

Together for Children Children Independent Reviewing Team Annual Report 2017-2018



putting
the child first

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1. Purpose of the Annual Report

- 1.1. This report covers the period 1st April 2017 to 31st March 2018. The report provides an overview of the work undertaken by the Children Independent Review Team (CIRT) and the impact that the work has had upon children and young people. The report includes areas of service improvement, emerging themes, examples of good practice and the CIRT priorities for the next 12 months.

2. Roles and Functions

- 2.1. CIRT undertakes a wide range of key statutory roles and functions. These roles include the following:-
- Chairing of Initial Child Protection Conferences and Child Protection Review conferences: Conference Chair Person (CC).
 - Chairing of Children and Young People's Looked after Review: Independent Reviewing Officer (IRO).
 - Chairing of Placement Order and adoptive placements: Independent Reviewing Officer (IRO).
 - Chairing of Fosters Carer Reviews: Foster Carer Review and Regulation 44 Officer (FCR/Reg 44 Officer).
 - The completion of monthly Regulation 44 visits to TFC- Sunderland's five registered Children's Homes: Foster Carer Review and Regulation 44 Officer (FCR/Reg 44 Officer).
 - Chairing and management of allegations against adults working with children: Designated Officer (DO previously known as LADO).
- 2.2. The above six functions are completed and undertaken in accordance with key child care legislation, regulations and national and local procedures. In addition to these core areas, CIRT also continues to support a wide range of other services. Support is offered via training and development sessions to partners and the service is represented in key work groups such as:
- SSCB
 - SSCB Audit group
 - MALAP
 - Foster Carers consortium
 - Regional IRO managers group
 - Regional designated Officer (LADO) group
 - Northumbria Police & CIRT Management forum
 - NHS digital implementation group
 - Liquid Logic implementation/project group
 - NHS/TFC Safeguarding Forum

- Young Peoples participation Group
- Change Council
- External Placement panel
- Permanency Monitoring Group
- Corporate Parenting Board
- Scrutiny Committee
- Practise Champion Forums within TfC
- CAFCASS

- 2.3. The impact of membership within these groups provides the opportunity for a better informed team that is able to reach a more diverse group of practitioners, manages and directors. It provides an opportunity to influence practice and procedural developments, which ultimately deliver positive outcomes for the children of Sunderland.

3. CIRT in Together for Children Sunderland

- 3.1. The service has remained within the Quality and Performance Directorate within Together for Children-Sunderland. This continues to ensure the independence of the service from Children's Social Care and enables the practitioners to provide independent scrutiny on behalf of children in Sunderland.

4. CIRT Staffing

- 4.1. CIRT has a permanent staffing structure inclusive of:
- 1 FTE Service Manager (for Quality Assurance, Performance & CIRT)
 - 2 FTE IRO Managers,
 - 13.5 FTE IRO/Conference Chairs,
 - 1 FTE Designated Officer,
 - 2 FTE Foster Carer Reviewing and Reg 44 Officers,
 - 1 FTE Business Manager,
 - 7.8 FTE grade 2 Business Administration,
 - 3.8 FTE grade 1 Business Administration.
- 4.2. At the time of the last annual report recruitment to the new structure was being progressed. All appointees took up their positions as planned by the end of May 2017.
- 4.3. In this reporting year there have been four personnel changes. Two Fostering Reviewing and Regulation 44 Officers left the service due to career progression/changes. An IRO/Conference Chair left the service due to retirement in October 2017, and the Designated Officer left their position at the end of March 2018 to follow an alternative career path. All positions have been successfully recruited.
- 4.4. All front-line positions excluding business support require HCPC social work registration. The service maintains a wide range of knowledge and practice experience, including:-

- Frontline Child Protection Social Work
- Team Management within Social Care and Fostering
- Ofsted inspection; including inspection of secure accommodation provisions
- Adoption and Fostering
- Next Steps (Leaving Care)
- Children with Disabilities
- Therapeutic Work
- Residential Work
- Cafcass Work
- Direct Work with Looked after Children

5. Training

5.1. Training of all staff is encouraged and facilitated where possible; within this reporting year staff have attended and completed training in the following areas:

- Strengthening Practise, Planning module -2.5days, (all social work staff attended)
- Liquid Logic-E learning and class room learning, (all of the CIRT)
- Modern Day Slavery
- Mind of My Own (MOMO)
- Domestic Violence
- TFC-Sunderland, Corporate Induction
- HR: policies and procedures
- SSCB threshold guidance
- Sexual Exploitation
- Secure Accommodation Panel membership
- Team Development days; two full and two half days
- Bespoke training sessions on SMART/child focused planning
- Family Group Conferencing
- Advocacy
- WRAP training (Warning Advice and Reporting Point)
- CLA-Health Team
- Annual CIRT Open Day

5.2. The service has maintained its independent scrutiny and challenge through:-

- Strengthening and communicating directly with children and young people to understand their views, wishes and feelings about what they want to happen and how their Child Protection Plan could help reduce risk for them.
- Building upon relationships with Social Workers, Team Managers, Operational Managers and Directors through open discussion around practice and service developments and ensuring every team has a dedicated CPCC/IRO link person.
- Sharing of monthly data in relation to DRPs with Children's Social Care, identifying themes and practice issues.
- Monthly scrutiny of the CIRT scorecard and monthly data with regards to performance.
- Strengthened relationships with elected members and awareness rising of the roles within CIRT. This has been achieved via the presentation of the annual report to both the Corporate Parenting Board and the Scrutiny Committee, as well as through the completion of joint visits with elected members to undertake Regulation 44 visits to our residential establishments.
- The service has continued to work closely with SSCB members by attending the Quality Assurance Sub Group and undertaken auditing work on their behalf.
- Monthly case file audits are also completed on child protection cases and children who are looked in Sunderland.

6. Caseloads

- 6.1. In this reporting year caseloads within the service have created an area of pressure partly due to unforeseen staff absences but mainly due to an increasing number of children being referred into CIRT through either the Child Protection or Children Looked After mechanisms.
- 6.2. At the time of the last annual report caseloads averaged 71 children per FTE compared with an average of 83 and the end of this year. This is reflective of some of the pressures that the CIRT has faced in this reporting year.
- 6.3. Action has been taken during the reporting year by management to reduce the growing pressure on the team. In November 2017, two agency workers were appointed for 3 months to help alleviate some of the pressures in relation to growing demands for Child Protection Case Conferences. However, in March 2018 it was acknowledged that the pressures upon CIRT resources were not easing and therefore a better, medium term solution was required. Two IROs were recruited on a six month fixed term contract with the potential to extend should caseloads remain high.
- 6.4. In the forthcoming reporting year it is expected that IRO caseloads will continue to be an area of pressure. The IRO handbook advises that IRO's should have a caseload of between 50 and 70 and we continue to consider the best way to achieve this within the current restraints to reduce any impact on performance and the experiences of children we work with.









