

Corporate Parenting Strategy 2018-2021



Contents

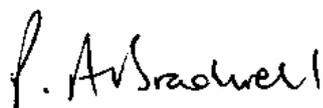
1. Foreword	3
2. What is a 'Corporate Parent'?	4
3. Corporate Parenting – Our Commitment in Lincolnshire	6
4. Corporate Parenting - Responsibility for All	7
5. Appendices	
Appendix 1. Corporate Parenting Sub-Group Terms of Reference	9
Appendix 2. Corporate Parenting Work Plan 2018-19	11
Appendix 3. Corporate Parenting Engagement Plan 2018-19	16

1. Foreword

The role of the Corporate Parent is a complex and demanding one. As a Corporate Parent you are required to have energy, enthusiasm, offer a sensitive ear, provide guidance, support and generate resources to meet the needs of all our young people. We are also required to demonstrate we are improving services and ensuring great outcomes for Looked After Children and Care Leavers in Lincolnshire.

It is a challenging role, so forming and sustaining a listening and learning relationship with our young people, and all our partner organisations, is a critical part of our Strategy. From a Local Authority perspective, we welcome scrutiny and challenge, and we firmly believe that by holding each other to account and working together we will continue to improve what we do and how we do it. Working together and believing in our young people will result in better outcomes for our Looked After Children and Care Leavers in Lincolnshire.

This Corporate Parenting Strategy provides us all with direction and focus for our work, and guides us as to how we will support and champion our Looked After Children and Care Leavers. We will routinely review performance against this Strategy and hold ourselves, elected members and our partners to account through existing Corporate Parenting Sub-Group structures and to key professional and stakeholder groups, making sure we can continually improve what we do, based on good information and the views of our young people.



Councillor Mrs P A Bradwell
Executive Councillor for Children's Services



Councillor D Brailsford
Chairman of the Corporate Parenting Sub-Group



Debbie Barnes
Executive Director of Children's Services

2. What is a 'Corporate Parent'?

We recognise that Looked After Children and Care Leavers are among the most vulnerable children and young people in our society. We want to focus on what's working well; what we need to be acutely aware of; continually review everything we are worried about; but most importantly we must know, as a Corporate Parent, what needs to happen for all of our Looked After Children and our Care Leavers to ensure they have the very best start in life.

The Local Authority, its members and officers, have a legal duty to act as a good and effective Corporate Parent to children and young people in its care. There is a clearly defined set of responsibilities for Councillors and officers and each of these duties are supported by central government and are underpinned by legislation. Our Corporate Parenting Duty is enshrined in statute, but our motivation and desire should be driven by our desire to offer the very best to all our Looked After Children and all our Care leavers. In effect, in conjunction with the Director of Children Services, every elected member is the legal parent to our Looked After Children and Care Leavers.

An effective Corporate Parent makes sure that Looked After Children and young people and Care Leavers have the same care, nurture, health and well-being, and life chances as any other child or young person. As one would expect and want for one's own child, the Corporate Parent must act as a responsible parent. We believe that good, responsible parenting involves, but is not limited to:

- 1) Making sure that children and young people have a strong sense of belonging, that they are cared about as well as cared-for.
- 2) Supporting children and young people through school, college or work, being ambitious for them and helping them develop a sense of aspiration and self-belief.
- 3) Making sure children and young people are safe.
- 4) Making sure children and young people are healthy, and health-aware, and are offered the very best parenting.
- 5) Making sure children and young people have the best start in life and opportunities to thrive and grow.
- 6) Making sure children and young people are actively listened to, respected and valued, encouraging them to develop and participate as citizens now, not simply as 'citizens in waiting'.
- 7) Encouraging and supporting children and young people to form and sustain a range of healthy relationships, developing how they manage their feelings and behaviours, and understanding those of others.
- 8) Ensuring young people have a sense of belonging, know who they are, where they have come from and know that they belong to a wide and diverse community.

An essential part of getting our parenting right in Lincolnshire is to develop our Councillors' understanding of their roles and responsibilities as Corporate Parents. This Strategy aims to ensure our elected members have the very best understanding of their role and duties and how they can ensure every Looked After Child and Care Leaver has the very best opportunities in life.

