

Safeguarding and Quality Service

ANNUAL REPORT 2022/2023



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Introduction

The annual report of the Safeguarding and Quality Service (SQS) has been produced in accordance with the statutory requirements to inform senior leaders and the Corporate Parenting Board about the contribution of the service to the quality assuring and improvement of services for looked after children and children subject to child protection plans.

Purpose of Service and Legal Context

The Service sits within the Children and Family Services, in People, of Enfield Council.

The Service is responsible for the following statutory functions:

- Convening and chairing of child protection conferences
- Convening and chairing of reviews for looked after children
- Convening and chairing of reviews for children placed for adoption
- Carrying out the LADO (Local Authority Designated Officer) functions in respect to allegations against staff and volunteers.
- Chairing disruption meetings
- Chairing Family Group Conferences (FGC)
- Facilitating parents to talk about their experiences of Social Care as part of the Enfield Talk Project.

The Service promotes continuous improvement in safeguarding performance and service delivery and is committed to achieving the best outcomes for all children and young people in Enfield, particularly the most vulnerable, such as those children who are looked after and those subject to Child Protection Plans.

In Enfield, the IRO role is a dual one (responsible for overseeing child protection plans and care plans for looked after children). The dual role provides a greater level of consistency and oversight for children and young people. The child protection conference chair becomes the Independent Reviewing Officer should a young person need to come into the care system. The benefit of continued and sustained relationships is a key strength of the service. There has been additional investment in the service with the creation of an additional IRO post.

The Service consists of:

- Head of Service
- Service Manager and LADO
- 10.6 IROs
- Two Family Group Conference Co-ordinators (one full time and two part time)
- Part time Enfield Talk Parent Engagement Officer

Independent Reviewing Officers (IROs) were introduced nationally to represent the interests of looked after children. Their role was strengthened through the introduction of statutory guidance in April 2011. The Independent Reviewing Officers (IRO) service standards are set within the framework of the updated IRO Handbook, Department for Children, Schools and Families (2010) and linked to revised Care Planning Regulations and Guidance which were introduced in April 2011.

The IRO Handbook provides local authorities with statutory guidance on how the IROs should discharge their duties. The primary role 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 is responsible for promoting the voice of the child, offering a safeguard to prevent any drift in care planning and monitoring the activity of the local authority as a corporate parent.

Duties, responsibilities and activities include:

- Chairing timely, good quality, inclusive review meetings for looked after children and young people, and child protection conferences for children subject to child protection plans, provide robust oversight and review of their plans and monitor the progress of plans between reviews.
- Using the dispute resolution process about practice or systems which impact on good quality care of children and young people, when there is drift and delay in progressing child protection plans or care planning, but also providing feedback about good practice.
- Ensuring that the voices of children, young people and families are captured.
- Communicating with children's Guardians.
- Providing reports for foster carers' annual reviews
- Participating in practice improvement and quality assurance via audits.
- Supporting the role of the Local Authority Designated Officer (LADO) in relation to allegations against staff and volunteers (a separate annual LADO report has been produced)
- Chairing Disruption Meetings (Head of Service)
- Chairing of Secure Order Reviews (Head of Service)
- Training and Development – provide briefings to students and new staff as part of their induction and training around managing allegations against staff and volunteers.

In addition to the IROs, the Service is also responsible for the delivery of Family Group Conferences and Enfield Talk.

The Service has representation in the following meetings:

- MAPPA (Multi-agency Public Protection Arrangements) Level 2 and 3 meetings
- Risk Management Panel
- Practice and Performance Board
- Senior Leadership Team
- Operational Management Group
- London IRO group
- London IRO Managers Forum
- London Child Protection Managers Group
- London LADO Network
- Practice and Improvement Group (Enfield Safeguarding Children Partnership Arrangements)
- Recategorisation Termly Review Meeting
- Designated School Leads Network meeting
- Partnership meetings (health and police)
- Placement Panel
- Corporate Parenting Board (as required)
- The Head of Service attends cross-borough meetings in relation to learning/practice reviews

