

Annual Report of Independent Reviewing Officers

2012 – 2013

London Borough of Lewisham



Introduction

The Independent Reviewing Officer (IRO) Report is a statutory requirement produced according to section 7.11 of the IRO Handbook¹ accompanying the 2010 Care Planning, Placement and Case Review Regulations. It should be made available to the members of the Corporate Parenting Board and published as a public document. The Report provides a profile of our Looked After Children and a summary of the work undertaken by the IROs and themes for further service improvement.

The IROs work with Lewisham's looked after children and young people. Each child has a named IRO. The IROs conduct reviews of the child's Care Plan, which is prepared by the social worker, ensuring that it is appropriate to the child's needs and that it is being progressed without delay. The IRO must ensure the child's views are considered in reviewing their Care Plan.

1. Independence

The IROs are placed within the Quality Assurance Service in the Children's Social Care Division of the Children and Young People's Directorate. Although IROs are employed by the Local Authority, they have a separate line of management up to the Head of Service for Children's Social Care. The IRO team sits alongside the Complaints, Representation and Access to Records Teams, and the Child Protection Chairs Team in the Quality Assurance Service. The IROs also chair Missing from Care Reviews, and Risk of Child Sexual Exploitation strategy meetings for Looked After Children, and attend some Legal Planning Meetings and Care Planning Panel. The IROs play a significant role in quality assurance, as they regularly audit Children's Social Care records and participate in Service Manager Quality Audits.

2. The IRO Team

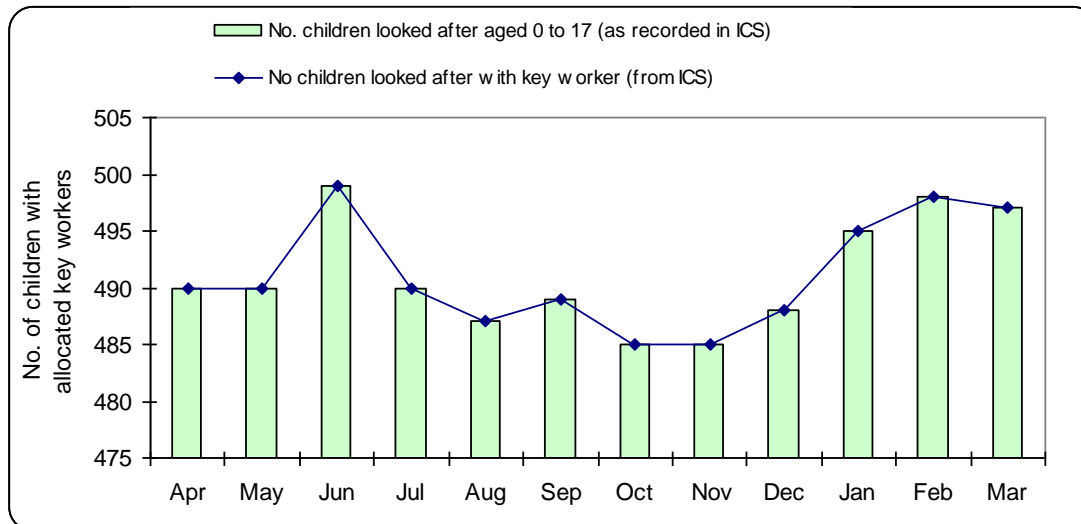
- 3.1 In March 2012 to April 2013, Lewisham Children's Social Care had seven full time IROs and a Team Manager. We have a history of good retention of our IROs which means that many of our Looked After Children have an opportunity to develop a relationship with IROs who know their history. This is important as Looked After Children have said that they find it difficult to keep having to explain their history to new people.
- 3.2 The allocated IRO remains with the child until they leave care unless the IRO leaves their post. If the child returns home and then becomes looked after again, we allocate the same IRO when ever possible. We also try to make sure we have the same IRO for a sibling group and extended family members such as cousins, unless there is a good reason not to do so. We have achieved this in every case where the IRO is still employed by Lewisham.
- 3.3 The IROs demographics reflect the diversity of our Looked After Children.
- 3.4 IRO Guidance stipulates that each IRO should have a caseload of between 50 to 70 children. Some of our IROs had more than 70 cases in 2012/13. We appointed an additional IRO in April 2013, so that no IRO has more than the recommended number. In line with best practice, we are able to allocate an IRO within 5 working days of every child becoming looked after.

