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Messages from our children and young people

We asked our children and young people what a Corporate Parent should do. This is what they said:

Don't treat us any differently we are just young people	Listen to us	Take our views on board
Give me access to life story work	Give me support with my mental health	Help me get what I need to achieve
We're not vulnerable just because we are cared for young people	Help me stay in touch with my family	Let us have pets
Give us enough support and money to set up our own homes	Care for me with love and support	Teach me to be independent
We're not vulnerable just because we are cared for young people	Provide work experience, training and job opportunities	Tell me my entitlements

Forewards



Councillor Rachel Massey, Portfolio Holder for Children's Services and Education

Corporate Parenting is an essential and one of the most important parts of my role as lead member. The welfare and well-being of children in our care must be at the forefront of all our efforts. Making sure that council services and our corporate partners across the borough are working together to support our children is a responsibility that we take with the utmost seriousness.

Unlike our relationship with other residents in the Borough of Rochdale, our connection with cared for children and those transitioning from care is unique. We are, in essence, their "Corporate Parents", entrusted with the legal and moral responsibilities to ensure their safety, nurture, and development. Just as we would for our children, we must provide them with the support and opportunities they need to flourish. We are passionate about doing the best for our cared for children and young people, ensuring they have every opportunity to thrive and succeed.

As we strive to the best possible Corporate Parents, we seek the collaboration and dedication of everyone connected to the Council and our partners. Together, we can create a culture of empathy, understanding, and support that resonates throughout our community. Together, we will embrace our profound responsibility and work tirelessly to ensure that all children and young people in our care feel valued, loved, and empowered. This is not just a matter of policy, it is a moral imperative that will define us.



Sharon Hubber, Director of Rochdale Children's Service's

Cared for children are among the most vulnerable in our society. We must be tenacious, see the strengths and potential in our children, run the extra mile to secure good educational outcomes, good emotional health and wellbeing and do whatever it takes to make sure our children feel safe and are safe.

Our children need to experience a sense of belonging and be secure, supported to develop their own identity, and grow in confidence with good self-esteem. For the Council and its partners to be good corporate parents, or better, we need to have the highest ambitions for cared for children and young people and have a "whole team" approach to their care and upbringing. This document describes our vision for children and young people cared for by the council and the values which inform the way we will meet our corporate parenting responsibilities.





Introduction

Corporate Parenting is the term used in law to describe our collective responsibility to care for, love and champion our children in care and our care leavers and ensure they have every opportunity to reach their full potential as they grow up in our family.

Corporate parenting was defined within the Children Act 1989 guidance as,

'The responsibility of local authorities to improve outcomes and actively promote the life chances of children they look after is referred to as 'corporate parenting' in recognition that the task must be shared by the whole local authority in partnership with partner agencies along with parents. The role of the corporate parent is to act as the best parent for each child they look after and to take action by speaking out on their behalf, arranging for appropriate services to meet their needs, standing up for them and representing them as needed, to ensure they grow up in the best possible way.'

In Rochdale our children and young people have asked to be called 'Cared for Children' and therefore in response to our young people's wishes this strategy will refer to all children who are statutorily looked after as Cared for Children or C4C.

When a child comes into care, they become cared for, and Rochdale Council becomes their Corporate Parent. This means that everyone who works for Rochdale Council, in any capacity, its elected members and its partners – in fact all those who play any part in making decisions for children in Rochdale – have a special and important responsibility in fulfilling the corporate parent role. Decision making shouldn't be assumed as only from Children's Services. Decision making can be from a wider council perspective that impacts on cared for children.

This Corporate Parenting Strategy sets out our ambition for children and young people over the next 3 years and how we will hold ourselves to account. This has been informed by what children and young people have told us.

A child or young person is cared for if they are subject to an interim care order, care order or are being looked after under a voluntary agreement, subject to the Children Act 1989. The local authority has a statutory duty to those aged 0 to 18 years, and up to 25 years as care leavers. Rochdale Council is committed to being an effective and trustworthy corporate parent for any child or young person who is in our care irrespective of their age, gender, sexuality, ethnicity, faith or ability.

Every good parent knows that children require a safe and nurturing environment in which to grow and thrive. Parents protect and support their children in coping with the dangers and risks of everyday life. Parents are ambitious for their children and strive to support them to reach their potential. Parents celebrate and share in their children's achievements, however large or small.

