

Staffordshire Corporate Parenting Panel

Annual Report 2018-19

Chairman's Forward

During this year we have been developing the panel so that it is more actively involved in improving opportunities for Staffordshire's children in care.

We have taken part in workshops to develop our strategy, the performance information we require to fulfil our roll and to formulate a 'care leavers' offer that fits the strap line 'If it's not good enough for your own child then it isn't good enough for a young person leaving care'. We have also extended the 'mentoring scheme' to include members of the panel.

I would like to thank all members of the panel for their commitment to the role and the Vice Chairman who has taken the lead on developing the care leaver's offer.

During the forthcoming year we will continue to develop the panel and look to see how we get greater involvement from organisations from across Staffordshire in improving the life chances of our 'Looked After Children'



County Councillor Mark Sutton

Chairman of Corporate Parenting Panel
Cabinet Member for Children and Young People

Purpose of Corporate Parenting Panel

1. The Corporate Parenting Panel is the means by which the Council discharges its responsibility as a corporate parent and brings together councillors, senior officers in children's social care and partner agencies to consider key issues which affect looked after children and care leavers.
2. The Panel actively engages with and challenges key partners to provide good support and is ambitious for the children in its care.
3. The Panel works closely with our Children in Care Council and Care Leaver forums to ensure all our looked after children have the best possible care, are safe, healthy, happy and achieve. In order to achieve this, the Panel has an annual thematic work programme in which all partners are called to account.

Governance and membership

4. The Panel provides a key role in supporting members to play their role in ensuring accountability for our looked after children. Whilst all members of the County Council are corporate parents, members of the Corporate Parenting Panel champion and challenge on behalf of looked after children and Care Leavers. The panel is proactive in challenging service delivery and advocates for children in our care and for strong governance principles.
5. The Panel looks to see that the voice of the child is imbedded in all bodies and informs decisions making.
6. The Work Programme is a working document and as such the Panel have requested supplementary reports in order to further explore any areas of concern or challenge.
7. The Panel comprises of 15 elected members of the County Council, including the Chair who is the Cabinet Member for Children and Young People and the Chairman of the Safe and Strong Communities Select Committee. Members are appointed annually at the Council meeting in May.

The current members are:

Gill Burnett	Bernard Peters
Janet Eagland	Natasha Pullen
John Francis	Paul Snape
Gill Heath	Mark Sutton (chairman)
Michael Greatorex	Carolyn Trowbridge
Phil Hewitt	Ron Clarke
Bryan Jones (vice chairman)	Maureen Compton
	Jill Hood

8. Members of Staffordshire's District/ Borough Councils are co-opted onto the Panel as champions for looked after children particularly in areas of housing and leisure facilities.

Ann Edgeller Alan Pearson Wendy Sutton	Barbara Hughes Jill Waring Jeremy Oates
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9. The Panel is supported by the Strategic Lead for Looked after Children and Disability Services and the Children's Commissioner (Families and Communities). The Facilitator of the Children in Care Council attends every meeting to ensure the voice of the child feeds into the Panels agendas.
10. The Panel calls on professional advice and assistance/ holds to account:
 - The Head teacher of the Virtual School
 - Designated nurse for Looked After Children
 - County Managers for Leaving Care; Adoption and Fostering
 - Independent Reviewing Officers
 - Youth Offending Team
 - Senior practitioner colleagues
11. The Panel calls for witness accounts as appropriate, from:
 - Looked after children and Care Leavers
 - Care Leaver Ambassadors
 - Foster carers
12. The Panel's Terms of reference were refreshed and approved by the Panel in 2017 and are attached as Appendix.
13. Panel meets 10 times each year. It has met formally and in informal workshops to debate key aspects of the service.
14. All panel members are required to complete Level 1 Child Protection Training as a minimum.

Corporate Parenting Strategy 2016-19

15. The challenge and scrutiny role of the Panel is focussed on driving the overarching Looked After Children Strategy 2016-19. The Strategy has 6 key objectives:
 - Keeping You Safe
 - Where I live
 - Your Education and learning
 - Your wishes, views and feelings
 - Becoming a Care Leaver
 - Your Health and Wellbeing
16. In **September 2018**, we explored how as a Panel we had performed against the commitments set out in the Strategy.

