel etc |
| **Input into quality i.e. formal roles within your quality assurance framework** | The IRO’s and CP chairs do not currently undertake auditing routinely but do attend the collaborative audit discussions led by group managers and any reflective discussions where a child’s file is found to be inadequate. |
| **Impact – how can you evidence impact** | The impact of the IRO role in WS remains limited at this time. There is increasing footprint evident on children’s files and some individual examples of this improving outcomes for children but we are not seeing this improving areas of practice such as earlier permanence for children being achieved or improved placement stability across the system. |

**CP Chairs**

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| **Case holding (please include average no. of cases)** | 90 |
| **Expectations of role** | CPA’s chair conferences and we are currently trialling the duty CPA providing consultation in respect of ICPC bookings and contributing to a panel working in partnership with CSC, EH and our Children and Family Intervention Service, looking at children who have been subject to a plan for over 18 months currently but progressively moving to earlier in the child’s journey. The CPA’s review a child’s file in partnership with the relevant sw team 4 weeks prior to 3rd review and all reviews thereafter to ensure clarity and progression of planning and recommendation. |
| **Input into quality i.e. formal roles within your quality assurance framework** | The IRO’s and CP chairs do not currently undertake auditing routinely but do attend the collaborative audit discussions led by group managers and any reflective discussions where a child’s file is found to be inadequate. |
| **Impact – how can you evidence impact** | The broader role held by the CP chairs is in its infancy and we are unable to evidence impact at this juncture. In the longer term, I would expect to see fewer children coming to CP conferences where there has been no previous CIN intervention, a reduction in the length of children’s plans and an overall reduction of children on child protection plans. |

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| **Local Authority** | **Surrey County Council Children Services** |
| **Combined role (IRO & CP Chair)** | Yes |

**IRO Role**

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| **Case holding (please include average no. of cases)** | 45-60. This is a mixed workload of children Looked After and Children that are part of a Child Protection Plan |
| **Expectations of role** | The role of the independent Chair at Surrey Children Services is a dual role that incorporates QA oversight over the progression of both looked after and CP plans for children.  Independent Chairs are required to engage children and families, facilitate multi agency meetings including the family and partner agencies to share concerns, consider threshold and draft outline plans and care plans for children. The role of the Independent Chair will be to monitor and track the progression of planning for children and to raise alerts and seek to resolve where there are issues preventing the progression of planning for children. The Independent Chair will review plans for children and hold participants to account towards meeting improved outcomes for children.  The Independent Chair will provide consultation and advise to operational teams in respect of both Child Protection and Looked After Review processes for children |
| **Input into quality i.e. formal roles within your quality assurance framework** | * The Independent Reviewing Service has a practice framework that is underpinned by a set of practice standards. These practice standards are applicable to both Child protection Conferences and Looked After Reviews * The Independent Chairs have a formal expectation to meet with families and the social worker prior to each conference and looked after review meetings, monitoring the engagement with the family and ensuring that the views of the children and participation has been addressed. * The independent Chair is required to complete a QA form following every conference and every looked after review, this comments on the quality of practice to both conferences and looked after reviews, it considers the quality of the children’s voice and participation and also comments on the effectiveness of the CP/Care plan in meeting the identified outcomes for children. The consolidation o the Independent Chairs QA reporting is built into a performance dashboard that is accessible to all social work Managers across the County. Child level detail is available of a child’s case file. * Independent Chairs are required to hold Mid Way Review meetings for all children that are part of a CPP and Progress Updates for all children that have a looked after care plan in place. These meetings are primarily a requirement for the QA oversight of the Independent Chair to review the progress of the plan against the outcomes. The Mid Way Review will consider whether there are issues that are impacting the progression of the plan for the child and alongside this will consider the need for an alert to be raised and resolution sought. * Surrey Children Services has 4 quadrants and within each quadrant the Independent reviewing service have a Service Coordinator. These roles have oversight for a team of Independent Chairs. As part of the service coordinator interface with operational services we have embedded into practice the oversight of the Service coordinator at Permeance Planning Meetings for children and also at Risk Management Meetings. The Service coordinator provides independent oversight in these meetings and will raise any identified areas of practice that is impacting on the effective progression of permeance and safety for children. * The Service Coordinators in each quadrant compile a monthly QA report that focuses on the feedback from the Independent Chairs QA reporting. This reporting alongside performance data is a joint QA contribution to monthly practice challenge meetings that are held in each quadrant and chaired at Assistant Director level. * The Independent Reviewing Officers are fully embedded in a children’s monthly audit programme and Service Coordinators and Service Manager contribute to a re-audit programme that looks at the practice improvement towards reaching good outcomes for children and makes recommendations to further improve. * The Independent reviewing service have formal processes in place that consider child(ren) that return for a repeat episode of child protection planning to ensure that planning is appropriately considered in line with the history and the previous intervention and to consider appropriate planning. * The Independent reviewing Service also have formal processes that capture the themes and impacts of children that are part of longer CP Plans (over 9-12 months). These reports are shared with the Leadership Team. * Where themes are identified, the Independent Reviewing Service has responded by providing additional oversight to ensure improved practice ie…plans ending at first review. More recently there is additional oversight to the Child Protection Planning for babies that have been stepped down from a child protection plan during COVID 19 to ensure that safety within the family has been sustained. * The Alert (escalation) process has been streamlined and embedded within our procedures. This challenge function is monitored and reported on to corporate parenting board is shared within the monthly reporting to Practice Challenge Meetings. |
| **Impact – how can you evidence impact** | * Increased oversight at the first review stage of CP planning has reduced the number of children stepping down at first review to ensure that families are able to sustain changes for their children and reduce the risk of children returning for repeat interventions. * The number of alerts that are being raised by the Independent reviewing service is increasing and the response time to resolution is good. This evidences increased quality assurance over the progression and impact of plans for children. * Case Reviews are undertaken regularly and where there is learning for the service this is shared in learning discussions with operational teams and the wider Partnership. * The number of children remaining on CP plans for over 12 months has reduced and the reason for children remaining on a CP plans for over 12 month are better understood and there is increased oversight to reduce drift or delay and ensure that actions are implemented in a timely way to avoid children remaining on long plans due to drift or delay. * Families have participated in feedback cycles to comment on their experiences of virtual conferences and have contributed to what is working well and things that can be improved. * User feedback is sought from children, families and stake holders and will be used on an ongoing basis to shape the service. * Approximately 95% of Looked After children are participation in their looked after reviews |

