



Corporate Parenting Strategy 2019-2020

"As if this were my child"

Review date: September 2020

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Borough Council



Statement from Slough's Children in Care Council, Reach Out!

We would like you to support us and have an understanding of the needs of all Slough's children in care, in all aspects of our lives.

We would like all corporate parents to ask us our views and listen to what we say.

We would like you to keep your promises and follow through with the things you say you will do.

Our corporate parents need to have a better understanding of what is important to children looked-after and care leavers. You should want to take your responsibilities seriously and do your very best for us because you make a difference to our future.

We want all corporate parents to treat us the same as they would their own children so we receive the support, care and love we need.

Statement from Slough Borough Council and Slough Children's Services Trust

As corporate parents in Slough, it is our responsibility to ensure that children looked-after and care leavers get the best experiences in life. From excellent parenting, which promotes good health and educational attainment, to a wide range of opportunities to develop their talents and skills in order to have an enjoyable childhood and successful adult life. Stable placements, good health and support during transition are all essential elements, but children will only achieve their potential through the ambition and high expectation of all those involved in their lives. This Corporate Parenting Strategy outlines the vision, principles and key priorities to support children and young people looked-after by Slough Borough Council/Slough Children's Services Trust.



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Slough Borough Council



**Councillor
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Lisa Humphreys
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Vision

Slough Borough Council and Slough Children's Services Trust are committed to being outstanding corporate parents, championing our most vulnerable children in all we do so our children looked-after and care leavers are able to live safe, happy, healthy and successful lives.

The objectives of the Corporate Parenting Strategy

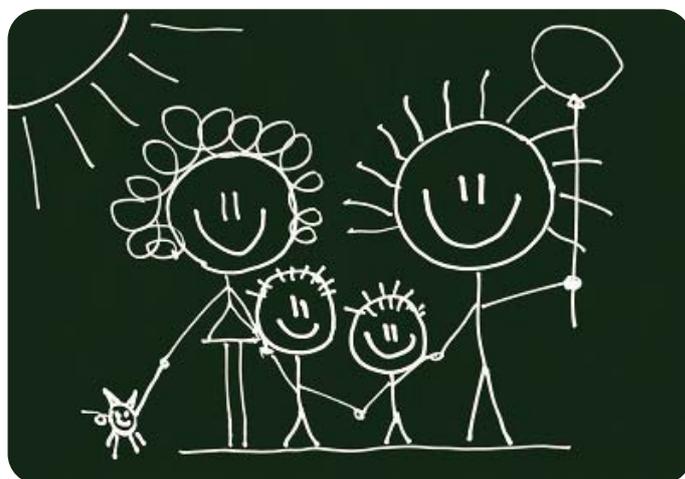
The overall aim of this strategy is to ensure the corporate responsibility of Slough Borough Council (SBC), Slough Children's Services Trust (SCST) and partner agencies, to children looked-after and care leavers through the corporate parenting arrangements and governance.

This strategy applies to those with a stake or professional responsibility in supporting and improving the lives of children looked-after and care leavers.

The principle of 'as if they were my own child' underpins this strategy. Therefore, the objective of this strategy is to ensure that SBC/SCST and partner agencies work together towards ensuring the best possible outcomes for children looked-after and care leavers. This can only be realised if all stakeholders work together in collaboration with a common purpose and ambition.

There is a shared corporate responsibility to assess the contribution made to children looked-after and care leavers and to enable the development of initiatives or services in meeting their needs within that service.

This strategy is governed by the Joint Parenting Panel (JPP), applies to all employees, services and departments and has the oversight of all elected members.



Overarching ethos

- At the heart of Slough's Corporate Parenting Strategy is the participation, involvement and contribution of children looked-after, young people and those leaving care up to the age of 25.
- Excellent corporate parenting requires ownership and leadership at a senior level, including elected members; therefore councillors and officers must have a clear understanding and awareness of the issues for children looked-after and care leavers so they can ensure their responsibilities as corporate parents are reflected in all aspects of the work of SBC/SCST and partners.
- All services have mechanisms in place to continually monitor and review the contribution they make to children looked-after and care leavers.
- The Corporate Parenting Strategy is promoted across SBC/SCST at a Member, council, department, service and individual level.
- The corporate parenting commitment is measurable through the improvement in life chances of children looked-after and care leavers and these outcomes are reported to and quality assured by the JPP and Reach Out! (Children in Care Council).

What is corporate parenting?

Corporate parenting in Slough refers to the partnership between SBC, SCST and associated agencies, who collectively are responsible for meeting the needs of children looked-after, young people and care leavers. We should care **about** children in our care, not just for them. Through good practice, we can offer the same standards of support as any reasonable parent.

The Children and Social Work Act 2017 defined for the first time in law the responsibility of corporate parents to ensure, as far as possible, securing, nurturing and positive experiences for looked-after children and young people, and care leavers.

The Act states that when a child or young person comes into the care of the local authority, or is under 25 and was looked-after by the authority for at least 13 weeks after their 14th birthday, the authority becomes their corporate parent.

The Act sets out seven corporate parenting principles, which we must take into account when making decisions about children and young people in care or leaving care.

1. To act in the child's best interests, and promote their physical and mental health and wellbeing.
2. To encourage the child to express their views, wishes and feelings.
3. To take into account the child's views, wishes and feelings.
4. To help the child to gain access to, and make best use of, services provided by the local authority and the organisations it works with.
5. To have high aspirations for the child, and help them to achieve the best outcomes they can.
6. For the child to be safe, and to have stability in their home lives, relationships, education and work.
7. To prepare children for adulthood and independent living.

Many of the children who come into our care will face more than their fair share of challenges than any child should ever have to. It is our responsibility to therefore “fight their corner”, ensuring they have every opportunity to realise their full potential.

Being a corporate parent means all elected members (but in particular the lead member, those on the JPP and on Overview and Scrutiny Committees), officers of the council, SCST and related partners have a responsibility to act for those children and young people *as if this were my child*.

As corporate parents, we should be asking, “is this good enough for my child?” This means caring about children looked-after as well as caring for them and nurturing all aspects of their development. We need to ensure children feel safe and secure, are healthy, have stable and caring placements, and we help them to achieve their ambitions, goals and aspirations. We want our children and young people to leave care with a sense of achievement, security and confidence, looking forward to their futures, where they are able to participate fully in the communities they live in.

It is important to remember that, just as not all children are the same, children looked-after and care leavers are not one homogeneous group. Some will have experienced trauma and disruption in their lives and need support to cope with those experiences; others will have adjusted well to being in care and may be flourishing. As corporate parents, we need to recognise the uniqueness of our children in care and make sure each child is getting what they need to do their best.

The Joint Parenting Panel, Children’s Pledge and six priorities for our Children in Care

The JPP has the responsibility of ensuring we are delivering the oversight of the corporate parenting agenda and is made up of senior officers from SBC, SCST, partners, elected members/non-executive directors. They also ensure the voice of children looked-after and care leavers is represented.

The Children’s Pledge (see Appendix 1) is a corporate commitment to all our children and young people in and leaving our care and linked to six priorities, as below.

Our children looked-after and care leavers will be:

- 1) supported by strong and effective corporate parenting
- 2) enabled to reach their educational attainment
- 3) encouraged to keep safe
- 4) encouraged to develop positive relationships
- 5) respected and engaged in planning for their future, and supported as they move into adulthood
- 6) supported to have good health and wellbeing.

It is useful to see the above six priorities in the context of SCST’s Outcomes. The latter provides a framework to guide and inform social work practice with the aim of achieving excellent outcomes for children, young people and families. Figure 1 shows visually the strong congruence between the two.

Figure 1: Corporate Parenting Strategy Priorities and SCST Outcomes Framework

Corporate Parenting Strategy – Six Priorities



How did Slough do against the six priorities for Children in Care?

Since the publication of the original corporate parenting strategy in 2016, there has been significant positive progress against each of the six priorities. However, we are not complacent and recognise there is ever more we can do!

"The engagement of the Joint Parenting Panel with children looked after has improved markedly since the inspection. Using a themed approach, the panel routinely considers progress against the promises to children looked after that are contained within their 'Pledge'. Involvement of partners is good. Children in the 'Reach out!' group have not always enjoyed the format of the Joint Parenting Panel. In response, members of the panel have worked with children to develop a children's scrutiny committee. The committee, which will be chaired by children and participation workers, is due to be launched in October 2017. Children are excited about this new development."

(Ofsted Monitoring Visit, 20 & 21 September 2017, focusing on Children in Care).