7. Child Protection 2017/2018

- 7.1. On the 31st March 2018, Sunderland had 499 children who were subject to a child protection plan compared with 425 in March 2017; this represents a 17% increase.
- 7.2. A total of 1630 conference has been held in this reporting year; 814 were Initial Child Protection Conferences and 816 were Review Child Protection Conferences.
- 7.3. A total of 715 Child Protection Plans have been ended:
- 282 ended under 6 months
 - 424 ended under 24 months
 - 11 ended within 36 months
- 7.4. The 11 plans that were open for longer than 36mths were due to ongoing police enquiries.

Timeliness of Initial Child Protection Conferences

- 7.5. An ICPC should be held within 15 days from the date of a strategy, where a child protection investigation has been carried out. Performance relating to the timeliness of ICPC's is calculated on this premise.
- 7.6. From 1st April 2017 - 31st March 2018, 87% of all ICPC's were held within timescale. This represents a 7% increase in performance within this reporting year, building upon the 2016-17 annual data. The following table shows the reasons why timescales have not been met.









**DOT - Direction of Travel*

ICPC OOT Reasons	16/17 As at 31/03/17	17/18 As at 31/03/18	Variance	*DOT
Late Notifications	40	27	-13	
Admin Errors	9	21	+12	
Missing reports	2	3	+1	
Non Attendance By Significant Person	9	13	+4	
Non Attendance By Social Worker	2	2	-	
Inclement Weather	-	2	+2	
Conference Not Quorate	1	2	+1	
Total Number of Children	102	115	+13	

- 7.7. The reasons for an ICPC's not being held within timescales are reported to senior management via monthly data and then further through quarterly reports to TFC - Sunderland Senior Management.
- 7.8. It should be noted that on occasion it is good practice to stand down a conference if it is in the best interest of the child and family. For example it is important that all those attending are fully informed about the conference and that all appropriate attendees are present to allow the correct decision to be reached for the child.
- 7.9. The national average for England, with regards to the timeliness for ICPC's is 77%. Sunderland's performance is 10 % above the English national average and 1% above the North East average. CIRT along with partner organisation have worked persistently in this reporting year to build upon the improvements made in 2016/17.
- 7.10. The service has continued to provisionally plan ICPC's at the start of the section 47 investigation giving Social Care and other organisations the full 15 days to plan for the ICPC. This has led to a reduction in ICPC's being held out of timescales, due to late notifications.
- 7.11. The impact of improved timeliness, for children who are risk of significant harm, is that decisions are made quicker and that child centred protection plans are developed with a clear aim of what work is required for the child, to reduce risk.
- 7.12. However the number of admin errors has increase. The majority are due to the incorrect reporting of the strategy dates as provided to CIRT by Social Care, at the time of them making the request for an ICPC. This affected 21 children; resulting in their conference being held out of timescale in this reporting year. These figures are reported upon weekly to management.

Timeliness of Child Protection Reviews

- 7.13. The SSCB procedure states the following with regards to the timeliness of reviewing:-
- 7.14. "The Child Protection Plan and its criteria should be reviewed at a Child Protection Review Conference (RCPC) which should be held within three months of the Initial Child Protection Conference and then at intervals of no more than 6 months".
- 7.15. Between 1st April 2017 and 31st March 2018, 98% of RCPC's were held within timescale. This is one per cent more than last year and 6% above the national average. Sunderland is also 3% above the North East average%.
- 7.16. The ability of CIRT to capture and report on this data has improved throughout 17/18, due to the appointment of a permanent business manager, and a weekly service manager meeting where performance is reviewed and challenged.
- 7.17. 100% of RCPC's were planned within timescale in 2017/18. However the need for some adjournments led to 8 conferences going out of timescale which involved 18 children. The reasons for adjournment are detailed below.





RCPC OOT Reasons	16/17 As at 31/03/17 **	17/18 As at 31/03/18	Variance	*DOT
Late Notification	0	0	0	
Calculation Error	1	0	-1	
Missing report	1	0	-1	
Non Attendance By Significant Person	1	2	+1	
Non Attendance By Social Worker	1	3	+2	
Conference Not Quorate	0	2	+2	
Other	0	1	+1	
Total Number of Children	10	18	+18	

** Data capture in 16/17 relates to quarter 3 and 4 only, as previous quarterly data was recorded differently.

- 7.18. Where reviews have been held out of timescale, safety plans have been agreed to ensure the safety of the children. CIRT continues to consider these issues to limit the overall number of out of timescale reviews.

Progression of Child Protection Plans

- 7.19. Where a child is subject to a child protection plan for longer than 12 months the question has to be considered, 'what alternative intervention is required to reduce the risk of significant harm to that child'? The longer a child is subject of a Child Protection Plan can be an indicator that the plan may not be achieving the required outcome for the child. Since the last annual report there has been an increase in the number of plans open longer than 12mth from 57 children to 91 children.
- 7.20. In order to address this, CIRT staff are requested via supervision, reflective discussion and midway reviews to track the progression of CP plans for children and to use the Dispute Resolution Process (DRP), where there is clear drift and delay, to address matters.
- 7.21. One of the themes that has been noted within the reporting year, which has impacted upon the progression and ending of CP plans for children, has been the short fall of provision for adults around tackling Domestic Violence within the City of Sunderland. The lack of a comprehensive provision is having a direct impact on the ability of TFC-Sunderland to cease CP plans. This matter has been raised within senior management.
- 7.22. The following table shows the percentage of children on a CP plan within the CP categories.

CP Categories	No Of Children Within Category	% Within Category (31.3.17)	No Of Children Within Category 31.03.18	% Within Category (31.3.18)	No Variance	*DOT
Emotional Abuse	145	33.72%	166	33.26%	+21	
Neglect	251	58.37%	279	55.91%	+28	
Physical Abuse	12	2.79%	22	4.40%	+10	
Sexual Abuse	22	5.12%	32	6.41%	+10	

- 7.23. In the reporting year work has been undertaken with CIRT staff around the child protection categories to ensure that categories are used appropriately and reflect the area of risk of significant harm for the child.
- 7.24. Neglect, was the identified category in 279 CP plans; of these cases there is evidence of the toxic trio being present. The toxic trio being; substance misuse, mental health and domestic violence.
- 7.25. Whilst all the categories have seen an increase in the number of children subject to them, the category of emotional has decreased in terms of %. Work continues with Conference Chairs regarding the appropriate use of categories.

Mid Way reviews

- 7.26. A mid-way review is a contact between a Conference Chair and the allocated Social Worker for a case. Mid-way reviews are planned after each review, but may also take place on an ad-hoc basis; they focus on the progress of the CP plan.
- 7.27. In the reporting year 16/17 the information was not readily collated, however since the introduction of Liquid Logic we are able to report the following:

Midway Reviews	February 18	March 18
CP Midway Reviews	22	13

Child's Voice within CP

- 7.28. Where children are in attendance, the conference chairperson will invite them into a pre meeting half an hour prior to the start as a means to supporting their engagement. Where a child is not attending a conference, the Conference Chair will encourage professionals working with the child to collect their views by the use of the child protection conference pack or the use of the MOMO app (Mind of My Own).

