

City of London Corporation

Corporate Parenting Strategy

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1 Introduction

- 1.1 The City of London Corporation (the Corporation) wants the children in and leaving its care to meet their full potential and have lives in which they thrive. As a corporate parent we will keep our children safe. We will support, encourage and nurture them so that they reach the heights we all aspire to for our own children.
- 1.2 Corporate parenting is when the local authority takes on the role of a good parent to the children that it looks after and those who have left care and are starting their independent adult life. As a corporate parent, the Corporation has a moral and legal duty to provide the kind of support that any good parent would provide for their own children. We know we cannot replace or replicate all aspects of parental love, but we can share the same personal concern, desire to support fulfilment and aspirations for the lives of the children in our care.
- 1.3 Our commitment to this role is set out in this strategy. It sets out our 'Pledge' to the children in our care, and the expectation they can have of us as corporate parents. In doing so it challenges us as corporate parents to ensure that we act to continuously improve the life chances of our children looked after, young people, care leavers and unaccompanied asylum-seeking children. It builds on the work that has already been progressed to drive, support and strengthen it further. It places corporate parenting as a responsibility that sits across all the Corporation's elected Members, departments and officers and our partner agencies.

2 Context

- 2.1 Outcomes for children in care (CiC) can often be worse than those of their peers. Children in our care will have faced difficulties and disruption in their lives and many continue to face challenges. Nationally, the educational, physical and psychological wellbeing, training and employment outcomes for CiC tend to be poorer compared with their non-looked after peers. However, as with all children, their experiences are individual, their response to those experiences is their own and their needs are distinct.
- 2.2 The Corporation has a duty under the Children Act 1989 to 'safeguard and promote' the welfare of each child we look after. The Children (Leaving Care) Act 2000 extended the responsibility of local authorities to young people leaving care, requiring them to plan the young person's transition to adulthood and provide ongoing advice and assistance until at least the age of 21.
- 2.3 The Children Act 2004 introduced a duty on named agencies both to cooperate with the local authority and to ensure that they take account of the need to safeguard and promote the welfare of children in fulfilling their own functions.

- 2.4 The Children and Social Work Act 2017 outlines principles of how local authorities should look after CiC. These include acting in the best interests of CiC, promoting their physical and mental health and wellbeing; encouraging expression of their wishes and taking account of those wishes; and helping children gain access to and best utilise local authority services. The Act also introduced a duty on local authorities to provide Personal Adviser support to all care leavers up to age 25, if they want one.
- 2.5 The success and impact of these duties can only be measured through the positive difference we make to the safety, health and wellbeing, educational attainment and successful transition to adulthood of children and young people. The Corporation has a lead Member for children's services to provide the political leadership, and a Director of Children's Services to provide professional leadership. This ensures that we focus on and deliver positive change. It also provides a clear line of accountability for delivery.
- 2.6 This leadership operates in an authority that is unique. Given our size, we can develop a very close relationship with, and in-depth knowledge of, our children and young people. Every CiC or care leaver who contacts the Corporation will be known to a professional in the team. This creates personal relationships with our children and young people, and offers stability and security.
- 2.7 We are reviewing the Government's proposed children's social care and SEND reform plans to assess implications for the Corporation and the children and young people we support. We will also review the impact of policy and practice change resulting from additional consultations including on the children's social care national framework and dashboard, and Working Together to Safeguard Children.
- 2.8 We are implementing the Pan-London Care Leavers' Compact, which aims to deliver a consistent and high-quality offer for care leavers. As part of this, we are exploring the idea of adopting experience of care as a protected characteristic. Some councils have taken this step following a campaign during the children's social care review consultation.
- 2.9 We are also implementing the Care Leaver Covenant, which is a national inclusion programme to support care leavers aged 16-25 to live independently. For example, we will cover care leavers and CiC's cost of an annual bus pass without them asking. This has been reviewed in line with the work the pan-London Children in Care Council is doing with Transport for London and the Children's Commissioner for England's recommendation.
- 2.10 Ofsted recognises the quality of the service we provide. In 2020, our Children's Services were rated overall as 'Outstanding'. An Ofsted focused visit in 2022 to inspect the Corporation's arrangements for the 'front door' found 'high-quality practice which ensures that children benefit from effective and responsive front

door services.’

