



# CORPORATE PARENTING STRATEGY

April 2019

Sarah Newman, Director of Westminster Family Services

## Contents

<b>1. Foreword by young people .....</b>	<b>2</b>
<b>2. Letter from the Cabinet Member for Family Services and Public Health .....</b>	<b>2</b>
<b>3. Our Commitment and Vision .....</b>	<b>3</b>
<b>4. The Westminster Context - Looked After Children and Care Leavers .....</b>	<b>4</b>
<b>5. The role and responsibilities of councillors, council departments and our partners .....</b>	<b>6</b>
<b>6. Leadership and the Priorities of the Corporate Parenting Board .....</b>	<b>9</b>
<b>7. Measures of success .....</b>	<b>10</b>
<b>8. Appendix .....</b>	<b>12</b>

## 1. Foreword by young people



Saphia Streek, *The Young People of Westminster*

*"We, as the children and young people of Westminster City Council, are delighted to contribute our views of what a good 'corporate parent' should be. Amongst supportive, optimistic and organised, we expect to be treated with as much affection as any other child in a typical family unit, helping to maximise our happiness under the difficult circumstances we are already experiencing.*

*Educational aid is vital to help us progress into the prosperous individuals we truly are, hence extra help in the areas that we struggle with will equip us with the knowledge needed to succeed. Additionally, feeling safe and secure around our home and social areas is necessary to grant us a stable peace of mind, enabling other parts of our life to settle and giving us the best possible opportunity to thrive.*

*Most importantly, our views need to be respected, taken seriously and actively used to improve the care system. Our ideas, opinions and perspectives contain such a wealth of experience it would ludicrous to waste them. In short, we just want to be valued as individuals and have our interests and passions nurtured in a safe, loving environment.*

*We are very excited to be working with you to achieve great outcomes from complicated beginnings."*

## 2. Letter from the Cabinet Member for Family Services and Public Health



*"We want Westminster to be the very best place for our children to grow up. All parents want the very best for their children, and as the Cabinet Member for Family Services and Public Health I want to ensure that we are doing all we can to support you, as our looked after children.*

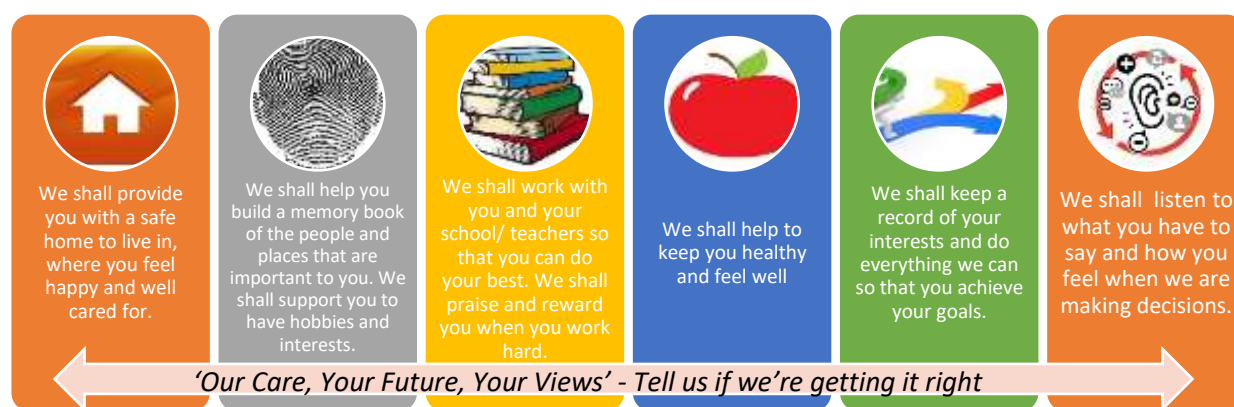
*As corporate parents we want the optimum care and affection for you, as children in our care and to build you a brighter future. To do this we need to be ambitious and we need to work together, so that you can all fulfil your full potential.*

*In order to outline our commitment as corporate parents to you, we have developed this strategy. It sets out how we shall seek to provide the very best care, support and guidance for you. We want to hear the views of young people in care, so that, together, we create the right environment for our staff and our carers to do the very best for you."*

### 3. Our Commitment and Vision

This strategy sets out Westminster City Council's commitment, explaining how we shall be an effective and trustworthy corporate parent for any child or young person who is in our care irrespective of their age, gender, sexuality, ethnicity, faith or disability. We shall also ensure our young people receive good-quality advice and support when they leave care. The offer of support to care leavers will be transparent and shared with all young people before they leave care as part of their care planning.

