



**Agenda for a meeting of the Corporate Parenting Panel
to be held on Wednesday, 22 November 2023 at 4.30 pm
in Committee Room 1 - City Hall, Bradford**

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	GREEN
Duffy Thirkill Alipoor	Pollard	Sutcliffe

Alternates:

LABOUR	CONSERVATIVE	GREEN
Humphreys Shaheen Parsons	Davies	Russell

Notes:

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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Asif Ibrahim
Director of Legal and Governance
Agenda Contact: Su Booth
Phone: 07814 073884
E-Mail: susan.booth2@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The Director of Legal and Governance will report the names of alternate Members who are attending the meeting in place of appointed Members.

(Su Booth – 07814 073884)

2. DISCLOSURES OF INTEREST

(Members Code of Conduct – Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) *Members must consider their interests, and act according to the following:*

Type of Interest	You must:
<i>Disclosable Pecuniary Interests</i>	<i>Disclose the interest; not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation</i>
<i>Other Registrable Interests (Directly Related)</i> OR <i>Non-Registrable Interests (Directly Related)</i>	<i>Disclose the interest; speak on the item <u>only if</u> the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation</i>
<i>Other Registrable Interests (Affects)</i> OR <i>Non-Registrable Interests (Affects)</i>	<i>Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being</i> <i>(a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and</i>

(b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest; in which case speak on the item only if the public are also allowed to speak but otherwise not do not participate in the discussion or vote; and leave the meeting unless you have a dispensation.

- (2) Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (3) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

1 - 12

Recommended –

That the minutes of the meeting held on 26 July 2023 and the Young Person Led Meeting held on 20 September 2023 be signed as a correct record (previously circulated).

(Su Booth – 07814 073884)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Su Booth – 07814 073884)

B. BUSINESS ITEMS

5. NON-ATTENDANCE AT INITIAL HEALTH ASSESSMENTS

The representative from the Bradford District Clinical Commissioning Group will give a verbal update on the work to understand non-attendance at Initial Health Assessments.

(Jude McDonald)

6. UPDATE ON PHASE 2 OF NATIONAL PANEL WORK DEVELOPMENT STRATEGY

Representatives will give a verbal update on the development of a cross agency strategy arising from Phase 2 of National Panel Work.

(Dr Murray, Jude McDonald, Amandip Johal)

7. UPDATE ON NATIONAL ADVISOR REPORT PLAN

Officers will give a verbal update on action plan/timeline to move Mark Riddell report forward.

(Amandip Johal - 01274 431620)

8. CORPORATE PARENTING PROGRESS AND DEVELOPMENT

13 - 28

The report of the Director, Children's Services (**Document "C"**) will be submitted to the Panel in advance of the CPP led self-assessment. At the request of the Chair of CPP an earlier evaluation to be led by the Interim Assistant Director for Improvement and Partnerships, Children's Services in August 2023 to highlight areas for development, ambition, and a vision for success. A document that has been produced setting out in detail our current position and where we aspire to be to meet the Corporate Parenting Principles required and more. This will support the soon-to-be held Corporate Parenting Partnership Event on 5th December 2023.

Recommended –

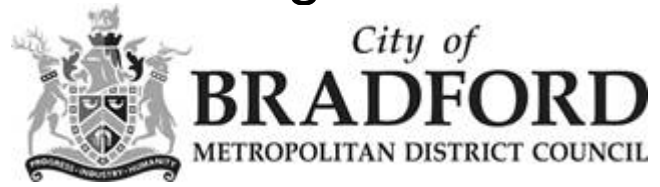
- 1. That the areas for development identified in this document and set out in the draft programme plan, are considered by the Corporate centre, Corporate Parenting Panel, Children's Services and BCFT.**
- 2. That Project resource is put in place to ensure the success of the necessary improvements identified. A plan will be developed for what can feasibly be achieved in the next quarter, in advance of the LGA peer diagnostic in the new year.**
- 3. That a Progress report goes to Corporate Parenting quarterly.**

- 4. That a development event be held with partners to identify strategic objectives for the Corporate Parenting Strategy. This is scheduled for 5th December 2023**
- 5. That Corporate Parenting Panel consider the LGA self-assessment by December 2023.**
- 6. That The LGA peer team carry out their assessment in January/February 2024.**
- 7. That The LGA, Corporate Parenting and the Local Authority, agree and implement a training and development programme for Corporate Parenting from February 2024 onwards.**
- 8. That a follow up self-assessment or peer diagnostic is carried out in 12 months' time (January/February 2025).**

(Picklu Roychoudhury – 07811 088617)

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER

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Minutes of a meeting of the Corporate Parenting Panel held on Wednesday, 26 July 2023 in Committee Room 1 - City Hall, Bradford

Commenced 4.33 pm
Concluded 6.30 pm

Present – Councillors

LABOUR	CONSERVATIVE	GREEN
Duffy Thirkill Alipoor	Pollard	Sutcliffe

Also present: Charlotte Ramsden, Ruth Terry, Jude McDonald, Picklu Roychoudhury

Apologies: Phillipa Hubbard, Amandip Johal, Sue Lowndes

Councillor Duffy in the Chair

1. DISCLOSURES OF INTEREST

There were no declarations made relating to matters under consideration.

