

Independent Safeguarding and Reviewing Officers' Annual Report 1st April 2018 to 31st March 2019.

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September 2019

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1. Introduction

An Annual Report of the Independent Reviewing Officer (IRO) Service for Children Looked After (CLA) is required in the guidance arising from the IRO Handbook 2011. This guidance brings together a set of statutory regulations for overseeing Care Plans and is part of the implementation of the Children and Young Persons Act 2008.

This report is produced by the Independent Safeguarding and Reviewing Officer Team which sits within the Safeguarding and Quality Assurance Service. The service reports to the Assistant Director of Adults Support and Safeguarding, People and Communities, North Somerset Council. This structure ensures independence from Children's Support and Safeguarding.

In North Somerset the job role is titled Independent Safeguarding and Reviewing Officer (ISRO). The report contains a summary of work completed by ISROs between 1st April 2018 and 31st March 2019. It provides quantitative and qualitative evidence relating to the ISRO team as required by statutory guidance as set out in the IRO Handbook and Care Planning Regulations (amended 2015).

The report focuses on the ISRO role and function; in particular the key trends with Children Looked After in North Somerset over the past year, and recent developments and challenges. It reflects the compliance, progress and contribution the ISRO team has made to the outcomes for Children Looked After in North Somerset and against the required statutory legislation.

The report responds to the Action Plan from the 2018-2019 Annual Report, the actions achieved and actions in progress. It highlights good practice and identifies areas for development for the forthcoming year.

It is important to note that ISROs chair both Child Looked After Review (CLAR) meetings and Child Protection Case Conferences (CPCC); however, this report will focus on the CLAR aspect.

The report is provided for the scrutiny of the Directorate Leadership Team and the CYPS Panel. The report contains performance information and narrative in respect of the statutory reviewing of Children Looked After by North Somerset. The report identifies good practice and seeks to highlight issues for further development.

IRO reports are expected to include recommendations for the local authority in respect of the IRO's suggestions on making improvements in services to children in care. ('IROs: taking up the challenge' Ofsted report - June 2017).

2. Review of Annual Report 2018/19 Action Plan

What needs to happen, change or continue?	Who will help with changes and how will it be done?	When will this be done by?	What will we see happening to know the Plan is working	RAG Rating
ISRO Caseloads need to remain within the National Recommendation of 50-70 cases	ISRO Team Manager	Throughout the year until March 2019	ISRO caseloads will be managed and an improvement in compliance and visits to children will be seen	
Robust system for Dispute/Challenge	ISRO Team	November 2018	An increase in challenge regarding children looked after and care planning	
Increase participation/co-operation of children looked after in their review processes	ISRO Team	September 2018	Changes to children looked after minutes, evidence of children attending, chairing and contributing to their meeting	
Improve timeliness and compliance of reviews	ISRO Team and Business Support	December 2018	Systems will be in place to ensure review meetings take place in a timely way and reduce cancellations	
Review and develop Consultation Forms	ISRO Team	October 2018	To increase children, young people and families' involvement in their meetings so their views are heard and acted upon	

Review of Business Support for children looked after	ISRO Team Manger & Business Support	September 2018	Reporting and collation of information regarding the activity of the ISRO's will improve Oversight of compliance. Ensure that all children looked after have a review within compliance	
ISRO footprint of their involvement with children looked after will be evident	ISRO Team	January 2019	All children's records will show the involvement and activity of ISROs for children	
Collation and analysis of the issues raised in dispute and challenge	ISRO Team Manager	March 2019	An analysis of all challenge raised. Themes and patterns identified.	
ISRO's will explore new and innovative ways of engaging children looked after in their reviews	ISRO Team	March 2019	There will be an increase in children's views being heard and acted on	
Monitoring children looked after care plans to ensure there are clear plans with timescales and outcomes	ISRO Team	March 2019	Care Plans will be focused on the child, fully reflect their needs, will be understood by the child. Planning/decision making is clear and SMART	

3. Core Functions, Tasks and Responsibilities.

The IRO Handbook lays down 'distinct responsibilities to Children Looked After,' and 'draws on models of best practise.'

The statutory duties of the IRO (section 25B (1) 1989 Act: -

- to monitor performance of the Local Authority of their functions in relation to the Child's case.
- participate in the review of the Child's case.
- ensure that wishes and feelings of the Child are given due consideration.