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| **Local Authority** | **Kent County Council** |
| **Combined role (IRO & CP Chair)** | No |

**IRO Role**

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| **Case holding (please include average no. of cases)** | IRO average case load 65 (since 01/04/20) |
| **Expectations of role** | IROs chair the child in care review meeting within statutory timeframes and complete outcomes, minutes and IRO QA.  IROs monitor and review the progress of the LA’s Care Plan including undertaking Midway Reviews with the social worker where necessary to review progress.  IROs raise a Practice Escalation where drift/delay in care planning is noted or concerns about progress of the plan for the child/young person.  Ensure that timely permanency is achieved.  IROs meet with the child/young person prior to their review meeting and may also contact the child/young person in between review meetings.  IROs advise children/young people of advocacy and their right to make a complaint. |
| **Input into quality i.e. formal roles within your quality assurance framework** | IRO’s complete a QA after each review meeting highlighting areas where there may be gaps in practice and issue direction for improvement.  IROs have completed thematic audits when requested.  IRO’s have also undertaken Learning Reviews and IMRs. |
| **Impact – how can you evidence impact** | IROs monitor Placement stability and permanence for children and young people.  IRO’s ensure that the child’s voice is heard by meeting with them prior to their review meeting.  IRO’s ensure the child understand their Care Plan and the plan is progressed in a timely manner.  IRO’s write their review minutes to the child to support their understanding of their Care Plan.  IRO’s raise Practice Escalations which informs service delivery and positive outcomes for children.  IRO’s may also attend Permanency Planning Meetings; Strategy Discussions; Adolescent Risk Management Meetings.  IROs share their written views at the CIC panel meetings.  IRO’s contribute to wider service/CYPE training; practice developments and procedures. |