Priority 1

Our children looked-after and care leavers will be supported by strong and effective corporate parenting

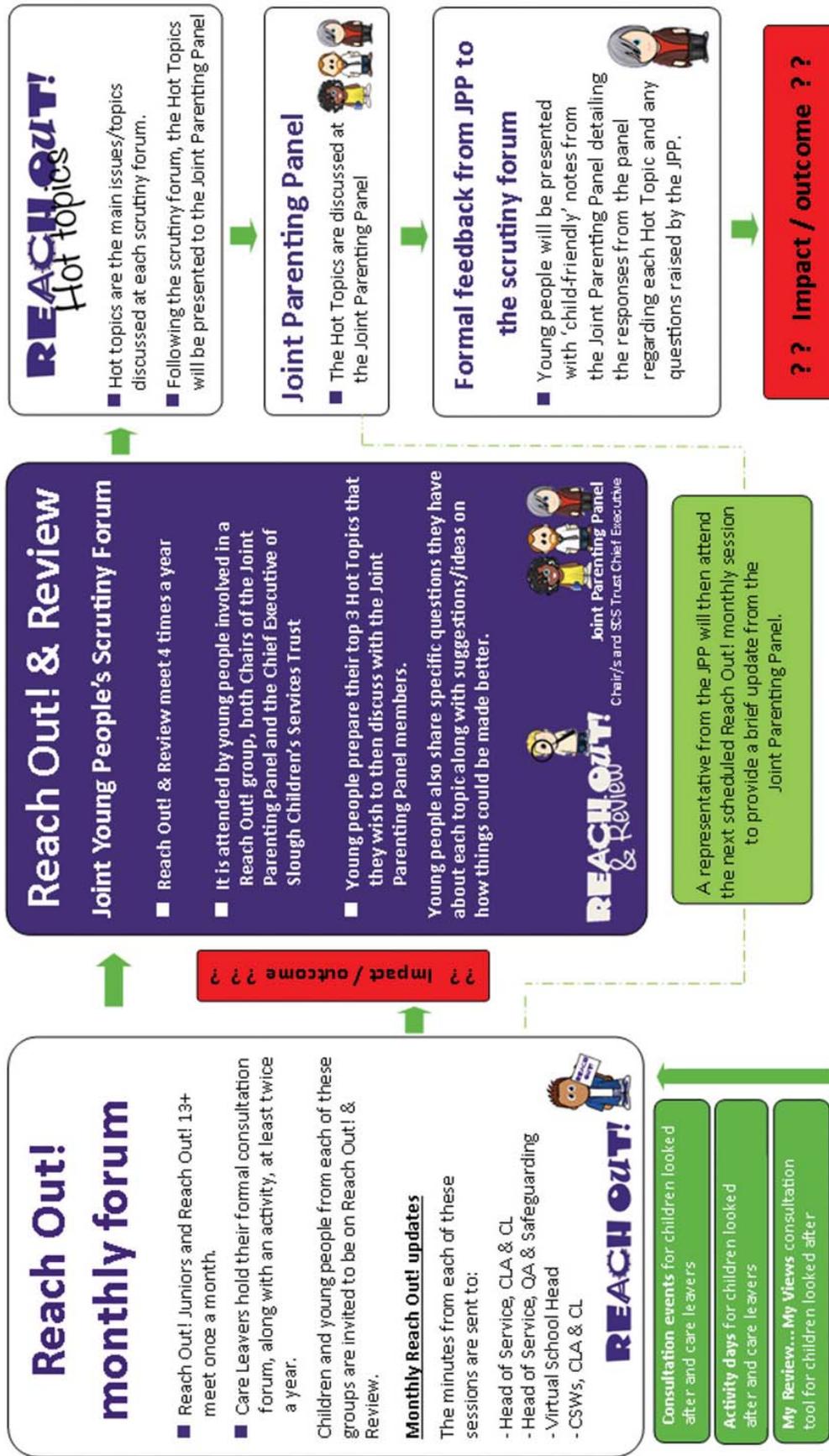
Corporate parenting refers to the partnership between agencies that collectively are responsible for meeting the needs of children looked-after and care leavers. This Priority therefore underpins the other five priorities in the strategy and aligns overall to the Trust's Outcomes Framework.

| Initiative | Impact/Outcome |
|---|---|
| Corporate Parenting Panel reimagined | <ul style="list-style-type: none">• Renamed Joint Parenting Panel (JPP) with revised terms of reference, dual Trust/SBC chairing, inclusive of all Slough partners.• JPP meetings include a focused thematic report/presentation on the six priorities of the Corporate Parenting Strategy, with cases studies centred on the impact of this work on our children in care to help facilitate better understanding and scrutiny of the issues.• Scrutiny of JPP provided quarterly by Education & Children's Services Scrutiny Panel.• Voice of the Child - representation via Reach Out! Slough's Children in Care (CiC) Council - Infographic, page 9.• Elected members involved in annual celebration events marking achievements of our CiC. |
| JPP Score Card agreed October 2017, co-produced by officers and elected members | Key Performance Indicators and Dashboard specific to corporate parenting helps focus discussion on performance - Appendix 4. |
| Programme of annual elected Members' training provided for corporate parenting | Opportunities for elected members to get updates and refresher training as well as directly hear of the experiences of young people. |
| SCST's Commissioning Strategy agreed and Children Looked-After Sufficiency Strategy refreshed | Enhanced identification of need and opportunities to target priorities for CiC cohort within available resources. |

| Initiative | Impact/Outcome |
|--|---|
| SBC corporate initiatives | <ul style="list-style-type: none"> • Housing Strategy 2016-21 - provision of an adequate supply of accommodation for care leavers and a clear housing pathway that meets the needs/experiences of young people (13 properties accepted by CLs in 2017/18). • Council Tax exemption provided for Care Leavers (CLs) up to the age of 25 (this benefitted approximately 42 CLs in Slough and 13 CLs who live out of borough in 2017/18). • Education, Employment & Training Strategy for CLA & CLs 2017/20 - as a result of which our CiC have: access to the best possible education, training and job opportunities that meet their needs; support to attend and achieve their potential whether at school/college, university, in training or work; support to make a successful transition into adult life; and their voice placed at the centre of what we do. • Life skills (targeted support to help CiC transition into adulthood and independence) - collaboration between SBC youth workers & SCST personal assistants/social workers. • Seven apprentices from the CiC cohort placed within SBC/Arvato/SCST at end December 2017. • Transition support to adult services (dedicated worker, timely assessment, provision of information, and transition plan which is reviewed regularly). |
| <p>Areas for development</p> <ul style="list-style-type: none"> • Continue to support all elected members' understanding of the corporate parenting agenda. • Fully embed the Score Card as a tool for scrutiny, linked to our Pledge to CiC and work on Early Help. • Ensure the Slough Academy Project Board includes ambitious targets for CiC apprentices in SBC's new apprenticeship model. | |

REACH OUT!

Slough's Children in Care Council



Priority 2

Our children looked-after and care leavers will be enabled to reach their educational attainment

This Priority aligns to the Trust's Outcome **Be ambitious**, which in turn is about ensuring that our young people attend, engage with and enjoy school/other learning settings and are supported to attain their full educational potential in preparation for transition to leading successful and fulfilling lives as adults.

"No placement is a placement without a school agreed by Virtual School"

Slough's Virtual School (VS) is a key change agent, working with a range of schools in and out of the borough and with other stakeholders to "change the narrative" of education for children looked-after.

Using one of the key questions from the Local Government Association's (LGA) 10 questions to ask if you're scrutinising services for looked-after children, **How effective is the Virtual School Head service and what impact has it had?** we can evaluate the impact of the VS over the past year.



| Initiative | Impact/Outcome |
|--|--|
| Links to Slough schools and Children, Learning & Skill Directorate | <ul style="list-style-type: none"> • Service Level Agreement in place with Educational Psychologists to visit all children after first Personal Education Plan (PEP) and attend the second to inform support offered to child. For example dyslexia screening and support for Education Health and Care Plan (EHCP) applications. • Moves between Slough schools are built on trust, and can be achieved more quickly. • Exclusions in Slough schools picked up sooner by SBC education team. • Admissions to Slough schools achieved more quickly. |
| Links to multi-agency professionals | <ul style="list-style-type: none"> • Different teams who work with CLA in their specialist roles join up for the benefit of CLA. For example, links between Independent Reviewing Officers (IROs) in the Trust and the council's Special Educational Needs and Disabilities (SEND) service, means SEND discussions in LAC Reviews and CLA matters in Annual Reviews of SEND are mutually informative. • Collaboration between the Youth Offending Team in the Trust and the council's Educational Psychology service facilitates discussions on assessment of educational need for CLA known to the justice system. • Links to clinicians (systemic view of social work practice) when working with professionals in schools to help build support systems for CLA. |
| VS membership of SEND and Placement Panels | <ul style="list-style-type: none"> • EHCPs for children looked-after who have experienced early life trauma are better understood by Panel. • The mantra, "no placement is a placement without a school agreed by Virtual School", is now evident in all cases that come to Panel with social workers actively seeking advice from the VS team. |
| Classes for English and Maths requested by care leavers | <ul style="list-style-type: none"> • For the young people who attended regularly, significant improvement for exam results. For one young person in six months a score 6/50 became 43/50 and a pass at Level 2 Maths Functional Skills. |
| Designated Teacher (DT) Meetings | <ul style="list-style-type: none"> • Professionals explain ideas to DTs who disseminate in schools. For example in relation to Strengths and Difficulties Questionnaires in schools, having this information has better targeted support for young people in their PEPs. |
| VS training to professionals | <ul style="list-style-type: none"> • Training including to Independent Fostering Agencies, Foster Carers/Adopters, Designated Teachers, and Social Workers helps develop a shared view of what good education looks like, with CLA benefitting from all professionals working to the same goal. |
| Leadership of Heathrow Education CLA Group (HEG) | <ul style="list-style-type: none"> • Confirmation by the government of a third Heathrow runway and the creation of an estimated 75,000 extra jobs has seen the HEG negotiate a pre-employment pathway for CLA who might otherwise not have an opportunity due to disengagement with the schools/education system. |

Virtual School: a selection of You said - We did!

The key question for the VS is: what do children looked-after say about their education and aspirations? Core to this is having the child's voice recorded (or with their active engagement) in agreeing their Personal Education Plan (PEP).

YOU SAID - to your social worker

I want to move from alternative provision to mainstream school.

WE DID

Worked with you to find the right local school that will respect you and meet your needs.

Worked with staff at the school to know what you needed and be trained.

Sorted a place with school admissions.

Designed and set up a transition programme, including with staff from your old school.

Held PEPs.

WHAT HAPPENED NEXT?

All three young people started their new schools in January 2018 and have attained at levels similar to their non-CLA peers and made excellent progress.