Every good parent knows that children need a safe and secure environment in which to grow and thrive. Parents protect and support their children against the dangers and risks of life. Parents are ambitious for them and want them to reach their full potential. Parents celebrate and share their children's achievements. A good parent is also a good listener responding positively to what their children say. A child who is cared for by the council has the right to expect everything from a corporate parent that would be expected from a good parent. *Our Pledge* sets out our commitment to looked after children and care leavers (see Appendix 1):



**To deliver this we shall preface all our thinking, planning, actions and decision-making with: *"if this was my child I would..."*. We shall:**

- know our children; their needs, talents and aspirations, and promote their interests.
- hold high aspirations for their future and expect the best for and from them.
- take an interest in their successes and problems and celebrate their achievements.
- listen to their views and ensure these views influence practice, service and policy-changes.
- recognise, support and respect their identity in all aspects.
- promote and support high academic and vocational achievement.
- support their health, emotional wellbeing and resilience through access to the right services at the right time.
- support their transition to adulthood by promoting their economic prospects and preparing them to become responsible citizens.
- learn from compliments and complaints from children and young people.

For corporate parenting to be effective it needs commitment from all elected members and council employees in a council-wide approach. The whole council needs to be involved, as well as our partners, all acting as good parents, committing resources and working together to improve the lives of all children and young people in our care and

our care leavers. The council must listen to what children and young people want, support them to make the most of their lives and provide services that meet their needs.

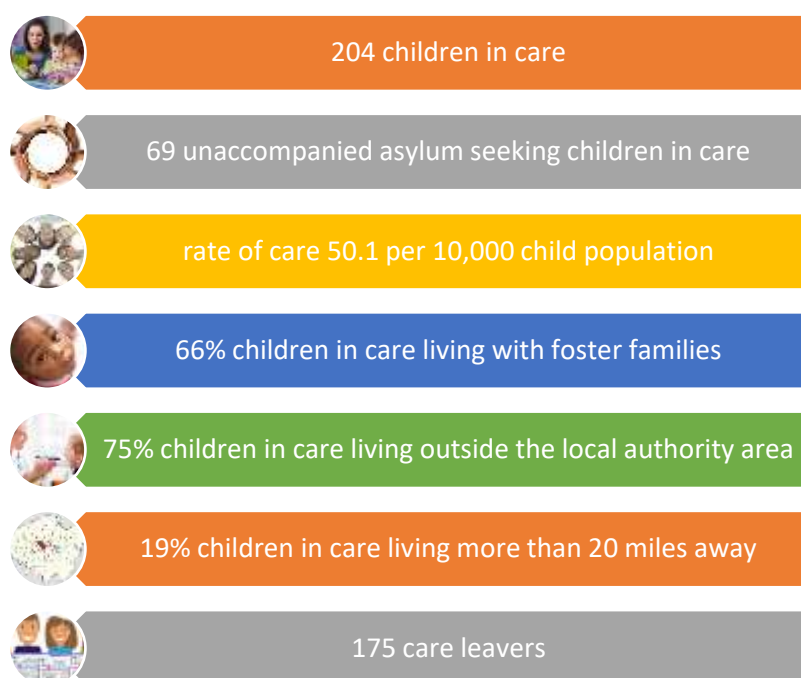
#### 4. The Westminster Context - Looked After Children and Care Leavers

We aim to support most of our children and young people within their own families and communities. However, for a small number of them, this is not possible, and they require alternative care arrangements (either in the short term or long term).

Children and young people are in care either by a court order or with the agreement of their parent(s) or guardian(s). A child or a young person may come into care as a result of temporary or permanent problems facing their parents, as a result of abuse, neglect or a range of difficulties. The delivery of support for children and young people who are in care and care leavers is underpinned by a number of key pieces of legislation and guidance, which are listed at Appendix 2.

Children and young people in care are individuals who come from all walks of life and have different aspirations, ambitions and cultural identities. Corporate parenting is the term used for the collective responsibility of the council and partners to ensure safe, meaningful and effective protection of children and young people in care and of care leavers. Many looked after children and care leavers are at greater risk of social exclusion than their peers, because of their experiences prior to coming into care or being in care. As a corporate parent, we shall ensure that their experience of being in care is a positive and supportive one that maximises their full potential as they transition to adulthood.