A child who is cared for by the Council has the right to expect everything from a corporate parent that they would expect from a good parent in the community.

As Corporate Parents we will preface all our thinking, planning, actions and decisions with:

"If this were my child I would..."

- Know our children, their needs, talents and aspirations and promote their interests
- Recognise, support and respect their identity in all aspects
- Support children's physical health and emotional wellbeing and resilience
- Ensure children and young people are consulted about their own lives and plans
- Listen to their views and ensure they influence practice, service developments and policy
- Hold high aspirations for our children's future and expect the best for and from them
- Ensure children take full advantage of the education offered to them, i.e. attend regularly and achieve their educational potential

- Promote and support high academic and vocational achievement by working with our schools and carers to ensure that the needs of our children are understood and met
- Take an interest in their successes and problems and show our pride in their achievements, and celebrate them
- Support transition to adult life, and promote a young person's economic prospects and prepare them to become responsible citizens
- Learn from outcomes of complaints from children and young people
- Do our best to keep them safe

For corporate parenting to be effective it needs commitment from all elected members, and council employees in a council-wide approach. The whole council needs to be involved, as well as our partners, i.e. Health, Police, other councils and the voluntary sector, all acting as good parents, committing resources and working together to improve the lives of all children and young people in our care and care leavers. It is about prioritising children and young people's needs, listening to what they want and supporting them to make the most of their lives and opportunities.







Voice of children and young people

The Board is focused on ensuring the voice of children and young people shapes and influences the board and its' commitments. The young person led Board will continue to take place bi-monthly at Matthew Moss Youth Centre, providing a strong platform for children to hold the board and its members to account.

For the Board to be effective we need to hear what things are like for children and young people. This is central to the Board, its structure and the impact it needs to have. This strategy needs to be supported by a participation strategy that sets out in detail how those that receive our services will shape them into the future.

The Junior Zone, Youth Zone, Care Experienced Get Together Group and the Cared for Children and Care Experienced Ambassadors will continue to provide a strong voice at the Board and across our cared for and care experienced services.

Children and young people are provided with many opportunities to be supported in developing their ideas and having their voices heard across the borough.

They have contributed in a variety of ways:

- Being involved in regional and national consultations such as the Care Review and the GM Care leaver offer programme.
- Engaging in the GM Participation Group
- Young people led Corporate Parenting Boards that have included themes on participation and engagement, Early Planning and Permanence, Health of Cared for Children and Care Experienced Young People, Education & Opportunities
- Engagement as Cared for Children and Care Experienced Ambassadors – elected by other young people
- Interviewing all of the NQSW cohort, senior CSC staff, YOS workers, practitioners, IROs and residential workers.

- Presenting at our first Care Experienced conference
- Presenting their views at full Council to have Care Experience recognised as a Protected Characteristic
- Promoting and contributing to the Language Matters debate focused on improving use of language and communication.
- Being part of the redesign of the Care Leaver Offer and Pathway Plan.
- Consulting with the Children in Care nurse group on the health of children in care.



Local context

- 595 children in care aged under 17; including
 13 Unaccompanied Asylum Seeking Children
 (2% of the C4C population)
- 51% of C4C are male; 49% of C4C are female
- White 74%; mixed 12%; Asian or Asian British 7%; Black or Black British 3%, other ethnic group 3%; not stated 1%
- 7% have a known disability
- 73% of children are placed in foster homes (437 children) - 60% are local authority foster carers; 10 children are placed with adopters; 61 children are living with parents subject to care orders; 49 children are living in children's home and 32 young people over the age of 16 are in semi-independent living

- 59% given full care orders, 25% subject to interim care orders; 3% placement orders and 11% S20 accommodated
- 353 care experienced young people being supported by the Step Ahead Service
- 219 care experienced young people are male;
 134 of care experienced young people are female
- White 69%; mixed 7%; Asian or Asian British 12%; Black or Black British 4%, other ethnic group 9%
- Of the 192 care experienced young people aged 19-21 94% are in touch; 96% are in suitable accommodation and 57% are in education, employment or training.



What our partners have told us

During the Board we reflected on the progress of the Board and what needed to change to develop and improve the delivery for our children and young people.