Key Issues

17. The Panel scrutinises a performance dashboard of data at each meeting. We have kept a watching brief on the numbers of children in care, mindful this has been rising in line with the national picture and we have consistently shared our concern about the impact on services particularly on social worker caseloads. Consistently we have been assured that those children who are in care should rightly be there, that the thresholds set are appropriate and that there continues to be a focus on working with families to prevent an escalation and that county managers are looking at how best to reconfigure services and staff to more creatively manage the volume of work.
18. The number of looked after children averaged around 1100 during the year. We know placement costs vary between £800 (foster care) to £3500-£7000 (externally provided residential care) and accept that this has placed a significant financial burden on the Council.
19. We have received regular updates on the impact of the pressures on the service. We welcome that the Council has afforded an additional £1.1m in the current and next year, to ease social worker caseloads.
20. We have explored reasons behind the increase and have queried the relationship between the service and the Courts. We understand there is a good working relationship with the local family justice board and CAFCAS Board and they meet regularly with the Judiciary. The quality of work presented to court is of a consistently good quality. However, it seems that where local authorities are applying to court for removal of children, the courts are not disposed to pre-empt final decisions and are reluctant to remove children until proceedings have concluded. There is also a reluctance to separate siblings.

Key achievements

21. The Corporate Parenting Panel play a key role in promoting, monitoring and challenging service improvement and achievements.
22. The Staffordshire Pledge reflects what matters to young people in care and all Corporate Parenting Panel Members have signed up to commit to uphold the Pledge and support young people to improve outcomes for them. Young people hold members of the panel to account for how well they have supported the pledge when they 'take over' the meeting each November.
23. The Panel is ambitious about looked after children's futures and enjoy opportunities to celebrate their success and achievements with them.
24. The Panel wants to listen to looked after children's opinions and ensure that these feed into practice and developments in policies and services.

25. We have been kept up to date with progress against looked after children's Transformation. We know that resilient families will enjoy better lifestyles, better outcomes for their children and will reduce demand on council services.
26. The transformed service will support families and communities and work proactively with partners and communities to identify what service is there, what works and what's missing to achieve an affordable mix of support from professional, the voluntary sector, communities, families and friends that allow people to meet their needs.
27. In terms of Children's Transformation, we understand the clear objectives for looked after children, are
- To impact the numbers of children and young people entering the system
 - To reduce, where appropriate, the length of time children and young people spend in the system
 - To influence efficiencies in placement costs, which align need to resource.

Keeping You Safe

28. In recent years, there has been further training developed around Child Sexual Exploitation (CSE) and an increased awareness around how we manage risk.
29. We have been concerned over incidence of grooming of looked after children. We are assured that residential staff work closely with Police colleagues to safeguard young people in their care at risk of exploitation. The Commissioner for Children's Services will bring to Panel in 2019-20 a Strategy around Contextual Safeguarding for looked after children which will inform future commissioning decisions.
30. In **March** we heard about an initiative to reduce the criminalisation of looked after children and care leavers. The County Manager, Youth Offending Service (YOS), described the national protocol in which partners should work together to reduce unnecessary criminalisation of looked after children and care leavers. The key principles are aligned with those of corporate parenting.
31. As a Corporate Parenting Panel we are tasked to ensure that systems are in place to identify all looked after children who come into contact with the criminal justice system and build an accurate picture of their offending, challenging behaviours and any exploitation risks they face. A restorative justice training programme has already led to a reduction in the numbers of children in the YOS.
32. YOS hold data on looked after children and the service is performance managed. The data does not extend beyond care leavers, but national data does and work is ongoing to cross match this data across vulnerabilities. As a panel, we will then scrutinise these findings.
33. During 2017-18, the number of unaccompanied asylum seeking children (UASC) increased within Staffordshire. It is recognised that many of these young people had experienced significant adverse life events both within their countries of

origin, and during their journeys to the UK. During 2018/19, the numbers remained stable at 6-7% (70 UASC).