2. MINUTES

Update on actions arising from meeting of 8 th February 2023		
Action No.	Action	Status
1	iAD/SRCP to circulate the savings policy to panel members – Amandip by 17/02/23.	Completed
2	<p>iAD/SRCP to circulate to panel members an update on steps towards completion of the entitlements document for young people in care.</p> <p>Trust have agreed to implement the policy and will take forward but not a major priority at this time. CR/RT are unsure of what foster carers, independent fostering agencies understanding of the savings policy is but will bring update to next formal panel.</p>	<p>Completed</p> <p>New action</p>

3	<p>Chair to keep the panel informed of plans to hold a cross-agency event to develop the Corporate Parenting Strategy – Sue Duffy 29/03/23.</p> <p>Event has been agreed by Exec</p>	
4	<p>LA to demonstrate the entitlements flowchart on the website to the corporate parenting panel.</p> <p>Young people did not understand entitlements and a piece of work was being undertaken to look at flowcharts in relation to making simpler. AJ to provide update on flowchart for children's panel.</p>	New action
	iAD/SRCP to circulate the report of the National Implementation Advisor on Care Leavers (Mark Rydell) to the panel.	Agenda item
6	<p>iDD/CSS to arrange training/QA for panel members on engaging effectively with young people.</p> <p>Panel did not feel this training was necessary as there have been no issues engaging the young people at children's panel.</p>	Closed
7	Police and health colleagues to consider how to ensure that the role of their agencies as corporate parent is reflected in their own strategies and systems.	Ongoing
8	Governance Officer to resolve the issue of the CPP agenda and papers not reaching all regular attendees.	Completed
9	<p>Dr Murray and iAD/SRCP to identify solution to issue of non-attendance at Initial Health Assessment and report to panel.</p> <p>Some work has been done but more needed to help understand non-attendance. Trust and health meet regularly to review what work is needed moving forward. JM to provide update at next formal meeting.</p> <p>Discussed some of the reasons why children may miss IHA, for example transport may be an issue however social worker would be aware of the appointment so could support attendance.</p>	New Action

	Trust will work closely with parents to encourage attendance.	
10	<p>HT/VS to liaise with P Briggs, Bradford Youth Justice Service on barriers to CLA returning to education.</p> <p>Cllr Pollard will liaise with Jonathan Cooper regarding CLAs returning to education, especially the younger children.</p> <p>Work done has been positive, agreed would invite back to give an update. To be invited to future meeting</p>	<p>New Action</p> <p>New Action</p>
11	<p>iAD/SRCP to circulate to the panel the Terms of Reference for the national leaving care programme in which she had been invited to participate.</p> <p>Update to be provided at next formal meeting.</p>	Ongoing
12	iAD/SRCP to provide assurances that the Council has a single system that records all CLA with disabilities and complex health needs who are placed in residential special schools registered as children's homes.	Completed
13	<p>Jude MacDonald, Dr Murray and Amandip Johal to meet to review the recommendations and actions arising from Phase 2 of the work of the National Panel on the care of young people with disabilities and complex needs residing in special schools registered as children's homes and report to next ordinary Panel meeting on the development of a cross-agency strategy – J MacDonald, C Murray, Amandip – date of next ordinary meeting to be confirmed.</p> <p>Meeting has been arranged, will update at next formal meeting.</p>	Outstanding
14	<p>Chair to keep the Panel informed of plans to hold a cross-agency event to develop the Corporate Parenting Strategy.</p> <p>Event has been discussed a few times. Would be looking at Autumn to deliver the event, although aware of monitoring visit in November. PR to negotiate date across Trust and Council</p>	<p>Ongoing</p> <p>New action</p>

Update on actions arising from meeting of 29th March 2023		
15	Email to children and young people the link to the entitlement's information on Coram Voice – <i>Emily Rhodes by 15/04/23</i>	
16	Ensure that the link to the entitlements information on Coram Voice are easy to find – <i>H Thomas by 15/04/23.</i>	
17	Participation Team to gather feedback from young people on the entitlements information on Coram Vice and pass to the Care Leavers Service to arrange for the information to be more easily found – <i>Emily Rhodes by 30/04/23 and H Thomas by 31/05/23.</i>	
18	Virtual School to review drop-in sessions for children and young people to separate them from sessions for adults and make them available at times when they were not at school – <i>Jonathan Cooper by 31/05/23.</i> This will be added to the Virtual Schools Governing Body as a standard agenda item and feedback to Corporate Parenting panel.	New Action
19	Children and young people to let Emily Rhodes or Mike Nolan know if they wished to attend the Virtual School consultation at 10am on Friday 14 th April 2023 – <i>Children & YP by 13/4/23.</i>	Closed

Resolved –

That the minutes of the meetings held on 8 February and 29 March be held as a correct record.