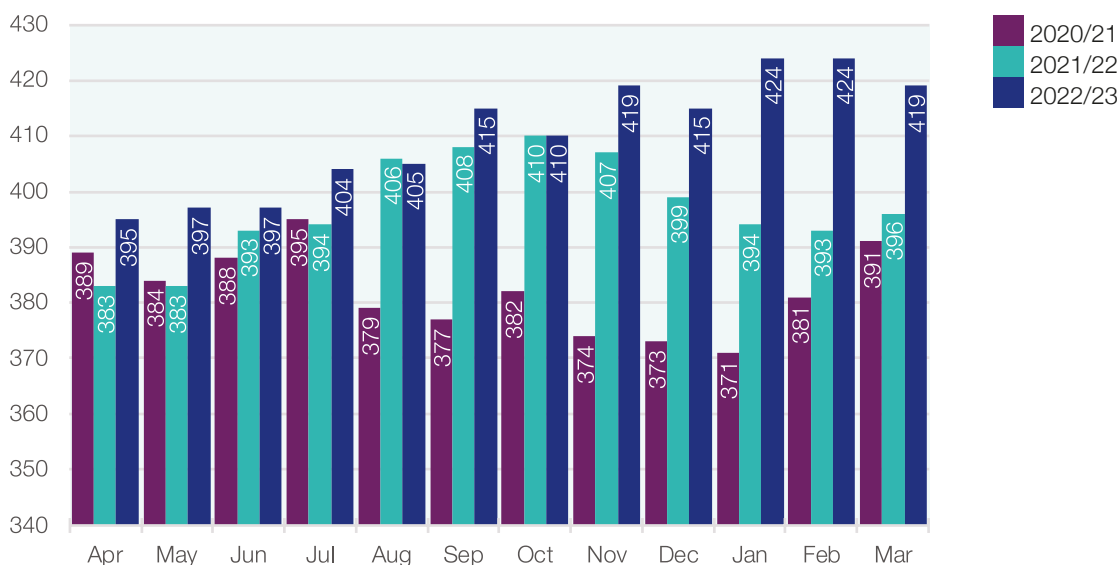
This report identifies good practice as well as highlighting areas for development in relation to the IRO function. The responsibility of the IRO is to offer overview, scrutiny and challenge about case management and regularly monitoring and following up between reviews as appropriate. The IRO has a key role in relation to the improvement of Care Planning for Looked After Children (LAC) with emphasis upon challenging drift and delay.

The Enfield IROs have many years of relevant social work and management experience, and professional expertise. They are all at an equivalent level to Children's Social Care Team Managers in Enfield.

The service is appropriately diverse. The service relocated to the Thomas Hardy Children and Family Hub in December 2022. The move has enabled all services in the Children and Family Service to be co-located and has enhanced positive working relationships across all services.

Activity and Key Performance Indicators

Looked After Children (April 2021 – March 2023)



The above chart provides numbers of children who became looked after at the end of each month since April 2021. The number of Looked After Children has been steadily increasing since May 2022.

Rate of LAC per 10,000 population for the last four years



In comparison with statistical neighbours and England, illustrated in the chart below, Enfield's figures have been consistently lower.

There is a key emphasis on working intensively with young people and their families when they become looked after to enable them to return home within a short period of time if this is safe to do so, and continuing to provide support once they return home to ensure the changes are sustained. The development of the Adolescent Safeguarding Teams has facilitated a focussed response to those young people who are at the "edge of care" with a more intensive approach to working with young people and their families, including the offer of mediation.

We are, in addition, noting that Family Group conferences are having a positive impact on practice, and families are supported in developing plans which either enable the local authority to facilitate looked after children returning to the parents' care or not initiating care proceedings in the first place.

It is important to note that a contributory factor to the number of looked after children is the delay in final care proceedings which has meant that children in adoptive placements or those where the plan is for a Special Guardianship Order remain looked after pending final hearings.

There were no secure welfare placements during this period. As of 31st March 2023, there were 11 young people in remand and 42 young people in residential care. The number of remands is significantly higher than last year (3 at the end of March 22) and there has also been an increase in the number of residential placements (32 last year).

The number of unaccompanied asylum-seeking children (UASC) looked after at the 31st March 2023 was 47 (11.2%) an increase from last year (33 and 8.3% of the total number of looked after children). One of the factors is that in the previous year the context of the Covid pandemic meant that there was limited movement and in addition there was a cohort of young people who had reached the age of 18 and were no longer looked after.

The number of children with disability who were looked after at the end of March 23 was 55 (13.1% of the total Looked After Children population), a slight increase from last year's 53 children.

At the end of March 2023, of the 419 children who were looked after: 175 were female, 241 were male and 3 other (similar percentages to the previous year).