Parents Views

- 7.29. CIRT has continued to use the parental questionnaire; asking parents for their views on the Conference Chair's role. The completion of the questionnaire







remains optional and not all parents have been willing to complete the questionnaire.

- 7.30. During this reporting year a total 180 questionnaires have been completed, 54 from parents who have attended an initial child protection conference and remaining 126 from those parents in attendance at a child protection review conference.
- 7.31. Analysis from the 180 completed questionnaires continues to provide evidence that parents feel meetings are chaired appropriately and they feel supported during the course of the meeting by the Chairs.

8. Children Looked After










Numbers of Children Looked After

- 8.1. As of the 31.3.18 Sunderland had 618 children looked after within its service. This is an increase of 84 more children being cared for compared to the same time last year. A total of 1552 looked after reviews have been completed in the reporting year which is an increase of 41 reviews for the year. CIRT has continued to monitor its performance with regards to children looked after via the monthly IRO scorecard that was introduced in 2017.
- 8.2. The rise in numbers has a direct impact upon the work of CIRT. The rise creates increased work requirements in respect of pre child looked after visits, mid-way enquires, (held by the IRO and SW), and the frequency of reviews. Despite this increase percentage of reviews held in timescale has remained stable in this reporting year.
- 8.3. In terms of timeliness, 94% of children had their Looked After Review held within timescale, which ensures that there is a clear Care Plan designed to support and meet their individual needs.

	16/17 As at 31/03/17	17/18 As at 31/03/18	Variance	*DOT
% of CLA Reviews held in timescales	94%	94%	-	
% of CLA Reviews where YP participated within the review	97%	94%	3%	
% of CLA with an up to date care plan	93%	N/Avble		
% of CLA with an up to date PEP	81%	92%	11%	
% of CLA accommodated under section 20	24%	25%	1%	
% CLA with an up to date Pathway Plan (within 6 months)	94%	Report not available, due to IT changes		
MOMO: (Mind Of My Own) statements	139	275	136	
Viewpoint –relating to CLA review	175	143	-32	

Timeliness of Child Looked After Reviews (CLA):

- 8.4. An initial CLA review is required with 20 working days of a child becoming looked after, a second review within 3 month (91 days) and subsequent reviews 6 monthly (183 days). Reviews can be held early where there is evidence of a significant event in the child's life or where consideration is required for changes to the Care Plan.
- 8.5. Performance in terms of timeliness has remained consistent at 94%. The reasons for a child's review being held out of timescale can be seen in the table below.

Review OOT Reasons	16/17 As at 31/03/17**	17/18 As at 31/03/18	Variance	*DOT
Late Notification	1	14	+13	
Admin Error	20	31	+11	
Missing report	0	0	-	
Non Attendance By Significant Person	7	19	+12	
Non Attendance By Social Worker	0	1	+1	
Series of Meeting	4	3	-1	
Data Discrepancy	-	20	+20	
Other	-	2	+2	
Total Number of Children	32	90	+58	

** Data capture in 16/17 relates to quarter 3 and 4 only, as previous quarterly data was recorded differently.

- 8.6. The 20 issues relating to data discrepancies are linked to migration issues between CCM and Liquid Logic, this matter has been raised with the project and therefore the data will be corrected.

Participation within LAR

- 8.7. 94% of children participated in their review, however transitional migration issues have been noted, namely gaps in CCM recording prior to the CCM switch off. Therefore CIRT management is of the belief that this figure should in fact reflect, if not have improved upon last year's reporting figure of 97%. CIRT continues to utilise a number of tools to secure children's engagement in their review i.e. Pre Child Looked After Review Visits (PLV), Viewpoint and MOMO.
- 8.8. In respect of MOMO statements there has been a 37% increase on the number of statements received on last years reported figure. Whilst this figure relates to reports covering many aspects of a child's life it is positive to see the increase as it clearly evidences that TFC-Sunderland is receiving and hearing a child's views.
- 8.9. Viewpoint figures have dropped for this reporting year, this drop may be attributed to staffing issues and transitional difficulties with the move to Liquid Logic but also the increased use of MOMO an alternative method.

- 8.10. CIRT staff are aware that it is key component of their role to support children to ensure that their voice is heard and to ensure that the impact social care intervention will lead to positive changes for the individual child. In order to promote this ethos one of our officers attends the Participation Forum each quarter. Also the IRO managers attend Change Council on a quarterly basis in order to develop and maintain links around the best way to hear the child's voice on an individual basis and as a group voice.
- 8.11. CIRT have also undertaken a letter drop to all children looked after, in this reporting period which reiterates the name and contact details of their IRO and the IRO managers. We have also developed a web page, as suggested by Change Council, which contains contact details for the service.

Pre Looked After review visits (PLV)

- 8.12. A PLV is a visit, by an IRO, to a child prior to their Looked After Review. In previous reporting years data was captured differently, therefore it is not appropriate to measure like for like.
- 8.13. In this reporting period 941 PLVs have taken place. During these visits the child is given the opportunity to discuss the venue, attendees and 'agenda' for the meeting. Ideally children would be encouraged to chair their own meeting, if appropriate, and given the opportunity to identify issues important to them.

Mid Way reviews

- 8.14. A mid-way review is a contact between an IRO and the allocated social worker for a case. Mid-way reviews are planned after each review, but may also take place on an ad-hoc basis; they focus on the progress of the Care Plan.
- 8.15. In the reporting year 16/17 the information was not readily collated however since the introduction of Liquid Logic we are able to report:

Midway Reviews	February 18	March 18
CLA Midway Reviews	41	62

Education

- 8.16. The work undertaken by TFC-Virtual School Team has led to an increase in the number of children with Personal Educational Plans (PEP) to 92%; the rise in the number of PEP's has a direct impact and leads to positive progress of a child's individual educational needs which are considered with a CLA review

Children Looked After Section 20

- 8.17. There is an increase of 1% of children accommodated via S20 in this reporting period. This equates to 31 children. The increase is in keeping with the rise in the overall CLA population, which in part is due to rising caseloads for our colleagues in Social Care.
- 8.18. IRO's are mindful of the need to monitor a child's legal status within midway reviews and within CLA reviews.



Secure Accommodation Panel Reviews (SAR)

- 8.19. With regards to children who have been placed in secure accommodation under Section 25 of the Children Act 1989, (Welfare Secure) a SAR panel must be arranged within 20 working days of the Order being made and subsequently three monthly. TFC-Sunderland continues to have a reciprocal regional arrangement in place with South Tyneside and Gateshead to accommodate the SAR as there is a requirement for three IRO, one of which must be independent.
- 8.20. In the report year TFC-Sunderland has had 4 children placed in a secure accommodation. This is decreased of one child compared with the 2017 figure.