YOU SAID - (on entry to care) to social worker

I don't feel safe to take my exams.

WE DID

Arranged that school staff you trust supervised your arrival in the school car park and took you to the exam hall. After the exam, they returned you to taxi in the school grounds for your return journey.

WHAT HAPPENED NEXT?

Exams successfully taken.

YOU SAID - in your PEP

I want to be a programmer.

WE DID

Set up out of school tutoring in Raspberry Pi.

WHAT HAPPENED NEXT?

You are now starting to program in Scratch.

Your attainment at school is above your peers in Maths. You have made excellent progress this year and have made a great transition to secondary school.

YOU SAID - in Hot Topic from Reach Out and Review (ROAR group)

In schools, teachers should have more understanding of children looked after and how to support children and young people with their emotional wellbeing.

WE DID

Offered all Slough schools that have a child looked-after attachment training including all new designated teachers one-day training on the impact of early life trauma on learning.

Ran designated teachers meetings.

Developed the measurement of emotional wellbeing in school with SDQs in PEPs.

WHAT HAPPENED NEXT?

We agree with you this is an area that needs more development and it is one of the three priorities identified in the Virtual School's Action Plan for 2018/19.

YOU SAID - to your personal adviser

I want to be tested for dyslexia.

WE DID

Sorted dyslexia assessment through a Service Level Agreement with Slough Educational Psychologists.

Set in train an application for an Education Health and Care Plan.

WHAT HAPPENED NEXT?

Your learning options are secured until you are 25.

YOU SAID - to Virtual School

I want to go to University.

WE DID

Provided support for university course selection.

Signposted sources of funding and other support.

Arranged "taster" visits to Oxford and Brunel Universities.

Arranged for current Slough CLA to speak to peers at different events.

WHAT HAPPENED NEXT?

Six started university in September 2018.

Four already doing degrees.

Three Masters level students graduated in 2018.

YOU SAID - to your personal adviser

I want to do an apprenticeship.

WE DID

Sourced the apprenticeship.

Worked with Team Around the Apprentice.

WHAT HAPPENED NEXT?

Exceptional reports on your qualities as an apprentice.

Level 2 apprentice qualified and linked to mentor and opportunities at Heathrow.

YOU SAID - to Post 16 lead in Virtual School

I want complete my Level 3 (A-level equivalent) specialist course and go to university.

WE DID

Sourced specialist tutors to help develop your English and Maths, to allow your ability in your specialist area to be pursued at university.

WHAT HAPPENED NEXT?

Three qualifications at A-level standard, all graded at distinction. Russell Group University place secured, doing preferred management course.



Priority 3

Our children looked-after and care leavers will be encouraged to keep safe

This Priority aligns to the Trust Outcome **Be safe**, which in turn is about supporting our children and young people to make safe choices now and throughout their lives in the context of family, friends and peer relationships.

This means ensuring there are effective measures in place to safeguard children as well as those that also promote their welfare. Safeguarding and promoting the welfare of children – and in particular protecting them from significant harm – depends on effective joint working between agencies and professionals that have different roles and expertise.

Individual children, especially some of the most vulnerable children and those at greatest risk of harm and social exclusion, need co-ordinated help from health, education, early years, children's social care, and the voluntary sector and other agencies, including youth justice services.



Progress made includes the following:

- Safe, Secure, Successful (model of social work hub in the Trust mirroring the journey of the child). Combined with the council's Early Help model (Early Help Hub), a single front door receives all contacts and makes a decision about which pathway the contact should follow.
- Multi-agency Innovation Hub which provides a new way of working that supports vulnerable families across all tiers of need. Providing a service seven days a week to families means they are supported to work through difficulties in order to reduce the need for a case to be escalated to a higher level of statutory intervention.
- PAUSE Project (Slough) - an innovative project working with women who have experienced, or are at risk of repeat removals of children into care; through an intense programme of support.
- Court Hub, which is responsible for managing cases where legal proceedings are being initiated or in progress. This Hub has in place and will continue to develop a significant level of knowledge and expertise in order to ensure legal proceedings are managed and monitored effectively, that delays in legal processes are minimised and decisions for children in relation to their future care status are completed in a more timely way.
- The Care Leavers Panel (made up of both Trust and council staff), reviews the progress of care leavers, decides on care packages and advises about best practice. It also reinforces joined up planning and is helping to ensure our young people are housed in suitable accommodation (commensurate with their needs) and receive the support they need to access education, employment or training opportunities.

Impact/outcomes

- Children and families receive early help and provision of support services when needed - avoiding the need for children's social intervention.
- Children and young people are proactively supported to remain at home and only those that need to be looked after enter care.
- Children and young people are supported to remain in the family home and prevented from coming into care, where care is required; this is for the shortest time based on individual needs.
- The voice of the child is clear and transparent in all assessment work.
- Children in Need (CIN) and care planning is effective for children.

Children in Care who go missing or are at risk of Child Sexual Exploitation (CSE)

- An experienced CSE manager has been appointed by the Trust on a fixed term two-year post. This appointment will provide increased focus on the way in which the Trust and other partners work with, and support, children at risk of CSE, and will build on what was achieved by previous interim workers.
- The council's Young People's Service provides return home interviews for children in care who go missing and are focusing on building a strong relationship with the Trust in order to improve and further develop the system for notification and return home interviews. The new CSE manager will provide a consistent link in this process and will be able to provide a greater focus in children who go missing frequently and who may be at risk of CSE.

- The National Youth Advocacy Service (NYAS) provides return home interviews for children and young people who are placed out of borough (OOB) where they go missing. This enables the Trust to gather information and identify what extra help or support might be needed for our young people placed out of the area.
- The multi-agency Sexual Exploitation and Missing Risk Assessment Conference (SEMRAC) Panel meets on a monthly basis to review a list of children who have gone missing more than three times, review children who have been identified as being at risk of CSE and gather evidence of information to inform our understanding of the risks and issues for Slough children in relation to CSE/Missing.

Impact/outcomes

- CSE is recognised and clearly understood across all partners.
- There is clarity about respective roles and responsibilities.
- Partners work together to address CSE and reduce risks.
- Relevant information/intelligence is gathered and shared with key partners to assist/disrupt activity and safeguard children and young people.
- Timely help offered to all children and young people at risk of CSE.

Listening to the Voice of the Child

A survey of children in care was completed by Coram. They designed three surveys based on work they had done with children from other local authorities - for children aged four - seven, eight - eleven, and eleven - eighteen years.

These surveys were completed by young people online, with support from key staff in education settings. 64 Slough children looked after completed the survey.

The response rate at 38 per cent was higher than the average across other local authorities (35 per cent). This feedback was taken to the Reach Out! groups to ask them how the Trust could ensure all children and young people knew the name of their social worker and what it means to feel unsafe, resulting in a range of practical measures (for example new "button" badges for staff).



Case Study - young person, H

Social workers became involved with three children, who originated from Somalia, in 2010. Their mother had been displaced and ended up in a Kenyan refugee camp, so the maternal grandmother raised them.

The children arrived in the UK in 2010 to join their mother, who was granted asylum in 2007.

There was on/off involvement from social care over five years, through a series of referrals, assessments and Child in Need plans, because of the mother's inability to cope with the behaviour of the children. This was exacerbated by mental illness and domestic violence.

There were reports of physical chastisement and threats to harm the children, so the decision was made to take H into care.

H was placed in residential care for two years, where she demonstrated significant anger, and was charged with assaulting another young person.

Social workers worked with CAMHS, completed a CSE indicator tool, had increasing contact with the mother which led to unsupervised contact with H, and the mum received family therapy to help work on establishing guidance and boundaries in her family.

After the interventions, H has developed from a sullen teenager, into an engaged, happy, motivated young woman. She has developed strategies for managing her anger and is working well with the YOT and accepting responsibility for her actions.

She is back in mainstream school and returned to live with her mother in July 2017, under a temporary care order.

Priority 4

Our children looked-after and care leavers will be encouraged to develop positive relationships

This means providing our children and young people with opportunities to develop strong peer relationships, enabling them to sustain family relationships with parents, siblings and extended family in a safe and positive way and ensuring they have access to more specialist support if they require it to ensure their needs are met.

This Priority aligns with the Trust Outcome **Be resilient**, which in turn is about supporting our children and young people are to be self-confident, and positive about themselves/who they are so that they have a strong foundation to deal with life's challenges and to develop enriching relationships with others.

| Initiative | Impact/Outcome |
|--|--|
| Establishment of a stable and skilled permanent workforce in the Trust | <ul style="list-style-type: none"> • Reduction in use of agency workers/increase in the number of permanent staff and managers. • Increased stability of social workers allocated to children. • Stable 'hub' teams created. • Improved outcomes for children. |
| A participation strategy that focuses on increasing opportunities for active participation of children and young people | <ul style="list-style-type: none"> • Multiple opportunities provided for young people to participate and share their views. • The voice of the child or young person is heard and helping to influence service delivery and care planning, leading to better quality of services. |
| Children and young people have access to an advocacy service that enables them to express their views, particularly in important meetings about them. Complaints system revamped and linked to Quality Assurance (QA) systems | <ul style="list-style-type: none"> • All children and young people who require support from an Advocate or Independent Visitor now receive it. • The voice of the child or young person is heard and is helping to influence service delivery and care planning. • Improved consultation with our children and young people. • Revised complaints procedure, which is more accessible and responsive to the needs of children and young people, and so learning from complaints is embedded as part of the QA framework. |
| Launch of Reach Out! Helpline so children and young people can speak to a trusted person about anything that might be of concern, even at evenings/weekends | <ul style="list-style-type: none"> • https://www.scstrust.co.uk/reach-out/ |

Priority 5

Our children looked-after and care leavers are respected and engaged in planning for their future and supported as they move into adulthood

The Children & Family Act 2014, Children (Leaving Care) Act 2000, and the Care Act 2014 all set out local authorities' responsibilities related to this priority. For example, "Staying Put" gives young people the choice to stay living with their foster carers until their 21st birthday. Similarly, under Leaving Care, there is a responsibility to complete an assessment, develop a pathway plan within three-months of every looked-after child's 16th birthday (to help them towards independence). The Care Act requires an assessment of need for children with Learning Difficulties or Disabilities (LDD). Our performance against Priority 5 is as follows.

