

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>Corporate Parenting Panel</b>
<b>DATE OF DECISION</b>	<b>26.4.23</b>
<b>REPORT TITLE:</b>	<b>DRAFT CORPORATE PARENTING STRATEGY 23-25</b>
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>CORPORATE DIRECTOR- Debbie Jones and / or DIRECTOR-Roisin Madden/ HEAD OF SERVICE -Shaun Hanks</b>
<b>LEAD OFFICER:</b>	<b>Jane Scott, Transformation Lead. Childrens Services.</b>
<b>LEAD MEMBER:</b>	<b>CLLR Maria Gatland</b>

### 1 SUMMARY OF REPORT

- 1.1 This report outlines key aspects of a proposed Draft three-year Corporate Parenting Strategy 23-25 with a new Draft Terms of Reference.

### 2 RECOMMENDATIONS

- 2.1 The Corporate Parenting Panel is requested to give feedback on the Draft Corporate Parenting Strategy Report and Terms of Reference

### 3 REASONS FOR RECOMMENDATIONS

- 3.1 To inform the completion of a final Corporate Parenting Strategy and TOR.

### 4 REPORT

#### 4.1 DRAFT Croydon Corporate Parenting Strategy 2023-2025

##### Introduction

***‘To be helped to succeed in education, to travel beyond Croydon and see the world, to have experiences with our friends, family and the professionals that work with us. These are important and make us happy’.***

**Feedback from children and young people. January 2023.**

All children deserve to be cared for, respected, listened to and supported. To feel safe and loved. All children deserve opportunity and support to grow into happy and successful adults. Our Children in Care and Care Leavers are no different, but without a stable family to support them, and often having experienced trauma, they face more challenges in achieving their aspirations.

As corporate parents, it is our responsibility to be the supportive parent in times when birth, adoptive parents or carers are unable to fulfil this role. For those young people with their own children, we need to become 'corporate grandparents'.

This responsibility is not just with social workers and professionals who work directly with children and young people but is a 'Whole Council and Partnership Approach', council staff, elected Members and partners. We want everyone to read this strategy and ask themselves: **“What can I do in my role to help children and young people in and leaving care?”**

### **Our legal duty**

Social care, education and health services are committed to supporting children to remain within their families where possible, only using care for the right children, at the right time. When children or young people are unable to live with their parents or guardians, it is the duty of local authorities to care for them with our partners. As established in the Children Act 1989. Corporate parenting principles are set out in the Children & Social Care Act 2017 as below:

- To act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people.
- To encourage those children and young people to express their views, wishes and feelings.
- To consider 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.

The Children Act 1989 also places a duty on the council's partners, including Health, Education and Housing services, to provide help, support, and provide services to ensure that the wider Corporate Parenting responsibilities are achieved. The Government's response to the Care Review supports this approach. We need a whole system approach and effective partnerships so that we can succeed in supporting children and young people in care and leaving care, in all aspects of their lives, no matter where they live in Croydon. We must also create supportive links with our partners when they children and young people live in other Local Authorities.

### **Our Pledge**

The Pledge outlined below was created by children looked after and care experienced young people leading up to 2020. This Pledge was not launched due to Covid but forms the basis of more recent consultation and feedback that has been undertaken by the Children in Care Council and Care Leavers and other focussed consultation events as highlighted below:

#### **Croydon's Looked After Children and Care Experienced Young Person Pledge. 2020**

Our commitments to you as our Looked after Children:

1. Help you with your social life and to keep contact with your family where safe to do so.

2. We will help you to access positive social and educational activities.
3. We will make sure your learning continues into later life by supporting you to consider higher education.
4. We will provide you with a place to live that is safe and happy for you.
5. We will provide you with the right help to meet all your needs and to celebrate who you are.
6. We will support you in moving on from care and prepare you for living independently.
7. We will make sure we know your needs and review our plans to meet them regularly.
8. We will involve you in decisions which affect you and we will take your wishes and feelings taken into account.
9. We will ensure you have a social worker/personal advisor, to support you, and for you to be able to contact them easily.
10. We will support you to return home if it safe and right for you.
11. We will ensure you have access to high quality good education at all stages of your childhood.
12. If you request it, we will help you see the records we hold about you.
13. We will respect you as an individual with your own identity.