9. Dispute Resolution Procedure (DRP)

DRP Themes

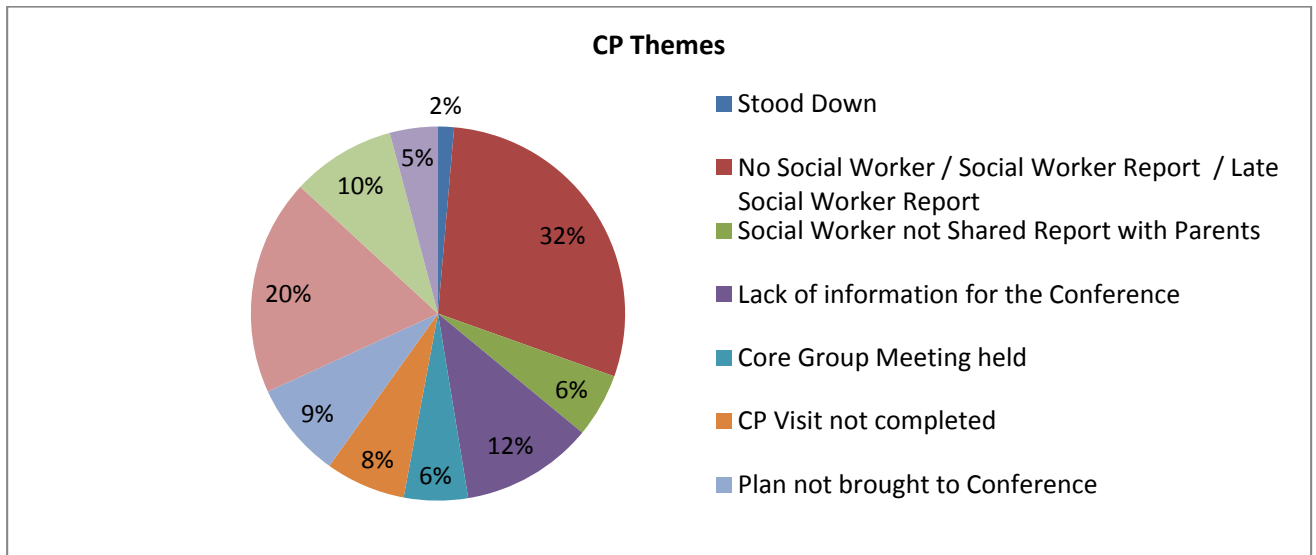
- 9.1. As of April 2017, CIRT combined its processes for raising practice issues with Social Care into one process; the DRP Process.
- 9.2. The DRP has five stages in total; the process begins with an informal DRP and progress to consultation with the Directorate. Once the DRP has been initiated the issues should be addressed within 20 working days.
- 9.3. In 2016-17 there were 89 QPI's issued and 81 DRP's, totalling 170. This figure has increased in 2017/18 to 291 DRP's issued.
- 9.4. In July 2017, Ofsted noted the modification had been made to the DRP process and stated, "...it is more supportive in influencing improvements in practice before issues are exculpated further"
- 9.5. The table below shows the number of DPRs raised in relation to child protection.

CP – DRPs	16/17 As at 31/03/17 (QPI)	17/18 As at 31/03/18	Variance	*DOT
No of DRP's Raised In Relation to Children on CP Plans	89	193	+104	
No of CP Positive Practice Raised	0	15	+15	

- 9.6. The table below high lights the different stage in which DRP's have been resolved for children subject of child protection plans in this reporting year.

CP – DRP Closure	Informal	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Total Closed
Stage at which the DRP was closed	177	4	8	3	1	0	193

- 9.7. The child protection DRP themes and issues can be seen within the pie chart below



- 9.8. The impact of DRP is individual to each child and depends upon the concerns raised. Below are examples of how the DRP process has impacted upon children with a child protection plan.

Example One

- A DRP was raised following a RCPC for 2 children, the SW failed to complete assessment work which would have supported their recommendation to end the CP plan. The Conference Chair was not able to end the CP Plan as there was no written evidence to support this action; which meant that the children remained subject to a CP plan longer than was necessary. As a result of the DRP a timetable was agreed for the required work.
- The Social Worker completed further domestic violence work and a midway review was held to ensure that timetable agreed was progressed; at the CP review the updated report was shared; it outlined the work completed with the children and the parent and it was agreed that the CP plan ended and that a Child in Need plan would support the children moving forward.

Example Two

- A DRP was raised for three children which questioned their legal status, the requirement for individual Care Plans and agreement re timescales for the completion of assessment work; including the need for a schedule four assessment of the children's auntie to support the children's long term plans.
- Following the initiation of the DRP and discussion TFC-Social Care agreed that the children were in fact children looked after and a schedule four assessment was completed. The children's CP plans then ended and their care plan was commenced and reviewed to ensure that planning was progressed timely for the children.

Example Three

- A DRP was initiated following an RCPC where a 17 old sibling return to the family home without the completion of an assessment despite the fact that he was presenting with concerning behaviours.
- The DRP led to appropriate safeguards being put in place whilst assessment work was undertaken.

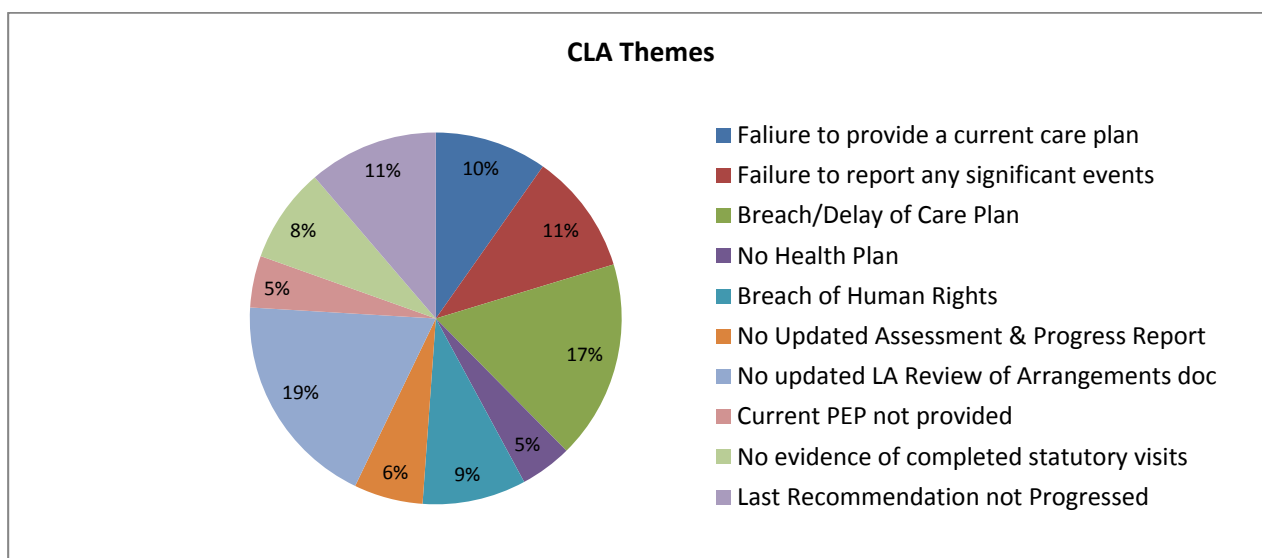
9.9. The table below shows the number of DPRs raised in relation to children looked after