One of the primary tasks of the IRO is to ensure 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 Authorities Legal Responsibilities towards the Child.

The responsibility of the IRO has changed from the management of the CLA Review process to a wider overview of the case, including regular monitoring and follow-up between reviews, scrutiny and challenge with regard case management. The IRO has a key role in relation to the improvement of care planning for Children Looked After with particular emphasis on challenging drift and delay.

The ISRO Team is responsible for the following functions: -

- convening and chairing of CP Conferences.
- convening and chairing of reviews for Children Looked After.
- convening and chairing of reviews for children placed for adoption.
- convening and chairing of reviews for children placed in Kinship care placements.
- to challenge/dispute where the Care Plan and best interest needs of Children and Young People are not being met, plans are in drift and or delay.
- Audit of practice and cases.
- Chairing of SAR (Secure Accommodation Review) panels.
- DOfA, (Designated Officer for Allegations.) allegations regarding adults that work with Children and Young People.

4. North Somerset Independent Safeguarding and Reviewing Officer Team.

The ISROs are part of the Safeguarding and Quality Assurance Service. The ISROs report to the Service Leader for Safeguarding and Quality Assurance. The line management structure whilst within North Somerset People and Communities is separate from Children's Support and Safeguarding. This ensures independence of their role.

The team consists of:

- Safeguarding and Reviewing Manager (Operational Manager) – Full time, holding complex cases and Child Protection Conference Chair.

- 3 x FTE posts - ISROs
- 3 x 18.5 posts - ISRO's
- 18.5 - DOfA (Designated Officer for Allegations).

The IRO guidance makes it clear that an effective IRO service requires IROs who have the right skills and experience, working within a supportive context.

All ISROs in North Somerset are permanent members of staff. They are qualified social workers and some have management experience. They are all registered with the Health and Care Professions Council (HCPC). They are directly supervised by the Safeguarding and Reviewing Manager.

Responsibility for the activity and development of the team lies with the Service Lead for Strategic Safeguarding and Quality Assurance who reports directly to the Assistant Director for Adult Support and Safeguarding.

Training.

The ISROs have attended bespoke training this has included, IRO handbook roles and responsibilities, Challenge/dispute resolution, Signs of safety, Writing plans for Children and Young People. ISROs have regular 1-1 supervision with their manager, Team Meetings are held 3 weekly, peer support and observing each other's work is taking place. The team is currently exploring group supervision.

The Safeguarding and Reviewing Manager has regular supervision with the Service Leader for Safeguarding and Quality Assurance.

The ISROs and DOfA provide training to social workers and multi agencies. They also provide specific training to GPs. The DOfA provides training across North Somerset to both multi-agency partners and voluntary organisations.

Each year the ISRO team deliver a role play child protection conference for ASYEs.

The Safeguarding and Reviewing Manager attends the South West Region IRO's and CP's Chairs group, who meet quarterly to share best practice and link to the national group for IRO's.

The DOfA is Vice Chair of the national group of LADOs (Local Authority Designated Officer for Allegations).

5. ISRO Caseloads.

The national guidance within the IRO Handbook (para.7.15), states that 'it is estimated that a caseload of 50-70 children for a full time equivalent ISRO, would represent good practice in the delivery of a quality service including the full range of functions set out in the handbook, the range should reflect the diversity and complexity of cases across different local authorities.' It is important to note that the size of caseload alone does not indicate the overall workload for each individual ISRO as individual roles and responsibilities vary within the team.

During the start of 2018, and with a fully staffed team, caseload numbers have reduced and remain for a Full Time ISRO at approx. 70 which falls within the National Guidance. This has remained the case for the year 2018-2019

The IRO guidance puts an emphasis on ensuring that the size of the caseload enables IROs to have sufficient time to provide a quality service to each Child Looked After including, amongst a number of responsibilities, monitoring drift, undertaking follow up work after the review, consulting with the social worker following a significant change and meeting with the child before the review.

Support Services.

The way in which business support is provided to the team has changed. Over the period 2018 -2019 the data provided and the level of support to the ISROs did not comply with the IRO regulations for business support. In addition, there was a decline in the accuracy of the information, issues related to compliance, and recording related to Children Looked After. This has proved to be an immense challenge for ISROs and has impacted on Social Care Teams. The issue was raised on a number of occasions and as a result the post of Safeguarding and Quality Support Officer was extended to support the ISRO team.