### **Our Promise**

#### **I will show that I Hear you by:**

- Listening to your views
- Exploring ways to achieve what you want

#### **I will show that I See you by:**

- Visiting when I say I will
- Noticing how you are feeling

#### **I will show that I care about you by:**

- Worrying about your safety
- Remembering important events for you, such as your Birthday

### **Our Strategic Priorities**

The following strategic priorities reflect what we know we need to improve on over the next three years to fulfil our role as Corporate Parents, driving a 'Whole Council Approach' with our partners through the oversight of the Corporate Parenting Board. Our care experienced

young people will have input as Co-Chair and Ambassadors, to influence and shape the agenda and activity so that we retain a focus on what really matters to them and their future. Our children and care experienced young people have told us the following more recently which has informed the Strategic Priorities:

- **They want Commitment:**  
For our children looked after and care experienced young people to feel that they are seen, that they are heard, and that they are cared for by their corporate parents.
- **They want Togetherness:**  
For relationships between children, and their social workers, Personal Advisors and foster carers, to be respected and nurtured, and for it to be understood that these relationships are as important when a young person turns 18 years old. To recognise the importance of children's family relationships and life stories.
- **Listen to voices of those that work closely with us:**  
For the voices of those that work closest with our children and young people to be heard and taken account of, and for all parts of the council to work together to deliver improvements in services to them, especially in respect of housing.

### **Achieving ambitions and aspirations with you.**

We will achieve your ambitions and aspirations with you through:

- Strong leadership, commitment to co-parenting with your family and connected carers, driving improvements through robust performance management and a focus on what works best for you.
- We will build on our engagement and involvement of children, and care experienced young people, in developing and implementing this strategy.
- We will promote an inclusive and effective partnership working across Croydon Council with support from identified elected members to each priority theme.

### **Key priority Areas**

- Housing
- Education, Employment, Training
- Permanence Stability
- Health and Adult Transitions

### **Strategic Priority 1 Housing**

#### **Vision**

Parents want their children to have the best start in life and to experience a supportive and positive transition into interdependence. This includes good preparation for living independently, choice of area, quality of housing to create a new home. Parents need to have a flexible approach when young people make mistakes and need support and guidance.

#### **Croydon's Challenges**

Croydon is operating within exceptional financial constraints. The Housing provision across the organisation requires reorganisation and a creative approach to develop a range of affordable and quality housing provision to meet the diversity of need within the borough. The offer to care experienced young people to date has not been consistently good and

reflected the level of need and responsibility. As a Corporate Parent, promoting a whole council approach to ensuring that care experienced young people have the support and opportunity to live in an area with good quality affordable housing that will promote life chances and increase wellbeing and stability. We also need to acknowledge the needs of those care experienced young people who have lived outside of Croydon Borough and choose to remain in the same area in which they have been cared for. Croydon needs to build relationships and reciprocal arrangements to ensure that these young people have the same opportunities and access to good quality support and housing provision to create a home and stability into early adulthood.

What we will do: -

- We will ensure that the Housing Service and Childrens Social Care will have a joint protocol that develops a consistent approach to care experienced young people's needs and uses a common language that promotes care experienced young people's ability to engage with developing choice, suitable homes and support.
- We will develop a range of housing options that reflects the diversity of needs and what young people tell us they need to learn, create stable homes and are able to enjoy being a Croydon resident and part of community life.
- We will provide a co-located Housing Officers, Benefits Officers, and Support staff to facilitate good housing, maximising of benefits and support to move home and retain a tenancy.
- We will provide council properties that are furnished with appliances and crucial items. Provide pre and ongoing tenancy support to develop tenancy expectations and skills.
- We will promote greater preparation and support to ensure that care experienced young people have the requisite life skills to create a stable home and enjoy community life.

How will we know we have been successful?

- Care Experienced young people will experience a caring and responsive Corporate Parenting approach from the Housing Department and Children's Care when in need of a stable home and support into early adulthood.
- **Measure**-young people will tell us. The outcomes from contact evidence a positive and timely outcome.
- Care Experienced young people have choice and good quality housing provision to meet their needs.
- **Measure**-Data including complaints and Quality Assurance Audits evidence improvements in choice and quality of housing provision.
- Care Experienced young people have prompt, informative housing advice and support and have access to advice to maximise their benefits claims.
- **Measure**-Data and feedback evidence improvements to young people's access to suitable housing and benefits.
- **Measure**-Care experienced young people will report greater input, focus and support to prepare for leaving care and whilst they adjust to a more independent living arrangement.