CLA - DRP	16/17 As at 31/03/17	17/18 As at 31/03/18	Variance	*DOT
No of DRP's raised	81	98	+17	↑
No of CLA Positive Practice Raised	Not previously recorded	14		

9.10. The table below highlights the different stage in which DRP's have been resolved for looked after children in this reporting year.

CLA – DRP Closure	Informal	Stage 1	Stage 2	Stage 3	Stage 4	Total Closed
Stage at which the DRP was closed	91	4	3	0	0	193

9.11. The children looked after DRP themes and issues can be seen within the pie chart below:



9.12. The impact of DRP is individual to each child and depends upon the concerns raised. Below are examples of how the DRP process has impacted upon child/children looked after:

Example One

- DRP initiated due to a 15yr old child being placed in an unregulated placement, outside of Sunderland area. The IRO had concerns that the placement was unable to meet the needs of the child both in terms of their social and educational needs.
- The issue of the DRP lead to a review of the child's placement and care plan. The outcome of this was that the child returned to Sunderland where they were able to access an appropriate education provision.

Example Two

- A DRP was initiated due to a child not having a clear permanency plan at the time of the second looked after review.
- Following the initiation of the DRP in September the case was tracked by the IRO and a further LAR was held on the 18/10/ 17 where a plan of permanence via adoption was agreed as the best plan for child.

Example Three

- A DRP was raised due to drift and delay in care planning for sibling group of two as assessment work had not been undertaken.
- The initiation of the DRP lead to new social worker being appointed for the children, and a six week timetable being put in place to progress the assessment that was required of parents. There was an Increase in direct work between the social worker and children to gather the children's views and wishes which were used to inform their long term plan. The outcome for the children was that there plan of permanence was achieved via long term fostering

- 9.13. Overall there has been an increase with regards to the number of DRPs initiated; however CIRT Management is aware that there are inconsistencies in DRP initiation. Having considered this, there is one presenting barrier which is the preference of IRO/CC's to use their relationships with social work to resolve matters; whilst this can be effective the presenting difficulty is the failure of the IRO/CC to then complete a DRP. In essence there is no evidence of the CIRT footprint
- 9.14. Another issue is that of time pressure of caseload as it becomes difficult for staff to manage the DRP process. CIRT staff are encouraged to consider the need for cultural change: the initiation of a DRP, on a child behalf, is not a separate function to their role but central to their role to achieve best outcome for children. It is also anticipated that our new IT system Liquid Logic will streamline the DRP process to assist with capacity issues.
- 9.15. CIRT management are working with CIRT staff via training and with social care staff to support an acknowledgement that the DRP process is there to identify difficulties and improve life outcomes for a child.
- 9.16. When a DRP is evidenced, as sighted in the examples, it leads to a change for the individual child; the next stage is to ensure wider service learning in order to reduce the risk of similar events occurring for another child.

Positive Practice

- 9.17. Whilst the CIRT has a key role to play for children in addressing areas of poor practice it also has a key role in supporting and evidencing areas of good practice.
- 9.18. Within this reporting year CIRT has developed a recording method to capture positive practice. The service also notifies the Customer Feedback and Complaints Team of positive DRP's. There have been a total of 14 notifications by CIRT to Social Workers and their Team Manager advising them of identified good practice, which has led to timely and positive outcomes for children.

10. Foster Care Reviews

- 10.1. Within TFC-Sunderland currently there is a total of 267 Foster Carers. This number includes 86 Connected Foster Carers (A Connected Carer is a person who is a family member or friend of the child and is approved by TFC-Fostering to look after a named child) and 181 Foster Carers.
- 10.2. Foster Care Reviews are required on an annual basis. In this reporting year there have been a total of 212 Foster Carer Reviews. These reviews are undertaken by the Foster Care Review Officers who are situated within CIRT.
- 10.3. The reason for the differentiation between the total number of Foster Carers and the total number of reviews is due to Foster Carers leaving and new registrations with TFC-Fostering where a review has to be completed within the first 12 months of a Foster Carer becoming registered.
- 10.4. In this reporting year five carers had two reviews within the 12 month period as per reasons outlined below:
 - 2 were due to professional standard concerns, having been raised during the review period.
 - 2 were due to Designated Officer (DO) concerns.
 - 1 was due to an overlap from last year's annual scheduling.
- 10.5. 189 reviews were completed within timescale giving an output of 89%. 23 reviews occurred outside of the timescale. There are a number of reasons why annual reviews have gone out of timescale, from staffing issues to the availability of the foster carer themselves, to investigation being undertaken on the foster carer due to safeguarding or professional standard issues.
- 10.6. In 2017/2018 work has been undertaken with the Fostering Manager and CIRT management to not only improve the timeliness of Foster Carer reviews but also to improve upon the quality and increase of other professional input.
- 10.7. It is hoped that undertaking this work will lead to improved standards of care and a greater period of stability for children placed in foster care, as the foster carer and organisation will be able to deliver more targeted resources.

11. Designated Officer (DO)

- 11.1. Enquiries to the Designated Officer have risen from 302 to 406. 180 of the 406 met the threshold for referral to an Allegation Management Meeting. The remaining 226 enquiries did not meet the threshold however advice and guidance was offered.
- 11.2. The ongoing increase in referrals would suggest that awareness raising work being undertaken by DO continues to underpin a greater referral rate therefore leading to appropriate safeguards being put in place when there is a concern for adults working with children.
- 11.3. A total of 158 cases have been concluded within this report year with the following outcomes:-
 - 60 were substantiated;
 - 4 were false - No further action
 - 1 was malicious – No further action
 - 22 were unfounded - No further action

- 61 were unsubstantiated. No further action
- 10 were cancelled.

11.4. The Designated Officer continues to work with organisations across the public, voluntary, private and independent sector to ensure that the impact of this work is safeguarding children and limiting adult's access to children when there is a concern about them.