**CP Chairs**

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| **Case holding (please include average no. of cases)** | CP Chair average case load 64 |
| **Expectations of role** | * CP Chairs are responsible for ensuring CP plans are robustly implemented, reviewed, and progressed, to ensure timely outcomes for children, young people and their families. * CP Chairs author CP plans and notes of the meeting prior to approving these documents for distribution. * CP Chairs undertake important quality assurance work prior to, in between and following CP Conferences. This is to ensure good service delivery and to prevent drift and delay for children, young people and their families. * Where necessary, CP Chairs raise and drive practice alerts to ensure that any deficits in practice are quickly identified and rectified. * CP Chairs provide consultations to frontline teams to provide advice and guidance regarding the best way to achieve positive outcomes for children, young people and their families. |
| **Input into quality i.e. formal roles within your quality assurance framework** | * CP Chairs complete a Quality Assurance form after each CP Conference to review safeguarding practice and to offer support and guidance as to how such practice can be improved. * CP Chairs complete a face-to-face mid-way review meeting with Social Workers and Team Managers to review progress of the CP plan and to offer support and guidance to ensure that positive outcomes are achieved for children, young people and their families on a timely basis. * CP Chairs conduct a range of other quality assurance functions, such as the completion of thematic audits and from time to time will be asked to write IMR’s and Learning Reviews. |
| **Impact – how can you evidence impact** | * Two Quality Assurance Managers oversee the work of the CP Chairs. Each Quality Assurance Manager complete regular reviews of each aspect of the CP Chairs work to assure the practice and to review impact for children, young people and their familes. * In conjunction, the Quality Assurance Managers review performance data to identify and shortfalls in practice. These shortfalls are addressed through supervision with CP Chairs. Where a shortfall is identified in district practice, these are addressed regular meetings with relevant Service Managers. |

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| **Local Authority** | **Southampton** |
| **Combined role (IRO & CP Chair)** | Yes |

**IRO Role**

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| **Case holding (please include average no. of cases)** | Current average is 65 cases (IRO) |
| **Expectations of role** | **Independent Reviewing Officer**  The primary task of the IRO is to ensure that the care plan for the child fully reflects the child’s current needs and that the actions set out in the plan are consistent with the local authority’s legal responsibilities towards the child. The IRO should ensure that, as corporate parents, each local authority should act for the children they look after as a responsible and conscientious parent would act.   * To monitor the performance by the local authority of their functions in relation to looked after children * To chair the Care Plan Review * To promote the voice of the child and ensure that care plans have given proper consideration and weight to the child’s wishes and feelings * To ensure that care plans for children looked after fully reflect their needs, that the actions set out in the plans are consistent with the local authority’s legal responsibilities and support the achievement of best outcomes * To maintain independent oversight of each child’s case, scrutinising assessments, care planning and decision making to ensure that plans for children looked after are based on detailed and informed assessments, are up to date, effective and provide a genuine response to their needs. * To offer a safeguard to prevent any drift in care planning for looked after children and the delivery of services to them * To ensure that accurate recording and dissemination of Care Plan Review decisions and reports are completed within timescales and are recorded on the child’s electronic case record * To address concerns about practice and resolve problems arising out of the care planning process using a range of informal strategies and when appropriate, the formal dispute resolution process. Where the matter is considered to be sufficiently serious, and with the support of the line manager refer to Cafcass. All actions taken must be recorded on the child’s case file * To ensure that the child understands his/her right to make a complaint to the local authority and to have an advocate to provide support with the complaint, should the child so wish   **Independent Fostering Reviewing Officer**   * To assess whether foster carers and their household are suitable to continue to foster and develop recommendations for action to address any issues identified * Following an allegation, or at any other appropriate stage, to assess the situation, make recommendations and provide professional advice to the Fostering Panel concerning the continuing registration or de-registration of foster carers * To ensure that accurate, good quality and comprehensive reports of Foster Carer Reviews are completed and disseminated within agreed timescales |
| **Input into quality i.e. formal roles within your quality assurance framework** | **IRO**   * IROs continually monitoring the performance of the local authority’s function as a corporate parent * Any areas of poor practice are identified through audits, IRO Case Discussions (IRO case monitoring) and reviews. This includes identifying patterns of concern emerging not just around individual children but also more generally in relation to the collective experience of its looked after children of the services they receive. * The dispute resolution process is used to highlight any areas of concern regarding individual children whilst thematic issues are raised via various processes such as the Directorate Management Team. * IROs also recognise and report on good practice. * Through Care Plan Reviews, IRO Case Discussions (IRO case monitoring), contribution to LA Panels such as Permanence Panel, the IRO service offers an independent oversight of care planning and decision making as well as a safeguard to prevent any drift and delay. * Promoting the voice of the child, participation of the child in the Care Plan Review process and writing to the child following the review seeks to ensure that the care plan for each individual child has considered his/her wishes and feelings   **IFRO**   * The IFRO provides independent scrutiny of the Foster Carer approval process to ensure that foster placements continue to be suitable and appropriate * The IFRO maintains independent oversight of any assessments undertaken to inform the Foster Carer Review process ensuring that they are detailed, informed and timely * A dispute resolution process is in place to address any concerns regarding the process – analysis of this is used to inform the authority of any practice issues emerging * The voice of the child is promoted within the process and analysis used to identify and themes emerging regarding placement stability and/or consistency |
| **Impact – how can you evidence impact** | Impact is regularly reviewed against our Service Delivery and Improvement Plan  IROs should play a key role in improving services for looked after children, both in individual cases and an authority’s overall performance as a corporate parent. Performance improvement should then lead to improved outcomes for all looked after children.  We specifically address the following areas to measure the difference we are making:   * Care Plans are regularly reviewed, and quality assured in a timely fashion * Plans are child-centred and reflects the child’s wishes and views * Plans are evidence-based and with clear lines of accountability * Subsequent review decisions are shared appropriately and within statutory timescales * Each looked after child has a Care Plan that safeguards and promotes the child’s welfare * Care plans are evidenced based, relevant, viable and achievable * Contribution to addressing drift and delay between Care Plan Reviews * Reviews focus on permanency * Contribution to the LA Permanence Panel to ensure permanence is achieved for looked after children in a timely way – evidenced by improved data around permanency achieved for looked after children * Looked after children receive a timely service * Transition from care to independence is in the young person’s best interests * Analysis of the use and outcomes of the dispute resolution process * Analysis of the voice of the child obtained via our Care Plan Review consultation papers, Foster Carer Reviews, IRO survey and liaison with our Children In Care council * Placement stability and consistency |