Key Partners for this strategic priority are:

- Housing Services Personnel
- Department of Work and Pensions
- Children's Social Care Personnel
- Fostering staff, foster carers inhouse and independent Fostering providers.
- Residential providers

- Housing and Children’s social care services commissioners
- Police
- Community Safety Partnership

## **Strategic Priority 2**

### **Education, Training and Employment Opportunities. Actively supporting and encouraging.**

#### **Vision**

Parents want their children to have the best start in life and to reach their full potential. Croydon is an ambitious London Borough for all its children and young people and, like any good parent, has especially high aspirations for the children in our care and care experienced young people as they move into early adulthood.

Our vision is to ensure that all aspects of learning from early childhood development to preparation for adulthood and independence are a top priority for all those involved in the lives of our children and young people. We want to ensure they can learn and develop, attend, and engage, attain, and achieve at every stage of their learning journey from their earliest years to school, to further and higher education and go on to benefit from excellent opportunities for work experience, training, apprenticeships, employment and further education in a borough with a strong commitment to making a difference.

As leaders responsible for ensuring that the local authority discharges its duty to promote the educational achievement of their looked-after children, the Chief Executive of the Council, the Lead Member for Children and Families and the Director of Children's Services will ensure that creating a culture of high educational aspirations for looked-after children and care experienced young people across the council and its partners is given priority.

#### **Croydon’s Challenges**

Croydon has achieved a good standard of success for many of our children in care and care experienced young people, but we acknowledge we can and should do more. We particularly need to address equality of access and specialist service provision for those children and young people who need additional help. To support those children and young people who struggle to gain A-C results in their GCSE’s. Unaccompanied asylum-seeking children and young people need more support to achieve and realise their ambitions. As Corporate Co-Grandparents we need to ensure that young parents and their children, our grandchildren, are given every support and opportunity to engage with learning and employment, recognising that this will enhance life chances in a challenging financial environment. We need to recognise and support the needs of those children and young people who are looked after for shorter periods of time and return to their birth families or live with connected carers. We need to develop and create specific opportunities for children and young people who have special educational needs, ensure that we have consistently robust assessments and create opportunities for them to realise their potential. We recognise that we can provide more diversity and creativity to the challenge through a ‘Whole Council and Partnership’ approach.

What we will do: -

- We will ensure that we raise the profile of need and expectation that our children and young people achieve the best outcomes to enable them to realise their ambitions.
- We will support this ambition through a programme of training and awareness raising with Council members, officers, and partners.

- We will drive improving the quality and impact of the Personal Education Plan as a foundation to support children and care experienced young people to access employment, training, and further education.
- We will create a virtual college that will build upon the work of the virtual school and continue to aspire, track and support care experienced young people to access a range of opportunities.

How will we know we have been successful?

- All children in care have a high-quality personal education plan and pathway plan that sets out how they will be supported to achieve their potential at every age and stage.
- **Measure**-children and young people will tell us what they need. The outcomes detailed will have demonstrable impact upon children and young people's life chances and ambitions.
- More Children looked after and Care Experienced young people will be supported to access and sustain higher education opportunities.
- **Measure**-Data including complaints and Quality Assurance Audits evidence improvements in the number and diversity of Care Experienced young people accessing and sustaining further education.
- Children and Care Experienced young people will have their Strengths and Difficulties questionnaire assessed and incorporated into their PEP plans recognising the correlation between wellbeing and educational achievement.
- **Measure**-Data and feedback evidence improvements to young people's access to appropriate emotional and wellbeing support that supports them to enjoy and achieve in education, training, and employment.