3. INSPECTION OF REPORTS AND BACKGROUND PAPERS

No requests to view documents were received.

4. NATIONAL ADVISOR FEEDBACK

Mark Riddell had been in Bradford for 2 days and met with a variety of staff and children and produced a report with feedback and recommendations. Looked at champions models where Executive who had responsibility across the Council had a link to this group and linking themes across all portfolios.

There had been limited progress due to various reasons, i.e., Trust and board

members had changed since initially discussed. **Agreed** an action plan with timeline was needed to move this forward.

Discussed strengthening the Board as membership but would need to look at link to board Regulatory and Appeals, a review of membership would need to go to full Council to be agreed. Board needed to have members with different backgrounds and strengths.

Action:

AJ to produce action plan with timeline to move report forward.

All to discuss/suggest who should be members of corporate parenting panel.

Strengthening of the board recommendations can be made from people here and if we do the proposed training, they may have recommendations the help strengthen board and ensure making a difference.

Discussed constitutional process, Cllr Duffy has spoken with Asif to ask how move forward at pace and to see where best fit and compare in relation to other authorities. Corporate Parenting previously did not have minutes just recommendations which did not follow through as no names against recommendation and a process has been put in place to allow minutes. There should not be verbal reports and moving forward will ensure there is a written report for each agenda item.

Asked whether a number of apprenticeships could be ring fenced. **Response** discussed with local authority HR, there are several apprenticeships within the Council, however, it needs to be local businesses not just the authority. Health has a new post looking at opportunities for care leavers. **Raised** a range of opportunities were needed, not all care leavers will be ready for a fulltime apprenticeship or know what they want to do and may need some work experience.

The report raises dental care and optician costs. Health currently looking at prescription charges which hopefully will be able to achieve a positive outcome.

Action:

Update to be provided at next formal meeting on apprenticeships.

No resolution was passed on this item.

5. REVIEW OF THE CORPORATE PARENTING PANEL

Cllr Duffy met Helen Goran-Bell from LGA. The training and peer review would require a self-assessment completing, interviews with partners, Trust and Council and attending meetings. They would be on site for a 3 day period, suggesting February due to upcoming monitoring visits for SEND and Trust also the Trust embedding. LGA and a lead member would provide the training. **Agreed** February for training/peer review and would also be a good way to show our aspirations for children.

Resolved –

That the Panel accept option ‘B’ for a review and training of the Panel.

Action: Strategic Director, Children’s Services.

6. FORWARD PLAN

Needed to be done jointly with Council and Trust. Timescales needed for annual reports. There was a duplication of reports between Corporate Parenting and Overview and Scrutiny, needed an agreement to stop duplication and use different panels in the most effective way. Forward Plan could be provided for Overview and Scrutiny and would also be looked at as part of DMT.

There were statutory reports to be tabled at Corporate Parenting, they don’t need to go to Overview and Scrutiny they just need to know the meetings have been held.

Action:

Cllr Pollard to look into scrutiny for Corporate Parenting Panel and to agree which reports will be tabled at September’s meeting.

Meeting with respective parties needed to agree scrutiny for Corporate Parenting Panel

Resolved –

That CPP Members and Officers will liaise with the Chair, Deputy Chair and Scrutiny Lead of the Children’s Overview and Scrutiny Committee to ensure that work and subsequent reports are not duplicated in order to formulate a Work Plan for CPP.

Action: Chair, Members and Officers

7. VIRTUAL SCHOOLS GOVERNING BODY FEEDBACK REPORT

Governing body met on 17th July 2023. One paper tabled has implications on aspirations and extension of the role of virtual school’s head. CIN review in 2019 recognised the role of the Virtual head was raising aspirations and the role is now extending to children who have ever had contact with a social worker. Therefore, the Virtual school head and deputy head will have extended role looking at these children. DfE will fund the additional work for 2 years. **Query** whether funding is in place.

Actions:

**Cllr Pollard to check funding is available with Jonathan Cooper
Roy to check funding is available with Sue Lowndes**

There is a further proposed extension to include care leavers 18-25 within the remit of Virtual school. Charlotte was in favour of the proposal; it will be additional burden and have to be funded but going into adulthood a lot of care leavers do their best education at 19 as they have matured.

Amanda Dutton-Taylor had been given a remit to look how virtual school can increase PEP. The report highlights previous confusion over who does what and an issue of engagement from social workers who are supposed to lead the process not the teachers. Ruth raised these are done differently in different areas but need to get to a place where they are done together. Teachers are the experts in education and social workers the care plans. The PEPs will be electronic. With Social Workers changing the teachers/teaching assistants know the children the best.

The meeting generally takes place after a care review and those that need to remain at meeting, might be helpful if the social worker pulls the meeting together.