The Safeguarding and Quality Support Officer role is shared with Adult Safeguarding and DoLS team, all of which sit within the Safeguarding and Quality Assurance Service. There are three posts across the teams and the team became fully staffed in July 2019.

In April 2019 all data related to CLA was transferred across. Due to the limitations of the data transferred and inaccuracies the LCS data was poor. To manage this in the short-term Business Intelligence designed a programme to collate information related to CLA and compliance. Business Support are currently working on translating this information onto LCS data base so we can be compliant with the necessary standards required..

Timeliness of CLA Reviews.

597 Children Looked After reviews were held, 113 of these were out of time scales. Please note that at the time this data was captured 2018-2019 the information was not up to date and therefore the accuracy of this data is compromised. (please see section on Business Support.)

Total number of reviews during 2018/19	597
Total number of reviews not completed on time during 2018/19	113
% of reviews completed within timescales during 2018/19	81%

The current data puts compliance at 89% and increasing which indicates the improvement of compliance data capture and is more accurate.

This performance has increased during 2018/2019 and we are continuing to improve how we record with new data dashboards and LCS recording being updated.

During 2018-2019 there has been an increase in the number of CLA; 86 children became looked after in this time period. This increased the number of CLA reviews held, of this additional number there was an increase of 4 CLA reviews that were not held in timescales.

On many occasions the review would be 1 or 2 days outside of the statutory compliance. An example of reasons for being out of timescale: -

- changes of Social Worker.
- changes of placements.
- error in the booking date.
- Changes of ISRO

6. Activity

During 2018-2019, 319 children and young people became looked after in North Somerset.

Monthly breakdown

Number of CLA reviews completed by Month	
April 2018	38
May 2018	54
June 2018	52
July 2018	41
August 2018	43
September 2018	55
October 2018	58
November 2018	51
December 2018	48
January 2019	45
February 2019	50
March 2019	62
<i>Total for the period 01/04/18 - 31/03/19</i>	<i>597</i>

Breakdown of male/female/ethnicity

Number of Children looked after at any point during 01/04/18 - 31/03/19 by gender

Boys	166
Girls	153
Total	319

Number of Children looked after at any point during 01/04/18 - 31/03/19 by ethnicity

White	269
Mixed	23
Asian or Asian British	4
Black or Black British	13
Other ethnic groups	10
Total	319

There are currently 16 children looked after who are Asylum seeking Young People. These Young People have specific issues with regard to their status in the Country. They have specific needs regarding the way in which they arrived in the Country and what they have seen and witnessed.

This group of young people often have difficulties with language and communication.

Ages profile of Children Looked After

Number of Children looked after at any point during 01/04/18 - 31/03/19 by age

Under 1	17
1 - 4	57
5 - 9	52
10 - 15	101
16 -17	92
Total	319

Children looked after placed out of county

Number of Children looked after at any point during 01/04/18 - 31/03/19 who were placed out of county	168
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Total number of children looked after at any point during 01/04/18 - 31/03/19	319
% placed out of county	53%

Children and Young People looked after placed out of County is high. Out of County means any child or young person living 20 miles or more away from their family. This number continues to grow despite attempts to place children locally.

The issue of placements for our looked after children being away from their families is a National picture and by no means the preserve of North Somerset. North Somerset follows the trend of other Local Authorities who are struggling to find in house placements.

The impact of having our looked after children being placed out of area is huge and should not be underestimated.

Examples of issues that arise are:

Reunification of children with their families becomes more difficult if the children are not in close proximity to their families.

Contact and time to see their parents and siblings becomes difficult and often means travelling long distances. The distance also impacts on the frequency of contact which adds complications in sustaining important relationships.

When our children looked after move to placements out of County they have to change their schools which impacts on their learning.

Access to support services for example CAMHS becomes more complex.

The other issue with Out of County placements is the immediacy and availability of Social Workers and ISRO's, their travel time and the distance impacting on the work they can do.

Number of Kinship placements

Number of Children looked after at any point during 01/04/18 - 31/03/19 who were placed in a kinship placement	48
Total number of children looked after at any point during 01/04/18 - 31/03/19	319
% placed in kinship placements	15%

Number of SGOs (Special Guardianship Order).