¹ IRO handbook: statutory guidance for independent reviewing officers and local authorities on their functions in relation to case management and review for looked after children, Department for Children, Schools and Families (DCSF), 2010 S7.11

3. Profile of Lewisham's Looked After Children

4.1 Numbers of Looked After Children

Our Looked After population was 497 on the 31st March 2013.



Children come in and out of care all the time. Some children are supported to return to their families, whilst others cease to be in care because of alternative permanent arrangements such as Adoption or Special Guardianship. There was a sharp rise in June 2012 attributable to large sibling groups coming into care. The rise in numbers of Looked After Children in January 2013 was due to the new Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) Regulations implemented in December 2012, which made all young people remanded to custody, Looked After Children. By January 24th 2013, there were 16 additional remanded young people.

4.2 Ethnicity of Looked After Children

In Lewisham, 40% of our residents are from Black and Minority Ethnic backgrounds, rising to 77% within our school population, where over 170 different languages are spoken. In March 2013, out of the 497 looked after children the three largest ethnic groups represented were White British at 28%, Black Caribbean at 20% and Black African at 15%. White British children are over represented in our looked after population. However there is an over representation of Black boys amongst the young people looked after under custodial remand. Our Looked After Children span 27 nationalities.

4.3 Gender of Looked After Children

53% of looked after children are boys and 47% girls showing a small over representation of boys which could be accounted for by most of the new cohort of looked after children, the remands to youth detention accommodation being boys.

4.4 Ages of Looked After Children

We have looked after children of all ages. At 31st March 2013, the age spread was as follows:

Age (As At 31st March 2013)	Total	%
Under 1	28	5.6%
1	25	5.0%
2	18	3.6%
3	14	2.8%
4	13	2.6%
5	11	2.2%
6	20	4.0%
7	12	2.4%
8	16	3.2%
9	20	4.0%
10	18	3.6%
11	24	4.8%
12	34	6.9%
13	36	7.3%
14	41	8.3%
15	43	8.7%
16	55	11.1%
17	68	13.7%
Grand Total	496	

4.5 Disability or Children with Complex Needs

At 31st March 2013, 36 looked after children (7.25%) were noted as having a disability. The largest category being the 11 with autism or Asperger's Syndrome.

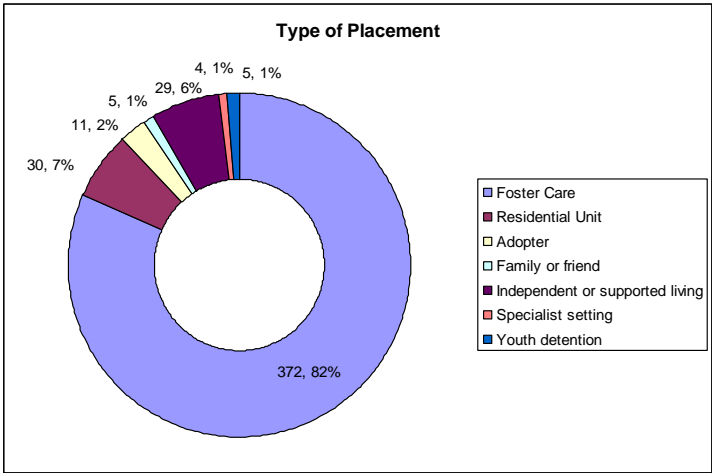
4.6 Location of Placements

- 4.6.1 42% of children are placed in Lewisham but 52% are cared for out of Borough. In London, this does not always equate with being placed a great distance from the family home or school. In some cases children just outside the local authority boundary have shorter journeys to school than they would have had whilst cared for at home. A better measure is 20-mile radius. At 31st March 2013, 16.7% of Looked After children were placed more than 20 miles from home. This is comparable to Lewisham's statistical neighbours. A random audit was carried out of 16 placements from January to June 2013 by the IRO team manager which showed that 3 were placed at a distance to safeguard them from abusive parents, 4 were remanded by the court to their placement, 1 was a baby placed with her mother who moved out of London to flee domestic violence, 3 were moved due to risk of sexual exploitation from local people, 2 were placed out of London due to risk from local gang affiliation, 1 was a child in a specialist educational placement, and 2 were matched with Lewisham foster carers who live out of London.
- 4.6.2 Lewisham's Commissioning Team has liaised with services in other local authorities to make sure children placed out of borough receive the services they need. In some cases of children placed out of borough, timely health assessments have been a particular challenge. Steps were taken with our partners in health services to make sure all Looked After Children have a health assessment within 28 days of becoming Looked After.