Discussed the churn of social workers and know it is the biggest issues for children in care the change of social worker and having to repeat their story.

To support the improvement of PEPs, Post-16 and support children in care placed out of area there will be an increase in staffing, which will bring in line with national averages. There is national government funding and an increase in pupil premium uplift which will fund 2 x PEP support officers, a post-16 lead teacher and an out of area link teacher.

Discussed whether Skills House or Virtual School should be on Corporate Parenting panel. Cllr Pollard chairs virtual school governing body and Sue Lowndes, Education attends Corporate Parenting. Other partners could provide periodical report/annual report when invited to do so.

Action: Cllr Pollard to ask Jonathan Cooper to link with Pamela Stanyon-Carr and have conversation and agree who leads PEPs.

No resolution was passed on this item.

8. TRAINING AND OTHER MISCELLANEOUS DATES

Review and peer review agreed.

Number of dates for training have been sent to Amandip and Helen, may need to review dates and what training is offered. The training needs to be done in a way it embraces people, do not think people understand corporate parenting. Any training identified can be organised for the panel.

Action:

Cllr Duffy to email Ruth and Roy dates for training.

Shani to arrange meeting with Roy and Cllr Sutcliffe for overview of Corporate Parenting.

Resolved –

That the training plan will be shared with the CEO of Bradford Children's Trust for review.

Action: Chair

Chair

Note: These minutes are subject to approval as a correct record at the next meeting of the Corporate Parenting Panel.

THESE MINUTES HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER

Minutes of a meeting of the Corporate Parenting Child Led Panel held on 20th September 2023

Present

Councillors

Cllr Sue Duffy (chair)

Cllr Carol Thirkill

Cllr Ursula Sutcliffe

Non voting co-opted members

Picklu Roychoudhury

Amandip Johal

Adam Gleenon

Jonathan Cooper

Charlotte Ramsden

Ruth Terry

Emily Rhodes

Jonathan Cooper

Mick Nolan

Apologies

Cllr Mike Pollard

Cllr Debbie Davies

Cllr Margaret Alipoor

Jude MacDonald

12 young people, two of whom chaired the meeting.

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

Item not taken, no alternative members in attendance.

2. DISCLOSURES OF INTEREST (Members Code of Conduct - Part 4A of the Constitution)

Item not taken.

3. MINUTES

Previous minutes not reviewed.

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

Item not taken – no reports submitted.

B. BUSINESS ITEMS

The theme for the meeting was Independent Living and questions had been prepared for group discussions.

1. What processes do we currently have in place to prepare young people for living independently and how are these being implemented and carried out?
 - Pathway plans are not always up to date and need to focus on these as they plan the future for children.
 - More training for Foster Carers to give young people the skills they need when living independently.

2. How can we assess when a young person is ready to leave care?
 - Discussed how young people may feel when going to live on their own: feeling lonely; nervous; scared; happy as free to do what they want.
 - Discussed what young people need to know when leaving care and what support they need and who would provide this, i.e. foster carers/residential workers.

3. If we're preparing young people to leave care and live independently, why are so many young people failing? Aside from physical preparation, how do we currently prepare young people for independent living emotionally, mentally and socially?
 - Discussed what young people would like in preparation for leaving care.
 - Ensure the right emotional support is in place for young people especially when they have experienced multiple moves as it makes more difficult to prepare to live alone.
 - Emotional support should be available and not something young people need to ask for.
 - Further conversation on how difficult it is when workers change and having to continually repeat things.
 - Should be there to support to live independently.
 - Ensure skills in place and children are heard, building skills and sharing experiences.

4. What problems do care leavers face whilst living independently that other young people may not face?
 - Supported networks, which resulted from being in care system, support was there in care but not there when transition, i.e. finance; managing debt; budgeting; housing; having the same opportunities as other young people, they may leave home and return where care leavers cannot do this; have a choice of which area live in and not just having what is available.
 - Health, particularly mental health which could be linked to stresses due to finances.
 - Isolation
 - Having people to talk to, a support network.
 - Independent living skills and knowing where to go to get support, where to go for advice when needed.
 - Having/building positive relationships and networks.
 - Support for young parents/becoming a parent.
 - Have to grow up quickly and not having opportunity to make mistakes and move on.

The young people's Wednesday group and today's meeting have picked up the same key aspects.

Further group discussion looking at what young people need to aware of when leaving care, how implemented and taught.

1. Mental and emotional preparation
 - Conversation linked to CAMHS and not getting timely support.
 - CAMHS appointment held in different settings.
 - Discussed other services that could be provided.
 - Discussed carers and what they do/what they need to do to be good.
 - Good conversation about a buddy system, i.e. a 14 year old has a 16 year old buddy who is going through the leaving care process to share information and pathway and hopefully build a lifelong friendship.