Number of SGO's granted during the period 01/04/18 - 31/03/19	8
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The IRO regs state that no child should be disadvantaged financially by extended family deciding to take a Special Guardianship Order.

ISRO's became aware that some families were not pursuing an SGO as they were concerned that the Local Authority would withdraw their financial support.

The ISRO service raised this as a particular area of concern and an audit of these cases has been undertaken, this resolved the concern and as a result each family contemplating an SGO receives planned and specific support tailored to their needs.

Reason for becoming CLA (legal status)

Number of children becoming looked after by legal status during the period 01/04/18 - 31/03/19	
Interim care order	35
Under police protection and in local authority accommodation	8
Emergency protection order (EPO)	9
Single period of accommodation under section 20 (Children Act 1989)	53

123 children are looked after subject to Care Order where a Court has recognised that it will not be safe for them to live with their parents.

35 children are looked after subject to an Interim Care Order where the Local Authority are in a Court process to ensure the safety and wellbeing of these children.

The children removed via an Emergency Protection Order or via Police Protection either returned home following assessment and work with the family or became part of the cohort of children being protected via the Court process.

Children Looked After who are Out of School.

There were 172 children and young people looked after of school age for the academic year 2018-2019.

162 were either attending a North Somerset School or attending a School out of area.

(information taken from the School census Jan 2019)

8 children looked after were noted as receiving Home Tuition via Virtual schools. They may remain on role at a school but not attending or have been excluded.

2 children looked after were detained in Secure Accommodation provision during this time period, one of whom was waiting for a school place on leaving the Secure provision.

7. Participation.

The ISRO Team are committed to including Children and Young People in their meetings. All our Children Looked After are encouraged to participate in their reviews and are supported to know what their Care Plan is and understand what is happening in their lives.

290 Children/Young People attended their review meetings.

96 Children were under 4. ISROs visited to see the children in the environment where they were comfortable and engage where possible and observe behaviour and gain understanding about the child and their wellbeing.

83 Children/Young People had an advocate to represent them.

Only 48 Children/Young People did not attend or participate.

Number of CLA reviews completed by Participation Method	
PN0 Child aged under 4 at time of meeting	96
PN1 Child attended & spoke for self	290
PN2 Child attended - advocate spoke	17
PN3 Child attended - gave views non verbally	8
PN4 Child attended without contributing	21
PN5 Child not attended, advocate briefed with views	83
PN6 Child not attended, views sent	34
PN7 Child not attended & did not send views	48
Total for the period 01/04/18 - 31/03/19	597

ISROs invite children to meet them individually just prior to a review as part of ensuring their views are appropriately expressed in the review or just after a review in order to check out their understanding of specific issues.

In a number of cases the review is undertaken as a series of consultations rather than a single event, and seeing the child alone is a natural part of that process.

There has been an increase in visits to Children Looked After between their review meetings or by seeing them prior to the review to gain their views.

The Team are in the process of re-designing the way CLA reviews are held to ensure that: -

- the meeting time, place and who is present is agreed with the Child/Young Person.
- the review is with, for and about the Child/Young Person.
- the review reflects the Child/Young Person's views and wishes.
- the review is clear about the Care Plan for the Child/Young Person.

The written minutes are changing and will take the form of a letter to the Child/Young Person. This has been trialled and the feedback from children and young people and foster carers is positive and we are currently planning to roll this out at all our CLA review meetings. A carbon record is left with the Child/Young Person at the end of their review meeting with the plans they have talked about and that they have agreed to in their meeting. Our Children and Young People like having this record at the time of their meeting and have requested that we keep this part of the CLA minutes.

Some of our children looked after like to contact their ISRO by phone and/or via text to give their views. Others have drawn pictures or written poems which feed into their reviews. We also scan them into their case notes so they will be able to see if they want to access their files.

The ISRO team have cards they give to our children looked after with our contact details so they can contact us at any time.

As a team we are currently looking at ways to increase children and young people's participation in their meetings, and we are considering ways to gain their views, wishes and feelings. We are looking at a 'Get to Know Your ISRO' activity using creative arts and a Vox Box style of gaining their thoughts.

Participation has increased during 2018/19 but there is a need for better data capture in this area. Changes in how we record this data are already in place.

Advocacy.

The ISRO has access to advocates. Advocacy is promoted by the ISRO for the Child/Young Person where identified.