**CP Chairs**

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| **Case holding (please include average no. of cases)** | 94 |
| **Expectations of role** | * To convene, facilitate and manage child protection conferences * To develop and monitor multi-agency child protection plans that safeguard and promote the welfare of children and achieve safe outcomes * To monitor the function and performance of the local authority to ensure that care plans for children looked after fully reflect their needs, that the actions set out in the plans are consistent with the local authority’s legal responsibilities and support the achievement of best outcomes * To act as a consultant and advisor for staff involved in the operational practice for children in need of protection * To support the development of robust safeguarding plans in line with strengthening families model including ensuring these plans are timely and SMART * To ensure that child protection conference decisions and minutes and the outline child protection plan are completed within timescales, are accurate and of a good standard |
| **Input into quality i.e. formal roles within your quality assurance framework** | Family coming to conference is case tracked 2 days prior to conference to ensure it is “conference ready” this means that the Single Assessment for ICPC or RCPC report have been completed, authorised and shared with families in their own language.  If this has not happened, the conference is postponed to ensure families have the opportunity to read and seek advice on the report.  Following a conference, the case is audited by the chair.  They record whether the parent or child was spoken to before the meeting by the chair, and if they joined the conference, which agencies provided reports before the conference, which agencies joined the conference, which other agencies were involved that did not.  The chair then looks at the CP visits, management oversight and core groups to check if these have been completed within timescales.  The Chair undertakes mid-way tracking in between conferences to look at the progress made on the plan including visits, management oversight and core groups, and whether key pieces of work have been identified and started.  The chairs also participate within the monthly managers audit process. |
| **Impact – how can you evidence impact** | There are bi-monthly senior management audits of plans and child protection planning is also a factor in the service audit schedule.  The Child Protection Team Manager is responsible for the team plan, which is reviewed to show impact. Impact is also measured via the service Improvement Plan.  In recent years we have undertaken 2x parental surveys as part of a wider study of practice undertaken by Plymouth University. |

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| **Local Authority** | **Medway** |
| **Combined role (IRO & CP Chair)** | No |