2. Financial learning and Personal Care
 - Discussed finances and having less money than when in care and how things cost money and how can make sure can pay bills. Whilst in care could look at managing money for example encourage saving some of pocket money. For paying bills need to know what type of bills may receive and how to pay them.

- In terms of personal hygiene/care need a straight way to teach and should continue to be monitored, should not be taught as check list but individual to needs. Also different cultures are taught different ways and this should not change. Suggestion this could be done by nurses and all children in care receive a 6 monthly health appointment but also combine training with staff.

How carers should work with young people

- Make it fun.
- Social integration.
- Be nice.
- Meetings to sort out problems.
- Learn how to do housekeeping, discussed what age this should be, 8 or 11.

Practical Learning

- This would be things like shopping, cleaning, cooking. Discussed what age would start learning, although some is what is done day to day.
- Treat children as own when doing learning.
- Discussed Foster Carers doing things but allowing young people to help/do themselves.
- Cooking classes.
- Training and guidance to be provided all through time in care so have idea of what is needed when leaving care.
- Some children will need more help and guidance than others, especially around getting a house.
- Talking to children in care and asking how they would like to be taught the skills as there will be different learning requirements.

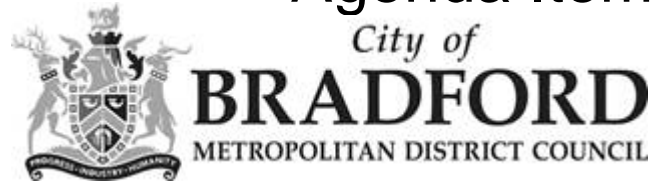
Short break and group reconvened.

Group discussion and round up of table discussions and agreement for Takeaway Themes.

Pathway Plans – including readjusting expectations of what young people need to do/be able to do by the time they leave care. Ensure children are involved in writing the plan and not a tick box exercise.

Mental Health Support – needs to be proactive and ensure support is available when needed and not on a waiting list. Also look into what other support in addition to CAMHS is available. Entering care is a traumatic time and some form of therapy at this time would be helpful. Look at work with Foster Carers and school being trained in mental health first aid. Consistency as responses can vary, look at supporting foster carers and care homes.

Buddy System – including a youth forum which would have the knowledge and support of people who have been in care. Look into monthly workshops on different subjects i.e. what do bills look like and how to deal with them. Look into online videos for different areas of help and support needed. Everything does not have to come from professionals, it may be better received from people of a similar age and experience.



Report of the Director for Children’s Services to the meeting of Corporate Parenting Panel to be held on 22nd November 2023

Subject: Corporate Parenting progress and development

Summary statement:

In advance of the CPP led self-assessment detailed below, the Chair of CPP has requested an earlier evaluation to be led by the Interim Assistant Director for Improvement and Partnerships, Children’s Services in August 2023 to highlight areas for development, ambition, and a vision for success. A document that has been produced setting out in detail our current position and where we aspire to be to meet the Corporate Parenting Principles required and more. This will support the soon-to-be held Corporate Parenting Partnership Event on 5th December 2023.

Background Information:

As part of the Local Government Association’s (LGA) continuing work to support political and corporate leadership for children’s services, they offer support to councils in improving their corporate parenting and in ensuring corporate parenting is a way of working across the council.

The Chair of Corporate Parenting Panel (CPP) / Portfolio Holder for Children and Families has approached the LGA to take up an offer of review and support. This will commence with a Peer Diagnostic, and based on the learning, a tailored and flexible training offer will be provided. This is likely to take place in January / February 2024.

The LGA have developed an ‘Effective Corporate Parenting Self-Assessment Tool’ to support Local Authorities to self-evaluate how effective arrangements are currently. The improvement process will commence with CPP completing the ‘Effective Corporate Parenting Self-Assessment Tool’ and sharing this with the Peer Local Authority diagnostic lead. This will likely take place in December 2023.

EQUALITY & DIVERSITY:

The Corporate Parenting Activity is required to consider equality objectives as set out in the Council's equality objectives. Therefore, as part of the Corporate Parenting development activity with our partners, all Equality assessments will be undertaken.

Marium Haque
Strategic Director
Children's Services

Portfolio: Children's Services

Report Contact: Picklu Roychoudhury
Phone: 07811088617
E-mail: Picklu.roychoudhury@bradford.gov.uk

Overview & Scrutiny Area:

2. BACKGROUND

2.1 Background

The Corporate Parenting Panel was reviewed and refreshed with updated arrangements coming into place at the start of 2022 with new Terms of Reference to reflect the panel becoming young person led for every other Panel meeting. Prior to that there had been a hiatus through 2020/21 when the panel had not been meeting due to the impacts of the Covid-19 pandemic.