Age Ranges	31/3/2022	31/3/2023
Under 1	25 (5.96%)	17 (4.0%)
1-4 years	64 (15.2%)	73 (17.4%)
5-9 years	56 (13.3%)	44 (10.5%)
10-15 years	145 (34.6%)	168 (40.0%)
16 years +	106 (34.6%)	117 (27.9%)
Total	396	419

Ethnicity	
African	36
Albanian	24
Any other mixed background	16
Bangladeshi or British Bangladeshi	1
Black and White	8
Black British	63
British Asian	2
Bulgarian	4
Caribbean	18
Chinese	2
Greek Cypriot	3
English	30
Ethiopian	1
Gypsy/roma	1
Greek Cypriot	3
Indian or British Indian	1
Iranian	5
Kosovan	1
Mixed Black	8
Other Asian, Asian unspecified	1
Other Black, Black unspecified	6
Other other ethnic group	9
Other white, White unspecified	5
Polish	10
Somalian	3
Sudanese	2
Turkish	11
Turkish Cypriot	4
Vietnamese	1
White and Asian	3
White and Black African	5
White and Black Caribbean	18
White British, Mixed British	85
White European, European unspecified, European mixed	29
Total	419

Stability of placements for children looked after has remained consistent in the last three years with a slight increase from 74.8% last year to 77.7% as reported at the end of March 2023. Placement stability is strongly correlated to the progress that children and young people make in care and moves can negatively impact on emotional resilience and can be disruptive to developing friendships and educational outcomes. The IROs contribute to this by ensuring robust plans are in place and intervening early when placements are showing fragility. Placement stability meetings are appropriately recommended in reviews for Looked After Children and reviews may be brought forward or held more frequently to address any difficulties in placements.

The rate of Looked After Children per 10,000 has been consistent over the last 4 years, with a slight increase in 2021/22, but significantly lower than our statistical neighbours and England figures. Considerable efforts are made to support children to remain in the care of their families and if not possible, action is taken so that children are brought into care in a timely manner.

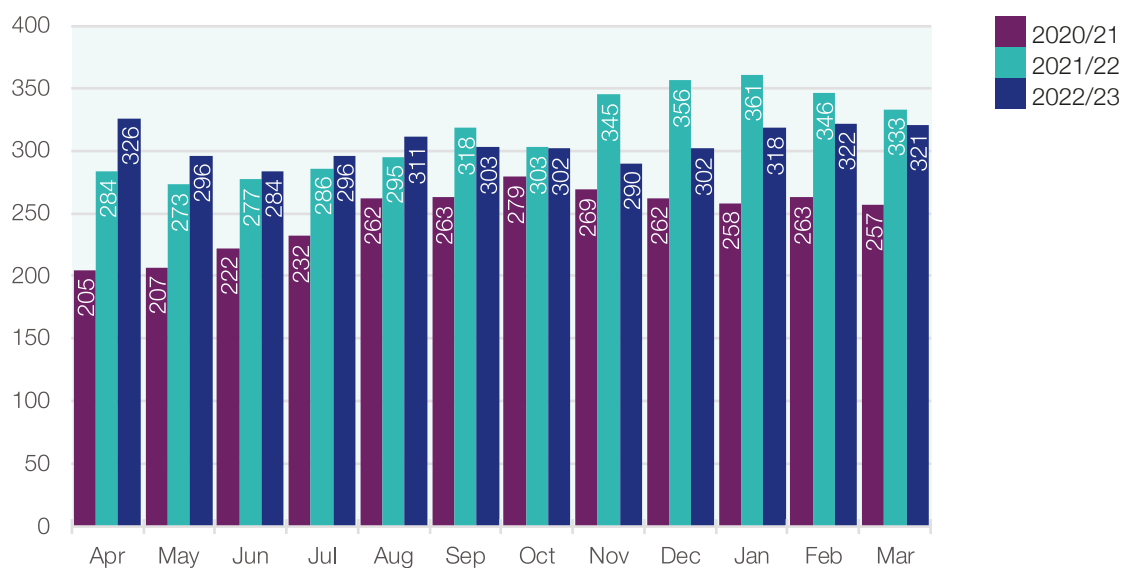
The increase of Family Group Conferences taking place has enabled the department to provide opportunities to families to find safe solutions and prevent some children coming to the care of the local authority. In addition, these conferences have also been a vehicle for parents and their extended family and friends' network to consider alternative care for children coming to the care of the local authority and successfully applying for Special Guardianship Orders.

Timeliness of LAC Reviews

The percentage of LAC reviews recorded to be within statutory timescales has increased from last year's 68.2% to 93.7 at the end of March 2023.