- 2.11 As corporate parent to a small and diverse number of children and young people, the City does not, and would not, offer uniform services based on standardised approaches. We are flexible and creative in our approach, tailoring our support and care to the needs of the individual.
- 2.12 We support our CiC and care leavers through our generic children’s social work team within the Corporation’s Children and Families services. This support is enhanced by a stable workforce and allows for the development of trusting relationships. It is an approach that is supported by an Early Years offer that provides universal services for children at all levels of need.
- 2.13 The geography of the City and its role as the world’s leading international finance centre mean that there are no opportunities to place children into care within our boundaries. This places an even greater responsibility on us to ensure that our children are connected and feel an attachment to the City. This focuses not only on our children knowing our workers and Members, but also on helping them to discover our history and the opportunities the City can offer.
- 2.14 As corporate parents, the Corporation takes responsibility for assessing and promoting good physical and mental health among the children and young people in our care. This is achieved through annual assessments of health and dental health, and by ensuring children and young people are fully informed about immunisations. The Corporation’s performance in achieving health and dental assessments and immunisations has exceeded national performance.
- 2.15 Our CiC population largely (but not exclusively) comprises unaccompanied asylum-seeking children who have often experienced very difficult journeys to the UK, involving increased risk of health conditions and trauma.

3 The Corporation as a corporate parent

- 3.1 Everyone who works for the Corporation is a corporate parent to the children and young people who are in our care. This is not just those who have direct day-to-day contact with our children, such as social workers and foster carers, but all those who work for the Corporation, including our elected Members and chief officers. A key role for elected Members and the City’s officers is to promote opportunities for our looked after children and care leavers, and to be a challenge and a champion on their behalf.
- 3.2 The Corporation is responsible for delivering a vision of corporate parenting which ensures that all children in care and those leaving care have the support, care and encouragement to reach their full potential.
- 3.3 As a good and effective corporate parent we will make decisions and behave in ways that:

- Keep our children and young people safe.
- Help children and young people’s material wellbeing.
- Support children and young people in their education and training.
- Provide appropriate health care for children looked after.
- Promote employment.
- Encourage enjoyment and achievement through leisure and continuing interests.
- Help to develop personal skills.
- Provide stability and a sense of security and belonging.
- Understand family life.
- Promote exercise and a healthy diet.
- Supporting our children and young people to get a good sleep.
- Provide support after leaving care.
- Empower our children and young people.

3.4 We have a safeguarding responsibility to all of our children. As corporate parents this means that any risk of harm to our individual CiC must be assessed and plans put in place to keep them safe. These risks may include emotional and physical harm, sexual abuse and sexual exploitation, bullying, gang activity, self-harm or suicide. Many of our children come into care with a first language other than English and may struggle to communicate issues that identify risk – a barrier we must overcome to ensure their safety. We must also make sure that our children have someone ‘outside the system’ such as an advocate or independent visitor to look out for their interests. So, all our children are signed up to have an advocate and independent visitor, and can opt out if they wish to (in line with the Government’s social care reform plans).

3.5 To support us to deliver our responsibilities as a corporate parent, the Corporation has a lead elected Member for children’s safeguarding, and a Safeguarding Sub Committee made up of six elected Members meeting three/four times a year. The Safeguarding Sub Committee acts as the Corporation’s corporate parenting board – providing oversight, challenge and leadership to achieve the best outcomes for our children and to ensure that these outcomes are delivered by all partners. This is a vital role through which our Members examine and address the needs of our children and young people through the consideration ‘if this were my child’.

3.6 The Corporation’s Children in Care Council is central to our work as it enables us to positively engage with our children, such as listening to them, coproducing strategies and informing service design. It also provides a structure in which children can hold the Corporation to account.

3.7 The CiCC is a place to foster relationships and share experiences. It provides children will the opportunity to meet Members collectively rather than 1:1 and Members can hear from children in a group environment. We also run practical group sessions on

topics including independent living and finance management. The Corporation's CiCC is linked into the pan-London CiCC providing more opportunities for our children.

- 3.8 The Corporation's corporate parenting role is also supported and challenged by the City and Hackney Children's Safeguarding Children Partnership, and the Children's Partnership Board (CPB). The CPB is a City-specific, multi-agency strategic partnership which is responsible for delivering the priorities and objectives of the Children and Young People's Plan, in which the needs of CiC and care leavers are paramount.

4 The Children in Care Council (CiCC) Pledge

- 4.1 The Corporation has a 'Pledge' for its CiC and care leavers. The Corporation also made promises when signing up to the Government's 'charter for care leavers'.

- 4.2 CiC and care leavers were consulted as part of the review of the Corporation's CiCC Pledge in 2023. The Pledge sets out promises the Corporation has made in response to asks from CiC and care leavers.