In September 2022, a visit to Bradford was carried out by the National Implementation Advisor for Care Leavers (Mark Riddell); recommendations from the Advisor include those which would improve Corporate Parenting and were detailed in a follow up letter to the Chief Executive. Although the Advisor acknowledged good buy-in from elected members and the introduction of a first phase of a Champion Model approach for themed areas, he highlighted the need to fully implement this approach, and to make other improvements:

- Themed subgroups are established and chaired by the Championing Elected Member including operational champions
- Review the membership of Corporate Parenting Panel
- Employ a number of Care Leaver Ambassadors/Champions in the Leaving Care Team to inform and drive the board.

In addition, following the Ofsted inspection (ILACS) which commenced in November 2022, the published report included an area for improvement around the need to strengthen corporate parenting, *‘Council and corporate senior leaders should ensure that they fully and effectively discharge their role as corporate parents, and ensure that children’s social care is provided with the resources and support required in a timely way to expedite sustainable improvements.’*

Furthermore, the report goes on to state, *‘the local authority is not acting as a strong and effective corporate parent. Although the corporate parenting board arrangements have recently been strengthened through the inclusion of children and identification of areas for priority action, the corporate parenting strategy remains incomplete and is not demonstrating how it impacts on the quality of services to children in care.’*

The Ofsted Action Plan was developed in response to the ILACS report and include the following relevant actions:

- A multi-agency process to produce a cross system Corporate Parenting Strategy
- Delivery of the shared and individual Corporate Parenting Objectives agreed by the Council Senior Leadership Team, and all services to have a Corporate Parenting Goal in their service plans.
- Strategic Directors to report on Corporate Parenting activities in their departments to the Corporate Parenting Panel
- Implementation of a training and development programme to bolster strategic support and challenge role incorporating Corporate Parenting.
- Collective commitment and implementation of the Foster Friendly Bradford, and Child Friendly Bradford approaches

- Implementation of a Care Leavers Apprenticeship Programme

As such, an urgent programme of improvement for Corporate Parenting is required.

From the 1st April 2023, social care services have moved to the newly initiated Bradford Children and Families Trust. The Local Authority Children's Services will work in partnership with the Trust to support improvements alongside the Corporate Parenting Panel around all aspects of corporate parenting.

2.2 Improving Corporate Parenting Panel

The Chair of Corporate Parenting Panel (CPP) / Portfolio Holder for Children and Families has approached the LGA to take up an offer of review and support. This will commence with a Peer Diagnostic, and based on the learning, a tailored and flexible training offer will be provided. This is likely to take place in January / February 2024.

2.3 Summary of early evaluation: Is there a vision that is good enough and ambitious enough for my child?

- 2.3.1 The Chair of Corporate Parenting Panel (CPP) and CPP panel members are strong advocates for robust and comprehensive corporate parenting across the Bradford district. They have an ambition for care experience to become a protected characteristic here.
- 2.3.2 CPP appears to receive very little in the way of data reports, apart from those which are provided annually. Once annual reports are ready to share, they may be 18 months out of date from the first week of activity they are reporting on. This does not support CPP to actively monitor what is happening now. Data provided should be provided quarterly as well as annually and in a standardised format which relates back to success measures (when agreed) for the Corporate Parenting Strategy
- 2.3.3 In order for improvements to be made, there needs to be genuine buy in, understanding and commitment of not only the Local Authority, but with partners too. This will also include harnessing the expertise, knowledge and support of the business sector. Activity must be characterised by going the extra mile and thinking beyond basic or universal approaches. This does not appear to be the case at present. Children and young people who are care experienced need more than this.
- 2.3.4 There seems to be slow or no progress against promises, pledges and intentions. There is recent evidence of SLT requesting updates on service plan intentions. However, it is unclear how progress will be monitored. Previous iterations of documents provide ideas and pledges in various formats. A document produced in July 2023 summarises CBMDC Service Plans contributions to corporate parenting but this is also for safeguarding and somewhat muddies the water for a strong focus on Corporate Parenting.
- 2.3.5 Taking all of this into consideration, it has been difficult when carrying out this early evaluation, to truly understand what is happening, when and by whom. This lack of clarity is hindering progress. To enable progress to be

tracked of the pledges and service intentions, alongside the recommendations of the National Implementation Advisor for Care Leavers and the improvement areas resulting from the early evaluation, a resourced improvement programme is required.

2.3.6 To support this, a draft programme plan document has been developed and is available with this early evaluation document. This programme plan currently uses the LGA headings for different areas for development and takes everything that has been recommended or pledged so that they can be seen in one place.

2.4 Where do we need to get to, what would good corporate parenting look like across Bradford district whole Council and whole partnership? What developments are needed to realise an ambitious vision for children in care and care leavers?

- Data and reporting to understand progress and quality.
- Service Planning and going the extra mile.
- Health and wellbeing
- Voice and influence
- Aspiration and Achievement
- Quality, Planning, Stability and Permanence
- Care Leavers and transition to adulthood

3. OTHER CONSIDERATIONS

➤ N/A

4. FINANCIAL & RESOURCE APPRAISAL

➤

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The risk to not undertaking this work for Children and Young people would be significant. There are statutory duties and requirement to undertake this improvement work and such improvements contribute towards our inspection framework with DFE/OfSTED.