This is what our board and partners told us:

- Having a young person led Board is the right approach but we must continue to work to make the Board accessible for young people
- The Board needs to have clear priorities and be held to account when reviewing these priorities
- We need to co-produce solutions and problem solve with young people

- There needs to be a consistent approach on how services speak to young people
- We all need to listen to the voice of children and young people and act upon it
- The Council and Council Partners need to provide our young people with access to work experience, wider training opportunities and more employment opportunities in the 'Family Firm'





Key messages from the Board

- Clear 12-month priorities of what the Board needs to deliver on for our children and young people
- Smaller number of higher priority items
- Membership of the Board to be reviewed and include key decision makers and Partners
- All partners should be represented including the council, health, education, police, businesses and our children and young people (ownership)
- Key decision makers/ agencies taking a lead role for each Pledge
- Continued stronger role and representation from Rochdale Borough Council and Elected

- Members
- At each Board agenda items bring in the voice of children and young people (this
- needs to have reach and be representative)
- Board members and those invited to accept and invite constructive challenge
- Utilise existing meetings and forums to progress work and priorities of the Board
- Data to be used within the Board to support each Board theme
- Data be used to track performance, improvement, and impact as well as areas of concern

The progress we have made

In 2021 we set out 6 key strategic objectives. These key areas were:

Participation and Engagement

This strategic objective is a priority in order to ensure all practice and service delivery has the voice of the child central. We will develop a framework (Participation Strategy) that enables the voice of children and young people (C4C and Care leavers) to be heard in a more structured way, and develop mechanisms to feed back to young people on action taken because of what they have told us

Early planning and permanence

A relentless focus on achieving a child's permanence plan should be established from the outset and must be fully considered by the four month review and recorded in the Cared for Child's Review. Permanence planning is based on the philosophy that every child has the right to a permanent, safe, stable and loving home where they belong, preferably with his or her own family.

Placement Stability

One of the recommendations from the Sufficiency Statement is to make sure we have enough skilled foster care placements for children looked after, in particular more homes for children in the 11+ age range, and 7 for sibling groups to be able to live together. Children will live in an environment where carers understand and promote their individual identity and needs through their delegated authority. We also expect that young people leaving care will be encouraged to stay put in their foster home beyond the age of 18 and that Staying On is implemented for those children living in residential placements.

Independence and transition to adulthood

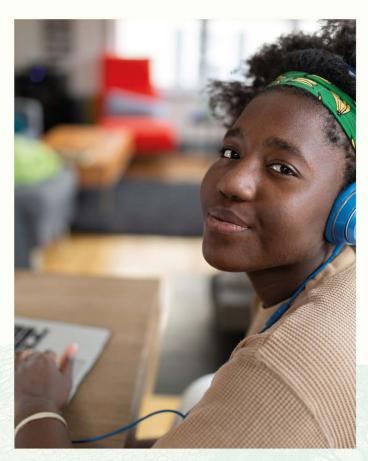
From the age of 18 young people who are not in a foster home where they want to remain, will be supported to access good quality and affordable accommodation, and all care leavers successfully take up/remain in further education, apprenticeship/traineeship or employment. Pathway plans will be of a good quality and are reflective of the changing needs of young people. Plans will be creative in terms of ensuring life skills are promoted for children and young people.

Education and opportunity

We will ensure that Cared for Children have the best opportunities to fulfil their potential and that we have high aspirations for their futures, with the right support being offered, at the right time. We will encourage, enable and support care leavers to explore the education or career option best suited to their individual needs and preferences. They will receive support from their carers which allows them to test out independence and learn the skills needed to one day live independently.

Health of Cared for Children and Care Leavers

We will ensure that Cared for Children and care leavers have access to good health and wellbeing services, and are enabled to become responsible for their own health and wellbeing. They will know their health history, in particular when leaving care.



Strategic Objective	What's been working well
Participation and Engagement	 Continued to promote agreed terminology across the borough for cared for children and care experienced young people, in partnership with them, to avoid jargon or language that makes them feel uncomfortable or different. Recruited a care experienced young person to sit on the corporate parenting board as co-chair and deputy alongside the cared for children ambassadors. Ongoing work with other Local Authorities and partners in the GM region to deliver our Care Leavers offer Engagement from care experienced young people with the GM Participation Group Ensured all children in our care and care leavers have access to devices and digital connectively to they are not disadvantaged in communication and opportunities The Junior Zone and The Zone are reviewing the current C4C Pledge and this will be presented to the Board for consideration.
Early planning and permanence	 Review has been undertaken of Stability Meetings Process and Disruption Meetings Process to ensure effective communication pathways for children, family and carers to prevent placement breakdown and understand key learning Review policies and services that support all children placed within the range of permanence options – implementation of the Permanence Tracker and Permanence Tracking Meetings Utilising the No Wrong Door provocations and shared principles to challenge ourselves to work differently based on a better understanding of the lived experience of children and a shared approach to parenting. Supporting children on the edge of care to either remain at home, or to ensure that their time in care is only as short as possible in order to facilitate reunification where this is appropriate.
Education and opportunity	 We have supported 19 young people into University. Children and young people will always have a place at a good school, college or training provider. Ensuring that Personal Education Plans and Pupil Premium is child-focussed and supports the attainment and attendance of all our children, including those with special education needs and disabilities. Develop the Cared for Children and Care Leavers Education, Skills and Employment Pathways to ensure that young people will always be able to get information, advice and guidance about all the options open to them when they leave school and then further support to start college, training or university.