Key Partners for this strategic priority are:

- Virtual School
- Virtual College
- Schools
- SEND
- Social work – area teams and children Looked After Services
- Fostering, Kinship and Special Guardianship Order (SGO) Services
- Residential Services
- 16+ Service
- Independent Reviewing Officer (IRO) Service
- Employers
- Colleges
- Employment, Skills & Economic Development • Planning & Sustainable Regeneration

### **Strategic Priority 3 Permanence, Stability.**

#### **Vision**

Croydon Council and partners will work together to secure children's futures with their families wherever possible. When they cannot live with their parents, we will secure the best plan to meet their needs in their timescales. Wherever possible children and young people will experience their home and care in the borough of Croydon. When this is not possible it will be important to ensure that every effort is made to maintain and support links with family, significant others, and community. We will create stability, care, and love in the lives of the children and young people we care for. We will listen to children and young people and incorporate their views and wishes into their plans and lived experiences.

## Croydon's Challenges

Croydon like many Local Authorities, particularly in London, strive to create sufficient homes for children and young people to reflect the diversity of need. We have achieved Permanence for many children and young people but need to become better at recognising when situations become fragile and risk the stability of a consistent home and caring experience for children and young people. We need to build more resilience into assessments and support for children, young people, carers, and partners.

What we will do:

- Listen to our looked after children and care experienced young people.
- Review our sufficiency strategy robustly and regularly to ensure that it meets current and projected need.
- Continue to develop and improve our inhouse and partnership arrangements to ensure that permanency and stability is an experience that all children and care experienced young people can achieve.
- To develop training and skill development for social work and aligned professionals in assessing and planning where home circumstances and care is fragile. Seeking and proposing positive solutions, incorporating children, young people, family, and carers wishes and feelings into plans and interventions.
- Develop a range of support offers (people, programmes, approach) to deploy to increasing stability where circumstances are fragile. Creating equality of opportunity for all children and young people to experience a stable home and care.

How will we know we have been successful?

- Children and young people will live in stable and well supported homes.
- **Measure**-children and young people will tell us what they need. The outcomes detailed in care and pathway plans will have demonstrable impact upon children and young people's stability, life chances and ambitions. Matching data and auditing information for longer term care arrangements will be developed and monitored.
- More Children looked after and Care Experienced young people will be supported to live in or close to Croydon.
- **Measure**-Data and Quality Assurance Audits evidence improvements in the range of placement choice, matching decisions, incorporating children and young people's views and wishes, when considering what homes, care and support will realise the best opportunity for a stable and loving home.
- We will ensure that our workforce and partners are equipped to identify and support care arrangements to be robust, stable and caring. We will further develop our practice and resources to create more stability of home and care.
- **Measure**-Data and Quality Assurance Audits evidence improvements to creating stability for children and care experienced young people.

Key Partners for this strategic priority are:

- Health Services
- Police
- Community Safety Partners.
- Children's Commissioning Service
- Adults and Health Commissioning Service
- Social work teams.
- Placements Team



- Foster Carers and Fostering Service
- Children's Residential Services
- Housing
- Independent Placement Providers
- Independent Reviewing Officers.
- Community partners

## **Strategic Priority 4 Health and Adult Transitions.**

### **Vision**

We want our children to be happy and healthy both physically and emotionally, to be safe and protected from harm and exploitation. We want them to be supported to become successful independent adults who can thrive, access a positive support network, understand how to manage their own health needs, seek support when needed and be able to achieve their potential in life.

### **Croydon's Challenges**

Many of our children and young people who are in care or care experienced, have had a difficult start in life. Life expectancy and the likelihood of developing physical and mental health problems are strongly linked to their experiences of neglect, abuse and trauma.

Families' experiences of access to services and support impact upon their ability to care for their children which can amplify the risks of health inequalities. Children and young people who are care experienced are more likely to develop problems with their physical and mental health and suffer health inequalities if they have faced one or more of the following, with risk increasing as more than one of the following are experienced: the child, young person needs to be looked after in the care system; they are new to the country and asylum seekers; they have experienced trauma; they are excluded from school; they have special education needs; they live in poverty; or they have experienced the youth justice system.

The effect of poor physical and mental health and health inequalities impacts throughout people's lives. Transitions into adulthood can be impacted upon by these vulnerabilities. It is strongly linked to the ability to achieve and attain within education, and employment and the ability to create and sustain a home and family life.