#### Westminster's children in care and care leavers placement profile (March 2018)





The number of children in the care of Westminster City Council has remained stable over the past 3 years. However, the profile of the children in care population has changed over the last 18 months, with fewer children from Westminster needing alternative care arrangements and a significant rise in the number of unaccompanied minors coming into the local authority area.

At the end of March 2018 there were 204 children in care (a rate of 50.1 per 10,000). This 'rate of care' is below the average for our statistical neighbour group and is lower than the national average of 62 per 10,000.

Of all our children in care, 38 (19%) live within the local authority area and most of our children in care (135 or 66%) live with foster families. The majority of children who live out of the area live within a 20-mile radius (165 or 81%). The percentage of children living in children's homes remains at 3%.

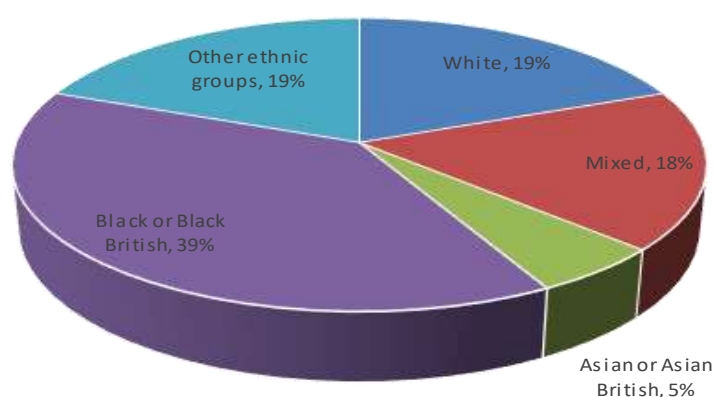
The composition of our looked after children population has changed over the last 3 years with higher numbers of children aged between 14 and 17 years being in care. This age group now make up 63% of the total looked after children population.

At 31 March 2018 the ratio of looked after girls to boys was 67% to 33%, which remains comparable to previous years at 66% to 34%. This is above the national rates of 56% and 44%.

The pattern of ethnicity of looked after children in Westminster is changing-reflecting the increasing number of unaccompanied asylum-seeking children.

The educational achievement of our looked after children is improving particularly at Key Stages 2 and at Key Stage 4 where the number of looked after children achieving five or more GCSE's grade A-C including English and Maths increased to 45% of the cohort.

Ethnicity of Westminster looked after children as at 31st March 2018



The table below shows the attainment data in 2017/18 and 2016/17:

	5 A-C incl. English and Maths	5 A-C	5 A-G	1 A-G
<b>WCC LAC (2017/18)</b>	45%	45%	73%	82%
<b>WCC LAC (2016/17)</b>	23%	31%	46%	62%

72% of our 16 and 17-year olds in care are in education, employment or training. 58% of care leavers were in education, employment or training at the end of March 2018.

## **5. The role and responsibilities of councillors, council departments and our partners**

All those who provide leadership for the support for looked after children need to act as 'conscious' corporate parents and understand that they are accountable to the children and young people who are looked after in Westminster. We must all strive for children in our care to succeed in the same way that any parent would strive for their own child. This can mean providing advice and guidance to a young person who is starting to live independently, supporting carers, ensuring that children's mental health is safeguarded, helping a young person to find a job, or listening to their hopes, dreams, problems and insecurities. There is a wide range of people and organisations who need to work together to make this happen starting with those at the very top of the council.

### **The Leader of the Council and the Chief Executive:**

- provide the political and professional leadership of our corporate parenting commitment. They are accountable through their Cabinet Members and Directors for meeting the commitments set out in *Our Pledge*, through the Care Leavers Charter and for setting the culture of the council as a conscious and dedicated corporate parent.