Your wishes, views and feelings

34. We receive an update to every Panel from the Children's Voice Project and are supportive of their work. We look forward to opportunities to engage first hand with young people, particularly at the annual Take Over meeting where they plan and deliver their own agenda and chair the meeting.
35. We are appreciative of the hard work that young people from the Children in Care Council (CiCC) put into the Take Over meeting held annually **in November**. This year we heard their presentations on the outcome of their Big Vote 2017-18 across the 6-11 years, 12-16 year age groups and Care Leavers; from their experience of attending the Children in Care Council Regional Conference 2018 and their plans for 2019.
36. The Big Vote 2017-18 had highlighted that what mattered to young people was support for understanding their past (6-11 years) and support preparing for their GCSEs (12-16 years) and Managing finances and budgeting (Care Leavers) and all these issues have now been addressed and actions implemented.
37. We learned that the CiCC had entered ballot papers to support consultation organised by the Staffordshire Council of Voluntary Services (Make Your Mark 2018) and that the top issue for Staffordshire (replicated across the UK) was mental health. We have assured the young people that, as corporate parents, we take this seriously and we are considering ways in which we can help.
38. We are pleased that the Children in Care Council shadow our Work Programme and are able to feedback their thoughts into our meetings via their facilitator.
39. In **August**, the Independent Reviewing Officers presented their annual report for the period 2017-18. With a responsibility for overseeing child protection conferences; reviewing activity, care planning and review arrangements, the service supports a commitment of continuity of chairperson for those children who are subject to a child protection plan and who then become looked after.
40. We recognise that this has been a challenging year for the service in terms of staffing which has resulted in some unavoidable inconsistency of support for some children. We shared concern over the resilience of staff, the levels of agency staff required and what appeared to be unsustainable increased workloads.
41. Nevertheless, we were pleased there is good feedback from conferences and that a pilot of a new model for Child Protection Conferences has been completed and rolled out. The service continues to strive for child focussed reviews.
42. We are pleased that at least half the reviews which occurred between August 2017-18 had children attending them. Young people need relationships based on trust to confidently express their wishes and feelings.

Your Health and Wellbeing

43. The Looked after Children's designated nurse highlighted the achievements, progress and challenges in meeting the health needs of our looked after children, in **February**. A holistic health assessment for every child in care is a statutory requirement and is a valuable process. The nurse undertakes 6 monthly quality assurances of Initial Health Assessments (IHAs) which have been undertaken by commissioned medical staff and gives constructive feedback.
44. We are concerned about performance data around IHAs in Staffordshire which is disappointing, although it appears to be an improving picture and we have requested regular updates. The slippage reported to our February meeting was attributed to significant changes in commissioning and service re-configuration. Although all assessments are now being completed in timeframe, there is some delay in completing paperwork. In the meantime, we are assured that the quality of assessments is excellent, the plans are smart and no child's health needs are unmet.
45. We are pleased that there have been developments around young people's health including the development of a Health Passport for care leavers. The Good Practice Guide for processes around admitting children into care has been updated to include a request that initial health assessments take place within 5 working days and for initial health assessments to be completed by Health within 20 working days.

Where I live

46. We are assured by the County Manager, Prevention and Placement that the in-house accommodation is of consistently good quality and offers value for money and that all residential homes where our children are placed are Ofsted rated either good or outstanding.
47. Members of the Panel undertake Regulation 44 visits according to a rota. These monthly visits are a statutory requirement and are conducted by an Independent Person. While member's presence is not a requirement, Ofsted have said that it represents good practice. We are encouraged to look at the relevant Statement of Purpose for the home before a visit as these set out the particular purpose for each including accommodation, the age/profile of children accommodated, and staff ratio. Members comments are included in the report which is sent to Ofsted.
48. We know that it can be very difficult for the placement team to find suitable accommodation anywhere in the UK for the most challenging young people. We endorsed the action taken by staff and wholly support them in their efforts to restore trust and stability to a home following a challenging episode this year.
49. We are pleased that learning from this incident has resulted in changes including consistency in how staff manage and report missing episodes; provision of alternative education offers for young people who fail to engage in mainstream or in on-site teachers; and an escalation process to raise concerns with partners.