Strategic Objective	What's been working well
Health of Cared for Children and Care Leavers	 Children and young people will receive the right support to develop the skills required to access health information so that they are equipped to make informed choices about their own health. Health Passports for Care Experienced young people - Following the Ofsted Inspection we have implemented a tracking system to track when health passports are received for young people who have turned 18. A tab is being created on our LCS system so that this can be recorded and tracked via LCS in the future. Recruitment of a B8 Clinical Psychologist to sit within the C4C Team to support the development of Therapeutic Support Services for cared for children to increase stability and minimise placement disruption.
Placement Stability	 Fostering services will undertake targeted recruitment of foster carers for older children If any child or young person Rochdale cares for cannot return to their birth family, we will find the right caring environment, quickly for them so that they can settle, build friendships and flourish Life Story Manuel and Training has been developed for use for all social workers and support staff working with cared for children. Every child and young person will have access to leisure facilities and other activities they identify to enable them to develop other skills and interests. Development of the 2nd Mockingbird family hub has progressed to support more children, young people and their carers. Secure Base and PACE has been delivered to supervising social workers, foster carers and children's home staff as the underpinning principles of working with carers to create the necessary therapeutic approaches to supporting cared for children who have been subject to neglect, trauma and disrupted attachments.

Strategic Objective What's been working well Independence • Care Experienced has been recognised as a Protected and transition to Characteristic by Rochdale Full Council and will be adulthood implemented into all Council Policies. • The Care Leaver Offer has been reviewed with young people and a professional's booklet and young people's leaflet have been devised. Young people have an up-to-date Pathway Plan which is reviewed regularly and reflects their individual needs and choices for the future. • The Pathway Plan has been reviewed in conjunction with young people and the final version is waiting for SMT sign off. Most of our young people live in caring environments that promote their autonomy and support them to safely test out independence so that they are ready for adulthood. Our young people have a choice about how they move to independence, this has included 41 young people being in 'staying put' placements • Our offer to young people via Positive Steps, Focus on Four and the Youth Hub has provided good and consistent advice about their future options for education or employment and will be supported to access those options. Our Care Experienced Conference was a huge success and has lifted the profile of our care experienced young people. • Pathway and transition planning is being tracked through the development of the Transition Panel and closer working links with Adult Transition Team ensuring that plans are developed early and in a way that engages with young people to ensure that they are influencing their plans and that they are aware of their entitlements Alongside Strategic Housing and partner agencies we have developed a Joint Housing Protocol for Care Experienced Young People and a Young People 16-17 year old Homelessness Protocol dedicated to preventing youth homelessness and care experienced young people becoming homeless.

Areas for Development, Our Pledge 2023-2024

(to be reviewed within the Board and annually within the Annual Report)

In consultation with our young people, the Board and our partner agencies we have reviewed our priorities and have developed 6 new priorities that we will be using as Our Pledges to our cared for children and care experienced young people. These are:

- Your Voice and Participation
- Your learning and your future
- Your relationships and you
- Your Care
- Your housing and independence
- Your Health and Wellbeing

Each Pledge is detailed below and will have a Lead Agency, an Executive Sponsor and clear Governance for reporting.