This Priority aligns with the Trust Outcome **Be independent**, which in turn is about supporting our children and young people to develop the skills and self-confidence to move into adulthood and make a positive contribution to society.

Developing materials to understand what it is like being in care

Our children and young people took part in a national project creating a series of animations about what it is like to be a child in care. These animations are for other children who have come into care to look at and help them understand.



They are also for professionals to look at to understand the child's experiences.

When I am in care who can I talk to?

<https://youtu.be/gbQGkbkgtE>

Questions you may have when you are in care

https://youtu.be/_amAIPOPwEM

Me & who?

<https://youtu.be/mTLQgLrypx8>

My Review My Views - to enable children to have a voice

Following feedback from our children and young people, we have created an online tool called My Review My Views which has a set of questions aimed at enabling the child or young person to fill out the questionnaire and for this to be shared at their looked after review meeting. An online form has been created to suit different age ranges from 8-15 and 16-17. A paper form is available for children aged 4-7. We look at the information regularly and see how we can make changes and improvements.

Child Looked After Review

All our children in care are required to have a review, which is chaired by an Independent Reviewing Officer. This meeting encourages the child/young person to participate and tell the professionals what they want to happen with their care plan. During the year 1 April 2017 to 31 March 2018, 97.5 per cent of reviews took place within timescales and 97 per cent of children are recorded as having participated in their review.

Ofsted have looked at the IRO service within their monitoring visits and have commented:

"Independent reviewing officers (IROs) are now having an impact in challenging and guiding children's plans. The use of formal escalation is

increasing. IROs meet regularly with children and social workers, both in and outside of reviews. The timeliness of children looked after reviews and the level of participation by children in their reviews are much improved. The minutes of review meetings are child-centred and written directly to the child in plain language; they ensure children know why they are in care, and who is responsible for making sure that they remain safe. Professional relationships between social workers, team managers, and independent reviewing officers (IROs) are increasingly constructive, and are contributing to strengthening quality assurance processes."

The case study below illustrates a multi-agency/ multi-disciplinary approach to supporting "Ms B" navigate the housing system and gain her independence.

Housing Case Study

Client (Ms B) first came to housing's attention in 2012, when she was nearly 17 years old and was referred to Housing Needs by the 16+ worker.

What followed was a series of different placements, a period of homelessness and sofa surfing, before a successful intervention.

Below is some of the history:

- Ms B was placed in a care home in Reading via Slough social services until March 2013, before a placement in Northolt.
- Ms B took a placement at The Foyer in September 2013, but left to become homeless. She would not engage with the housing team.
- In October 2014, housing received another referral for young person's hostel accommodation for Ms B, via her 16+ worker. Ms B had been rough sleeping/sofa surfing during the in-between period.
- Ms B was rehoused in Slough YMCA. However, by June 2015, it was clear this had failed because she was found in a different property during a premises closure order visit by housing.

- After the closure on a Friday, Ms B was given B&B accommodation until the Monday and advised to present at MyCouncil for a homeless assessment the following Monday. She did not use the B&B and did not attend MyCouncil.
- The housing team reported concerns to the team leader at The Trust about the fact Ms B had not been in touch, around the people she had been staying with and about her appearance when they saw her at the property closure visit.
- Ms B began to engage with the T2 service in December 2015 but did not want to engage with housing.
- She approached housing with a partner in March 2016 and was interviewed by the homeless officer, but they left before anything could be done.
- Ms B returned in August 2016 with a partner and a worker from the youth team. They said they had been sleeping in a tent. A referral to the Young People Supported Housing Panel was made, but was refused due to previous tenancy issues.
- In November 2016, a decision was taken to place Ms B into temporary housing as she again approached as homeless. She had been sleeping in a tent, had substance addiction issues and undiagnosed mental health issues.
- Homeless enquiries were complete in January 2017 and an 'Agreed' S184 duty decision reached. As Ms B's homeless decision was only two months after her 21st birthday, the council agreed to take a pragmatic approach and housed her under the 'LAC' Allocations scheme into a social housing property, to provide her with the best chance of success for the future.

After this, Ms B was housed in an SBC property. She has not had rent arrears and is thriving.

Priority 6

Our children looked-after and care leavers will be supported to have good health and wellbeing

Children and young people who are Looked After are among the most vulnerable members of society and the evidence nationally is that their health, social and educational outcomes continue to remain poor. It is the statutory duty of local authorities and health agencies to work together to improve the health and well-being of these children and young people. For Slough, this health remit is the responsibility of the statutory post of Designated Nurse for Children in Care, which from 2016 was transferred to the Associate Director of Safeguarding, East Berkshire Clinical Commissioning Group (CCG).

This Priority aligns with the Trust Outcome **Be happy**, which in turn is about supporting our children and young people's wellbeing so that, in turn children and young people feel valued, loved and cared for and have a strong sense of purpose.



| Initiative | Impact/Outcome |
|--|---|
| BHFT Children in Care consultation on health assessments | <ul style="list-style-type: none">• The Looked After Nurse for Berkshire Healthcare Foundation Trust attended a Reach Out! group to talk to them about their health assessments and how they could be made better for children and young people - a child friendly health assessment form has been developed and young people will be asked to give feedback to ensure it continues to be appropriate.• A pathway of Children's and Young Peoples' on-going participation has been developed as this will be a dynamic process. It will be shared with Looked after Children at their social events, Reach Out! groups and opportunistically. The plan is to consult with Children Looked-After on the new forms to get their valuable feedback on the wording and layout of new forms which will be used for feedback after their health assessments. |

| Initiative | Impact/Outcome |
|--|---|
| Initial Health Assessments (IHA) and Review Health Assessments (RHA) | <ul style="list-style-type: none"> All children when they come into care have a health assessment that helps us to ensure all their health needs are clearly identified and where there are any problems with their health these are quickly addressed. Ongoing annual health reviews make sure we continue to monitor health the whole time a child is in care. The CCG recently completed a systems review across East Berkshire local authorities of the process for IHAs and RHAs. All the recommendations for Slough were accepted and are being embedded to ensure effective outcomes for CLA. |
| Leisure offer to Children in Care and Care Leavers | <ul style="list-style-type: none"> All children and young people in care and care leavers are entitled to a discount card, which entitles them to half price (50 per cent off) Active Slough sessions across the borough. |
| Health Passport for young people aged 16+ | <ul style="list-style-type: none"> Working in partnership with Berkshire Healthcare NHS Foundation Trust, young people shared their thoughts on the idea of producing a “health passport” that would record a young person’s health history and be presented to them before they left care. Young people’s views were captured and incorporated into the final design of the Health Passport. An official launch of the Health Passport took place in May 2017 and was attended by the Chair of the Reach Out! group and young people who had been involved in its development. |

NEXT STEPS

Whilst Slough can demonstrate clear progress against the six priorities set out on page four of this strategy, we should continuously be asking, "is this good enough for my child?"

As corporate parents we recognise that - as in life - we are on a journey and therefore need to caution against complacency and acknowledge there is ever more we can do!

We believe the existing six priorities are still valid for Slough. Through the championing work of the Joint Parenting Panel we will strive to deliver these priorities, evidencing the impact made using the Trust's Outcomes Framework, and by asking our children in care and care leavers.



Appendix 1

Our Pledge: our promises to our children looked-after in Slough

Developed in 2016 by Reach Out!, Slough's Children in Care Council, the 19 Pledges will be reviewed and published by March 2019 to ensure their continued appropriateness and to enable regular performance monitoring, for example as part of the Balanced Score Card information received by Joint Parenting Panel. In the interim, we have reviewed our performance, summarised in the following table.



| What we said we would do... | What we have done... |
|--|--|
| 1) We will make sure that social workers take the time to get to know and understand you. We will make sure that social workers are friendlier and listen to you more. | We value the relationship we have with all our children looked-after and work on improving this. Examples include: <ul style="list-style-type: none">• We will visit you every six weeks and will make sure you are able to talk to us alone.• We will make sure that your care or pathway plan is up to date, takes account of your needs and agreed with you.• Through Reach Out! we have produced You Tube clips and an Information Pack ("A Helping Hand") containing advice and information for all our children looked-after and care leavers.• We will introduce ourselves properly to you and we will make sure you can contact us on the phone or through email and when we visit you.• Our staff have a badge showing their first name, you said that this helps us be more approachable and is a great conversation starter at one-to-one visits! |