- 4.3 The Corporation promises that it will:

- Let you [CiC and care leavers] know about decisions that involve you and keep you informed.
- Be there to support and guide you in the decisions you make about your welfare.
- Listen to you and respond to you in whatever way you prefer.
- If we have agreed to do something for you, then we will make sure that we do what we say.
- Never judge you; we will listen and help you without making any judgements about you, by respecting you for who you are.
- Be there for you and give you the skills and support that you need to navigate through difficult and challenging times.
- Ensure that, when you come into our care, you will be registered with a doctor and dentist, so that your health and dental needs can be met.
- Ask your consent before we share your information with other professionals and inform you about who has access to your information.
- Explore with you the opportunities available in doing voluntary work and work experience as part of your journey towards independence.
- Support you where possible in achieving your aims in any sporting activities that you may be interested in.
- Make sure that we find you a home where you will feel safe, by checking where you will be staying and listening to what you say.
- Support you in accessing safe travel arrangements.
- Ensure that the schools and colleges that you attend will be able to offer you the best standards of education and care.

- Listen, advise and support you with your learning needs.
- Give you the opportunity to meet with a social worker at the CiCC meetings.
- Keep you informed about anything relating to your care and be open and honest in how we talk to you.

4.4 The Pledge will be publicly launched later in 2023 and will be made available in several of the languages our young people speak.

5 Delivering for our children and young people

5.1 To develop this strategy, we have examined our role and responsibilities as a corporate parent and reflected on the Pledge that our children have asked us to make to them. We can only be held to account and continuously improve if our vision and promises translate into detailed commitment and action. We have set out below some of the ways in which the Corporation is working, and will work, with our children to raise their life chances. These are grouped under the following headings:

- Healthy and safe.
- Learning, achieving and enjoying.
- Listening and contributing.
- Independence and working.
- Individual and community.

6 Healthy and safe

6.1 We want our children to be healthy and safe. We will:

- Ensure that children and young people looked after have a comprehensive health assessment once a year – or twice a year for those aged under five years.
- Recognise that immigration status is one of the biggest barriers to staying healthy and ensure that every child and young person has decent immigration representation.
- Help our children understand why they have a medical assessment and its benefits as part of a ‘coming into care’ pack.
- Ensure that children are immunised or have enough information on immunisation to make their own decisions about vaccination.
- Ensure that each child/young person is registered with a GP and a dentist, and has access to eye care.
- Monitor and track medical, dental and optical health checks to ensure that they happen.
- Ensure that language or literacy issues do not create a barrier to receiving or understanding health services.
- Provide information on promoting healthy lifestyles and sexual health that is

appropriate to the age and maturity of our children.

- Meet the mental health needs of young people.
- Provide information, advice and assistance in respect of the use of drugs and/or alcohol if these are causing or likely to cause harm to health.
- Develop a “health passport” for our care leavers as a record of their health care.
- support emotional wellbeing through tailored activity and, where necessary, specialist intervention.
- Provide age-appropriate and comprehensive multi-agency teenage pregnancy and parenthood support, prioritising the needs of children looked after, where a young person in our care becomes pregnant or a young father.
- Maximise the inclusion of children/young people with a disability in mainstream education, leisure and social activities.
- Ensure that our staff and partners remain trained to meet the health needs of children looked after, including sexual health, mental and emotional health, child sexual exploitation and substance misuse issues.
- Provide specific training for staff to identify the risk and/or experience of child sexual exploitation that may be experienced by unaccompanied asylum seeking minors.
- Establish a targeted preventative and self-protection programme on child sexual exploitation for children in care.
- Support and encourage activity as part of a healthy lifestyle.
- Place children with foster carers who can best meet their needs – including those needs and preferences expressed by the child, young person and his or her parents.
- Ensure our foster carers are able to identify the risks of child sexual exploitation and can support online safety that includes the risks specific to children looked after.
- Only place with Independent Fostering Agencies that are rated “good” or “outstanding” by Ofsted.
- Commission quality placements and systematically monitor these arrangements to ensure that they provide stable placements which meet the physical, emotional and social needs of children.
- Risk assess the suitability of any placement prior to it progressing.
- Allocate a qualified, skilled social worker to ensure that the statutory requirements for the child’s care and protection are met.
- Ensure that our social workers regularly visit children looked after in line with statutory requirements, as a minimum.
- Allocate an Independent Reviewing Officer (IRO) to chair review meetings, monitor the appropriateness and progress of plans, and ensure that the wishes and feelings of children are considered.

- Provide as much stability of placement as possible.
- Ensure that a permanency plan is in place for each child by the second child looked after review meeting.
- Provide access to an advocate and independent visitors.
- Safeguard children from bullying, racism, discrimination and harassment.