12. CIRT Feedback

Professionals, Parents and children themselves have provided examples of positive feedback with regards to work practice and support offered by CIRT:-

Fostering Social Worker January 2018 re IRO

"Parents felt that review had been chaired well and they felt listened to and appreciated for the work they have done over the past year for them"

Parent November 2017 re their attendance at Child Protection Conference

"that IRO is really nice, she made me feel at ease and not as scared as I thought I would be".

Parent February 2018 re Professionals at Child Protection Conference

"Everyone involved with the CPP has been so supportive and helped changed mine and my son's lives with respect to recognise domestic violence and any risks posed to either myself or my son"

Family solicitor January 2018 re Child Protection Conference Chair

"I wanted to take the time to tell you I thought CP Chair did an absolutely fantastic job in managing what was a very difficult Conference for a variety of reasons. The Conference required a significant amount of sensitivity. I thought XX managed the Conference really well and treated the parents very fairly indeed. They were however tough with the parents when needed but took the time to assist both parents emotionally."

Northumbria Police re Child Protection Conference Chair

An ICPC was held on Child A which had to be split between parents and you dealt with the meeting in an extremely professional way. Child A's father was dismissive of concerns and he tried to deflect from the situation and you asked him to focus on the impact of the current situation on Child A. You encouraged discussion amongst professionals as to whether the child (ren) met the criteria for CPP or if they could be supported under another provision.

Foster Carer November 2017 re Fostering Reviewing Officer

"felt the review was positive for the carer and the Fostering Reviewing Officer picked up the strengths of my fostering well and reflected them back to me..."

Residential Unit January re IRO

Thanks for the support you have afforded Child B and us during the time you have been acting as his IRO. You have consistently strived to seek his feelings and wishes around his care and ensured he feels that this is really important. I am sure that he will remember this moving forward, especially when you travelled down to

see him in the Christmas holidays as this can so often be an emotive and somewhat lonely time for our young people.

Education re DO

Thank you very much for your time and support with this matter. Thank you for resolving the case before Easter holidays for ourselves and for the member of staff involved. You obviously gave a lot of time to this which we appreciate.

13. Partnership Working

- 13.1. The CIRT service continues to be committed to working in partnership with agencies across the multi-agency spectrum, as can be seen by staff involvement in a range of services and groups
- 13.2. CIRT is also working closely with partners with regards to the development of Liquid Logic, the new IT system, to ensure it supports the needs of all service areas. The service has reviewed and supported changes with regard to the CP report template and has continued to raise practise issues on individual cases through the use of the DRP process.
- 13.3. There has been the development of the CIRT team web page in this reporting year, responding to suggestions from our children and young people. The service held an open day in 2017 which has helped to support people's understanding of the many functions undertaken within the service.
- 13.4. The service has continued to be involved in key groups and developments:-
 - Sunderland Safeguarding Children Board (SSCB)
 - SSCB audit work in the area of child protection minutes to improve standards
 - SSCB Quality Assurance Sub Committee
 - SSCB training in relation to safeguarding children
 - Lesson learning events with multi-agency professionals to identify improvement in CP practice
 - Regional training in the area of safeguarding
 - IRO team attachment with Social Work teams to share and support learning in the area of child protection.
 - Delivery of bespoke training for Children's Services and partners.
 - Attendance at the regional IRO manager group and the development of an IRO Regional Conference, planned for the 10.10.18
 - Attendance at the Cooperate parenting board and Security Panel
 - Publication of quarterly reports

14. Achievements in 2017/18

- 14.1. In the 2016/17 Annual Report CIRT identified a number of priorities for the service. A full breakdown of this can be seen in Appendix 2. We are hopeful that these changes will improve the stability of the team which in turn will lead to a more robust team, who are able to take forward the improvement plan for next year, thus improving outcomes for children/young people in Sunderland.

15. Conclusion

- 15.1. Within the reporting year the service, along with colleagues in TFC–Social Care have seen an increase in work; and we have been part of TFC-Sunderland Ofsted monitoring visits. Within the Ofsted report from the visit of the 14th July 2017,

comment was made around the improvements within CIRT and the positive contribution/influence that CIRT were having for the children of Sunderland.

- 15.2. The challenge for CIRT is to maintain progress whilst at the same time managing the demands of an increased work load, along with the complexities of a new IT system and the progressing of TFC-Sunderland as an organisation.



Signature:

Kim Roberts



Gavin Taylor

Date: 3/8/18

Appendix 1 - Parent/Carer questionnaire

Child Protection Conference Feedback Form for Parents and Carers

Family Name _____ (Please Print)

Date and Time of Conference _____

Chairperson _____ (Please print)

Type of Conference:

Initial ☐

Review ☐

Transfer In ☐

Parents/carers we would be grateful if you could spend some time completing this form.

1) The Chair explained to me before the meeting what was going to happen

Strongly Agree

Agree

Disagree

Strongly disagree

☐☐☐☐

2) The Chair supported me so I was able to share my views within the conference

Strongly Agree

Agree

Disagree

Strongly disagree

☐☐☐☐

3) The concerns for my children were clearly explained with the conference

Strongly Agree

Agree

Disagree

Strongly disagree

☐☐☐☐

4) I am clear about what needs to change/happen for the conference to be able to consider ending the Child protection plan

Strongly Agree

Agree

Disagree

Strongly disagree

Not

Applicable

☐☐☐☐☐

For review Conference only

5) The Child Protection Plan helped my family achieve positive change

Strongly Agree

Agree

Disagree

Strongly disagree

☐☐☐☐

Is there anything else that you would like to tell us which might help us improve the experience for parents attending a Child Protection conference?

Thank you for taking the time to complete this feedback form.

Appendix 2 - CIRT Priority Plan 17-18

Priority 1: CP & CLA Recruitment Outcome: To recruit to all permanent positions within the CIRT Services					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
To seek to appoint to CIRT business manager	In the interim a seconded opportunity to be offered. Short listing and interviewing will lead to the successful appointment of CIRT business manager	Sue Carty Gavin Taylor Kim Roberts	8 th May 2017 30 th July 2017	Achieved	From April –June 2017 a secondment to the Business Manager post was achieved with the permanent position being successfully recruited in July 2017
All new IRO appointees to be in post no later than June 2017	In June that there will be no longer a requirement for agency staff in the CIRT Service	Gavin Taylor	25 th May 2017	Achieved	All appointees took up their permanent positions by the end of May 2017
Fostering Reviewing and Reg. 44 Officer to be in post by 10.5.17	That post holder started in post	Gavin Taylor	9 th May 2017	Achieved	Successfully recruited in May 2017