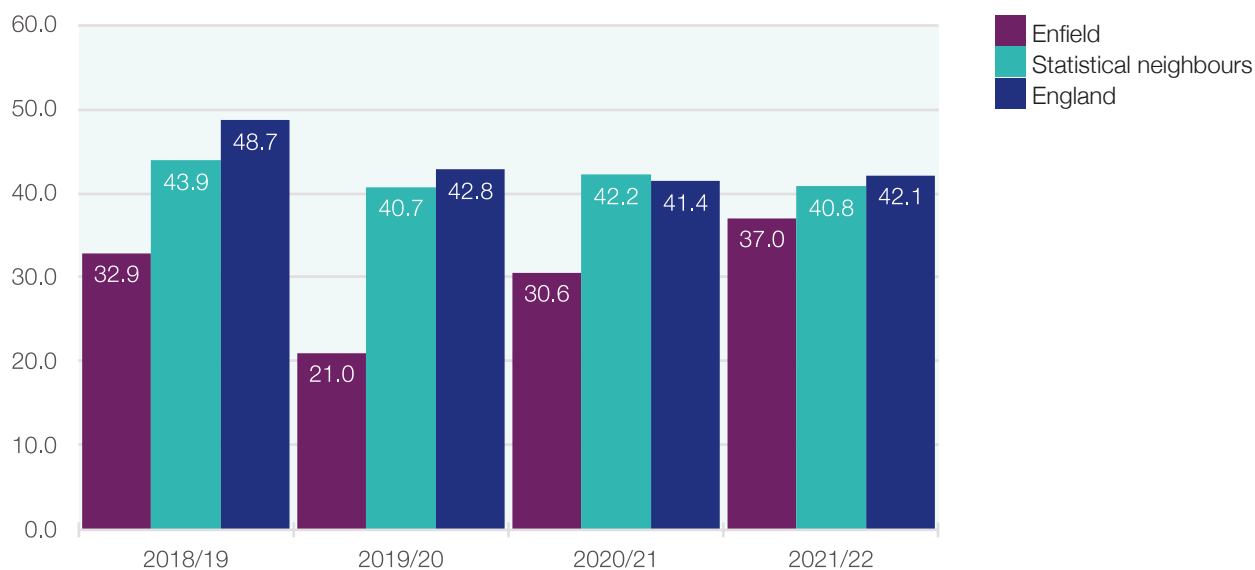
The Head of Safeguarding and Quality Service and other colleagues in the department are reviewing this activity on a monthly basis and looking at how improvements can be made to improve recording.

Child Protection Plans (April 2021 – March 2023)



The above chart provides the numbers of children subject to a Child Protection Plan (CPP) at the end of each month since April 2021. There was a slight decrease at the end of March 2023 and the number of children subject to child protection plans has been steady throughout the year.

Rate of CPP per 10,000 population for the last four years



The rate of CPP per 10,000 compared to our statistical neighbours and England figures has been overall consistent over a period of time.

At the end of March 2023, of the 321 children subject to Child Protection Plans:

- 153 were female, 167 were male and 1 unborn
- 21 (6.5%) were children with disabilities.

Age	
Unborn	1
Under the age of 1	32
1-4 years	72
5-9 years	99
10-15 years	100
16 years +	17
Total	321

Ethnicity	
African	31
Any other mixed background	20
Bangladeshi or British Bangladeshi	16
White and Black African	2
Caribbean	14
Indian or British Indian	1
White Irish	1
Any other Asian background	6
Other Black background	46
Any other ethnic ground	18
Other White background	64
White and Asian	3
White and Black Caribbean	13
White British	86
Total	321

Categories of CP Plans	2021/22	2022/23
Neglect	149 (44.7%)	146 (45.4%)
Emotional	110 (33.03%)	137 (42.6%)
Physical	33 (9.9%)	17 (5.29%)
Sexual	12 (3.6%)	4 (1.24%)
Combination	29 (8.7%)	17 (5.29%)
Total	396	419

The number of plans under the category of neglect is very similar to last year's.

However, there has been a noticeable increase in plans under the category of emotional abuse from last year and a significant decrease in plans under the category of physical abuse and sexual abuse.

This is an area which the service will analyse in more detail and consider an audit around categories of plans over the forthcoming year. It is possible that the category of plans for emotional abuse has increased and at the same time plans under physical abuse decreased due to the impact of domestic abuse on children.