- 4.6.3 Lewisham has a specialist worker for Looked After children who is part of the Substance Misuse Service based in the Crime Intervention Service and in the Leaving Care Service. The role includes locating substance abuse services for children placed out of borough.
- 4.6.4 The Commissioning Team oversees the provision of CAMHS services both in and out of borough. Where there is a delay in service provision for an out of borough Looked After Child, the Commissioning Team has authorised private mental health provision in urgent cases. In Lewisham, the CAMHS Symbol team is responsible for undertaking CAMHS assessments & delivering treatment for Lewisham Looked After Children. This team works with LAC placed within a 20-mile radius, assuming that the young person is able and willing to travel in borough for CAMHS support.
- 4.6.5 The average wait from referral to assessment is approximately 7-8 weeks with 72% of LAC starting treatment within 12 weeks of referral. The current target is 99%, with a financial sanction attached.

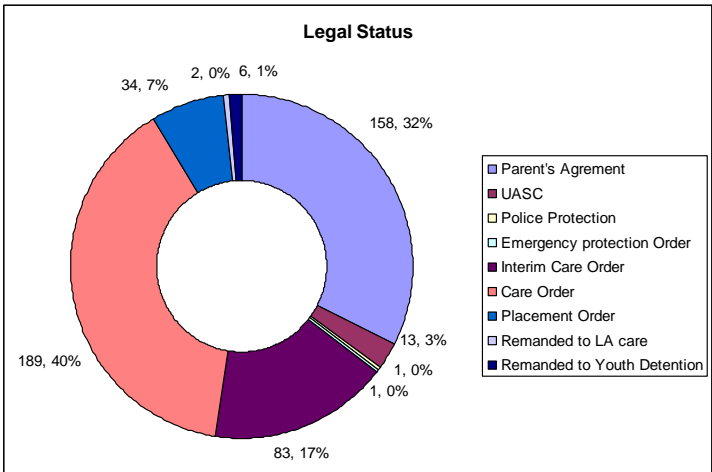
4.7 Type of Placement

At March 31st 2013:



4.8 Legal Status of Looked After Children

At March 31st 2013



4. **Participation of the child/young person in reviews.**

In 2012/13, 99.7% participated in the Looked After Review compared to 94% of Looked After Children for statistical neighbours in 2009, and national average of 97% in 2010. There has been no comparative data with our statistical neighbours since 2009 or nationally since 2010.

5. **Consultation with the Looked After Child**

- 6.1 Lewisham encourages all Looked After Children to complete a web based consultation programme called Viewpoint. The IRO also tries to see the child on their own before a review. Around a quarter of Looked After Children used Viewpoint.

The following responses were recorded in Viewpoint from 1st April 2012 – 31st March 2013

- 96% of 4-6 year olds said they feel safe where they live
- 92% of 7-9 year olds said they feel safe where they live now.
- 97% of 10-15 year olds said they feel safe where they live now
- 95% of 16+ said they feel safe where they live

Children interpret questions in different ways and a positive answer does not always equate with an adult understanding of safety. For example in one case the child said they felt unsafe because a sibling in the same placement was taking her things. Nevertheless in each case where the child gave a negative answer, the concern was explored by the IRO and social worker and appropriate action was taken where necessary.

Looked After Children and Young People told us via Viewpoint that we need to do better in the following areas.

- We need to ensure all children who have been in care for more than a year have a Life Storybook.
- We need to ensure more 4-6 year olds have friends visit where they are.

These views have been communicated to Senior Managers as issues for further improvement.

6. **What the Child in Care Council told IROs in 2012/13**

We attended Child in Care Participation events in December 12. We asked for feedback about Reviews so that we could make them better.

The Child in Care Council said	We Did
1. We don't know how to contact the IRO	- We made IRO Business cards and circulated them to all LAC. - We sent letters from the IRO to each child and young person with the IROs photo and contact details. - We published an article in the Making It Better Magazine for Looked After children explaining the IRO role and included names and photographs of all IROs.
2. Review Meetings can be Boring. Review Meetings can be too long Review meetings can be embarrassing	- We said the IRO would talk to the child or young person before the review to agree an exit strategy so that they do not have to sit through a meeting they do not want to. The IRO will also check out with the child if they are feeling bored.

