

Appendix 2.

Service Priorities – Action Plan

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| B | Completed |
| R | A problem needs serious attention and action now |
| A | Issues are being managed and if addressed should not affect delivery |
| G | On track, in progress, any minor risks/ issues being managed |
| NYS | Not Yet Started |

| IRO Service | | | | | | | | |
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| | Owner | Due date | Recommendation | Action | Evidence | Update | Last RAG | RAG |
| 1 | IRO Service Manager and each IRO. | Sept 2025 | Signs of Safety. To fully implement the Signs of Safety model of practice into child protection conferences and increase contact between IRO and child/YP. | Each IRO will ensure they give the child/YP the opportunity to meet with them to discuss their CER or CP Conference. Sign off conference animation. Work with business support to ensure they understand their role in the conferences. Support teams and partner agencies in their | This is monitored in Supervision between the Service Manager and each IRO. QA to be undertaken by the QA Officer and via the surveys. This will feed into the Meaningful Measures forums. | Animation is signed off. Live date agreed for Oct 2024. IRO consistently make the offer to meet with children, but further dip sample work is required. Parental and agency surveys have been rolled out. The next phase post Oct will be for YP surveys to go live. Business Support are attending the mock | Amber | |

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| | | | | <p>understanding of the model in conferences.</p> <p>To developing reflective sessions and provide a shared learning space for the IRO Team</p> | | <p>conferences to support their training and learning.</p> | | |
| 2 | <p>IRO Service Manager and each IRO.</p> | <p>Sept 2025</p> | <p>Quality Assurance.</p> <p>To collate thematic practice trends identified from the quality assurance forms and surveys.</p> <p>To implement recommendations from audit activity</p> <p>Improve compliance for Initial and Review Child Protection Conferences (ICPC & RCPC)</p> | <p>IRO Service Manager attends the Meaningful Measures forum to support the implementation of quality assurance work.</p> <p>Service Manager to continue to meet with Business Support to improve compliance.</p> <p>IRO Service Manager to work with the Quality Assurance Officer to support the dissemination of learning.</p> | <p>Dip sampling and data analysis will inform the success of QA learning.</p> <p>Group Manager quarterly performance reports will consider performance improvement.</p> | <p>Monthly interface meetings are taking place between the Service Manager and Business Support Managers.</p> <p>Group Manager and Service Manager attend the Meaningful Measures forum.</p> <p>The Quality Assurance forms are being used currently to identify out of date Care Plans as a theme and this is being addressed by the IROs with the Social Workers and their Team Managers.</p> <p>Audit work has continued in this period and has evidenced good practice in terms of direct work with children and timeliness of decision making.</p> | <p>Amber</p> | |

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| | | | Improve compliance for CER. | | | | | |
| 3 | Service Manager and all IROs. | Sept 2025 | <p>Child's Voice.</p> <p>To continue to promoting advocacy services the IRO Service will ensure it provides an 'Active Offer' of advocacy to children. The IROs will make these referrals where consent has been given to support the child/young person's voice.</p> <p>Ensure the child's voice is present when undertaking the IRO Monitoring form.</p> <p>To develop the consultation/survey process for children and</p> | <p>Dip sample audit work to be undertaken by the IRO Service Manager.</p> <p>The child surveys will inform the rates of children feeling they have been heard and central to decision making.</p> <p>This will form part of the Quality Assurance Officer role and wider audit framework.</p> | <p>Quarterly audit activity and performance reports will inform success rates.</p> <p>IRO monitoring forms will identify trends and themes.</p> <p>IRO Service Manager will raise in supervision and IRO Team Meetings to ensure this stays on the agenda.</p> | <p>The IRO Service sits on the Meaningful Measures forum and works closely with the Quality Assurance Officer.</p> <p>Surveys are due to commence post Oct 2024.</p> | Amber | |