Priority 2: CP & CLA Improve the CPCC/IRO Footprint and challenge on the child's behalf Outcome: Further increase the "footprint" of the CPCC and IRO on the child's case file in progressing plans and evidencing challenge					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
That prior to conference every child over the age of 4 years has the opportunity to communicate / contact their identified CPCC and that the CPCC records this contact on CCM thus evidencing the CPCC's footprint.	Measure improved performance data.	IRO/ IRO Manager & Performance Team	September 2017	Partially achieved	Work within the area of CPCC'S and child engagement remains ongoing. Children over the age of 8yrs, in keeping with the updated SSCB procedures are invited, where appropriate to attend ICPC/RCPC'S.
Every looked after child has a mid-way review and all IRO contact is recorded on CCM thus evidencing the IRO footprint	Measure improved performance data	IRO/ IRO Manager & performance	To be reviewed in the quarterly	Partially achieved	Within CCM it was not possible to collate this data electronically. Following the transition to LL data has collated and has been provided within the report

Priority 2: CP & CLA Improve the CPCC/IRO Footprint and challenge on the child's behalf Outcome: Further increase the "footprint" of the CPCC and IRO on the child's case file in progressing plans and evidencing challenge					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
		team	reports		
Pre CLA visits to be completed 5 days prior in order to capture the voice if the child	Evidence to be gathered via performance data	IRO/ IRO Manager and Performance team	Monthly audit	Partially achieved	Due to the limitations of CCM data collection, this figure was not accurate. Since the implementation of LL in February 2018 the figure stands at 942

Priority 3: The Voice of The Child Outcome: To strengthen evidence that the child's voice / participation is LAR's and CP conferences informs the decisions made on their behalf					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
Increase use of MOMO/Viewpoint within child protection conferences and LAR's	Evidence the use of MOMO /Viewpoint statements within CLA minutes	CPCC's/IRO's	Monthly via the IRO score card	Partially achieved	There is ongoing promotion for the use of MOMO for children subject of CP, however the number of returns remain relatively low. All CPCC's have been trained with regards to MOMO, but ongoing work across TFC-Sunderland is required to embed and promote its use.
Work effectively with Change Council members to promote the CPCC/IRO presence and utilise the advice offered by Change Council to inform our service development. To develop a web page	Develop a CIRT service web page for young people	CIRT Management & Change Council YPO	February 2018	Achieved	CIRT management have met with Change Council on a quarterly basis. As a result a CIRT web page has been developed.

Priority 4: Integrate business support team into the IRO

Outcome: To have admin service that is fit for purpose in the supporting of the IRO business

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
IRO admin service to support the service to meet its statutory requirements in terms of the distribution of CP & LAR minutes and plans to reduce the current backlog	Improvement to be achieved with regards to performance in this area	Temp IRO Business manager	30 th July 2017	Partially achieved	<p>CIRT business support, have throughout this year worked intensely to address a CP backlog of minutes distribution. In July 2017 there were 175 outstanding pieces of work</p> <p>As of 31.03.18 CIRT Business support had reduced the figure to 23 pieces of work.</p> <p>In addition to this work CIRT business support, in keeping with the rest of TFC had to adapt to the implementation of Liquid Logic. This process in the short term has led to additional pressures. CIRT management maintain an oversight re outstanding business tasks and continue to seek solutions to the pressures faced</p>
Appointment of business manager to support the IRO service with reference to performance data	Monthly scorecard	Business manager/IRO manager	Monthly	Achieved	CIRT has a far greater understanding of its performance and areas of pressure since the permanent appointment of the CIRT Business Manager in July 2017. The impact of this appointment has led to the streamlining of processes and a strengthening in the performance data that CIRT provides to senior management.

Priority 5: Strengthen working relationship with Social Work Team Outcomes: To ensure that the CIRT service has an effective working relationship with the child's social worker					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
CIRT service to maintain and develop on going team links with Social Worker team	That there open discussion between IRO services and the Social worker team to develop a respective relationship whereby there sharing of knowledge between the services	IROs with IRO management oversight	Quarterly	Achieved	Links are re-considered to accommodate change team structures
Reintroduction of IRO and Team Manager quarterly meeting	Improved working relationships	Service Manger Children's Social Care	Start date Summer 2017	Partially achieved	Achieved in quarter 4, however this needs to be in place in every quarter to ensure the sharing of information, themes and issues
IRO managers to continue to meet with Service Managers to progress discussion around case themes and issues	Improved working relationships	IRO manager	July 2017	Partially achieved.	There have been difficulties in progressing regular dates however two meetings have been held, and this will be taken forward in the coming year

Priority 6: Further develop IRO training matric and improve training opportunities for IRO's Outcome: To ensure that the CIRT service has a training programme to meet staff needs					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
All IRO/CPCC's to be registered on the City Sunderland learning Hub	That there increase in IRO/CPCC engagement in the IRO training. All IRO/CPCC to attend the minimum of two training events in a reporting year	IRO	1 st June 2017	Achieved	The Learning Hub is accessed by staff to promote learning

Priority 6: Further develop IRO training matric and improve training opportunities for IRO's
Outcome: To ensure that the CIRT service has a training programme to meet staff needs

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
Every IRO/CPCC to undertake appropriate training to support their personal learning	Every IRO/CPCC will complete a minimum of one day's professional training	IRO's	31 st March 2018	Achieved	In this reporting year CIRT staff have undertaken the following pieces of training:- Liquid Logic, MOMO, Health and Safety, Strengthening Practice.

Priority 7: Strengthen CIRT Services Quality Assurance and Safeguarding Oversight
Outcome: Ensure that emerging themes are fed into the QA framework and training programme

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
To utilise the information provided by the IRO scorecard; to identify themes and performance issues within areas of looked after children and child protection	That improvement use performance data lead to over service improvement	IRO management	Quarterly	Achieved	Prior to the implementation of LL, CIRT data was collated and considered on a weekly basis; the impact of TFC's transition to Liquid Logic has been felt in the area of performance management. The Performance Team and CIRT management have worked together to re-establish the data required for the CIRT scorecard. It is anticipated this will be reintroduced no later than May 2018.
IRO management to completed auditing on IRO's	Monthly audit are completed and the information is used to inform practise development.	IRO management	Monthly	Achieved	IRO managers are notified, by the Quality Performance team of audits throughout the year

Priority 7: Strengthen CIRT Services Quality Assurance and Safeguarding Oversight
Outcome: Ensure that emerging themes are fed into the QA framework and training programme

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
Peer observation to continue to be undertaken on quarterly cycles to support peer learning	Improve consistency of practise by IRO's	IRO's	Bi monthly	Partially achieved	A quarterly peer observation schedule was prepared however the success of this this has been impacted upon by increasing demands and caseloads.