Can there be a break in the middle of the meeting?	<p>The IROs will check if the child wants a break.</p> <ul style="list-style-type: none"> - The IRO will only discuss sensitive topics if they have previously asked the child or young person if they are happy to do that. - The IRO team are exploring different ways of conducting a Review meeting when the child is present- e.g. a shorter agenda starting with the child's chosen topics.
3. We do not want a change of IRO.	-We promised we would not change the IRO unless the IRO has left Lewisham or sick for a very long time.
<p>4. We do not want the Review to be held in school.</p> <p>Young people want to know who is coming to their Review and to be able to invite people they want.</p>	<p>-The IRO will ask the social worker to make sure they have discussed where the child wants the review meeting held, who they want to be there and what is a good time for them. The IRO and social worker will then make the best possible arrangement.</p> <p>- The IRO will discuss the Review arrangements as part of the participation plan in the Review meeting.</p>

We will audit how children and young people feel about their Reviews by conducting a telephone survey to see if the above actions have made a difference. This is planned for October 2013.

7. **Sharing Care Plans with the child**

The IRO team monitors the sharing of Care and Pathway plans with the child/Young person and we have found that this varies from month to month. In the period 1st April 12 to 31st March 13, the lowest percentage of plans shared in a month was 72.07% with the highest being 100%. We have set a target of 98% for the sharing of Care and Pathway Plans every month for 2013 -14, and have allowed 2% margin as this is not possible in all cases due to a lack of engagement on the part of the child or a capacity issue due to a profound disability.

8. **Review Preparation**

A Leaflet is sent to all carers, parents and young people outlining the role of the IRO and the review process.

Social workers must visit the child/young person before their review to obtain the child's views and discuss how the child would like the review to be conducted. The IRO is then required to have a pre review discussion with the social worker to plan the review.

Although these discussions were said to take place, written records were not made. In future the IROs will record the outcome of their discussion with the social worker in the child's electronic records.

9. **Children with additional communication needs**

An analysis of the monthly reports produced by the IRO Team manager shows that we need to do better at ascertaining the wishes and feelings of Looked After Children who have complex needs. The IRO Team Manager checks every case to make sure the IRO has referred to the communication profile and made efforts to communicate directly with the child. The Team Manager will audit a selection of cases in October 2013 to see if practice is improving. The Team Manager will also check if the social worker is communicating directly with the child with the assistance of a specialist where this is required.

10. **Complaints and Advocacy for children**

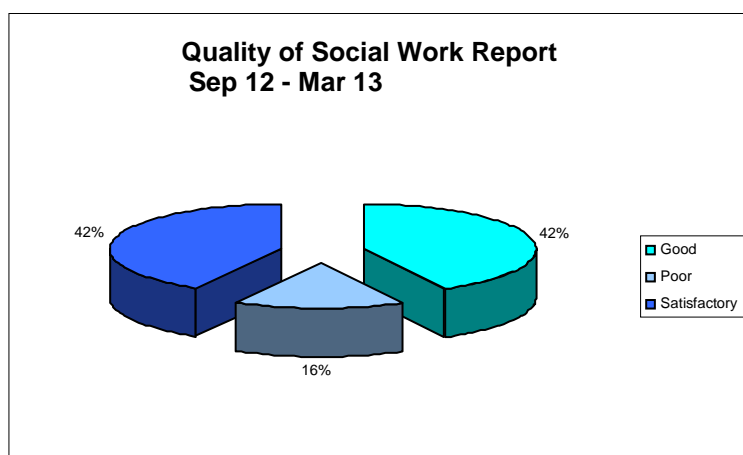
- 10.1 At every review the IRO asks the child or young person if they know what an advocate is and how they would go about getting one. The IRO asks the child or young person to explain how they would go about making a complaint. Whilst parents made the majority of complaints connected to a Looked After Child or young person, nine children

submitted complaints directly or through an advocate in 2012/13. The nine complaints were on the subject of financial assistance, a cancellation of a placement, placement move, closing of case, delay in assessment, information about leaving care arrangements, conduct of carers, housing assistance and change of caseworker.