50. In **October** we learned about the matching and impact assessments which are an integral part of the placing process; also the quality assurance elements for the process and the robust placement monitoring post placement.
51. All cases are reviewed at a minimum of every 6 months and a watching brief is maintained on all independent sector placements to monitor and predict future financial commitment, to avoid drift where plans are in place, to rehabilitate to family/carers or to step down to less expensive resource. We are assured that all family and friends options are explored before looking further afield, notwithstanding that this sometimes involves some measured risk.
52. Currently social workers are challenged by working with families at a distance from Staffordshire and we strongly support a case for creating more in house provision to afford greater flexibility and control to the Council and to avoid the service falling victim to the 'bidding war' for available independent provision.
53. A presentation from the Family and Friends Team in **May 2018** explained how they offer a full range of fostering services to Family and Friends Carers. The focus of this team is permanence for the child and we acknowledged that Ofsted had judged the service could demonstrate exceptional commitment to achieving permanence for the children in its care.
54. A Member of the panel who sits on the Fostering Panel values that work as a positive experience. Generally, we have asked for greater involvement in Fostering Recruitment especially when the tour campaign hits our patch, by including pamphlets in our leaflet drops or by attending other events locally.
55. We asked whether assessment reports are too lengthy and onerous for social workers but we accept that these need to be comprehensive and analytical and to be understood by a wide audience – judges, carers and professionals. We asked for more information around the number of carers presented to the panel but who did not become approved and how many are cancelled out during the recruitment process.
56. In **August**, we heard from the County Manager, **Fostering Service**, on the challenges and achievements of that service. By far the majority of children in care are placed with Staffordshire foster carers. As at March 2018, the service had 370 Approved Fostering Households offering various types of care, though mostly General Fostering (on a task centred basis, long term or specialist Resilience Care).
57. All local authorities encounter recruitment challenges and we are pleased to support the campaign wherever we can, directly or indirectly via social media, with an emphasis on local carers for local children. We welcome the move towards Regionalisation and the opportunities that presents.
58. We agree with the County Manager that retention is as important as recruitment and we are pleased the service has realigned how it supports carers offering intensive support during challenging episodes.

59. Leon Hudson, a Resilience Foster Carer shared his positive experience with us and spoke favourably about the support and networking opportunities he had accessed.
60. The service annual report 2017-18 was presented in **March** and the County Manager described a challenging year in terms of capacity as they had been required to provide a much higher level of care. Consistently high numbers of looked after children meant foster carers had very few periods without a placement and looked for greater support.
61. Nevertheless, we are pleased that stability is strong; the number of supported lodgings have increased over the year by 8-9 and that 70-80% of care leavers now 'stay put' with their foster carers, a trend which is likely to continue.
62. We are delighted each year to attend the foster carers annual BBQ; their Christmas Fayre and to have some presence at Fostering Fortnight. We actively promote foster carers whenever there is opportunity and extend our full support to the recruitment campaign.
63. In **October**, we received the Annual Performance report from the **Adoption Service**. The focus on timeliness reflects research about best outcomes: the sooner a child achieves permanence, the better their life outcomes. In year performance is good and significantly better than last year despite a sometime challenging court environment and the time between a child entering care and being placed with a forever family has halved.
64. We share the Adoption Service ambition around placing those harder to place children – older children, BME and sibling groups and while this sometimes involves measured risk, we are pleased performance is good.
65. Despite ongoing recruitment and assessment activity, there continues to be a shortage of suitable adoptive families coming forward but we consistently warn against speeding up the process at the expense of secure and permanent matches.
66. We are confident that Adoption Regionalisation will bring opportunities. In **April**, we heard from the Head of Operations at the North Midlands Regional Adoption and Permanency Partnership. The Partnership which involves the County Council, Shropshire Council, Telford and Wrekin Council and Stoke-on-Trent Council is still in the design phase recognises that Adoption is just one option for permanency and so there is a focus on permanency for all looked after children who are unlikely to return home. We know that to achieve stability by permanency is the greatest factor impacting on young people's outcomes.

Your Education and Learning

67. We receive regular reports from the head teacher of the **Virtual School** and are encouraged by their progress, hard work and direction. In **July** the head teacher presented on Attendance and Exclusions, a key focus of the Virtual School. We accept that unauthorised absence leads directly to poor grades and we welcome

the Virtual School working with social workers to reduce absences to a minimum. We are pleased the Virtual School is challenging attitudes which prevail nationally towards looked after children so that schools feel supported and able to embrace and welcome looked after children.