6. LEGAL APPRAISAL

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

None

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

N/A

7.3 COMMUNITY SAFETY IMPLICATIONS

None

7.4 HUMAN RIGHTS ACT

The Children Act's 'backbone' is based on children's right and the broader legal area of Human Rights. It is however recognised that regular consultation with legal services will be key to the improvement activity.

7.5 TRADE UNION

At this early stage there are no specifics to consult and or draw in Union support. Should this change over time then the Unions will be approached accordingly.

7.6 WARD IMPLICATIONS

➤ N/A

7.7 AREA COMMITTEE LOCALITY PLAN IMPLICATIONS

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

As specified in the Summary and detailed background of this report above

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Undertake a Privacy Impact Assessment to determine whether you need to deal with data protection and information security matters arising from the Data Sharing Agreements are already in place between key partners for this 'Public Interest' activity- and would be regularly reviewed throughout the life cycle of the improvement project activity. Further careful consideration and or data sharing being reasonable, anonymised and other security measures will be standardised sharing requirements.

8. NOT FOR PUBLICATION DOCUMENTS

Much of the data held and or shared would not be for public viewing and remain project planning reports etc. However, we will be required to present varying forms of information and or data to young people. To enable this strict adherence to the GDPR/DPA requirements will be met and no personally identifiable data will be shared to such groups partaking in co-production activity.

9. OPTIONS

10. RECOMMENDATIONS

1. The areas for development identified in this document and set out in the draft programme plan, are considered by the Corporate centre, Corporate Parenting Panel, Children's Services and BCFT.
2. Project resource is put in place to ensure the success of the necessary improvements identified. A plan will be developed for what can feasibly be achieved in the next quarter, in advance of the LGA peer diagnostic in the new year.
3. Progress report to report into Corporate Parenting quarterly.
4. A development event is being held with partners to identify strategic objectives for the Corporate Parenting Strategy. This is scheduled for 5th December 2023
5. Corporate Parenting Panel consider the LGA self-assessment by December 2023.
6. The LGA peer team carry out their assessment in January / February 2024.
7. The LGA, Corporate Parenting and the Local Authority, agree and implement a training and development programme for Corporate Parenting from February 2024 onwards.
8. A follow up self-assessment or peer diagnostic is carried out in 12 months' time (January / February 2025).

11. APPENDICES

12. BACKGROUND DOCUMENTS

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Effective Corporate Parenting

Self-Assessment tool

- It is recommended that the self-assessment is completed by the Chair and/or members of the Corporate Parenting Board (either individually or as a collective). It may be helpful to nominate someone from outside of the CPB to facilitate completion as required.
- The tool can be used to self-assess against all the principles or can be adapted to support focus on specific areas.

Health and Wellbeing of Children in Care and Care Leavers

Principle 1: to act in the best interests and promote the physical and mental health and well-being, of those children and young people.

Rationale: All good parents take account of their children's best interests and health and well-being. This is integral to a culture and attitude where investing in the quality of relationships with looked-after children and care leavers is recognised as of crucial importance. Young people will feel listened to, understood and supported to reach their full potential.

As a Corporate Parenting Board:

Do we know ...

- That the physical and mental health needs of our children in care and care leavers are looked after?
- Whether / how care leavers can access information about their health?
- What looked-after children and young people themselves say about their health needs and priorities and how well they are met?

Do we...

- Take account of the physical, emotional and mental health needs of children in care when developing our Joint Strategic Needs Assessments (JSNAs) and Joint Health and Well-being Strategies (JHWS)?
- Ensure that we and our partners consider the needs of looked after children and care leavers when commissioning services for all children?
- Ensure that health assessments and dental checks are carried out on time?
- Receive regular reports on the health needs and outcomes of children in care?

Evidence:

Where are we now?

Analysis:

What are our strengths?

What are our areas for development?

The Voice of Children in Care and Care Leavers

Principle 2: to encourage those children and young people to express their views, wishes and feelings

Principle 3: to take into account the views, wishes and feelings of those children and young people

Rationale: Encouraging the views, wishes and feelings of looked-after children and care leavers and listening to them is fundamental to being a good corporate parent. This underpins how local authorities can deliver high quality care and pathway planning for looked-after children and care leavers. Their involvement in care planning is essential.

As a Corporate Parenting Board:**Do we know...**

- Whether our children have positive and stable relationships with professionals and carers who are committed to protecting them and promoting their welfare?
- The mechanisms professionals use to encourage children in care and care leavers to express their views, wishes and feelings?

Do we...

- Ensure that children in care and care leavers understand their rights, entitlements and responsibilities?

- Ensure that we hear the views and wishes of a diverse range of Children in care and care leavers, including through the Children in Care council?
- Use this to plan our work strategically?
- Ensure voices and feedback on services, feed into service reviews?