Priority 8: To strengthen the CIRT Service profile within Sunderland
Outcome: CIRT Service to become a respected and utilised resource to support better outcomes for children / young people within the City

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
All IRO's to identify a lead in key areas of work within Together for Children and with partner agencies.	Increased membership of appropriate steering groups	IRO's IRO management	February 2018	Achieved	We have identified staff in key areas: as detailed in section 2

Appendix 3 – CIRT Priority Plan 18-19

Priority 1: Recruitment / Retention Outcome: To maintain a stable permanent work force within the CIRT					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
To ensure that the Staff team are afforded regular reflective supervision	Data re supervision to be captured and reported on monthly	Gavin Taylor Kim Roberts Heather Sutherland	March 2019		
To actively recruit to any vacant post and manage absence, retirement or resignation	Short listing and interviewing to be initiated ASAP following any job vacancy.	Gavin Taylor Kim Roberts Heather Sutherland	March 2019		
All new staff to CIRT to be involved in TFC-Sunderland induction programme	Staff to be aware of TFC-Sunderland's organisational aims/ policies and procedures.	Gavin Taylor Kim Roberts Heather Sutherland	March 2019		
To nominate staff in recognition of their contribution to the work of CIRT	Increased nomination	Gavin Taylor Kim Roberts Heather Sutherland	March 2019		

Priority 2: Improve the CPCC/IRO Footprint on Liquid Logic & DRP Challenge on the child's behalf Outcome: Further increase the "footprint" of the CPCC/IRO on the child's case file in the progress of plans and in evidencing challenge					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
That every child subject to a CP plan or a Care Plan has a mid-way review and that all CC/ IRO contact is recorded on LL thus evidencing the IRO footprint.	Improved performance data, as reflected within Liquid Logic	Gavin Taylor Kim Roberts Heather Sutherland	Reviewed monthly on IRO scorecard		
Pre Looked After visits to be	Improved performance data, as	Gavin Taylor	Reviewed		

Priority 2: Improve the CPCC/IRO Footprint on Liquid Logic & DRP Challenge on the child's behalf Outcome: Further increase the "footprint" of the CPCC/IRO on the child's case file in the progress of plans and in evidencing challenge					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
planned and completed prior to the planned review in order to effectively capture the voice of the child.	reflected within Liquid Logic and through IRO audit work	Kim Roberts Heather Sutherland	monthly on IRO scorecard & within CC/IRO audit		

Priority 3: The voice of the child Outcome: To evidence that the child's voice and participation in LAR's and CP conferences informs the decisions made on their behalf					
Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
Increase use of MOMO/Viewpoint and Children's Conference Packs within looked after reviews and child protection conferences	A noted increase in recorded statements and evidence within CLA and CP minutes of consideration to the completed summaries	IRO/CC's	Reviewed monthly on IRO scorecard & CC/IRO audit		
Work effectively with Change Council members to promote links with the IRO/CC's. Utilise the advice offered by Change Council to inform our service development	Quarterly attendance to be achieved, with additional attendance as required.	CIRT management IRO/CC Change Council Young People's Officer	March 2019		
To support children to consider chairing their own LAR's	An increase in the number of children chairing their LAR's	IRO/CC	March 19		
To nominate children for award and attend award ceremonies	Increase in nominates from CIRT	IRO/CC	February 2019		

Priority 4: Integrate Business Support Into the IRO Team
Outcome: To ensure that business support staff are able to manage the completed of CIRT Tasks in line with statutory requirements

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
CIRT staff including Business Support to achieve statutory timescales in terms of the distribution of LAR/CP minutes and reduce the current backlog	All minutes to be distributed within statutory timescales with detail of outstanding work being recorded on the monthly scorecard	IRO/CC Business support staff Gavin Taylor Kim Roberts Heather Sutherland	March 19		
Business support staff to be included in planned CIRT development days	Attendance to be achieved	Gavin Taylor Kim Roberts Heather Sutherland	Twice a year		

Priority 5: Strengthen working relationship with social care staff
Outcome: To ensure that the CIRT has an effective working relationship with children's social worker

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
CIRT to maintain and develop team links with Social Worker team	That open discussion between the CIRT and the Social Worker teams is maintained in order to ensure that respectful and positive relationship reinforcing Working Together principles; this will be evidenced in team links and reflected in CIRT team meeting minutes	IRO/CC's	Monthly		
Maintenance of IRO/CC and Team Manager quarterly meeting	Improved working relationships	Service Manger Children's Social Care	Summer 18		
HOS and IRO managers to continue to meet with Service Managers to progress discussion	Improved working relationships	Stacy Hodgkinson Gavin Taylor	Summer 18		

Priority 5: Strengthen working relationship with social care staff**Outcome: To ensure that the CIRT has an effective working relationship with children's social worker**

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
around case themes and issues		Kim Roberts			
Arrange annual Open Day	Increase attendance	IRO/CC's Gavin Taylor Kim Roberts	Summer 2019		
To share areas of expertise with others	An increase in CIRT staff running training sessions	IRO/CC's	March 2019		

Priority 6: Further develop IRO/CPCC Training matrix and improve training opportunities for staff**Outcome: To ensure that the CIRT has a training programme reflective of staff needs**

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
All SW staff to be registered on the City Sunderland learning Hub	An increase in IRO training, evidenced through the CIRT training log. All IRO/CC to attend a minimum of two training events in a reporting year	IRO/CC	March 19		
Every IRO/CC to undertake appropriate training to support their personal learning	Every IRO/CC will complete a minimum of one day's professional training	IRO/CC's	March 2019		.

Priority 7: Strengthen CIRT services quality assurance and safeguarding oversight**Outcome: Ensure that emerging themes are fed into the QA framework and training programme**

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
To utilise the information provided by the CIRT scorecard; identity themes and performance issues	That themes emerging from an evidence base, (performance data /CIRT Score card) lead service improvement for CIRT and Social Care	Stacy Hodgkinson Gavin Taylor Kim Roberts Heather Sutherland	Quarterly		
CIRT management to complete monthly auditing on identified cases	Monthly audit are completed and the information is used to inform practise development.	Stacy Hodgkinson Gavin Taylor Kim Roberts Heather Sutherland	Monthly		
Peer observation to continue to be undertaken on a quarterly cycles to support peer learning	Improve consistency of practise by IRO/CC's	IRO/CC's	Bi monthly		

Priority 7: To strengthen the CIRT service profile within Sunderland

Outcome: CIRT service to become a respected and utilised resource to better support outcomes for children/young people within the City.

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
IRO/CC's to be encouraged to lead in key areas of work within Together for Children and with partner agencies.	Increased membership of appropriate steering groups	IRO's Stacy Hodgkinson Gavin Taylor Kim Roberts	February 2019		

Priority 7: To strengthen the CIRT service profile within Sunderland
Outcome: CIRT service to become a respected and utilised resource to better support outcomes for children/young people within the City.

Action	Success measure(s)	Lead	Time	RAG Current	Progress Update
IRO managers to participate in regional IRO manager group	IRO managers to achieve regular attendance and take active roles to support improvement in service	Gavin Taylor Kim Roberts	March 2019		
Develop an annual programme of meetings with partner agencies: Police Cafcass	Improvement in level of understanding of one another's role, improved communication, improved systems which positively impact upon joint working	Gavin Taylor Kim Roberts Heather Sutherland	Summer 2018		