68. We welcome the work the Virtual School is doing with schools to encourage them to be attachment aware and we see where schools have embraced this approach, exclusions have reduced. We encourage schools to adopt behaviour policies which are flexible enough to accommodate looked after children's trauma and attachment issues. Training delivered in Tamworth is already seeing positive results and we hope that this training will be rolled out around the county.
69. Wherever we can influence attitudes and challenge practices as school governors, in support of looked after children, we will. We encourage the Virtual School to actively challenge exclusions.
70. In **November**, we attended a Virtual School conference on Attainment for years 9,10 and 11. A cohort of aspiration mentors for looked after children were initiated from September/October and we have accepted the opportunity to be among that number.
71. In **January**, we received a presentation from Ryan Atkins. Formerly in Staffordshire foster care, Ryan was amongst the first cohort to benefit from the aspiration mentoring scheme being mentored by Chief Executive, John Henderson. Ryan spoke of his journey in accessing Welbeck Sixth Form Defence College.
72. We received an overview of 2017-18 activity in the annual report of the Virtual School in January and which set out the priorities for 2018-19.
73. In terms of academic achievement, we recognise that cohorts are very different from one another while some made excellent progress in 2018, others slipped.

Becoming a Care Leaver

74. In **July**, in response to the requirement legislated in the Social Care Act 2017, to consult on and publish a local offer for its care leavers, we held a workshop session. Led by the County Manager, **Throughcare**, we learned about the developments around young people leaving care. A series of Government initiatives have placed duties on local authorities in respect of their responsibilities towards young people who had or were leaving their care.
75. Significantly more care leavers are NEET than their peers (40%:1%), more likely to end up in prison; be homeless or experience mental illness.
76. Our Vice Chairman attended a conference arranged by the Public Policy Exchange in London in July: Raising Aspirations: Supporting Young People from Care to Independence for Care Leavers and has since driven this agenda for the panel. The conference tackled issues including the over-representation of care leaver in the criminal justice system; training for front line services and job opportunities.

77. We have appointed District Champions for Care Leavers to drive the Local Offer forward. These are:

- Tamworth – Jeremy Oates
- Stafford – Ann Edgeller
- South Staffordshire – Wendy Sutton
- Staffordshire Moorlands – Keith Flunder
- Newcastle – Gill Burnett
- East Staffordshire – Bernard Peters
- Cannock – Alan Pearson
- Lichfield – Janet England
- Unaccompanied Asylum Seeking Children – Carolyn Trowbridge

78. We embraced this opportunity to focus on what we can do to improve their outcomes and as a Care Leaver District Champions Group we will take ownership of this initiative and drive it forward. On 15 March 2019, we met with Mark Riddell, National Implementation Advisor for Care leavers to help us.

79. In **April**, we conducted a further workshop to consider how as corporate parents we can actively contribute to delivering the Care Leaver local offer. We made recommendations under the headings of:

- Accommodation and Housing
- Finances
- Education, Training and Employment
- Health and Wellbeing
- Relationships and Participation in Society.

Priorities for 2019/20

80. In 2019/20 we will continue to implement the Corporate Parenting Strategy, ensuring we align activity with the actions identified and link in with other council services and wider partner agencies. We will aim to ensure that the participation of children and young people will be central to all that we do and we will seriously address the key issues identified by them, namely 'Support for understanding our past' (6-11 years); Support preparing for GCSEs (12 – 16 years); Managing Finances and Budgeting' and 'Preparation for Adulthood' (Care Leavers); and Mental Health.

81. The annual thematic work programme for 2019/20 will include:

- Contextual Safeguarding for looked after children (addressing CSE, Missing, County Lines, Criminal Exploitation)
- Looked After Children's Health including Mental health – re-evaluated and recommissioned service & Physical Health, Health Assessments.
- Monitoring delivery of the local offer to care leavers in Staffordshire
- Progress on Adoption Regionalisation

- Progress on implementing Improvement Plan following Ofsted ILACS inspection.
- Progress on Children's Services Transformation.

County Councillor Mark Sutton
Cabinet Member for Children and Young People
Chairman of the Corporate Parenting Panel

Implications

1. Resources and Value for Money - There are no direct financial implications arising from this annual report. Financial performance, namely resources, budget and spend in relation to discharging the Panel's responsibilities is regularly reported through the Council's budgetary procedures.
2. Equalities and Legalities – it will be an ongoing responsibility for the panel to promote, support and respect the identity of looked after children and care leavers. There are no specific legal implications to the report.
3. Risk - The key issue facing the Panel in its oversight and challenge function is the capacity and financial pressures posed by the increase in looked after children population on all service areas supporting looked after children, and ensuring that as effective corporate parents, this does not hinder the care, support, aspirations or continued improvement in outcomes for our children in care.
4. Climate Change - There are no implications for the local environment.