Evidence:

Where are we now?

Analysis:

What are our strengths?

What are our areas for development?

Aspiration and Achievement

Principle 4: to help those children and young people gain access to, and make the best use of, services provided by the local authority/ partners

Principle 5: to promote high aspirations, and seek to secure the best outcomes, for those children and young people

Rationale: It is important that high ambitions and aspirations for children in care and care leavers are set. Local Authorities and their partners should ask, would it be good enough for my one child? As corporate parents, local authorities should have regard to the need to help the children they look after and care leavers to secure the services they need.

As a Corporate Parenting Board:

Do we know...

- Whether children and young people attend school and make good educational progress at school or other provision whilst in our care?
- The quality of Personal Education Planning (whether all children in care have a Personal Education Plan? Whether these plans been reviewed and audited for their quality, comprehensiveness, and effectiveness?)
- How effective the Virtual School service is and what impact has it had?
- The quality of support children and young people receive - whether they receive the same support from their carers as they would from a good parent?

Do we...

- Ensure that the children in our care have accesses to the services that they need?
- Ensure that children and young people have access to a range of social, educational, and recreational opportunities?
- Demonstrate that as corporate parents, we have high aspirations for all children in our care?

Evidence:

Where are we now?

Analysis:

What are our strengths?

What are our areas for development?

Quality, Planning, Stability and Permanence

Principle 6: for those children and young people to be safe, and for stability in their home lives, relationships and education or work

Rationale: Children in care and care leavers need to feel and be safe, to have stability in their lives including in their education and work and to build resilience by forging strong and trusted relationships. As Corporate Parents, you need to strive to ensure there is continuity of support and relationships.

As a Corporate Parenting Board:

Do we know...

- About the quality of activity around children in care and the impact for children and young people:
 - How stable, safe and secure the lives of our children are while they are in our care?
 - Whether children and young people become looked after in a timely manner and with their best interests in mind?
 - Whether the process and planning that is involved when a child comes into care is robust?
 - Whether plans for their future are appropriate and ambitious?

Do we...

- Act to improve the experience of children in our care and ensure that they are provided with:
 - Good quality permanence plans where it is not possible for them to return home?
 - Quality support for their family where the plan is for them to return home, to ensure their safety?
 - The ability to have their wishes and feelings taken into account, and those of their parents?
 - Safe, stable and secure placements where they are placed outside of the local authority?
 - A sufficiently wide range and choice of available placements to ensure their needs can be met?
 - Well trained and supported carers who can give them high-quality, safe and stable care that meets their diverse needs?
 - A match to the right family through a strong system of effective fostering and adoption panels, supported by the respective decision-makers.

Evidence:

Where are we now?

Analysis:

What are our strengths?

What are our areas for development?

Care Leavers and Transition

Principle 7: to prepare those children and young people for adulthood and independent living

Care leavers are also considered in all other Principles

Rationale: Children in care need support to transition to adulthood and care leavers need support to live independent lives

As a Corporate Parenting Board:

Do we know...

- The quality of support young people leaving care receive to access housing, tenancies, employment, benefits, further and higher education and training and the impact it has?

Do we...

- Act to improve the experience of young people who are leaving or have left our care and ensure that they are provided with:
 - Timely, effective pathway plans which address their needs and are ambitious for them?
 - Support to develop the skills and confidence they need to maximise their chances of successful maturity to adulthood and to achieve well in their adult lives?
 - The right level of practical, emotional and financial support until they are at least 21 and, when necessary, until they are 25?
 - All key documents they need to begin their lives as young adults, such as national insurance numbers, birth certificates and passports?

Evidence:

Where are we now?

Analysis:

What are our strengths?

What are our areas for development?

Governance and Board Effectiveness

Rationale: Strong corporate parenting means strong leadership, challenge and accountability at every level. How the governance framework facilitates effective corporate parenting is key. How the council fulfils its responsibilities and champions the needs and aspirations of Children in Care and Care Leavers

As a Corporate Parenting Board:**Do we...**

- Have high standards of parenting and high ambition for the children in our care and those who are leaving or who have left our care, which informs how we deliver our corporate parenting role?
- Have a shared vision for improving outcomes for children in care and care leavers?
- Ensure a strategic approach to corporate parenting is reflected in joint working and planning arrangements?
- Do we champion and promote good corporate parenting across our strategic networks to strengthen and increase engagement?
- Ensure all corporate parents understand their role?
- Know how the Corporate Parenting Board work with others in the system, such as Scrutiny, Health and wellbeing board, Local Safeguarding Children Partnership and others?
- Understand the Governance Framework for Children's Services?
- Ensure the Corporate Parenting Board functions effectively and has a positive impact on the wellbeing of children in care and care leavers?
- Ensure that board discussions reflect the voices of children in care and care leavers?

Evidence:

Where are we now?

Analysis:

What are our strengths?

What are our areas for development?