**All councillors** need to be aware of their corporate parenting responsibilities and must:

- have a clear understanding and awareness of the issues for children in care and care leavers in Westminster city council and those placed outside Westminster.
- champion the interests of looked after children and care leavers and ask questions about their outcomes.
- listen to children in care and care leavers and ensure that they are consulted on and can influence decisions made about the services that affect them.
- help secure work-based training opportunities, including apprenticeships for care leavers within the council, its contractors and partners to improve their life chances through securing purposeful rewarding work.
- question whether the council as corporate parent is keeping the promises made in the Corporate Parenting Pledge (see Appendix 1) and the Care Leavers' Charter.
- be equally mindful and responsive to children placed out of the city and demand evidence of positive outcomes for all children in care and care leavers.
- ask how all elements of council business has an impact for children in care and care leavers and make connections and links between council plans, strategies and decision-making for children in care and care leavers.
- consistently ask '*Would this be good enough for my own child?*'

### **All Council Departments:**

All councillors and council officers share corporate parenting responsibilities and council departments cannot abdicate this responsibility. Westminster's most important

collective contribution to corporate parenting is how we as the 'family firm' in all council departments, can deliver better graduate schemes, employment, apprenticeship, traineeship and work experience opportunities for looked after children and most importantly care leavers up to the age of 25 years. These opportunities are designed to:

- offer care leaver graduates the opportunities to work in a graduate scheme.
- help young people to meet their potential and achieve their ambitions, hopes and aspirations.
- help young people become confident individuals and give them the taste of the world of work.
- broaden young people's horizons from little or no work experience or employment options to a breadth of choice.
- help young people to become economically and socially contributing citizens.

### **Children and Families Services:**

Those leading, developing and delivering work in Children and Families Services are likely to have most important direct contact with children in care and care leavers. Corporate parenting principles will form part of the staff induction programme. The quality of relationships that young people have with their carers and the professionals closest to them is crucial to their success whilst in and leaving care.

Young people who are looked after have repeatedly told us about their need for good relationships that provide love, stability and continuity in the home and in learning. Their need to be listened to and involved in decision-making and most of all, their need to be parented like other children. This is the basis of our strategy.

A good corporate parent encompasses *Our Pledge* to looked after children (see Appendix 1) and supports the gap between being parented by birth parents to being in the care of, or leaving the care of, the Local Authority.

### **The Virtual School and College:**

Westminster's virtual school for looked after children is responsible for providing leadership, strategic direction and foster partnership-working with schools to secure successful educational outcomes for all looked after children and young people. It maintains an overview of all looked after children to ensure they can sustain a school place and that there is support in place designed to meet their individual needs.

The relationship between being looked after children and poor educational outcomes can be explained in part by the trauma of pre-care experiences such as physical or sexual abuse and neglect. In addition, many looked after children have had gaps in their education, which can sometimes be a continuing significant factor whilst they are looked after. Looked after children are more likely to be excluded from education than their peers. However, the assumption being that being looked after leads to poor outcomes is incorrect.

Educational targets for children in care and care leavers are often set too low, are not sufficiently challenging, or the support required for a child who is not attaining educationally is not provided. Accelerated progress targets must reflect our ambition



for looked after children, accompanied by appropriate and targeted support-utilising the pupil premium for every child and young person in our care.

### **Schools, Colleges and other Education Providers:**

- have a range of responsibilities including ensuring that every looked after child has a Personal Education Plan (PEP) and is supported to achieve educational success.

Making sure that looked after children and care leavers are in school and working hard to avoid exclusions is an important part of achieving such educational success. All schools should have a designated teacher with special responsibility for looked after children. School governors have statutory responsibilities, which include monitoring the progress made by looked after children. Schools must engage with the Virtual School and respect the role of the Corporate Parent.

### **Health Service Providers:**

- have important responsibilities for improving the health, physical, mental and emotional, of all looked after children.

Health assessments must be undertaken and specialist nurses for looked after children must ensure that Personal Health Plans (Health Passports) are developed with the child or young person and that they are fully implemented. Transitions to adult health services will be managed sensitively and with full cooperation with young people.

### **Housing Providers:**

- have an essential role to play in working with Westminster City Council to provide enough good-quality accommodation for care leavers who are ready to live more independently and provide a range of 'move-on' accommodation for care leavers wanting to move from more supported accommodation.

### **Community Organisations:**

There is a wide range of community organisations across Westminster, which provide important services and support for looked after children and care leavers, including advice and guidance, mentoring, supported housing, and drug and alcohol services.

These services are vital to the task of preventing care leavers from needing the intervention of statutory services.

### **Children in Care Council (CiCC):**

In Westminster we are committed to listening to the views of the children we work with and working with them in the design and delivery of services. The Children in Care Council (CiCC) will continue to be a key group in assisting the council to deliver our corporate parenting strategy.

The group will undertake specific tasks and projects on behalf of all our looked after children and care leavers and continue to represent Westminster at various national forums. CiCC will play a key role in the recruitment of staff and carers; and contribute to service developments.