All our children looked after have access to an advocate if this will help them and ISROs continue to promote this where needed. Some children and young people

identify people close to them or teachers as individuals they want to support them. We encourage them being supported to share their views if they want this.

Interpreters.

The ISRO has access to interpreters. An interpreter is available in all meetings that the ISRO has with a Child Young Person where they need this and where English is not their first language.

Language line (a specialised telephone service) is also used to help communicate with the Child/Young Person.

Support for Children with Special Needs.

Where the Child/Young Person has a disability or Special Need, the ISRO will discuss with those working closely with them how best to help them to participate and to understand their meeting. The review can be based around the needs of the Child/Young Person. Sign language can be used and the ISRO will ensure that any help is available to enable participation.

8. Management oversight, Quality and Challenge/Dispute Resolution.

Local Authorities are 'corporate parents' for the Children and Young People they look after.

In April 2011 new government regs and statutory guidance about Care Planning strengthened the role of the IRO.

This has meant that the responsibility of the ISRO to review process has widened to include monitoring of Care Plans and challenging drift and delay in implementation of Care Plans.

All Children Looked After are allocated a designated ISRO from the moment they become looked after with the key aim that the allocated ISRO will remain consistent, until the child is no longer looked after.

One of the key functions of the ISRO is to resolve problems arising out of the care planning process. ISROs within North Somerset, in the main, have positive working relationships with social workers and team managers of the children for whom they are responsible. There are some tensions between ISROs and Children's Support and Safeguarding due to the nature of the role and the need for ISROs to draw attention where they believe a child looked after's Care Plan is not in their best interests or where there is drift or delay. It is really important that we retain a view that the child/young person's wellbeing and safety is the centre of what we are all doing. Robust conversations increase the likelihood of good planning for children and young people and, in addition, any concern raised is done so in order to improve outcomes for that child or young person. Where problems are identified in relation to a child's case, for example in relation to care planning, resources or poor practice, the ISRO will, in the first instance, seek to resolve the issue informally with the social worker or the social worker's manager. If the matter is not resolved in a timescale

that is appropriate to the child/young person's needs, the ISRO will escalate the matter accordingly following the local dispute resolution process.

In the main ISROs report that the majority of case disputes (e.g. legal status, contact arrangements, living conditions, health or education support), are addressed at the level of social worker and manager. Few cases are escalated to senior managers. The escalation process gives weight and strength to the role of the ISRO and emphasises the need for the ISRO to be accountable for the recommendations that are made at reviews. ISROs will refer to the process when actions or recommendations have not been followed up on behalf of a child/young person or where care plans have been delayed and whilst in the main the majority are dealt with at social worker/team manager level, there are some that have reportedly been escalated to the Assistant Director of Children's Support and Safeguarding.

North Somerset ISRO team have revised the dispute and challenge process protocol and flowchart. A spreadsheet has been designed to record informal and formal challenge, timescales for response and impact for the Child Looked After and actions taken are recorded.

Training and support has been given to ISROs to promote this role and as a result there has been an increase in recorded challenge and the impact of this in the 2018-2019 reporting year. There has been an increase in reporting which has exceeded the reporting for the year 2017-18.

Current Reporting of Challenge.

During the reporting period there have been 84 recorded challenges raised. These have been resolved at an informal stage. One challenge proceeded to the formal process where it was audited and resolved at senior management level to the benefit of the child.

Challenge has included:

- Staff change or absence.
- Interrupted Care Planning, changes of placements for children.
- Lack of progress of Care Plan actions.
- New workers making unilateral changes to Care Plans.
- Delivery of service through a professional relationship (some children state that they have had multiple social workers in short periods of time.)

We are currently extending our challenge to include Quality Assurance of practice to identify where practice falls below what would be expected and to note good practice. This forms part of the ISRO's Quality Assurance role for the Local Authority.

Whilst ISROs continue to provide a hard copy review decisions/action plan for the child/young person, carers and social worker after each review, the timescales for making the review notes available has been a challenge in this reporting year. This will require specific monitoring.

Young people’s engagement in the development of their care plan remains variable, and it appears to rely on the individual social worker rather than being a managed approach with clear expectations of staff.

This area is a persistent area of concern and will require specific improvement work. ISROs raise some concerns in respect of the quality of foster carers across IFA and ‘in house’ provision. The team would welcome a closer working relationship with the fostering team to identify opportunities to improve placement quality.