What we will do:

- We will listen to our children and act upon their feedback.
- We will use our practice framework, to promote emotional healing and to support our children and young people to be able to cope with the pressure's life brings. We will support children in care and care leavers to improve their health and wellbeing and will provide services and a high standard of support to meet their needs including their physical, mental and sexual health. We will create a health pathway for our Care Experienced young people that reflects what they will need as they transition into adulthood. We will know these areas are being achieved when all of our children and young people have access to the health services they need.
- We will create a robust Adult Transitions Pathway that is clear to all and is built upon a proactive partnership between Children and Adult Services. Delivering a smooth transition for those children and young people who need specific support and consideration of their ongoing special needs into adulthood.
- We will continue to monitor outcomes that we know are effective: - immunisations status, the percentage of completed strengths and difficulties questionnaire and if they are used

to inform plans and practice, GP Registrations, timeliness of dental reviews and timeliness and quality of Health assessments.

How will we know we have been successful?

- For children and young people in care to be supported to have improving emotional and mental health and wellbeing. To be assured that the SDQ is informing care, education planning and support for our children and young people as per guidance.
- **Measure**-children and young people's views will be incorporated. To have 100% SDQ completion. We will report on SDQ year on year scores to examine trends and sample a range of children and young people to inform this reporting.
- Initial Health Assessments are continued to be prioritised and evidence of impact upon health planning and impact is available.
- **Measure**-Data and Quality Assurance Audits monitor the timeliness and impact of Initial and subsequent health assessments.
- Care experienced young people have access to responsive and needs led health services which include physical, mental and emotional health, sexual health and peri, postnatal health support.
- **Measure**-Data and Quality Assurance Audits evidence increased access and positive impact of health services for care experienced young people.
- To have clear pathways of support available for looked after young people moving to adult services. Themes include Mental Health, Transitional safeguarding and transitions for those young people who do not have a diagnosis and yet will continue to need support from social care (including addictions)
- **Measure**-Data is developed to monitor current and future needs. Young people aged 14-25 who are leaving care have access to mental health, drug and addiction services when needed. Young people between 14-25 years diagnosed with Autism, ADHD, learning or/and physical disability or specific vulnerabilities are identified and have a clear plan of support that addresses transitional care needs in a timely manner.

Key Partners for this strategic priority are:

- Designated Doctor
- Designated Nurse
- Children's Commissioning Lead
- Adult Health Commissioning Lead
- Safeguarding Lead
- Community partners
- Police
- Community safety partners

## **Governance Arrangements**

### **Board members supporting Strategic Priority Themes**

Within our Corporate Parenting Strategy, we have set out four priority themes informed by our self and external assessment, children and young peoples views and wishes. The Board will arrange four respective subgroups that relate to the priority strategic areas. An elected council member will work closely with an ambassador supported from the participation service and a relevant officer or partner to drive the oversight and challenge to evidence progress and improvement in each area. The lead member will promote the priority within relevant forums, committees, decision making forums and wider council and community events as relevant. The elected member priority lead will receive updates from the operational lead as agreed and prior to reports being presented to the corporate parenting board.

## **Officers**

Officers have a crucial role to play in ensuring that services are developed and delivered to a high standard and that they inform Elected Members of the progress of the plan and any challenges that are being faced. They need to know about the children who are in our care and strive at all times to deliver the highest quality service. They are responsible for advising the Board and ensuring that any agreed actions are implemented as agreed:

- Reporting to the Corporate Parenting Board on performance relating to children in care and care leavers. Three highlight reports of overarching progress for children looked after and Care Experienced per year. Subgroup reporting as agreed with the Chair and Co-Chair.
- Ensuring that the Corporate Parenting Board has all relevant information to ensure that they can provide robust monitoring of services provided to children in care and Care Experienced young people and make decisions based on the most up to date information.

## **5. CONTRIBUTION TO COUNCIL PRIORITIES**

5.1 *This Report aligns with the Council Priorities*

## **6. IMPLICATIONS**

### **6.1 FINANCIAL IMPLICATIONS**

6.1.2 There are financial implications to the draft strategy of which some activity is being conducted within current resource whilst additional resource is being developed to ensure that we can deliver on the Strategic Priorities outlined.

### **7.1 LEGAL IMPLICATIONS**

7.1.1 Croydon is fulfilling its legal obligations by creating a Corporate Parenting Strategy.

### **7.2 EQUALITIES IMPLICATIONS**

7.2.1 This report highlights how the strategy will address equalities.

## **8. APPENDICES**



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### **8.1 A Draft TOR**