| What we said we would do... | What we have done... |
|--|--|
| 2) We will help you to have the same social worker for a long time. | We will do our best to make sure you have the same social worker. Sometimes a social worker leaves and when this happens we will make sure that you are told that the worker is leaving and you will be told who your new worker is. We expect our social workers to say goodbye properly to you when they are leaving. |
| 3) We will make sure that foster carers treat you the same as their own children, so that there is no favouritism and give you the love that you need. | We look for and assess foster carers who are able to build a loving relationship with you and meet all your care and emotional needs. |
| 4) We will make sure you have access to and are provided with the right advice and support to ensure you are physically and emotionally healthy. | <p>You will have regular health checks and your looked after review will check that this is happening.</p> <p>We will help you to access all the services you need to keep you healthy and safe, whether through a GP, dentist, nurse, optician or counsellor.</p> <p>Your progress is regularly monitored and a record kept ("Health Passport"). This record is yours to keep for when you leave care.</p> <p>We have produced specific information ("Local Offer") setting out what is available for all our children looked-after and care leavers.</p> |
| 5) We will help you have a healthy diet (one of your five-a-day) and make sure you have opportunities to take part in activities that will keep you healthy. | <p>We encourage you to adopt a healthy lifestyle in a variety of ways, including through information and advice, health assessments, and working with foster carers about the care provided in their homes.</p> <p>We offer all our children looked-after and care leavers a 50 per cent discount off leisure activities such as Get Active.</p> |
| 6) We will help you to stay where you are living if that is what you want. | We will make sure that when you are going in to a placement that the family knows and understands your needs and can help you to settle down. A placement plan and your care plan will help everyone to do this. |

| What we said we would do... | What we have done... |
|---|--|
| <p>7) We will help you get the best educational outcomes and have a computer to help support you with your education.</p> | <p>Through the Virtual School, we support you to get the most from your education, regardless of where you are placed. This support can continue once you leave care up to the age of 25.</p> <p>Your Personal Education Plan includes an explanation of how we will support you to achieve in education and employment and what we will do to encourage you to reach your goals and realise your potential.</p> <p>If you have a special talent we will help you develop those talents - extra tuition and Easter and summer schools can be provided to help you achieve your goals if needed.</p> <p>For children with special needs we provide extra support where required through an Education, Health and Care Plan.</p> <p>The Virtual School will also fund any reasonable education requests you might have, tailored to your needs - for example, textbooks, equipment, and travel to education interviews.</p> <p>We celebrate your academic and other achievements through an annual award ceremony.</p> |
| <p>8) We will make sure you have the opportunity to take part in activities and hobbies.</p> | <p>We encourage and support you to participate in wider opportunities to build your confidence so that you are able to make safe decisions for yourself.</p> <p>Your social worker, personal advisor and foster carer will all take the time to find out about your hobbies, interests and goals and help you achieve them. Examples include:</p> <ul style="list-style-type: none"> • The Virtual School organises regular activity days for all children in care, including those who live outside of the borough, to find out how you are feeling in a fun and creative environment. • A range of drop-in and appointment based information, advice and guidance sessions in Slough where you can get help from trained advisors. • A website to encourage young people to get active and involved through a range of sports, arts, social activities, and personal development programmes; and opportunities to learn a new skill and make new friends under our universal youth programme. |

| What we said we would do... | What we have done... |
|---|--|
| 9) We will help you keep in touch with your friends and receive the right information about staying over at your friend's house. | We will help you to continue friendships from before you came into care, if it is safe to do so and in your care plan. |
| 10) We will help you to be involved in the decisions that are made about you and any decisions and plans that are made about your future. | <p>We have introduced an online tool called "My Review... My Views". This includes age-appropriate questionnaires for all children and young people to complete before their 6-monthly review meetings. This information is shared with your social worker so that we can see how best to make any changes that benefit you.</p> <p>You will have a review every six months and this will help you to be involved in decisions that are made and help you tell us what you want to happen.</p> |
| 11) We will help you to be involved in choosing your placement and to know more about where you are moving to, including being able to visits new carers before you move. | We have increased the number of foster carers that are available and will do our best to offer you information about a choice of placements that best meet your needs. |
| 12) We will ensure you receive the best advice and support about applying for college and university, applying for a job and for your future carer. | The Virtual School organises regular "taster" visits to colleges and universities. We have specialist staff to support all Post 16 care leavers into further and higher education. We can also provide anyone not in employment, education or training with specialist careers support, advice and guidance and can arrange apprenticeship and work experience opportunities if that is what you want to do. |

| What we said we would do... | What we have done... |
|---|--|
| <p>13) We will help and support you to learn about budgeting, how to cook, clean and other independent living skills</p> | <p>After you turn 16, you will be allocated a personal advisor, who will provide you with advice, information and guidance to prepare for independence and make the transition to adulthood. They will help you develop a Pathway Plan which looks at your goals and ambitions and how, together, we can help you achieve them. You can read more about this in our "A guide to leaving care" booklet, available on our website.</p> <p>Until you turn 18, you will be provided a living allowance and after 18, you can apply for Universal Credit. We will support you in applying for this and with any other benefits you may be entitled to, as well as help with budgeting. You can read more about this in our "Guide for Care Leavers", available on our website. This guide also explains all of your financial entitlements.</p> <p>We will also help you apply for the documents you will need e.g. national insurance number, birth certificate, passport etc.</p> <p>Our "What happens next?" sessions and "Guide for Care Leavers" also include lots of useful information about preparing to live independently – for example matters relating to health, education, advocacy, and care leavers rights.</p> <p>Our Life Skills programme can provide you with targeted support to help you transition into adulthood and independence if you need it.</p> |
| <p>14) We will support you to find a place to live, that is safe and secure and is suitable for your needs. We will ensure we plan ahead to make sure that, together, we find the right place for you, when you move on</p> | <p>Your feedback into the "Your Life, Your Care" survey run by Coram Voice helped us understand what works well and where we need to improve, particularly with the range of safe and secure places for you to live. We will work with you to find the best option and help you set up your new home. We can also provide you with support to help you sustain your housing if you need it.</p> <p>Accommodation has been identified for up to fifteen care leavers ready for independent living. We have also introduced a Council tax exemption for all care leavers up to the age of 25 years. If you live outside of Slough you can still benefit from this.</p> <p>We have also updated the "My Reviews...My Views" on-line form so you can tell us if you feel unsafe in any part of your life and what we could do to help you feel safer.</p> |

| What we said we would do... | What we have done... |
|---|--|
| 15) We want to support you to have contact with your family and friends. If this is not possible, we will tell you why. | We understand these are important to you and your social worker will talk these things through with you and will help you where possible to maintain contact. Sometimes this is not possible but we will explain clearly to you when this is the case so that you understand. |
| 16) We will offer you the support of an advocate or independent visitor if you feel that you are not being supported. Sometimes you may find it difficult to say what you want and you may want some support to put your views forward. | We provide an independent advocacy and visiting service so you can get the help and support you need. These visits create a safe space for you to talk about anything that is important to you and what you want to happen with your care plan. Your advocate or advisor will help make sure your voice is heard and taken into account about decisions that affect you. |
| 17) We will listen if you have a complaint or would like to praise someone. | <p>We have a complaints policy and a complaints manager who you can talk to about your complaint.</p> <p>You will receive information on how to make a complaint in your information packs and there is information on the Trust website about how to make a complaint. You can ask for the support of an advocate to help you make your complaint.</p> |
| 18) We will make sure you can speak to someone who you trust about anything you are worried about, even at evenings and weekends. | <p>You will always be able to contact your social worker, personal advisor or advocate about any concerns or issues you may have.</p> <p>We also provide a number of opportunities for you to join with other young people to share your views, concerns and aspirations. For example:</p> <ul style="list-style-type: none"> • Through Reach Out! you can help shape the services we offer children and young people. Reach Out! has a dedicated section on the Trust's website to promote who they are, what they do and encourage more children and young people to get involved. • We listened to feedback from young people about how we could improve the Drop-in for care leavers' service and made changes to ensure it is available from 1.30pm to 6.30pm each week. • We also provide a chat room for you to use so you have somewhere safe to talk. Space2talk, our fortnightly drop-in session, is held in the chat room and provides young people with a safe space to meet and talk to one another. |
| 19) If we make a promise to you we will keep it. | We will always aim to keep to our promises but if for any reason we are unable to do so, we will give you an explanation. |