The fundamental aims of this Strategy are to ensure that Councillors:

- Understand their roles and responsibilities as Corporate Parents, and scrutinise and challenge how the Local Authority performs in delivering its services as a Corporate Parent.
- Engage effectively, with energy, clarity and confidence with children and young people.
- Support children and young people themselves to engage in activities that support and inform scrutiny and challenge, enabling them to be able to contribute to shaping how our services can be harnessed to deliver the best outcomes for them.
- Understand that children and young people can hold them to account.

3. Corporate Parenting – Our Commitment in Lincolnshire

'In Lincolnshire we want all Looked After Children and Care Leavers to feel safe, loved, be heard and to realise their potential, through nurturing, resilient parenting and support. We believe you can achieve'. *Lincolnshire Looked After and Care leavers Strategy 2018- 2021*

We want Lincolnshire County Council to be an excellent Corporate Parent. This means the whole Council, not just Children's Services. Being an excellent Corporate Parent means:

- All Lincolnshire County Council services will know about their Corporate Parenting responsibility and will acknowledge this in their business planning and delivery.
- All elected members will understand their Corporate Parenting responsibility and will meet annually with Looked-After Children and Leaving Care Service professionals. A champion for Looked after Children and Care Leavers will be established within each Working Group, across Directorates.
- All commissioned partner agencies will recognise Lincolnshire County Council's Corporate Parenting commitment, understand this Strategy and will support its aims and objectives as fully as possible. They will report formally against this through contract monitoring and evaluation.
- All Looked After Children and Care Leavers will know about our Corporate Parenting commitment and plan. This information will be made accessible to them in ways they can understand and use.
- All elected members will support the delivery of the Looked After Children and Care Leavers Strategy 2018-2021.
- All elected members and Partners will state their [Core Offer](#) to Care Leavers.

We will work to a Corporate Parenting Work Plan and a Corporate Parenting Engagement Plan. We will review how we are doing against these plans and report on progress.

Annually to:

- Lincolnshire Health and Well-Being Board
- Lincolnshire County Council's Children's Services Directorate Management Team
- Lincolnshire County Council's Managers and Practitioners

4. Corporate Parenting - Responsibility for All

Services for Looked After Children and Care Leavers need to be co-ordinated, focussed and effective. Responsibility for this rests at a corporate level with Councillors, who will hold senior staff accountable for the implementation of strategies and services.

All elected members should have full regards for the seven Corporate Parenting principles:

- to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
- to encourage those children and young people to express their views, wishes and feelings;
- to take into account the views, wishes and feelings of those children and young people;
- to help those children and young people gain access to, and make the best use of, services provided by the Local Authority and its relevant partners;
- to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
- for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
- to prepare those children and young people for adulthood and independent living.

There are three distinct levels of role responsibility for Councillors: 'universal', 'targeted' and 'specialist'. These responsibility levels support bringing the Corporate Parenting Principles to life, and the roles are defined below:

Universal responsibilities

Every elected member and manager within the Council, in conjunction with members of governing bodies of partner agencies, needs to:

- Be aware of their 'Corporate Parenting' role.
- Have knowledge of the profile and needs of Looked After Children and young people and Care Leavers.
- Understand the impact on Looked After Children and Care Leavers of *all* council decisions.
- Receive information about quality of care and services children and young people are experiencing and consider if this would be 'good enough' for their own child.
- Ensure that action is being taken to address any shortcomings in services and support for Looked After Children and Care Leavers and strive to continually improve outcomes.

Targeted responsibilities

For elected members who visit Children's Homes or who are members of the Corporate Parenting Sub-Group, and for managers of Children's Services, their responsibilities are as above. In addition they will need to make sure, in partnership with those with lead responsibility in partner agencies, that they:

- Are aware of Government expectations regarding services to Looked After Children and young people.
- Have access to and examine qualitative and quantitative information about this group of young people.
- Consider how they are going to respond to and hear the voice of children and young people and their carers/parents.
- Continually take action, in conjunction with officers and partner agencies, to improve services and respond to changing needs.

Specialist responsibilities

This includes key roles of the Executive Councillor for Children's Services, the Director of Children's Services, and the Chairman of Corporate Parenting Sub-Group. There is a responsibility for these individuals to:

- Provide leadership across the authority in safeguarding and monitoring the welfare of Looked After Children and Care Leavers.
- Ensure governance arrangements are in place.
- Undertake regular in-depth analysis of the needs of Looked After Children and Care Leavers and the services required to meet these needs.
- Ensure strategic plans of the Local Authority and joint plans with partner agencies reflect the needs of Looked After Children and Care Leavers.
- Keep up-to-date with national research and new performance indicators in relation to looked after children and young people.