- 10.2 One theme arising from these complaints is the need to improve information to Looked After children and Young People about their rights and entitlements.

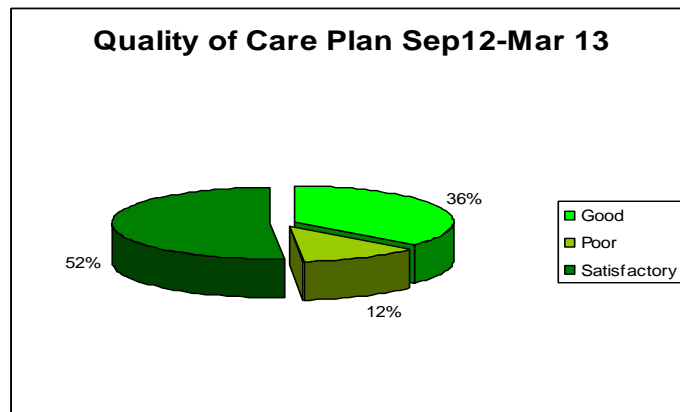
11. IRO Performance

- 15.1 99.6% of reviews were held on time. Two individual reviews were late over the past year. One was due to a late notification from the social worker and one due to a date calculation error on the part of an IRO following an adjourned review. We exceeded both our local indicator target of 99%, our statistical neighbour average of 85.8% (2012) and the national average of 90.5 % (2010). Comparative data for the end of year to April 2013 is not yet available.
- 15.2 The IRO rates the quality of the social work report for the review and records what improvements are needed in a monitoring form. This form is sent to the Social Worker, Team Manager and Service Manager.



The IRO also provides verbal feedback to the social worker for practice improvements. By the end of the year 2013/14 we aim to have no social work reports rated poor by the IROs.

- 15.3 The IRO rates the quality of care and pathway plans.
- 15.4 Lewisham was inspected in 2012 and LAC was rated as good with some outstanding features. However, one area for improvement identified by Ofsted was the quality of the Care Plan and Pathway Plans. In response to this, the department carried out mandatory training for all social workers and put systems in place for team managers to check the quality of Care Plans. Every time an IRO completes a review, they rate the quality of the Care Plan in the review monitoring form, which also goes to all team managers, and service managers so that action can be taken to ensure every child and young person has a plan appropriate to their needs.



This data now gives us a baseline to measure future performance.

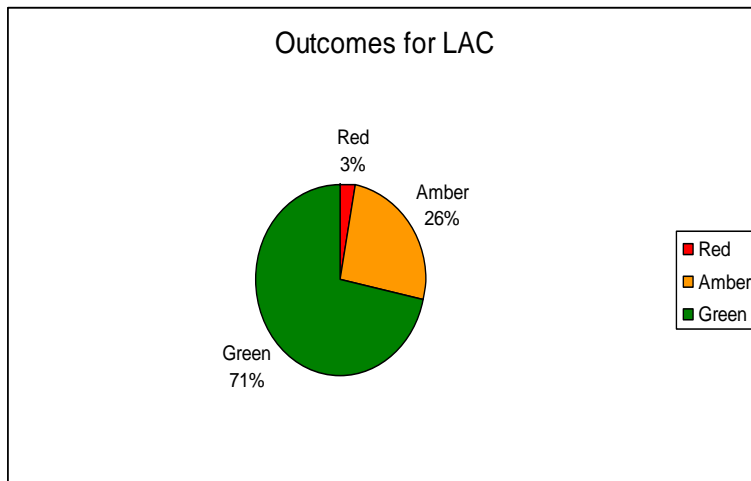
We aim to reduce poor Care Plans to nil by the end of 13/14 by ongoing mandatory training for all social workers and team managers on care plans. Practice Improvement officers will support social workers struggling with care and pathway plans. Team Managers will take responsibility to quality assure social work reports and care plans and authorise them. IROs will bring a poor care or pathway plan to the attention of Service Managers.

- 15.5 Where the care plan is poor the IRO always propose changes to the care plan for consideration by the team managers within 5 working days. In order to facilitate continued improvement, the IRO team manager has met with social work team managers and practitioners to draw up guidance on expectations for social workers in updating the Care Plan and Pre Meeting Report.
- 15.6 We wish to focus particularly on transition plans for children and young people with complex needs who are likely to need extra support as adults by working seamlessly with Adult Social Care. A protocol with Adults Services needs to be drawn up to improve these services.