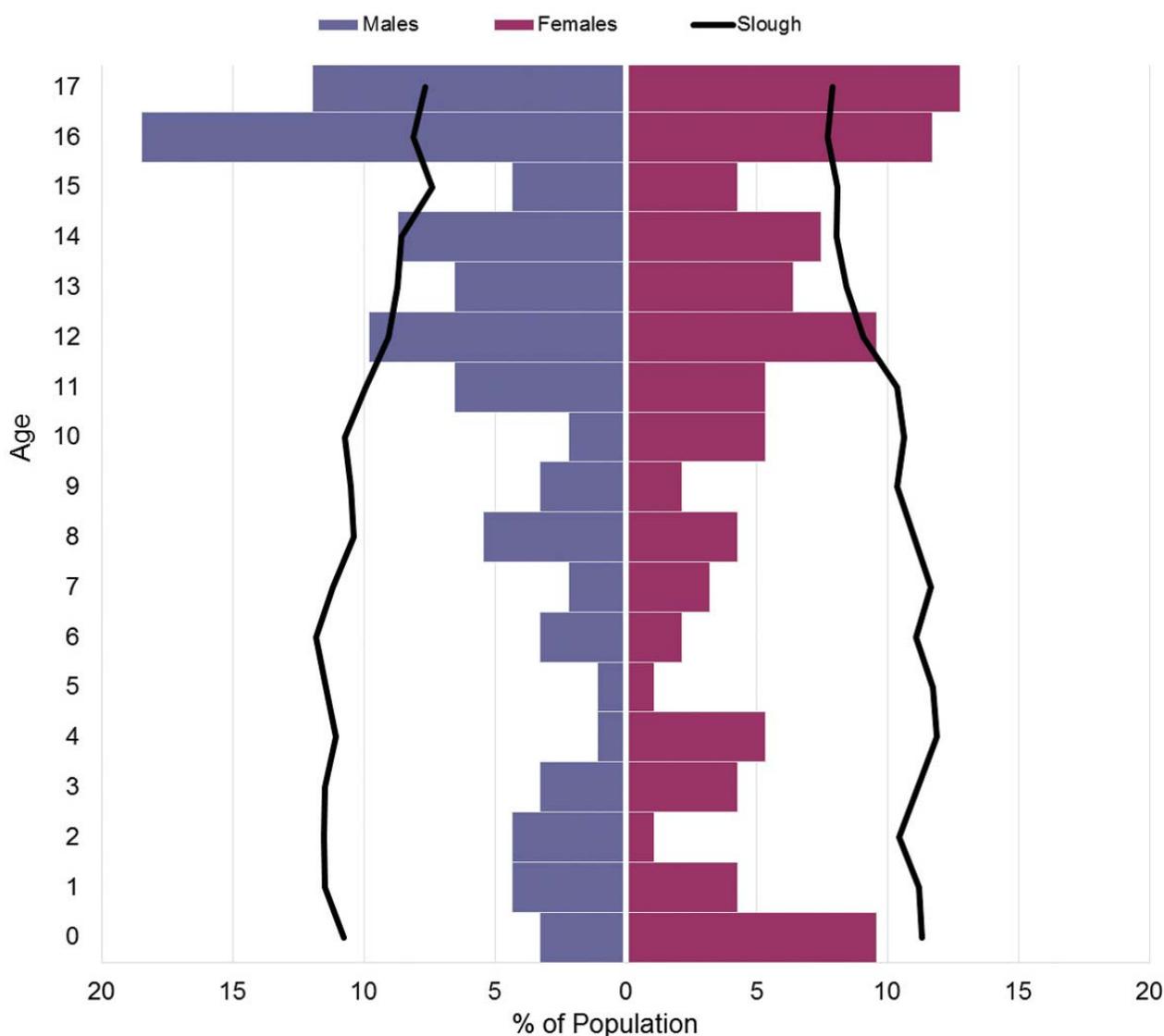
Appendix 2

Profile of Children Looked-After and Care Leavers

- Since 2017, there has been an increase in the proportion of our CLA placed inside Slough or within 20 miles. This has fluctuated over the course of the last year and has recently risen to 71% at the end of October 2018 but is still slightly below 73% the same time last year.

- A third of the CLA population comprises older teenagers (aged 15-17 years).
- Generally speaking the older age group came in to care mainly due to parents struggling with implementing boundaries, family breakdown, homelessness and some wishing to be in care.
- For the younger age group the primary reason for being in care is as a result of parental neglect/abuse.

Slough CLA Population distribution (at 31/10/2018)



| Children Looked After (correct as at 31.10.2018) | Numbers | Total Slough population |
|--|--|--------------------------------|
| Children Looked After (CLA) in Slough | 186 (216 corresponding figure same time last year) | |
| Age profile of CLA | Age 0-5:40 (22%) | 15,708 |
| | Age 6-12: 60 (32%) | 17,129 |
| | Age: 13-18: 86 (46%) | 9,343 |
| Ethnicity of Slough's CLA | White 51% | 45.7% |
| | Asian or Asian British 16% | 39.7% |
| | Black or Black British 8% | 8.6% |
| | Mixed background 23% | 3.4% |
| | Other ethnic groups 2% | 2.6% |

| Care Leavers (correct as at 31.10.2018) | Numbers | Total Slough population |
|---|---|--------------------------------|
| Care Leavers (Including those aged under 18) | 172 At the start of the Trust in 05.10.2015 we had 142 CLC (across all ages) | |
| Age profile of CL | Age 16-18: 83 (47%) | 5,332 |
| | Age 19-20: 61 (35%) | 2,879 |
| | Age 21-24: 28 (16%) | 6,454 |
| Ethnicity of Slough's CL | White 46% | 45.7% |
| | Asian or Asian British 20% | 39.7% |
| | Black or Black British 16.6% | 8.6% |
| | Mixed background 14% | 3.4% |
| | Other ethnic groups 4% | 2.6% |

Appendix 3

Case Study: Strengthening the relationship between Reach Out! and the Joint Parent Panel (JPP) – sourced from participation officer, SCST

Slough's Children in Care Council (CiCC), established in 2009, began as one group for children and young people looked after aged 11-17. Since this time the CiCC, formally known as Reach Out!, has flourished and we now have two forums for children and young people looked after and one forum for care leavers.

Young people involved in the CiCC have historically been invited to attend and contribute to each Joint Parenting Panel, for example, the Chair of Reach Out! was a regular attendee. As well as contribute to discussions, the Chair would also present on the CiCC's achievements.

In 2016, Reach Out! contributed to the Corporate Parenting Strategy 2016-2018 with the following opening statement:

"We would like you to support us and have an understanding of the needs of all Slough's children in care, in all aspects of our lives. We would like all corporate parents to ask us our views and listen to what we say. We would like you to keep your promises and follow through with the things you say you will do. You should want to take your responsibilities seriously and do your very best for us because you make a difference to our future. We want all corporate parents to treat us the same as they would their own children so that we receive the support, care and love that we need."

Young people's views have influenced the decisions made by the Joint Parenting Panel. An example of this is, following their attendance at the South Regional Young People's Benchmarking Forum, two of our care leavers then attended the Joint Parenting Panel to provide feedback about what other local authorities offer their young people and share their ideas on how services could be improved for

Slough's care leavers. Both young people felt a reduction in council tax would help Slough's care leavers to reduce their financial constraints. Young people shared details about North Somerset's council tax reduction scheme as an example of what could be offered in Slough. In January 2018, Slough Borough Council announced 'Slough care leavers aged between 18 and up to their 25th birthday, where the authority has a responsibility for them, will be exempt from paying council tax from April 2018.'

Although young people had contributed to each Joint Parenting Panel and those young people who attended in the past had been happy to do so, the Joint Parenting Panel needed to strengthen its relationship with Reach Out! and also engage the wider view of its children looked-after and care leavers.

Creation of Reach Out! & Review

Reach Out! held a joint lunch and session with the Chief Executive of the Trust and the Chair of the Trust Board in August 2017 to explore the idea of setting up a specific panel of young people who would meet with the Chief Executive and other key professionals such as the Chairs of the Joint Parenting Panel. The new panel would create greater opportunity for young people to scrutinise the Joint Parenting Panel. It would also ensure there is a formal mechanism for young people to meet with and feedback to senior leaders about what is working well, what needs to be improved and ensure corporate parents are being held accountable for the services being delivered to children looked after and care leavers.

The new scrutiny panel, which is a sub-group of the CiCC, was formally named by young people as Reach Out! & Review and their first meeting was held in January 2018. The purpose of Reach Out! & Review was also agreed.

- To create greater opportunity for Slough's young people looked after and care leavers to review/scrutinise the role of the Joint Parenting Panel.
- To ensure there is a formal mechanism for young people to meet with and feedback to senior leaders about what is working well and what needs to be improved.
- To ensure corporate parents are being held accountable for the services being delivered to children looked after and care leavers.

At each Reach Out! & Review meeting young people present their three main Hot Topics to all panel members. Hot Topics are the main topics, concerns, issues or questions for Slough's children looked after or care leavers. Examples of the Hot Topics young people have raised so far are:

- birthdays - ensuring all children looked after and care leavers receive a birthday card
- change of social workers and personal advisors
- foster carers - ensuring they are taking part in mental health awareness training
- free access to council leisure facilities
- expectations of social workers and personal advisors
- ensuring children and young people have a designated space (currently The Chat Room) in the new building Slough Borough Council and the Trust will be moving to
- the role of the corporate parent - ensuring all children looked after understand what this means

Each meeting is chaired by a NYAS (National Youth Advocacy Service) senior advocate. See page nine infographic of the process of Reach Out! and Reach Out! & Review.

Feedback from members of Reach Out!

"The young people's scrutiny panel can make sure the Joint Parenting Panel is committed to doing things better and make sure services and the Joint Parenting Panel are doing what they say they are going to do."

"Our corporate parents need to have a better understanding of what is important to children looked after and care leavers."

What has worked well so far?

It is evident already that the link and relationship between Reach Out! and the Joint Parenting Panel has improved since the creation of Reach Out! & Review. Various members of the Joint Parenting Panel have met with young people and include the Chief Executive, Slough Children's Services Trust; Director of Children, Learning & Skills, Slough Borough Council; Councillor Shabnum Sadiq and Liz Railton, Co-Chairs of the Joint Parenting Panel; and Robert Tapsfield, Board Chair, Slough Children's Services Trust. During 2018, the group met four times.

Feedback and updates for each hot topic are obtained from the relevant professional and/or service area. For example, following January's hot topics regarding change of and expectation of social workers and personal advisors, our Head of Children Looked After and Care Leavers responded to each hot topic. This was then fed back to young people at their April scrutiny forum.

When young people previously attended the Joint Parent Panel (JPP) they felt listened to but felt nothing happened in between each JPP meeting. Young people do not want the same to happen with their new scrutiny forum. The group also felt it is too long for young people to wait for the next scrutiny forum to get an update on their 'Hot Topics' and suggested a representative from the Joint Parenting Panel should attend their next scheduled Reach Out! monthly forum to provide a brief update on their 'Hot Topics'. This process has now been agreed and Annex A provides a visual explanation of the process.

At the April 2018 forum, it was suggested that young people should also contribute their ideas and suggestions on how services could be improved. This was agreed by young people. An example of this would be:

- young people had discussed the new resources available for children and young people, in particular the new information packs. The group said we need to ensure children and young people are receiving their pack. One young person recommended that Mallards should have their own stock of the new information packs to distribute to their young people.
- Mallards, our residential children's home, was provided with a stock of the packs.
- The young person who made the recommendation was informed this has taken place and was thanked for her recommendation.