#### **Foster carers:**

In Westminster we value our foster carers and acknowledge the work that they do. We have a strong fostering liaison group and this group will continue to assist us in developing the best care arrangements for our children and young people. We are working with foster carers to strengthen 'staying put'.

### **6. Leadership and the Priorities of the Corporate Parenting Board**

This strategy will be adopted by Full Council. The Westminster City Council Cabinet Member for Family Services and Public Health has the lead political role for the strategy and the Director of Family Services provides the strategic service leadership.

The Westminster Corporate Parenting Board will be responsible for the delivery of the identified key objectives and the Board's annual plan. The Westminster Corporate Parenting Board will lead and support all corporate parenting activity of Westminster City Council and its partner organisations. The Board will have wide representation including elected members and officers. The Board has formal accountabilities to Westminster City Council and it has important relationships with the Health Service and Metropolitan Police, as well as partnerships such as the Local Safeguarding Children Board (LSCB).

The Westminster Corporate Parenting Board will act as a leadership, advisory and consultative body to the Council and its partners and will challenge them to ensure that Corporate Parenting duties are carried out effectively and consistently. It will ensure that the outcomes and life chances of looked after children and care leavers are maximised, to be in line with their peers, and will act as the champion for these children and young people.

It is the role of the Westminster Corporate Parenting Board to monitor the delivery of the Corporate Parenting Strategy and make sure services for our looked after children and the care leavers continue to improve. The Board will hold the Council and its partners to account if there are gaps in service provision to looked after children, or in the performance of their corporate parenting responsibilities.

The Board will have access to good qualitative and quantitative management information to monitor performance effectively against outcomes, and track delivery of the Pledge commitments. Individual Board members must attend appropriate training to be prepared for their task. See Appendix 3 for the Terms of Reference for the Board.

**Taking account of the performance outcomes for looked after children and care leavers in 2017/18, the key priorities for this updated strategy are to:**



## **7. Measures of success**

Last year 50% of children in care completed an annual survey to tell us about the standard of our care. Of these children:

- 96.3% of looked after children who completed the survey stated they feel safe and well cared for.
- 89% of young people felt they were well supported by children's services in working towards their aspirations and education goals.
- 91.2 % children and young people who completed the survey said the health support provided was good.
- 84.8% of care leavers who completed the survey feel involved in their Pathway Plans.

Whilst we are making progress against these key performance indicators, our data last year indicates that we can do more to achieve greater stability for children in care (both through placements and fewer changes in social workers) and provide better learning outcomes and work opportunities for children in care and our care leavers.

## To determine the success of this strategy we shall:

**1. Ensure staff, partners and councillors have the key knowledge and skills to meet the needs of looked after children and care leavers in their relevant capacity by:**

☐ Providing regular training to staff, partners and councillors

☐ Debating the motion at Full Council

☐ Embedding systemic practice across the partnership

**2. Ensure sufficiency of placement types to increase stability and options for accommodation by:**

☐ Increasing the numbers of in-house foster care placements and re-profile carers to meet anticipated need/ to match anticipated demand.

☐ Improving care planning in support of much better matching.

☐ Strengthening placement planning and support

☐ Targeting support at children experiencing multiple placement disruptions.

☐ Strengthening the learning support.

☐ Improving the commissioning arrangements for external placements to reduce cost and increase stability.

☐ Developing a wider range of accommodation options in line with the new care leavers offer including Staying Put placements.

**3. Recognise that the key to success for many young people is emotional wellbeing and resilience by:**

☐ Increasing the numbers of in-house foster care placements and re-profile carers to meet anticipated need/ to match anticipated demand.

☐ Expecting to see improvement in Strengths and Difficulties Questionnaire scores.

**4. Increase the numbers of children in care and care leavers in education, employment and training by:**

☐ Improving education attendance and attainment and through our Virtual School







☐ Creating more opportunities for our looked after children and care leavers to remain in education or gain access to training and employment.