13 **An Outcomes focused service**

We have started rag rating cases since September 2012. A case is rag rated Green if the child is achieving good outcomes and there is a good care plan in place. A case is rag rated Amber if there is a good care plan and an active network of support in place but good outcomes are yet to be realised. Examples include, young people who may be substance abusers, who are offered substance abuse services, but yet to be drug free. A case is rated Red where the child is achieving poor outcomes and the care plan is poor, or not being achieved due to a poorly functioning support network. Service Managers look at Red rated cases instantly after the review and immediate action is taken to address shortfalls in service provision.

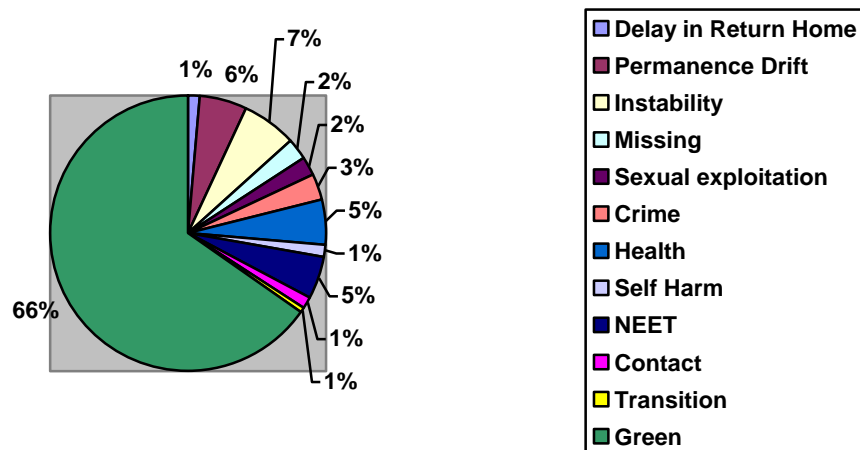
September 2012 – March 2013 is:



This shows that about 71% of looked after children are achieving good outcomes. 26% of Looked After children social workers have made sure that good care plans are in place to support the children to work through challenging issues and achieve the desired outcomes. We know that this can take time. In a 3% of cases, the Care Plan and outcomes for the child have been poor and prompt action was taken to address this at Senior Management level.

14 Ambers in Perspective

RAG Rating of all Reviews - Sept 12 - March 13



The IRO team manager will track the amber cases to see how many turn green within 12 months. We will know that if an amber case turns green the care plan is making a positive difference to our cohort of children with challenging issues. Where it is not working, the long term analysis will highlight topics for further discussions with service providers in the partnership about the efficacy of their interventions.

15 Escalation of concerns and monitoring

- 15.1 In 95.4% there are either no concerns or the concerns resolved through on going monitoring. In 4.6% (23) of cases the IROs have had to raise a formal QA Protocol Escalation. All were resolved internally with no escalations to CAFCASS. Details of these escalations are in the Appendix 1.
- 15.2 All cases are monitored between the first and second review by an IRO to make sure there is a clear plan in place, including any contingency plans for permanency. The IROs also target cases for monitoring where there is concern about important actions not being progressed in a timely way. In 12/13 IROs have monitored social work practice in 32.04% of cases. The IRO pursues the matter until the action is completed. Some examples of good outcomes have been:
- One child needed a school place and there was a delay in another borough allocating a school place. Following IRO involvement, a school place was identified.
 - In one case, a change of placement was needed for the child. The IRO followed this up and a placement change was agreed.
 - In one case the IRO monitored the timely provision of CAMHS services for a child suffering trauma. The SW followed up and received a schedule of work from CAMHS within the following fortnight. Subsequently the IRO carried out a pre review visit to the children during which the child disclosed historic abuse. This was investigated. The child is now said to be more stable

16 Additional Audits carried out by the IRO Team

Audit of Care Plans: The IRO team Manager conducted an audit of Care Plans in November 2012. Recommendations were made to improve care plans. Follow up audits in October 13 and March 14 will gauge improvements made in Care Plans.

Permanency Audit: In September 2012 8 cases rated amber for delay in achieving permanence were audited.