We are in the process of making a number of significant changes to improve delivery of our service, and importantly to work with our Children Looked After, to increase their voice in the work we do, to promote their views and push for aspirational Care Plans which will meet their needs and promote good outcomes and their welfare in years to come.

Legal.

The ISRO’s have access to legal advice outside and independent of North Somerset, this is being provided by B&NES. CAF/CASS is available to ISROs for case discussions where there are complex issues to consider. This is available to ISROs where complex cases or dispute/challenge needs independent discussion outside of the Local Authority.

9. Independent Safeguarding and Reviewing Officer Team Action Plan 01-04-2019 – 31-03-2020

What needs to happen, change or continue?	Who will help with changes and how will it be done?	When will this be done by?	What will we see happening to know the Plan is working
Improve timeliness and compliance of reviews	ISRO Team and Business Support	Monthly Audits from April 2019 – March 2020 to ensure compliance standards are continuously met.	Systems will be in place to ensure review meetings take place in a timely way and reduce cancellations
ISRO footprint of their involvement with children looked after will be evident	ISRO Team	April 2019 – March 2020, Auditing will establish that the ISRO is evidencing their work.	All children’s records will show the involvement and activity of ISROs for children
Monitoring children looked after care plans to ensure there are	ISRO Team	March 2020	Care Plans will be focused on the child, fully reflect their needs, will

clear plans with timescales and outcomes			be understood by the child. Planning/decision making is clear and SMART
Continue to ensure timeliness and compliance of CLA reviews. Monthly, Audits of timeliness and compliance will be reviewed each month.	ISROs, Safeguarding & QA Support Officers	Monthly monitoring and data collection to show work activity.	Overview that the systems in place to collate this information is fit for purpose and provides accurate data. All children & young people will have a CLA review within compliance
Review and develop consultation forms.	ISRO team in consultation with children and young people	January 2020	To increase Children and Young People's involvement in their meetings so their views are recorded and acted on
CLA review minutes to be completed within 20 working days of the CLA meeting.	ISRO team	November 2019, monthly Audit to ensure continued compliance.	A tracker system. All children and young people's CLA review minutes will be written up and on LCS within 20 working. All children, young people and relevant others will have received CLA review minutes in a timely manner
Increased visibility and participation in their review meetings by our children and young people.	ISROs and Children and Young People.	March 2020.	Increased number of children and young people attending (and chairing, if they wish) their reviews.

ISROs to start a specific project with our children and young people looked after to raise their profile in meetings and hear what they have to tell us.			
ISROs will continue to raise concerns and challenge where Care Plans for our children and young people are not in their best interests.	ISROs and Children's Support and Safeguarding	September 2019	Audits will review challenge and concerns raised to ensure good outcomes for our children and to promote change for them.
Increase the quality of the data collected and recorded to inform the Local Authority of good practice and areas of concern	ISROs and Service Leader for Safeguarding & QA	January 2020	Improve the information gathered and establish a feedback mechanism for sharing the information with Children's Support and Safeguarding for any action required. Evidence of impact and outcomes for children and young people
Review and establish new CLA minutes for our children looked after, to include letter format for minutes and QA format for collating good practise and to raise the profile for raising concerns and quality standards	ISROs.	January 2020.	Review minutes will change to increase Signs of Safety and reflect what children and young people are saying they want their review to be like. New QA Alert format will be developed, this will show good practice but

as set down as good practise.			highlight where concerns need to be raised.
Work with South West IROs to work on making the Annual report more inclusive for our CLA.	Safeguarding and Reviewing Manger.	March 2020.	Next Years Annual Report will show the voice of our CLA and evidence impact and outcomes.
IRO caseloads to remain within the National recommendation of 50-70 cases and staffing to be proportionate to remain within these standards.	Safeguarding and IRO Manager.	Throughout the year until Mach 2020.	ISRO caseloads will be managed, ISRO's will have the capacity to see and speak to children, raise concerns where necessary and promote quality standards of care for our CLA.
ISROs will continue to attend training to enable their continued practise standards.	ISRO's.	Throughout 2019-2020, Bespoke training is booked for November 2019.	ISRO'S will attend training to improve their practice. A better service will be provided to our children and young people. There will be evidence of impact and outcomes in terms of our children and young people.

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