### ***This document should be read in conjunction with:***

- *The Placement Sufficiency Strategy*
- *Care Leavers Offer*
- *The Action Plan for the Virtual School*
- *The Action Plan for the Health of Looked After Children*

## 8. Appendices

### Appendix 1 - Our Pledge to looked after children and care leavers

 <b>Your home</b>	 <b>Your identity</b>	 <b>Your Education</b>	 <b>Your Health</b>	 <b>Your Future</b>	 <b>Your Involvement</b>
<ul style="list-style-type: none"><li>• We shall provide you with a safe home to live in, where you feel happy and well cared for.</li><li>• As you get older we shall look at housing options to support you to move into independence – when it is right to so</li></ul>	<ul style="list-style-type: none"><li>• We shall help you build a memory book of the people and places that are important to you. We shall support you to have hobbies and interests. Where it is possible we will place you with your family.</li><li>• We shall make sure we understand your needs in relation to gender, religion, culture, disability and sexuality.</li><li>• We shall support you to stay in contact with your family and friends; If this isn't possible we will explain the reasons why.</li></ul>	<ul style="list-style-type: none"><li>• We shall work with you and your school/ teachers so that you can do your best. We shall praise and reward you when you work hard.</li><li>• We shall make sure you have a place at a good school that is local to where you live, unless it is agreed there is a more suitable school to meet your needs.</li><li>• We shall ensure you have the right support to achieve your ambitions</li><li>• We shall use the council's networks and connections to support your career aspirations and gain the right employment</li></ul>	<ul style="list-style-type: none"><li>• We shall help you to keep healthy and feel well</li><li>• We shall provide a named nurse to support you and your carers to promote your healthy development – physically and emotionally.</li><li>• We shall ensure you have access to local facilities including leisure and art activities and libraries and museums.</li><li>• We shall support you to manage your own health needs as you get older, providing information, advice and support about relationships, sexual health and wellbeing.</li></ul>	<ul style="list-style-type: none"><li>• We shall keep a record of your interests and do everything we can so that you achieve your goals.</li><li>• We shall make sure you have opportunities to achieve your goals.</li><li>• We shall support you to develop skills to live independently, healthily and happily.</li><li>• We shall making sure you have ongoing access to support, guidance, and advice until you are 25</li><li>• We shall promote work experience, apprenticeships and employment within the council, its partners and any contract provider</li></ul>	<ul style="list-style-type: none"><li>• We shall listen to what you have to say and how you feel when we are making decisions.</li><li>• We shall listen to your views and opinions and involve you in decisions that affect you</li><li>• We shall talk to you and other children/young people in care to help us develop and improve our services</li><li>• We shall set up opportunities for groups of children and young people to meet with senior managers and councillors to talk about what it's like being in our care and share ideas for making things better. THIS WILL BE THE CHILDREN IN CARE COUNCIL</li><li>• We shall involve the Children in Care Council in developing, monitoring and reviewing this pledge</li></ul>

***'Our Care, Your Future, Your Views' - Tell us if we're getting it right***

## Appendix 2 - Legislation

In Westminster we are careful to implement the reforms that have been introduced by the Children & Families Act 2014 and the Adoption and Care Planning amendments (Fostering and Adoption).

- Adoption and Children Act 2002
- Care Leavers (England) Regulations 2010
- Children Act 1989
- Children (Leaving Care) 2000
- Children and Adoption Act 2006
- Children and Families Act 2014
- Children and Social Work Act 2017
- Children and Young Persons Act 2008
- Education Act 2002
- Equality Act 2010
- Human Rights Act 1998
- Independent Review of Determinations (Adoption and Fostering) Regulations 2009
- Mental Capacity Act 2005
- Protection of Freedoms Act 2012
- Safeguarding Vulnerable Groups Act 2006
- SEND Code of Practice, 0–25 years 2015
- The Adoption Agencies Regulations 2005 (as amended by the Adoption and Care Planning (Miscellaneous Amendments) Regulations 2014.
- The Children's Homes (England) Regulations 2015
- The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013.
- Adoption and Care Planning (Miscellaneous Amendments) Regulations 2014.
- The Care Planning and Fostering (Miscellaneous Amendments) (England) Regulations 2015.
- Working Together to Safeguard Children 2018.
- Borders, Citizenship and Immigration Act 2000

## Appendix 3- Corporate Parenting Board – Terms of Reference

### 1. Purpose

1.1 To be the accountable body for the City Council and its partners in the discharge of corporate parenting responsibilities for children in care and care leavers in Westminster as set out in legislation and guidance.

1.2 To champion children in care and care leavers, ensuring a strategic oversight of needs and outcomes and appropriate high-quality responses from all partners.