Finding	Action
1. Too many attempts made to engage parent for a plan to return child home.	- Alternative plan must be progressed in parallel. -Clear timescales for reviewing success of plan to be built in to social work plan of work.
2. Parenting assessment not successful at midway point but plan not changed until later.	-If a parenting assessment is going badly the Social Worker and Team manager should request a Legal Planning Meeting to discuss whether the process can be expedited.
3. Children with multiple placement breakdowns need specialist supported carers or placements in order to achieve permanency	-These children must be discussed with the service managers for the social worker and Placements Team in order to identify provision. -Alternatives to the Multi Treatment Foster Care Project to be discussed at Senior Management Team.
4. IRO closed escalation based on a verbal assurance that placement matching would progress.	-IRO not to close an escalation until tasks have been completed and actual progress has been achieved for the child.

Adoption Case Audit : In February 13, the IRO service conducted an audit of recording in Adoption cases. It was found that practice was very good, child centred and focussed on outcomes but that the recording of the Adoption Support Plans needed to be improved. In some cases the IRO had rated the Support Plan as good even though they were not SMART. Clear expectations have now been implemented by the IRO service which should improve the recording of the Adoption Support Plans.

17 **Quality Assuring the IROs**

The Team Manager and Service Manager for Quality Assurance have observed IROs chairing Review Meetings in 2012 -13 and found them to be of a good standard. However further checks found that not all IROs had recorded the outcome of targeted monitoring between reviews. The Team Manager for the IROs has informed IROs that they must do this and randomly checks cases to ensure compliance. The Team Manager receives weekly management reports to make sure IROs are completing their written work on time. The Team Manager also randomly checks the quality of IRO recommendations. In all cases bar one , the IRO recommendations were SMART. The IRO was reminded to set timescales.

18 **Complaints and Compliments about IROs**

No complaints were received regarding the IRO service.

The Children and Young People Directorate received 3 compliments about the work of the IRO. A professional praised the IRO for effective chairing of review meetings. A Parent thanked the IRO for pursuing the provision of a placement. A foster carer thanked the IRO for the work done with a young person.

19 **Developments Achieved in 12/13**

- Child Sexual Exploitation : All IROs attended training on sexually harmful behaviour and on sexual exploitation. The effectiveness of intervention on CSE is reported annually to the LSCB by the Quality Assurance Service Manager.
- Introduction of Rag Rating cases by outcomes
- Collation of statistics on quality of social work reports and care plans

20 **Challenges for 13/14**

- Placement Stability: The Service Manager for Looked After Children is setting out a strategy to improve placement stability.
- Remands into Youth Detention Accommodation
Young People Looked After through being remanded into youth detention accommodation. The challenge in meeting the needs of these young people is exacerbated by the restrictions of being in detention. Clearly, for these young people the Local Authority has less control over education and health provision and the young person has less choice in how they want their review conducted. Many are no longer looked after by the time of their first review as they have returned to court and been granted bail. Others are only looked after for the duration of one review before being bailed or their trial being concluded. The IROs have been instructed to draw up parallel plans to support them in developing positive futures when the young person returns to the community.
- Quality of social work reports for reviews so that 95% are rated good or satisfactory by IROs in year 13/14.
- Quality of care plans and pathway plans so that 100% are rated as good or satisfactory by IROs in 13/14.