Feedback from a member of Reach Out!

"I really enjoyed the meeting. Robert and Liz were so nice and I found it really easy to talk to them."

Feedback from JPP members

"The forum went so well this evening. You have really represented the views of other children and young people looked after and care leavers in your feedback and discussions."

Appendix 4

Joint Parenting Panel Balanced Scorecard

Co-produced by elected members and officers at a workshop on 5 October 2017, the aim is to produce quantitative and qualitative measures - and thus focus discussion - on progress against the corporate parenting strategy priorities, children's social care performance framework and the voice of the child. A revised format of the scorecard (two variants) was agreed at the 12.12.2018 meeting, reproduced below.

▲ = improved performance since last year
▼ = declined performance since last year
◀▶ = performance same as last year

Better than statistical neighbours
Worse than statistical neighbours
Same as statistical neighbours
Benchmarking not available

| Measure | Target | Good to be | Oct-17 | Oct-18 | % change since last year | Benchmarking | | | | |
|--|--------|------------|--------|--------|--------------------------|--------------|------------------|--------|--------|--------|
| | | | | | | Slough 17-18 | SN | SE | ENG | |
| 1. No. of children looked after | TBC | n/a | 221 | 186 | -15.2% | 206 | 4595 | 10,000 | 75,420 | |
| 2. Children looked after rate per 10,000 | TBC | n/a | 51.2 | 43.4 | -15.2% | 49.0 | 62.0 | 51.0 | 64.0 | |
| 3. % of children looked after who have an up-to-date health check | TBC | High | 86.4% | 93.9% | ▲ | 8.7% | 86% | 91% | 86% | 88% |
| 4. % of children looked after who returned home | TBC | High | 37.5% | 37.0% | ▼ | -1.4% | 30% | 33% | 29% | 31% |
| 5. % of care leavers in education, employment or training (19-21) | TBC | High | 45.1% | 53.8% | ▲ | 19.5% | 38% | 50% | 52% | 51% |
| 6. % of children looked after with an up-to-date Personal Education Plan | TBC | High | 96.0% | 94.0% | ▲ | n/a | n/a | n/a | n/a | n/a |
| 7. % of children looked after that have had 2+ changes in SW (in last 12 months) | TBC | Low | 49.8% | 31.2% | ▲ | -37.4% | 43.7% (year end) | n/a | n/a | 15% |
| 8. % of children looked after with 3 or more placements in the last 12 months | 12% | Low | 9.3% | 14.8% | ▼ | 59.4% | 16% | 11% | 12% | 10% |
| 9. % of children looked after who are placed more than 20 miles from home | 25% | Low | 27.0% | 28.9% | ▼ | 7.2% | 25% | 20% | 25% | 19% |
| 10. No. of children looked after who are unaccompanied asylum seekers | TBC | n/a | 10 | 7 | | -30.0% | 8 | 42 | 850 | 4480 |
| 11. % of children looked after who are Black and Ethnic Minority | TBC | n/a | 49.1% | 48.1% | | -2.0% | ~42% | ~50% | 21% | 24% |
| 12. % of children looked after with a named, qualified social worker | TBC | High | 100.0% | 100.0% | ◀▶ | 0.0% | TBC | n/a | n/a | n/a |
| 13. % of children looked after who participated in their most recent review | TBC | High | 100.0% | 100.0% | ◀▶ | 0.0% | 96% | TBC | TBC | TBC |
| 14. No. of approved Trust foster carer households | 65 | High | 41 | 44 | ▲ | 7.3% | 40 | 136 | 3,300 | 35,820 |
| 15. No. of children looked after or care leavers with SBC/Trust/arvato internship/apprenticeship | TBC | n/a | TBC | TBC | | TBC | TBC | n/a | n/a | n/a |
| 16. % of care leavers with an up-to-date Pathway Plan (aged 16+) | TBC | High | 41.1% | 76.2% | ▲ | 85.3% | 54.4% (year end) | n/a | n/a | n/a |
| 17. % of children looked after seen at a statutory visit within specified timescales | TBC | High | 75.6% | 70.5% | ▼ | -6.7% | 80.2% (year end) | n/a | n/a | n/a |
| 18. % of children looked after with a current Strength and Difficulties Questionnaire | TBC | High | 76.5% | 77.6% | ▲ | 1.5% | 65% | 84% | 72% | 78% |
| 19. % of children looked after with long-term placement stability | TBC | High | 71.4% | 71.7% | ▲ | 0.4% | 72% | 64% | 68% | 70% |

JPP Scorecard (variant 2)

| Measure | Target | Last 13 Months | | | | | | | | | | | | | % change since last year | Benchmarking | | | | |
|--|--------|----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------------------------|--------------|------------------|------|--------|--------|
| | | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | | YTD | Prev. Year | SN | SE | ENG |
| No. of children looked after | TBC | 216 | 208 | 208 | 203 | 202 | 206 | 197 | 192 | 185 | 181 | 179 | 178 | 183 | -15.2% | 273 | 206 | 4595 | 10,000 | 75,420 |
| Children looked after rate per 10,000 | TBC | 51.2 | 49.3 | 49.3 | 48.1 | 47.9 | 48.8 | 46.7 | 45.5 | 43.9 | 42.9 | 42.4 | 42.2 | 43.4 | -15.2% | TBC | 49.0 | 62.0 | 51.0 | 64.0 |
| % of children looked after who have an up-to-date health check | TBC | 86% | 83% | 82% | 83% | 93% | 90% | 96% | 95% | 92% | 88% | 87% | 92% | 94% | 8.7% | TBC | 86 | 91 | 86 | 88 |
| % of children looked after who returned home | TBC | 38% | 40% | 40% | 39% | 39% | 38% | 36% | 37% | 36% | 38% | 37% | 35% | 37% | -1.4% | TBC | 30% | 33% | 29% | 31% |
| % of care leavers in suitable accommodation (aged 19-21) | TBC | 73% | 79% | 77% | 69% | 67% | 66% | 73% | 70% | 70% | 75% | 78% | 79% | 78% | 6.8% | 78% | 68% | 80% | 80% | 84% |
| % of children looked after with an up-to-date Personal Education Plan | TBC | n/a | n/a | 96% | n/a | n/a | 88% | n/a | n/a | n/a | n/a | 94% | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| % of children looked after that have had 2+ changes in SW (in last 12 months) | TBC | 50% | 48% | 45% | 44% | 43% | 44% | 42% | 41% | 40% | 37% | 36% | 34% | 31% | -37.4% | 31% | 43.7% (year end) | n/a | n/a | 15% |
| % of children looked after with 3 or more placements in the last 12 months | 12% | 9% | 11% | 10% | 10% | 13% | 14% | 14% | 15% | 15% | 13% | 13% | 12% | 15% | 59.4% | 15% | 16% | 11% | 12% | 10% |
| % of children looked after who are placed more than 20 miles from home | 25% | 27% | 28% | 28% | 27% | 26% | 26% | 27% | 29% | 30% | 31% | 30% | 31% | 29% | 7.2% | 29% | 25% | 20% | 25% | 19% |
| No. of children looked after who are unaccompanied asylum seekers | TBC | 10 | 9 | 10 | 9 | 8 | 8 | 6 | 5 | 5 | 5 | 5 | 5 | 7 | -30.0% | TBC | 8 | 42 | 850 | 4480 |
| % of children looked after who are Black and Ethnic Minority | TBC | 49.1% | 47.1% | 45.2% | 43.8% | 42.6% | 42.2% | 43.7% | 45.8% | 45.9% | 47.5% | 46.9% | 46.6% | 48.1% | -2.0% | TBC | ~42% | ~50% | 21% | 24% |
| % of children looked after with a named, qualified social worker | TBC | 100.0% | 100.0% | 100.0% | 99.5% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 0.0% | 100% | TBC | n/a | n/a | n/a |
| % of children looked after who participated in their most recent review | TBC | 100.0% | 96.2% | 93.2% | 95.9% | 93.8% | 96.6% | 97.8% | 92.9% | 92.3% | 100.0% | 93.3% | 97.2% | 100.0% | 0.0% | 96% | 96% | TBC | TBC | TBC |
| No. of approved Trust foster carer households | 65 | 41 | 45 | 45 | 45 | 46 | 46 | 44 | 45 | 44 | 44 | 45 | 43 | 44 | 7.3% | 44 | 40 | 136 | 3,300 | 35,820 |
| No. of children looked after or care leavers with SBC/Trust/arvato internship/apprenticeship | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | n/a | n/a | n/a |
| % of care leavers with an up-to-date Pathway Plan (aged 16+) | TBC | 41.1% | 45.3% | 49.2% | 52.0% | 55.1% | 54.4% | 57.2% | 74.3% | 76.1% | 69.4% | 75.4% | 77.2% | 76.2% | 85.3% | 76.2% | 54.4% (year end) | n/a | n/a | n/a |
| % of children looked after seen at a statutory visit within specified timescales | TBC | 75.6% | 78.4% | 76.5% | 72.8% | 76.4% | 80.2% | 80.3% | 84.8% | 75.0% | 79.1% | 83.0% | 84.7% | 70.5% | -6.7% | 70.5% | 80.2% (year end) | n/a | n/a | n/a |
| % of children looked after with a current Strength and Difficulties Questionnaire | TBC | 76.5% | 76.3% | 77.5% | 79.5% | 80.5% | 77.6% | 79.0% | 76.0% | 75.9% | 75.9% | 78.3% | 85.6% | 77.6% | 1.5% | TBC | 65% | 84% | 72% | 78% |
| % of children looked after with long-term placement stability | TBC | 71.4% | 71.4% | 73.1% | 74.0% | 70.8% | 67.4% | 71.7% | 65.3% | 71.4% | 70.8% | 68.9% | 71.1% | 71.7% | 0.4% | 71.7% | 72% | 64% | 68% | 70% |

Appendix 5

Joint Parenting Panel – Terms of Reference (agreed by JPP 12.12.2018)

Joint Parenting Panel

Slough Borough Council & Slough Children's Services Trust

Terms of Reference 2018/19

1. Purpose of the Joint Parenting Panel

1.1 The Joint Parenting Panel (the 'Panel') is a private meeting of Slough Borough Council (SBC), and is the primary vehicle for the council's councillors and Non-Executive Directors of Slough Children's Services Trust (SCST) to demonstrate their commitment to deliver better outcomes for children and young people in care and care leavers.