Appendix 1 – Corporate Parenting Sub-Group Terms of Reference

Membership

The County Councillor Membership of the Corporate Parenting Sub-Group will be determined by the County Council. Five additional members may also be appointed to the Sub Group in the following categories:

- one Representative of the V4C the Children in Care Council
- one Lincolnshire Community Health Services NHS Trust representative
- one Lincolnshire Partnership NHS Foundation Trust representative
- two Foster Carers

Chairman and Vice Chairman

At its first meeting in each municipal year, the Corporate Parenting Sub-Group will elect a Chairman and Vice Chairman from the County Councillor membership of the Sub-Group.

Quorum

The quorum of the Corporate Parenting Sub-Group will be three, with at least one of the County Council Corporate Parenting Sub-Group members in attendance.

Replacement

Replacement members will be permitted on the Corporate Parenting Sub-Group.

Meetings

The Corporate Parenting Sub-Group will meet in private on a quarterly basis and as otherwise required.

Terms of Reference

The Corporate Parenting Sub-Group is authorised to undertake the following activities:-

- Ensure that all councillors and Lincolnshire County Council Directorates are fulfilling their roles and responsibilities as corporate parents proactively. This will involve the Corporate Parenting Sub-Group organising specific education and training events for all councillors to ensure they are equipped with the knowledge and skills to be corporate parents.
- Provide clear strategic and political direction in relation to corporate parenting.
- Investigate on behalf of all councillors ways in which the role of corporate parenting can be improved, using examples from other local authorities and countries.
- Ensure that councillors undertake their annual programme of visits to children's homes.
- Ensure that the needs of children and young people in public care and their carers are prioritised by councillors and officers.
- Receive quarterly reporting of key performance indicators relating to children and young people in public care.

- Receive regular and/or annual reports on the level and quality of services to children and young people in public care from the Children's Services Directorate, other Directorates and organisations.
- Monitor the performance, quality and outcomes of the Council's services in relation to children and young people in public care and identify any areas for improvement.
- Engage with children and young people who are in public care or have left care by inviting them to act as advisers to the Corporate Parenting Sub-Group.
- Listen to the views of children, young people and their carers and to involve them in the assessment and development of services.
- Champion the provision of Council based work placements and Apprenticeships for looked after young people.
- Promote achievement and acknowledge the aspirations of children and young people in public care by supporting celebration events.
- Meet with Ofsted inspectors where appropriate for their input into inspections.
- Participate as members of the adoption and fostering panels.
- Agree a work plan, reviewing progress, membership of the Panel and attainment of its role and terms of reference.
- Report back formally on these matters in writing to the Children and Young People Scrutiny Committee after each meeting of the Corporate Parenting Sub-Group.

Appendix 2 – Corporate Parenting Work Plan 2018-19

CORPORATE PARENTING SUB-GROUP WORK PROGRAMME 2018-19

15 MARCH 2018		
Item	Lead Contributor	Purpose
Looked After Children and Care Leavers Strategy	Andrew Morris, Corporate Parenting Manager	Verbal Update on progress to date
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care
V4C The Looked After Children Council Annual Report (December 2017 - February 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
Barnardo's Leaving Care Service Six Monthly Report	Kerry Mitchell, Assistant Director, Barnardo's Lisa Adams, Children's Services Manager, Barnardo's	Overview of service and outcomes of Care Leavers
The Virtual School for Lincolnshire Looked After Children Six Monthly Report	Kieran Barnes, Virtual Headteacher	Monitor educational achievements of Looked After Children
Compliments, Comments & Complaints received from Looked After Children – Six Monthly Update (April – September 2017)	Simone Haywood Customer Relations & Complaints Manager	Overview of LAC complaints

VIRTUAL MEETING 30 APRIL 2018		
Item	Lead Contributor	Purpose
Adoption Service - Six Monthly Update	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of service and progress
Regulation 44 Reports – Six Monthly Report of Independent Visiting Service	Carolyn Knight, Quality and Standards Manager	Overview of residential care addressing remedial actions
Looked After Children Placement Sufficiency Strategy 2013-2017 – Action Plan	Mark Rainey, Commissioning Manager: Commercial	Review of strategy and action plan