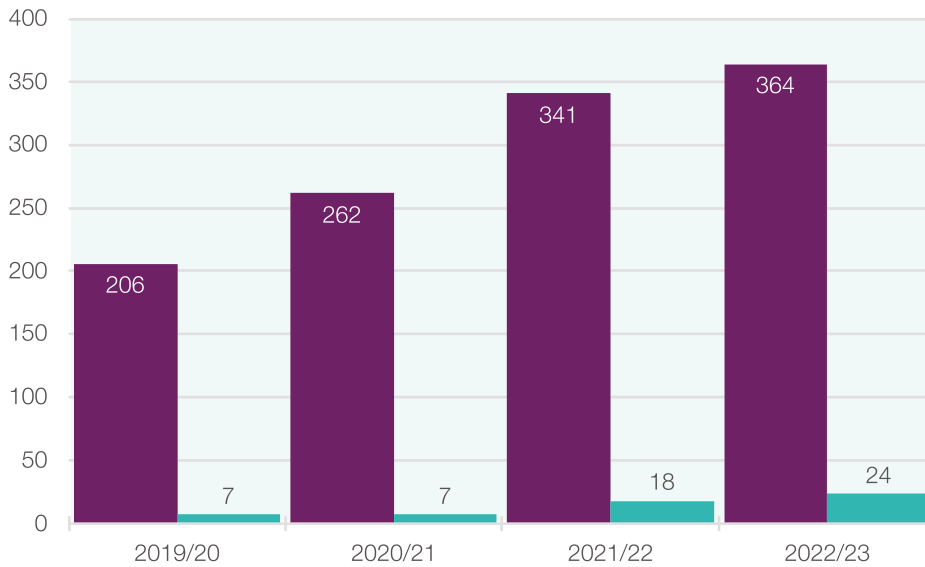
The age range of children subject to child protection plans is similar to last year's figures. There was a slight decrease in the age ranges of 10-15 and 16-17, but nothing particularly significant.

The development of the specialist Adolescent Safeguarding Teams has facilitated a more integrated, specialist and holistic response to intertwined issues as child sexual and criminal exploitation and serious youth violence is likely to have contributed to the slight some reduction in children becoming subject to child protection plans unless there are specific concerns around parenting, such as neglect. This was a factor which contributed to a decrease last year so it would be reasonable to suggest that the approach the department has adopted has had an impact.

Significant work has been carried out to work with families at a much earlier stage to avoid the need to escalate to child protection conferences and the offer of early help and the focus to support families develop safety plans have been contributing factors.

In addition, the increase of Family Group Conferences, managed in house since September 2020, has contributed to families taking a much more active role in developing safety plans themselves and creating positive experiences for families in planning for their children and reducing the need to continue with child protection plans, or on occasions supporting families to care for their children and prevent them from coming to the care of the local authority.

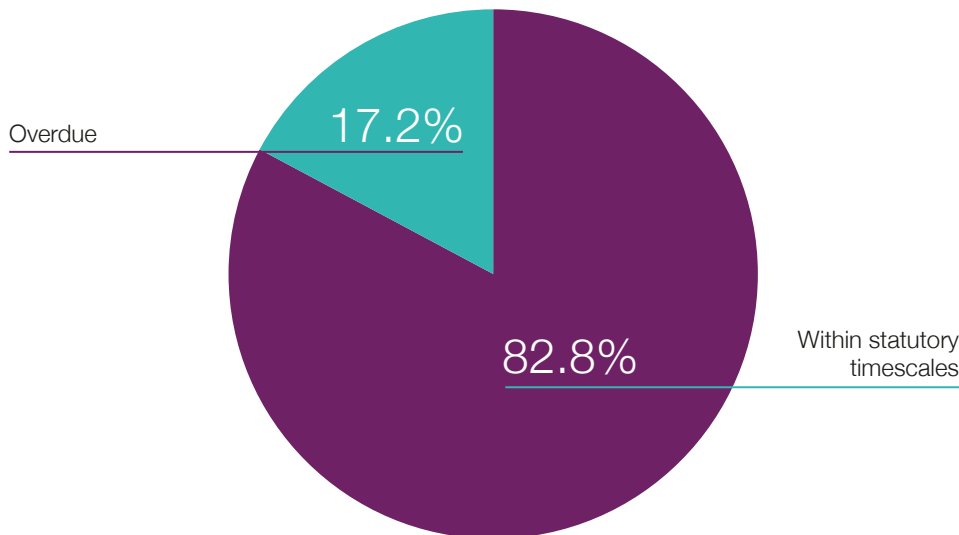
Child Protection Plans for a second or subsequent time



Performance for the indicator CPP for a second or subsequent time has been overall good over the last few years. Although the figure has increased from 5.27% in 2021/22, to 6.59% this remains, overall good performance. It is an area which is closely monitored.