1.3 To provide challenge and scrutiny to all partners in securing the best outcomes for children in care and care leavers by being aspirational and innovative



1.4 To ensure the voice of children and young people in care and care leavers is central to the functioning of the Board and there is effective involvement in the development of policies, services recruitment of staff and improving practice.

## **2. Functions**

2.1 To develop, lead, manage and monitor the Corporate Parenting Strategy.

2.2 To receive and use high quality data to understand where outcomes for children in care and care leavers are good and where they require attention. To agree activity in response to underperformance and drive improvement.

2.3 To support and develop systems and processes to ensure the views and opinions of children and young people in care inform, shape and evaluate services for children in care.

2.4 To make commissioning recommendations based on a good understanding of current service delivery for children in care and care leavers, including specialist, targeted and universal services.

2.5 To identify and address gaps in service and where there are blockages to service access.

2.6 To ensure that all services within Westminster City Council are aware of their corporate parenting responsibility and can evidence in Business Plans their contribution to improving life chances of children in care and care leavers.

2.7 To ensure that all elected Council Members receive regular updates on the well-being of children in care and Care Leavers

## **3. Membership**

3.1 The Corporate Parenting Board will include the following post holders:

- The Lead Member for Family Services
- Opposition spokespeople for Family Services
- The Director of Family Services

3.2 There will be representation from:

- Children and young people through the Children in Care Council (CiCC)
- Foster carers through the Foster carer Liaison group

3.3 Senior representatives from the following agencies and services are members of the Board through the wider working group structure:

## **4. Structure**

4.1 The Corporate Parenting Board will be made up of 3 working groups and 2 consultative groups which will report into the Board.

- Education, Training and Employment
- Housing, Placements & Transitions
- Health, Emotional & Wellbeing

## **5. How the Corporate Parenting Board operates**

5.1 The Board will meet as a minimum four times a year for 1.5 hours with opportunity for development at least annually.

5.2 The Board Chair will be the Lead Member for Family Services of the City Council / Director Family Services – with aspiration that a Young Person will chair on occasion.

5.3 Additional members can be co-opted on to the Board for specific periods of time or for specific agenda items.

5.4 There will be additional extraordinary meetings, working groups and workshops when necessary.

5.5. The Director of Family Services will ensure the Board is effectively administered including the setting of agenda, minutes and distribution of paperwork.

5.6 All Board members will contribute to an annual schedule of reporting.

5.7 The Board will be quorate with the attendance of representatives from 3 agencies.

5.8 The Board will have a thematic approach to its reporting cycle as follows:

- Education/Employment and Training outcomes
- Housing, Placements and transitions
- Health outcomes
- Qualitative feedback through CIC surveys/IROs/Carers and developmental activities

5.9 Reports that are for information only will be circulated with the agenda and noted, but not for discussion that are focused on the quarterly theme.

5.10 Reports will be written in plain English, presented imaginatively and will have a brief executive summary attached, with clear recommendations to the Board.

5.11 Board meetings will include 15-minute dedicated time for the CiCC to ask any questions that are focused on the quarterly theme.

5.12 The three thematic working groups (Education, Health and Transitions) will meet quarterly. Each group will provide a report to the Board as per 5.8 above.

5.13 This allows Board members the opportunity to scrutinise these areas in detail.

5.14 Minutes will be circulated 2 weeks after the Board.

5.15 Reports will be shared with the CiCC 3 weeks prior to the Board meetings.

5.16 Members will receive an agenda and papers 5 working days in advance of each meeting.

## **6. Interface with other Boards**

6.1 The Safeguarding Children Board monitors and challenges inter- agency practice in relation to safeguarding outcomes for children in care and care leavers and sometimes reports on performance.

6.2 The Youth Offending Board monitors and challenges inter- agency practice in relation to children-in-care and care leavers and their involvement with the criminal justice system.

## **7. The Role of Board members**

7.1 Corporate Parenting Board members will be clear about their responsibilities as Corporate Parents to our Children in Care and Care Leavers. They must be able to:

- Act as an ambassador for our CiCC and Care Leavers.
- Speak for their organisation or network with authority
- Commit their organisation on policy and practice matters.
- Champion the needs of CiCC and Care Leavers within their organisation and network
- Challenge partners and their own organisation or network to ensure we strive to achieve good outcomes for our children.
- Ensure they attend the Board at least 75% of the time and send a nominated representative from their organisation or network to ensure 100% attendance overall.
- Members will be respectful of others and will ensure their methods of working are cognisant of any confidential matters that arise at the Board.