14 JUNE 2018		
Item	Lead Officer	Purpose
Legal Services Annual Report 2017/18	Rebecca Andrews, Principal Lawyer, Legal Services Lincolnshire Nicola Leaning, Solicitor, Legal Services Lincolnshire	Overview of service and progress on children in care proceedings
V4C The Looked After Children Council Quarterly Report (March – May 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
Virtual School Annual Report 2017/18	Kieran Barnes, Virtual Headteacher	Monitor educational achievements of Looked After Children
Independent Reviewing Service Annual Report	Carolyn Knight, Quality and Standards Manager	Overview of LAC everyday care arrangement
Compliments, Comments & Complaints received from Looked After Children – Annual Report (April 2017 – March 2018)	Simone Haywood, Customer Relations & Complaints Manager	Overview of LAC complaints

20 SEPTEMBER 2018		
Item	Lead Contributor	Purpose
V4C The Looked After Children Council Quarterly Report (June – August 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
Leaving Care Service Annual Report	Kerry Mitchell, Assistant Director, Barnardo's Lisa Adams, Children's Services Manager, Barnardo's	Overview of service and outcomes of Care Leavers
Children and Social Work Act 2017 – Care Leavers extension	Andrew Morris, Corporate Parenting Manager	Overview of impact of new Act on Care Leavers
Caring 2 Learn	Krysta Parsons, Caring2Learn Project Manager	Overview of Caring 2 Learn project
Annual Report and Statement of Purpose for Adoption	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of service and progress and description of regulatory framework of service

20 SEPTEMBER 2018		
Item	Lead Contributor	Purpose
Annual Report and Statement of Purpose for Fostering	John Harris, Children's Services Manager: Regulated (North and Fostering)	Overview of fostering service
Annual Report and Statement of Purpose for Private Fostering	Lizette Watts, Team Manager: Looked After Children (North)	Overview of service and progress and description of regulatory framework of service
Regulation 44 Reports – Annual Report of Independent Visiting Service	Carolyn Knight, Quality and Standards Manager	Overview of residential care addressing remedial actions

VIRTUAL MEETING 29 OCTOBER 2018		
Item	Lead Contributor	Purpose
Quarter 1 Fostering Report (1 April to 30 June 2018)	John Harris, Children's Services Manager: Regulated (North and Fostering)	Overview of fostering service
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care

06 DECEMBER 2018		
Item	Lead Contributor	Purpose
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care
V4C The Looked After Children Council Quarterly Report (September – November 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
The Virtual School for Lincolnshire Looked After Children Six Monthly Report	Kieran Barnes, Virtual Headteacher	Monitor educational achievements of Looked After Children
Independent Reviewing Service Six Monthly Report	Carolyn Knight, Quality and Standards Manager	Overview of LAC everyday care arrangement
OFSTED Inspection outcomes for all the Children's Homes	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of Ofsted outcomes for Children's Homes

06 DECEMBER 2018		
Item	Lead Contributor	Purpose
LAC Annual Report 2017/18	<p>Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)</p> <p>John Harris, Children's Services Manager: Regulated (North and Fostering)</p> <p>Jenny Harper, Interim Designate Nurse Safeguarding South West Lincolnshire CCG – Federated Safeguarding Team</p> <p>Jean Burbidge, Named Nurse, Vulnerable Children and Young People, LCHS</p>	Overview of service and progress
Compliments, Comments & Complaints received from Looked After Children – Six Monthly Update (April – September 2018)	Simone Haywood, Customer Relations & Complaints Manager	Overview of LAC complaints

VIRTUAL MEETING FEBRUARY 2019		
Item	Lead Contributor	Purpose
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care
Quarter 2 Fostering Report (1 July to 30 September 2018)	John Harris, Children's Services Manager: Regulated (North and Fostering)	Overview of fostering service

MARCH 2019		
Item	Lead Contributor	Purpose
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care

MARCH 2019		
Item	Lead Contributor	Purpose
V4C The Looked After Children Council Update Report (December 2017 - February 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
Barnardo's Leaving Care Service Six Monthly Report	Kerry Mitchell, Assistant Director, Barnardo's Lisa Adams, Children's Services Manager, Barnardo's	Overview of service and outcomes of Care Leavers
The Virtual School for Lincolnshire Looked After Children Six Monthly Report	Kieran Barnes, Virtual Headteacher	Monitor educational achievements of Looked After Children
Compliments, Comments & Complaints received from Looked After Children – Six Monthly Update (April – September 2017)	Simone Haywood, Customer Relations & Complaints Manager	Overview of LAC complaints