**IRO Role**

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| **Case holding (please include average no. of cases)** | 68 |
| **Expectations of role** | To ensure the provision of an efficient service to children and young people in need of protection and children and young people looked after by Medway Council.  To ensure efficient and effective inter-agency working in respect of the child protection system and of services to children looked after.  To constructively challenge actions and interventions that are not delivering the required outcomes for children and young people.  To comply with statutory guidance by providing independent reviews of looked after children.  To contribute to quality assurance measures and performance management systems to maintain and promote high practice standards.  To reviews within statutory timescales, facilitating the full participation of professionals, parents and children and young people, and ensuring the views of children and young people are heard and given due attention.  IROs complete a mid-way review meeting with Social Workers, as well as liaising with other key professionals involved with the child, to review the progress of the Care Plan, and to offer support and guidance in working towards positive outcomes for children, young people and their families within children’s timescales. |
| **Input into quality i.e. formal roles within your quality assurance framework** | One of their key functions is to highlight and resolve issues of practice arising from the planning and review process. The independent chairs will raise a dispute resolution in line with the Dispute Resolution Notice (DRN) Policy, if actions for the child have not been completed in a timely fashion or there are wider practice issues leading to drift and delay for the child.  The service plays an active part in the Medway Safeguarding Children Partnership multi-agency audit programme (CFAG).  The service carries out bespoke audit requirements as well as IMR authors for DHRs, case reviews/audits including SCRs. |
| **Impact – how can you evidence impact** | The IRO Manager oversees the work of the IROs. The Manager carries out regular dip-sampling of IRO work to assure ourselves about the quality of our practice and the impact this is having.  Our monthly audit activity includes feedback from children, young people and families as well as regular feedback sought by the IROs, throughout the year, that is used to develop services and think about how we can do things differently and more effectively for children.  All feedback is additionally used within the quarterly QA and audit report that is scrutinised at the Quality Assurance Performance and Intelligence Board. The IRO Manager also provides a quarterly report on the use of DRNs alongside the CP Chairs Manager to the same Board.  The Head Safeguarding and QA also reviews monthly performance data, providing a short narrative for the Director that sits alongside our monthly dashboard. This might identify any shortfalls in practice, themes, and exceptions as well as good practice.  All this work is pulled together in an annual report that focuses on the impact of the CP Chairs work. |

**CP Chairs**

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| **Case holding (please include average no. of cases)** | 45 |
| **Expectations of role** | To ensure the provision of an efficient service to children and young people in need of help and protection.  To ensure efficient and effective inter-agency working in respect of the child protection system.  To constructively challenge actions and interventions that are not delivering the required outcomes for children, young people, and their families.  To contribute to quality assurance measures and performance management systems to maintain and promote high practice standards.  To chair child protection conferences within statutory timescales, facilitating the full participation of professionals, parents and children and young people, and ensuring the views of children and young people are heard and given due attention.  CP Chairs complete a mid-way review meeting with Social Workers, as well as liaising with other key professionals involved with the child, to review the progress of the CP Plan, and to offer support and guidance in working towards positive outcomes for children, young people and their families within children’s timescales. |
| **Input into quality i.e. formal roles within your quality assurance framework** | One of their key functions is to highlight and resolve issues of practice arising from the planning and review process. The independent chairs will raise a dispute resolution in line with the Dispute Resolution Notice (DRN) Policy, if actions for the child have not been completed in a timely fashion or there are wider practice issues leading to drift and delay for the child.  The service plays an active part in the Medway Safeguarding Children Partnership multi-agency audit programme (CFAG).  The service carries out bespoke audit requirements as well as IMR authors for DHRs, case reviews/audits including SCRs. |
| **Impact – how can you evidence impact** | The CP Chairs Manager oversees the work of the CP Chairs. The Manager carries out regular dip-sampling of CP Chairs work (this includes the CINRO and contextual conferences) to assure ourselves about the quality of our practice and the impact this is having.  Our monthly audit activity includes feedback from children, young people, and families as well as regular feedback sought by the CP Chairs, throughout the year, that is used to develop services and think about how we can do things differently and more effectively for children.  All feedback is additionally used within the quarterly QA and audit report that is scrutinised at the Quality Assurance Performance and Intelligence Board. The CP Chairs Manager also provides a quarterly report on the use of DRNs alongside the IRO Manager to the same Board.  The Head Safeguarding and QA also reviews monthly performance data, providing a short narrative for the Director that sits alongside our monthly dashboard. This might identify any shortfalls in practice, themes, and exceptions as well as good practice.  All this work is pulled together in an annual report that focuses on the impact of the CP Chairs work. |