This would indicate that decision making in conferences is robust and appropriate and plans are ending when there is evidence that risks have reduced and changes have been sustained.

Timeliness of Initial CP Conferences 2022/23



The percentage of initial conferences held within statutory timescales has improved since 2021-22 (80.1%) to 82.80%.

Factors which contribute to this figure are the non-availability of key agencies to attend conferences, during school holidays; there have also been rare occasions when parents have had prior commitments (such as court hearings or key health appointments) and late notifications to the service. Review CPCs are held in a timely fashion.

IRO case loads

The IRO Handbook recommends that caseloads for IROs should be between 50-70 Looked After Children. The size of caseload alone does not indicate the overall workload for each individual IRO as children and young people's circumstances vary in complexity and in distance of placements.

The IRO guidance puts an emphasis on ensuring that IROs have sufficient time to provide a quality service, monitoring cases to avoid drift, undertaking follow up work after the review, consulting with the social worker following a significant change in the child's circumstances and meeting with the child before the review

In Enfield the IROs have a dual role as they also chair child protection conferences, undertake some LADO work and along with other staff in the department, complete audits which are moderated by the Head of Service or Service Manager, as part of the Department's audit programme.

At the end of March 2023, the average looked after children caseload per IRO was 44 and average child protection plan caseload 33, based on the statistical information for the year and the service being fully staffed.

Participation

A key role of the service is to seek regular feedback from children and young people, families, and carers about their experience in care and the child protection process.

Ensuring looked after children can participate as fully as possible in planning and reviews remains a key priority for the Service.

This was an area which we had highlighted as an area for improvement last year. As a result, there has been significant improvement this year, from 76.5% in 2021/22 to 90.2% in 2022/23.

There is still room for improvement especially in relation to children and young people with additional communication skills.

Advocacy

Enfield agreed to joint tendering to deliver advocacy for children looked after and children subject to Child Protection Plans in July 2018 and Barnardos were successful.

We have used the advocacy service very effectively for both areas i.e. looked after children and care leavers and children subject to child protection plans. Advocates have presented children's views in child protection conferences. For looked after children and young people, issues have included worries about placements (quality or moves), pathway plans, finance, accommodation.

A separate, detailed annual report is presented to Corporate Parenting Board.

The Head of Safeguarding and Quality Service, representatives from other services including commissioning, attend quarterly meetings with Barnardos, and review activity, trends, and patterns. Barnardos staff have attended team meetings across the department to publicise their work and have also made arrangements to work in offices where social workers are based which has ensured social workers are able to discuss referrals with them.

Following the pandemic advocacy arrangements have been reviewed with most children and young people receiving face to face support.

Local Authority Designated Officer (LADO)

The Service Manager is also the Local Authority Designated Officer (LADO) and has the responsibility to manage and have an oversight of allegations against people who work with children. This is defined as an adult who is working or volunteering with children (anyone under the age of 18 years old) or meeting children through work on a regular basis and would be seen as being in a position of trust. This includes all paid or unpaid staff and volunteers, including foster carers and prospective adopters. It also includes 16 and 17-year-old young people placed in a position of trust by an organisation in relation

to anyone under the age of 18, for example, where they might be involved in coaching a sport in a school or out of school activities.

It captures concerns, allegations or offences within a person's paid or unpaid role working with children, as well as those emanating from outside of work. An allegation may relate to a person, working with children, who has:

- Behaved in a way that has harmed a child, or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child or children in a way that indicates they may pose a risk of harm to children;
- Behaved or may have behaved in a way that indicates they may not be suitable to work with children (in relation to members of staff, supply staff and volunteers who are currently working in any school or college regardless of whether the school or college is where the alleged abuse took place).

The IROs continue to operate a daily duty system to support the role of the LADO.

A LADO annual report has been completed which provides more detailed information about the work of the LADO and a work plan. This report will provide a brief summary of the LADO activity.

The total number of new allegations between 1st April 2022 and the 31st March 2023, which met the threshold for formal LADO involvement was 37. A further 5 cases were initially thought to meet the threshold for formal LADO involvement but did not proceed to an Allegations against Staff and Volunteers (ASV) meeting. The LADO was also involved in a small number of cases which met the threshold and attended meetings held by the lead LADO from another local authority.