Items to be programmed

- Post Adoption Support; and Support for Foster Carers

Appendix 3 - Corporate Parenting Engagement Plan 2018-19

Objective	Action	Evidence	Lead	Completion date
1. Ensure all Elected Members are aware of their Corporate Parenting responsibilities	Each LCC scrutiny committee to confirm they have a Corporate Parenting Champion	Champions keep LAC and Care Leavers in focus across all of the work of the Council. Evidenced in minutes, reports and actions. Relevant recorded items from scrutiny committee meetings are shared with Corporate Parenting Sub-Group Chair to feed to Sub-Group.	CLlr D Brailsford	November 2018
	Corporate Parenting Role is defined and purposeful.	Defined clearly within Strategy		
	Champions are inducted to role if they are new.	Induction for Champions	Andrew Morris	January 2019
	List of Champions is known and published within the organisation	Internal Comm's routes to wider organisation and all Cllrs	David Hair for all Cllrs	November 2018
	Full Council short annual briefing on Corporate Parenting and the Strategy	Full Council is briefed, recorded in minutes, any questions are answered.	Janice Spencer and CLlr D Brailsford	September 2018

<p>2. Corporate Parenting Sub-Group members strengthen their relationships with Looked After Children and Care Leavers, including with V4C and the Care Leavers group</p>	<p>Member takes part in activities working with Looked After Children and Care Leavers</p> <p>Each member attends one BIG Conversation meeting with Looked After Children, young people and Care Leavers</p> <p>Members of Corporate Parenting Sub-Group attend quarterly joint meetings with the Leaving Care LEADS group and V4C</p> <p>Visiting Members will engage with children and young people living residentially and report to Corporate Parenting Sub-Group, including children and young people's comments and views.</p>	<p>Members work collaboratively to influence service improvement. Young people feedback indicates taken seriously and a positive change made.</p> <p>Members are formally engaged with one of the three work-streams and contribute to successful outcomes.</p> <p>V4C and LEAD group members and minutes reflect meaningful engagement and discourse.</p> <p>Key issues/themes arising are actively considered for future Corporate Parenting Sub-Group agendas.</p> <p>Children's views, wishes and feelings are recorded and reported. Positive work is identified as well as areas for improvement/development</p> <p>Actions can be put forward for future Corporate Parenting Sub-Group agendas</p>	<p>Cllr D Brailsford Named V4C worker Lisa Adams (Barnardo's)</p> <p>All members</p> <p>All members</p> <p>All members</p>	<p>All to attend FAB awards, attend 75% of Corporate Parenting Sub-Group meetings each year.</p> <p>Each elected member on the Corporate Parenting Sub-Group to confirm a date for attendance by November 2018</p> <p>Each elected member on the Corporate Parenting Sub-Group to confirm a date for attendance by November 2018</p> <p>As per visiting schedule, reviewed quarterly through Corporate Parenting Sub-Group</p>
---	---	---	--	--

3. The Children's Services Workforce and Management are aware of this Strategy and their role in Corporate Parenting in Lincolnshire. This includes key partner organisations.	DMT is kept aware of Corporate Parenting Strategy and developments	DMT understand role re Corporate Parenting, reflected in strategy and policy decisions	Janice spencer Andy Morris	Two updates to be given to DMT each year
	Service Managers and CSTMs are made aware of Corporate Parenting Strategy	Service Managers and CSTMs support increased engagement of staff in BIG Conversation and activities	John Harris Yvonne Shearwood Andy Morris	SMT and CSTM meetings
	Children's Services wider workforce is made aware of Corporate Parenting Strategy through numerous Forums and 2 staff bulletins per year	Supervision, appraisal and team meeting records reflect a good level of awareness of the Strategy and Corporate Parenting role and Corporate Parenting principles of LCC staff and elected members.	John Harris Yvonne Shearwood Andy Morris	October 2018
	The Strategy is known and understood by Leaving Care Service staff	Supervision, appraisal and team meeting records reflect a good level of awareness of the Strategy and Corporate Parenting role and the Corporate Parenting principles in Barnardo's staff. LCC Contract monitoring/auditing evidences this is happening	Lisa Adams	October 2018