Contact Officer

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List of Appendices/Background Papers

Corporate Parenting Panel Terms of Reference (Appendix)
Corporate Parenting Strategy 2016-19
Minutes from meetings of Corporate Parenting Panel May 2018 - April 2019



Corporate Parenting Panel - Terms of Reference

Context

Corporate parenting is the collective responsibility of the Council to prioritise the needs of children in care and seek for them the same outcomes any good parent would want for their own children. The Corporate Parenting Panel is designed to provide the necessary leadership that drives an ambitious and multi agency approach to improving outcomes for children in care and care leavers by raising aspirations, building stronger relationships and taking time to listen to the voice of the child.

The Panel is a non-political advisory body to the Children's Executive and is chaired by the Cabinet Member with responsibility for Children and Families. The Panel does not take executive decisions but provides leadership and a governance structure for corporate parenting in order to drive forward the outcomes for looked after children and care leavers.

Objectives of the Panel

To provide strategic leadership and hold partners to account for performance against strategies to improve all outcomes for looked after children and young people.

To act as advocates for looked after children and young people and to ensure that the Councils Pledge to looked after children and young people is delivered.

To ensure that looked after children are protected and supported to develop as healthy citizens, able to participate in their community.

To monitor the effectiveness of the Virtual School in improving the educational attainment of looked after children and young people, to narrow the gap of achievement between them and their peers and to maximise opportunities for training and career placements.

To act as champions to increase all County Councillors' awareness and understanding of looked after children and young people and their needs and experiences and consider how they can contribute to improving outcomes.

These objectives will be delivered by the Panel in the following ways:-

Make sure the whole Council and partner agencies commit to the principles of excellent corporate parenting.

Lead on the development, review and promotion of the Corporate Parenting Strategy across the Council and involve partners in order to improve services and respond to changing need.

Be well informed on Government legislation, guidance and policy concerning children and young people in care and their implications for the County Council.

Ensure a dialogue with the Children in Care Council to enable participation of looked after children and care leavers in the corporate parenting agenda and in influencing service re-design.

Receive regular reports, as appropriate, on the level and quality of services and scrutinising performance management information to ensure that any shortfalls are properly addressed.

In accordance with regulation 44 of the Children's Homes Regulations 2001, accompanying officers of the County Council on their visits to children's homes; and accompanying officers on Quality Assurance visits to independent residential providers each month to facilitate communication between looked after children, front line staff and councillors.

Meet children placed in foster homes and hear from their carers and to monitor the ongoing commitment to providing support, training and clarity of expectations to foster carers to achieve excellent and high quality care.

Celebrate the successes of looked after children and care leavers.

Link as appropriate with the Safe and Strong Select Committee and develop a relationship with the Safeguarding Children's Board.

Hold partners to account for their role in the delivery of services to looked after children and care leavers

Encourage all partners whether health, education or social care services or the voluntary sector to work in an integrated way in the best interests of looked after children and care leavers

To appoint elected members as champions for children in care in respect of the following themes:

- Housing
- Employment and training opportunities within council departments and with partner agencies
- Health (including mental health)
- Educational attainment and access to higher education
- Foster carer recruitment and retention

Membership

The Panel shall comprise no more than 20 Members (15 County Councillors plus co-optees) and may include any member of the County Council representing a county-

wide spread and be appointed at the annual meeting of the Council. Representatives from partner organisations may be co-opted onto the Panel as appropriate. The Cabinet Member with responsibility for Children is chairman of the Panel.

Co-opted membership is invited from the eight District Councils; a foster carer and representatives of the Children in Care Council.

All members will receive appropriate training.

Arrangements for Meetings:

The Panel shall meet every month, agree a work programme annually and review it at each meeting. The meetings of the Panel are held in private session.

Meetings of the Panel shall be conducted in accordance with the Procedural Standing Orders in Section 11, of the Councils Constitution although meetings may comprise a range of different formats, visits to different locations and informal meetings with children and young people and those who support them.

The Corporate Parenting Panel will report to the appropriate Select Committee, the Local Safeguarding Children Board and the Health and Wellbeing Board as ne