7 Learning, achieving and enjoying

7.1 Educational achievement is a significant factor in improving the life chances of children and young people in care. Participating in leisure activities can enhance self-esteem and confidence. We want our children to achieve outcomes and enjoy leisure activities that are as good as those of their peers. We will:

- Make the learning and educational needs of each of our children looked after a high priority.
- Support educational achievement and progress through a Virtual Head Teacher who supports care leavers and looked after children.
- Ensure that all school-aged children in care have a suitable full-time school place.
- Develop a Personal Education Plan (PEP) for all children and young people.
- Be ambitious for our children and young people and committed to supporting their progress and attainment.
- Monitor educational progress and attendance quarterly.
- Provide specialist therapeutic support, extra tuition or specialist equipment based on individual needs to support learning.
- Celebrate educational achievements such as exam results.
- Monitor expenditure of the Pupil Premium Plus to confirm that it correlates with the additional actions recorded in the PEP.
- Prioritise children in care for school admissions.
- Provide targeted support to those who are not in education, training or employment.
- Provide immediate alternative educational provision where school exclusion occurs.
- Ensure that all children looked after have access to local youth service provision.
- Provide local leisure centre membership for all children in care.
- Support involvement with leisure and community opportunities that reflect our children's ethnicity, religion and culture.
- Provide equipment such as sports equipment or musical instruments to support involvement in chosen leisure activities.
- Ensure that children and young people in care have holidays, visits and outings in order to broaden their horizons.
- Enable access to play, leisure and recreation services for disabled children and

young people.

- Provide greater opportunities for internships, work experience and pre-apprenticeships by strengthening our partnership with adult education and learning. And use contract reviews and procurement to ensure such schemes are open to our care leavers.

8 Listening and contributing

8.1 Children and young people, and those leaving care, have the right to share their views, wishes and feelings. We are committed to listening to our children and young people to ensure that their views shape decisions made about their lives and the services we deliver. We will:

- Consult children and young people about the decisions made about their lives and to help us to shape their futures through regular review meetings and meetings with their social worker.
- Seek creative and innovative ways to facilitate and encourage listening to our children and young people, both individually and collectively.
- Give children and young people the opportunity to influence our practice and policy through our CiCC.
- Involve children and young people in the recruitment and induction of staff in Children and Families, and the commissioning of services for children and young people.
- Make sure that children and young people know how to make a complaint, and how to make a compliment, about the services they receive.
- Make sure that children and young people have information on services and the teams providing them through a 'coming into care' pack.
- Provide a variety of opportunities for children and young people to meet senior staff and elected Members so that they can share their experiences, ideas and views.
- Provide an Independent Review Officer and advocacy service to help children and young people to contribute their views when they want someone to speak up on their behalf.
- Develop opportunities for children in care and young people to deliver training to professionals and our elected Members on what it is like to be looked after and how to talk with young people about their issues.

9 Independence and working

9.1 We want our children looked after to develop and sustain independent lives. Developing life and employment skills is crucial for the future of our children and young people, and their economic wellbeing. We will:

- Review independent living skills within the pathway planning process to

identify any needs for care and support in adulthood from adult services as part of the transitions process.

- Develop life skills training and peer learning to support young people in meeting the challenges of independent living – including budgeting, paying bills and dealing with emergencies.
- Help them to choose when to move on and give them the chance to stay put with their foster carer if they are not ready to do so.
- Support care leavers to appropriately remain in their semi-independent placement where it is in their best interests to do so.
- Help them to save for their future whilst they are in care.
- Give them apprenticeship and internship opportunities with the Corporation.
- Help them to gain confidence and skills through volunteering opportunities, work experience and participation in our time credits scheme.
- Provide chances to learn about how to deal with stress and be assertive to help our children and young people deal with challenges in life and speak confidently for themselves.
- Provide tailored support and advice through our careers advisory service.
- Provide semi-independent accommodation for those who need a steppingstone into full independence.
- Remember them and provide them with ongoing support as they become an independent adult.
- Support young people in their tenancy to help them to settle into independent living.

10 Individual and community

10.1 We want the children and young people in our care to thrive as individuals. We want them to know themselves, their heritage and their community. We will:

- Help children and young people to understand their rights through the development of our 'coming into care' pack.
- Help children and young people to keep photos and memories about important people in their life and places they have been.
- Help children and young people to feel proud and strong about their own culture, language and religion.
- Promote and facilitate contact with family members where this is in the best interests of a child or young person.
- Support our unaccompanied asylum seeking children to find and contact family members.
- Consider any cultural, religious, communication or disability needs when matching children and young people with placements.

- Help our unaccompanied asylum seeking children to understand their heritage.
- Help children and young people to connect with the Corporation and each other through events, outings, residential trips and the CiCC.
- Support engagement and participation in cultural, religious and community activities.

11 Taking the strategy forward

11.1 The progress against this strategy will be reported to and monitored by the Safeguarding Sub Committee, the Children's Partnership Board and our CiCC.

11.2 The strategy will be refreshed annually to ensure that it continues to drive improvements and meet the changing needs of CiC and care leavers.