21 Recommendations

Reason	Action	Lead	Timescale	Evidence of Implementation
1.Children's Participation	Improve take up of Viewpoint consultation. Improve accessibility by promoting use of the help line.	Service Managers for Quality Assurance and Looked After Children.	2013 -2014	Viewpoint use to increase to a target of 30% in by March 2014.
2. Children and Young People's experience of Reviews to have Improved.	<ul style="list-style-type: none"> IROs to ask social worker for child's wishes regarding their review arrangements. IRO to record pre review visit and discussion in ICS 	Team Manager for IROs	December 2013	Telephone survey of 20 randomly selected Looked After Children September 13 and February 14 will show 95% of children are happy with the Review.
3. Enhancing children and Young People's sense of belonging and identity	IROs to state Life Story Work should be completed by 3 rd review	SM LAC, LCS	March 31 st 2014	Viewpoint Report will show this is no longer a top issue by end of year 13/14.
4. Quality of Care Plans and Social Work Review Reports	IROs will provide verbal and written feed back to the social worker on how the social work report and care or pathway plan must be improved.	Service Managers for Quality Assurance and social work services.	September 2013 March 31 st 2014	IRO Monthly monitoring form reports will show a 95% of social work reports will be rated as satisfactory or good and no care plans will be rated as poor by March 2014.
5. Need for more information about rights and entitlements.	IROs will give all give rising 16 year olds a leaflet on their entitlements.	Service Manager for Looked After Children	March 2014	Feedback from Child In care Council
6. Poor Transition Planning	1. Complex Needs Team Service Manager is scheduling training for social workers on transition planning. 2. Senior Level agreement on transition planning to be negotiated with Adults Services.	Complex Needs Team Service Manager	December 2013	IRO Team Manger will audit 7 cases of children with complex needs transitioning to adulthood and find that the Transition Plans are rated good
7. We need to know if care plans are achieving good outcomes with challenging issues in amber rated cases	TM for IROs will review this cohort in a year's time to see if amber cases have turned green	Team Manager IRO	March 2014	Team Manager for IROs will produce a report on this in March 2014.
8. We need to enhance Quality assurance of IRO work	Service Managers will observe at least one review per year and complete a report. IRO service manager to observe 2 IROs per year. IRO Team Manager to observe 4 IROs. The Team Manager will audit Monitoring Forms to make sure the rating of social work reports and care plans are correct in October 13 The Team Manager will look at one record of Review Decisions and Minutes every month in supervision.	TM IRO	Ongoing	Results to be reported to SMQA and collated in SMAT.

Appendix 1 IRO escalations in the 4.6% of cases

1. In one case there was a lack of recorded visits by the social worker and no health assessment had taken place. The IRO escalation resulted in a quick response with a Health Assessment completed and social work visits recorded.
2. In one case there was a lack of social work visits and delayed progress with agreed action. Assessment and decisions regarding the child's placement were needed. The IRO escalation resulted in a change of social worker and action was progressed.
3. and 4. In two cases, there was a delay in finding a permanent placement. Following the IRO escalation an adoptive placement was found.
5. In one case, there was a need for a S47 investigation. Following the IRO escalation, this was completed.
6. In one case, there was a delay in arranging parental contact with a child's father and with agreeing funding for a headstone for the child's deceased mother. This took a while to resolve but following the IRO escalation contact took place and the child now has a gravestone to mourn his mother.
7. In one case, a child with special educational needs placed out of borough had no school place. Following the IRO escalation, an appropriate school place was identified and the child is making progress.
8. and 9. In two cases, there was a disruption in social work service, which was affecting meeting the child's needs. The IRO escalation resulted in this being addressed by the team manager.
10. In one case, the permanence plan was unclear and there was delay in arranging sibling contact. The IRO escalation resulted in a meeting being held with the service manager and a plan agreed for the child.
11. In one case, there was no response from the social worker to IRO regarding a young person missing from placement. Following the IRO escalation, a response was received and the concern for the child addressed.
12. In one case, there was no response from the social worker to the IRO regarding the need for a review following an unplanned placement change. The IRO escalation resulted in a response being received and a review arranged.
13. In one case the pathway plan needs assessment was delayed. The IRO escalation resulted in the assessment being completed.
14. In one case, there was delay in arranging Skype sibling contact. Due to technical problems, this proved impractical and other contact methods were used.
15. In one case, there was no social worker review report. Following the IRO escalation, this was completed.
16. In one case, there was no Pathway plan. Following the IRO escalation, it was found that this was a technical issue, which was referred to the technical team.
17. In one case, there was a delay in completing the Needs assessment. Following the IRO escalation, this was referred to the technical team.
18. In one case, Carer support was needed. The IRO escalation resulted in this being agreed.
19. In one case, there was a lack of SW visits. The IRO escalation resulted in a visit being booked.
20. In one case, there was no Personal Education Plan (PEP) for a girl with special needs and no referral regarding her incontinence. The IRO escalation resulted in a PEP being held and the girl being referred to the Urology clinic.
21. In one case, there was delay in matching a child's permanent placement. Following the IRO escalation, the placement was formally matched at panel within a month, securing permanency for the child.
22. In one case, the Care Plan was out of date and there was lack of progress in agreed actions. This had to be escalated to stage 2. It was then resolved and the Care Plan and actions updated.
23. In one case, a change of placement was needed. The IRO escalated this to stage 2 and a change of placement was agreed.