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| | | | young people to ensure that there are a range of methods offered to every child to meaningfully participate in their meetings. | | | | | |
| 4 | IRO Service Manager and each IRO. | Sept 2025 | To work alongside safeguarding colleagues to achieve permanency for all children and reduce the numbers of Care Experienced Children within a safe and appropriate plan. | <p>IROs to check at the 2nd CER the plan for the child is clear. If the plan isn't clear, the IRO will track the case and inform the appropriate Safeguarding Team Manager.</p> <p>IROs to ensure they consider all appropriate options for Care Experienced Children such as SGOs and/or a return to their family.</p> | <p>IRO Service Manager to attend the CER reduction Strategy Meeting held on a bi-monthly basis.</p> <p>IRO Service Manager will identify any children who may be suitable for alternative Orders and will discuss this with the allocated IRO.</p> | <p>This process is currently working well. IRO Service Manager has identified several cases where alternative care options could be considered resulting in the child no longer being Care Experienced.</p> <p>Over this period the rates of Care Experienced children have decreased as has the number of children subject to the CPR.</p> <p>Cases where there isn't a permanency plan at the second review is due to care proceedings not being finalised.</p> <p>Group Manager IAA & Safeguarding attends a monthly interface with the Legal Team where these</p> | Green | |

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| | | | | | | cases can be discussed in detail. | | |
| 5 | IRO Service Manager and each IRO. | Sept 2025 | To work alongside Safeguarding Teams and the training department to improve practice around Care Experienced Children and their meetings. | <p>IROs will ensure they complete the IRO Quality Assurance document following every CER. This will automatically be sent to the Safeguarding Team Manager for their scrutiny.</p> <p>Should the IRO identify concerning practice, they will raise this with the IRO Service Manager and the Safeguarding Team Manager. They will track the progress to a resolution and initiate the IRO Protocol where necessary.</p> <p>IRO Service Manager will facilitate training alongside the Training Department to support and improve practice.</p> <p>IRO Service Manager will facilitate induction sessions to new starters and newly qualified Social Workers to support their professional development.</p> | IRO Service Manager will attend all IRO protocol Meetings to support the IROs and facilitate resolution. | <p>IRO Service Manager continues to raise cases of concern with the individual Social Workers, their Team Managers and Group Manager where appropriate.</p> <p>IRO Service Manager continues to present training alongside the training department and is facilitating introductory sessions to new starters and newly qualified staff.</p> <p>The IRO Service regularly send compliments and good practice examples to the Complaints and Compliments Officer and present these at the Continuous Improvement Group.</p> | Green | |

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| 6 | IRO Service Manager and each IRO. | Sept 2025 | To ensure appropriate care plans are progressing in a timely manner to prevent and avoid drift in children's cases. | <p>At every CER the IRO will check the child has a Care Plan that is up to date and meets the child's needs. The IRO will recommend at each CER that the Care Plan is updated to reflect the changes agreed at the current CER.</p> <p>The IRO will track each child and ensure their Care Plan has been updated. The IRO will hold mid-point meetings to prevent drift and act where drift is identified.</p> <p>Each IRO will complete the IRO Quality Assurance form following each CER as this informs the SW and their Team Manager of any out-of-date Care Plans.</p> | <p>The rates of IRO Quality Assurance forms being completed is increasing and this will continue moving forward.</p> <p>IROs are holding mid-point meetings for each child who is Looked After, however, there are times the child's SW does not respond. In these cases, the IRO will raise this with their Service Manager and the safeguarding Team Manager.</p> | <p>As the workforce in the Hubs and the Care Experienced Team has stabilised over this period, we have seen improvements in the numbers of Care Plans being completed and updated within timescales.</p> <p>IRO Service Manager ensures when attending the Care Experienced Reduction Strategy meeting and monthly Performance meeting that for any child who is discussed, the date of their Care Plan is checked to ensure it is up to date and where not it is flagged with the Safeguarding Team Manager.</p> | Green | |
| 7 | IRO Service Manager and each IRO. | Sept 2025 | To continue to focus on increasing consultation and participation of children and young people at CERs. | IROs to ensure they offer to consult with each CER child as appropriate for their age and level of understanding and to use a means of communication that the child chooses. This includes face to face | This is monitored in Supervision between the Service Manager and each IRO. | <p>The implementation of the Signs of Safety practice model and the roll out of Signs of Safety conferences will require the IRO to meet with the child before each conference.</p> <p>IRO consistently make the offer of a meeting to children who are Care Experienced.</p> | Amber | |

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| | | | | meeting, phone and MS Teams. | | | | |
| 8 | Group Manager and IRO Service Manager | Sept 2025 | Parents to be fully supported in CP Confernces and be provided with the offer of advocacy. | Advocacy options for parents to be explored to ensure parents are supported in these meetings. | Group Manager to discuss at a senior management level and with Adult Services our offer/contract with adult advocacy services. | Parents who have learning difficulties/disabilities are routinely offered advocacy for child protection confernces. However, moving forward this offer should be extended to all parents. | Red | |