A crucial part of the LADO role, in addition to managing allegations, is also to offer Consultations to agencies on managing low and medium level concerns, where the threshold for an Allegations against Staff and Volunteers (ASV) meeting has not been met. Some of these cases may refer to conduct issues for staff in all settings and standard of care issues for foster carers. In addition, several cases involve incidents whereby school staff needed to use reasonable force to prevent harm to other children, staff or damage to property (under section 93 of the Education and Inspection Act 2006). It is important to note that in cases where the need for reasonable force is not clear, an ASV Meeting may be held to consider the circumstances and the protocols in place. In 2022/2023, there were 251 recorded consultations compared to 191 consultations during 2021/2022. The rise may be due to an awareness of consulting with the LADO to check and consult. It should also be added that a consultation may require several discussions and consideration as to whether the threshold for an ASV meeting has been met.

Family Group Conferences (FGC)

Prior to September 2020 the service was undertaken by an outside resource, Forward4Families, on a case-by-case basis. The new arrangements have been in place since September 2020 and the equivalent of two full time FGC co-ordinators are employed (one full time and two part time), line managed by the Service Manager. It has been an incredibly successful service, and positive feedback has been given by families and professionals.

An important aspect of the FGC process is the consideration of the anticipated outcome required by the Local Authority. This usually complements the care plan for the child/ren, reflects the worries and what needs to happen to achieve better outcomes for child/ren. The FGC service monitors the outcome through the FGC process by reviewing the progress with the allocated Social Worker and family. Social Workers and families tell us that the FGC process does support good outcomes.

Enfield Talk Project

Enfield Talk is a project which started in June 2022. It provides a space where parents and carers who have lived experience of Enfield Child protection processes are able to give feedback and help develop Enfield Children's Services. Enfield Talk has the intention to use the parents lived experiences to provide additional expertise to help shape and improve how social care practitioners engage with children and families to improve outcomes, through better and more collaborative partnership working.

In February 2023, a permanent Parent Engagement Officer was recruited who has been developing the project and meeting with parents and colleagues from different services with the aim of setting up a Parent Panel which will feed into co-designing support services and gather views and feedback from parents to inform practice and protocols for working with families/ improving outcomes for children and families.

Enfield Safeguarding Children Partnership Arrangements

These arrangements have replaced the Enfield Local Safeguarding Children Board, as detailed in the Children and Social Work Act 2017 and the Working Together 2018.

The Head of Safeguarding and Quality Service is a member of the Practice Improvement Activity Group. Among other areas, the group oversees local safeguarding practice reviews, learning from national reviews, initiating multi agency audits and provides an oversight for cases which are escalated to the group.

Management Oversight, Quality Assurance and Dispute Resolution Process

All children subject to child protection plans and children who are looked after are allocated a designated IRO from the moment they enter the

system with the key aim that the allocated IRO will remain consistent until the child is no longer looked after or subject to a child protection plan.

The quality of the effectiveness of the IRO service is closely monitored through supervision (every 4-6 weeks and ad hoc when required) case file audits and dip sampling, together with performance reporting which highlights good practice as well as any areas of concern, therefore enabling prompt action to rectify any poor IRO performance.

The statutory guidance states that operational social work managers must consider the decisions from the review before they are finalised. This is due in part to the need to ensure any resource implications have been addressed. Managers have five days to raise any queries or objections. This rarely happens which would indicate that managers are generally satisfied with the decisions made at the review.

One of the key functions of the IRO is to resolve problems arising out of the care planning process. IROs within Enfield continue to have positive working relationships with social workers and team managers 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, resources or practice, the IRO 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's needs, the IRO will escalate the matter accordingly following the local dispute resolution process.

Staff together with IROs recognise that any problems or concerns regarding care plans need to be addressed initially through negotiation before instigating the escalation resolution process.

Examples of proactive IRO intervention include concerns about the quality of placements, delay in implementing recommendations of the child protection conference and the timeliness of identifying alternative placement for a looked after child.

There have been occasions when the Head of Service has raised matters with other senior managers and reminded all staff of the consultative role of the IRO, there is evidence that social workers and their managers are liaising and consulting with IROs more consistently and effectively.

IROs complete 8 weekly peer reviews as part of the department's audit programme, the Head of the Service or the Service Manager moderates a percentage of the audits and completes a report for the Executive Director, the Director and the Head of Practice Improvement and Partnerships. Findings of the moderation reports are disseminated to the Service and discussed in team meetings and individual supervision to support improving our practice.