1.2 The Panel is a key mechanism by which both councillors and Non-Executive Directors of SCST can ensure that services meet the needs of children and young people in care and care leavers.

1.3 In particular this includes:

- High quality care, nurturing supportive and meaningful relationships that encourage their growth of self-esteem, confidence and resilience; enabling young people to cope with change and difficult times
- The highest standard of education which is consistent with the needs and abilities of the child
- Opportunities and encouragement for self-development and keeping fit and healthy
- Encouragement to take up hobbies, acquiring life skills and being a good citizen
- Opportunities for education, employment and training, including open days and work placements and apprenticeships

- Assistance with the transition from care to looking after themselves, including the provision of suitable accommodation

2. Responsibilities of the Joint Parenting Panel

2.1 The Panel should:

- Champion and provide clear strategic and political direction in relation to corporate parenting
- Ensure councillors and non-executive directors undertake their annual programme of visits to children's homes
- Ensure the needs of children and young people in care and their carers are prioritised and these are reflected in the pledge to Slough's children in care
- Use the LGA's "10 questions to ask if you're scrutinising services for looked after children" to assess the effectiveness of the services provided to children and young people in care and care leavers
- Receive regular reports on the level, range and quality of services provided to children and young people in care and care leavers, and identify areas for improvement
- Receive regular reports of key performance and quality indicators (as set out in the corporate parenting scorecard) relating to in care, and identify areas for improvement
- Engage with and support the work of the various Reach Out! (Children in Care Council) groups
- Engage with and support the work of Reach Out And Review (ROAR)
- Take account of the views of children, young people and their carers and involve them in the assessment and development of services

- Champion the provision of dedicated, specialist council-based work placements and apprenticeships for young people in care
- Promote achievement and acknowledge the aspirations of children and young people in care by supporting celebration events and activity days
- Meet with Ofsted inspectors (where appropriate) for their input into inspections
- Encourage members to participate in the Slough Fostering Panel
- Agree an annual work plan for the Panel, based on the Corporate Parenting Strategy priorities/pledge to looked after children
- Review membership of the Panel and the impact that it has had on the experiences and progress of children in care and care leavers
- Report formally to the council's Education and Children's Services Scrutiny Panel and cabinet/council where appropriate.

3. Membership

- 3.1 Membership will be reviewed annually as follows:
- (a) For the council by the relevant political groups, at the commencement of each municipal year.
 - (b) SCST Board nominations to the Panel will be received annually at the commencement of each municipal year.
- 3.2 In order to avoid any potential conflicts of interests, the Chair of the Education and Children's Services Scrutiny Panel and the council's representatives on the SCST Board shall be prohibited from sitting on the Panel as members.
- 3.3 All seven elected member appointments to the Panel by the Council will be made on a politically proportionate basis.

Chairing the Panel

- 3.4 The Panel shall be co-chaired by the council's cabinet member for children, education and families and a nominated Non-Executive Director of the SCST.
- 3.5 The Chair of the Panel shall alternate at each subsequent meeting, with an equal number of meetings chaired by the council's cabinet member for children, education and families and the Non-Executive Director of the SCST.
- 3.6 Vice chairs shall be confirmed at the commencement of the municipal year, and must include one council member of the Panel, and one Non-Executive Director of the SCST.

Voting Members

- 3.7 The Panel will be made up of voting and non-voting members.
- 3.8 The Panel will always seek to reach a consensus approach; however, should the need arise, the members of the Panel that can cast a vote on any matter shall be as follows:
- The council's cabinet member for Children, Education And Families, (co-chair)
 - Non-Executive Director of SCST (co-chair)
 - Six councillors, including the council's vice chair
 - One SCST non-executive director (SCST vice chair)
- 3.9 The quorum of the Panel shall be a minimum of three voting members of the Panel.
- 3.10 If a vote is called, and there are equal numbers of votes for and against, the relevant co-chair will have a second or casting vote.
- 3.11 In the absence of the co-chairs, the relevant vice-chair shall preside over the meeting and will retain the co-chair's casting vote.

Non-voting members

3.12 Non-voting members are required to attend all meetings, or to nominate a substitute in the event of their absence.

3.13 The non-voting members of the Panel shall be as follows:

- The council's Director of Children, Learning and Skills
- Chief Executive, SCST
- Foster carer
- Reach Out! Group representative
- The council's Service lead for strategic housing services
- Thames Valley Police representative
- Designated Nurse for Children in Care (East Berkshire Clinical Commissioning Group (CCG))
- Virtual School Head
- The council's Service lead for Communities and Leisure

* The Looked After Children's Nurse is not a permanent member of the Panel but will be invited to attend meetings as and when appropriate.

4. Operation of the Panel

Meetings

4.1 The Panel will meet a minimum of four times a year.

4.2 Each meeting of the Panel will be based on one or more of the key themes within the Corporate Parenting Strategy (based on the Pledge), as agreed at the first meeting of each municipal year (see schedules A and B). To ensure that the voice of the child is prominent and promote a strong relationship between the Children in Care Council and the Panel, a representative(s) from Reach Out!/ROAR will be invited to participate at each Panel.

Administration

4.3 The agenda for each meeting shall be agreed by the council's Director of Children, Learning and Skills and SCST Chief Executive as part of the Panel's ongoing Forward Work Plan for the municipal year.

4.4 Administrative support will be provided by the council's Democratic Services team, who will arrange the meetings of the Panel; maintain the Forward Work plan and publish its agendas. The agreed agenda will be despatched by Democratic Services, at least five working days in advance of the meeting.

4.5 An officer from the council's Democratic Services team will be responsible for the minutes of the meeting and their subsequent circulation.

4.6 Attendance at meetings and access to the minutes will be restricted to members of the Panel and those listed under voting and non-voting members, as set out above.

4.7 Requests from non-members to view the minutes will be considered, based on the request fulfilling a valid 'need-to-know' requirement.

Accountability/Governance

4.8 The Panel will provide a child friendly response to the list of hot topics identified by Reach Out and Review members and discussed at their meetings. This summary will be provided within 14 working days of the meeting taking place.

4.8 The Panel will provide a quarterly report to the Education and Children's Services Scrutiny Panel setting out work to deliver the Corporate Parenting Strategy. This report will be presented by the council's co-chair of the Panel.

Review

- 4.9 These terms of reference will be reviewed annually by the council's Director of Children, Learning and Skills and the Chief Executive of the SCST.
- 4.10 Any revisions must be endorsed by the Panel and the Member Panel on the Constitution Committee before being approved by full council.

Schedule A: Slough Corporate Parenting Strategy 2018-2020

Priorities

Slough's Corporate Parenting Strategy 2018-2020 includes six priorities, which are based on Our Pledge: our promises to our looked after children (see Appendix 2)

Our children looked-after and care leavers will be:

- 1) Supported by strong and effective corporate parenting
- 2) Enabled to reach their educational attainment
- 3) Encouraged to keep safe
- 4) Encouraged to develop positive relationships
- 5) Respected and engaged in planning for their future, and supported as they move into adulthood
- 6) Supported to have good health and wellbeing

Schedule B: Our Pledge - our promises to our looked after children in Slough

- 1) We will make sure that social workers take the time to get to know and understand you. We will make sure that social workers are friendlier and listen to you more.
- 2) We will help you to have the same social worker for a long time.
- 3) We will make sure that foster carers treat you the same as their own children, so there is no favouritism and give you the care and love that you need.

- 4) We will make sure you have access to and are provided with the right advice and support to ensure you are physically and emotionally healthy.
- 5) We will help you have a healthy diet (one of your 5 a day) and make sure you have opportunities to take part in activities that will keep you healthy.
- 6) We will help you to stay where you are living if that is what you want.
- 7) We will help you to get the best educational outcomes and have a computer to help support you with your education.
- 8) We will make sure you have the opportunity to take part in activities and hobbies.
- 9) We will help you to keep in touch with your friends and receive the right information about staying over at your friend's house.
- 10) We will help you to be involved in the decisions that are made about you and any decisions and plans that are made about your future.
- 11) We will help you to be involved in choosing your placement and to know more about where you are moving to, including being able to visit any new carers before you move.
- 12) We will ensure you receive the best advice and support about applying for college and university, applying for a job and for your future career.
- 13) We will help and support you to learn about budgeting, how to cook, clean and other independent living skills.
- 14) We will support you to find a place to live, that is safe and secure and is suitable for your needs. We will ensure we plan ahead to make sure that, together, we find the right place for you, when you move on from care.
- 15) We want to support you to have contact with your family and friends. If this is not possible we will tell you why.

- 16) We will offer you the support of an advocate or independent visitor if you feel that you are not being supported. Sometimes you may find it difficult to say what you want and you may want some support to put your views forward.
- 17) We will listen if you have a complaint or would like to praise someone.
- 18) We will make sure you can speak to someone who you trust about anything you are worried about, even at evenings and weekends.
- 19) If we make a promise to you we will keep it.