The Head of Service has quarterly meetings with the Executive Director and Director to consider issues around practice across the department.

Learning and Development

The IROs have a range of workshops as part of the learning and development, both within Children and Families and Enfield Safeguarding Children Partnership Arrangements.

The IROs attend the annual SW conference.

The IROs have an annual Away Day and fortnightly team meetings.

Once a month, team meetings focus on areas of learning, development and reflection. IROs have the opportunity to discuss particular cases, new developments and guidance, and reflect on areas for improving practice, including findings of service audits.

All the IROs are registered with SW England and part of their continued registration (and therefore ability to continue practising) is to record their training and other ways of learning and development.

All the IROs have attended mandatory training.

Post Covid-19 arrangements

The previous two years had been particularly challenging due to the Covid 19 pandemic and the Service has had to adapt working practices and review these regularly, with a continuous focus on children and young people and putting in place appropriate measures to ensure staff wellbeing was high on the agenda.

Since December 2022, child protection conferences have been held face to face and reviews for similarly for looked after children in placements. We believe that this has impacted and improved the quality of these meetings.

Achievements

The Service has continued to make significant steps in implementing and maintaining improvements in practice and performing consistently well, despite the increase of children subject to Child Protection Plans and Children Looked After. Members of the service are very experienced, highly skilled and motivated and they deliver an excellent service to children who are looked after and children subject to child protection plans.

There is strong evidence that Family Group Conferences have contributed to anticipated and therefore more positive outcomes for children when reviewed between 3 months and 6 months following the initial FGC conference.

Performance is overall strong although there are areas where we need to evidence this by improving our recording, particularly records of reviews for looked after children. Audits, case sampling and feedback from other services have provided evidence that recording of IRO footprint is much more visible in children's records.

We have been able to appoint permanent staff which had been a particular challenge, particularly during the pandemic.

The move to the Children and Families Hub in December 2022 has been overall welcomed. It has facilitated further collaboration with colleagues in other services and the conference facilities are of high quality.

Key Priorities and areas of development for 2023/24

Improvement Priority	Improvement Target	Action to maintain the improvement target	By	Expected Outcome and evidence of success
Driving continuous and consistent improvement of practice within the service	Outcome of LAC reviews to be consistently completed within 5 working days of the review.	IROs will copy in the outcomes of LAC reviews to HoS/SM within 5 working days of the review.	September 2023	Young people and families will consistently receive records and decision of meetings in a timely fashion.
		Develop practice guidance for reviews with the Looked After Service and other service.	November 2023	Social workers and other professionals will be able to implement recommendations of reviews in a timely fashion and will contribute to reducing drift and delay.
		Complete audit in relation to Child Protection Plans under the category of emotional abuse.	October 2023	
	Long term and permanency plans for children are made at as early as possible.	Second LAC reviews to address permanency for children, when relevant.	Audit cycle November/ December 2023	Recommendations and decisions at LAC reviews focus on long term stability and outcomes for children.
	The IRO footprint is evident in the ongoing monitoring of the care plan.	At the 2nd review and subsequent reviews IROs to agree the date of the midway review with the SW and other relevant participants.	September 2023	Midway reviews undertaken and recorded in 100% of children who are looked after the 1st review.
	Participation and engagement with children, young people, and their parents/carers	The views of parents and children are consistently considered and acted upon.	Review current arrangements and strengthen feedback process for parents/young people/professionals for CLA reviews and child protection conferences.	November 2023
IROs to improve the quality of recording of children's views in CLA reviews and child protection conferences.			Audit cycle January/ February 2024	The views of parents and children are recorded consistently in LAC reviews and conferences.
LAC review record template will be amended so that it is directed to the child.			End November 2023	Young people will have a say about how the record of the review is more relevant to them.
Quality Assurance and improving practice	Practice within the service is consistent and of good quality.	Share audit moderation reports and recommendations in reflective team meetings and develop action plans.	Ongoing	Use audit findings and recommendations to drive learning and development within the service.
		HoS and Service Manager to observe child protection conferences.	November 2023	Ensuring management oversight and promoting consistency of service delivery.
Workforce Development		All staff to attend Motivational Interviewing 2-day workshop and the bespoke session for IROs.	By March 2024	A confident and supported workforce will provide consistent and outstanding services to children and their families.
		Collaborate with Centre of Excellence to identify areas for development.	Ongoing	