We will publish a participation strategy that will set out how you will be heard

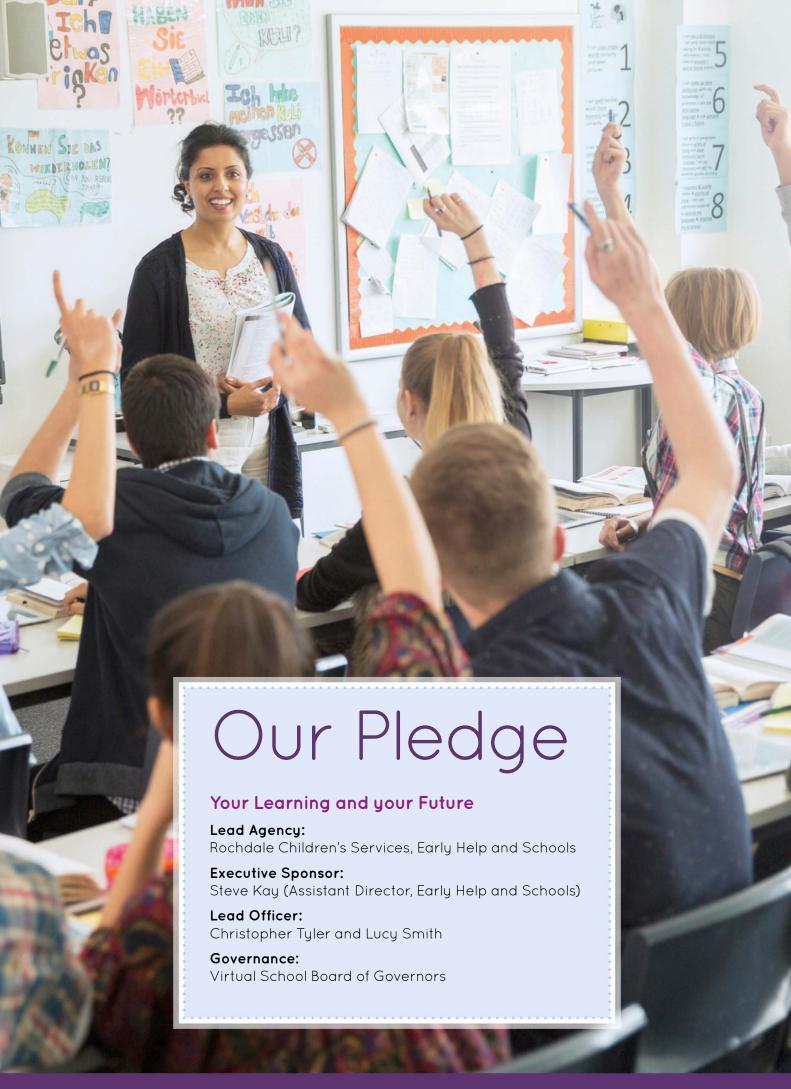
Develop cared for child reviews to be more child/young person focused and support children to chair their own reviews if they want to do so

We will ensure that your Social Worker/ Personal Advisor involves you in decisions and plans that affects you We will run groups so you can shape the organisations you work with

We will provide you with an advocate to support you individually

We will provide you with access to tools that ensure that your voice is heard and you have the opportunity to speak for yourselves

- File audits and Quality Assurance reports will evidence children and young people's voice
- At least 80% of children and young people will participate in their cared for child reviews
- Numbers of cared for children and care experienced young people who have accessed Advocacy will increase in 2023/2024
- All children who require an independent visitor will be provided with one
- Every cared for child will be offered life story work
- There will be an effective Participation
 Strategy that everyone working with
 children and young people across children's
 services will be aware of a child's statutory
 right to access and independent advocacy



We will ensure you have a school place and access to education and training

We will support you to achieve and celebrate your achievements

We will support you with further education and going to university

We will provide you with work experience and apprenticeship opportunities across a range of organisations and businesses that the council and partners work with We will support you into employment and jobs

We will provide you the opportunity to have a mentor in school and when you leave school

We will develop the Focus on Four Group to a care experienced needs group to provide holistic support to care experienced young people to address all issues, barriers and challenges to accessing education, training and employment

- Virtual School Cared for Children attainment reports will show year on year academic progress
- All Cared for Children will have a school place in line with their PEP and EHCP (where appropriate)
- All Cared for Children will have at least 25 hours of provision per week
- School attendance will be at least 90%
- % of Children with 5+ GCSE 5-9 inc English and Maths to double to 60% by 2026
- All children in care will have a personal education plan and EHCP (where necessary)

- The Virtual School will develop an UASC newly arrived education offer and education holiday camps
- At least 80% of young people between 16-21 will be in education, training, or employment
- At least 10% of young people will be in higher education
- We will increase the number of children in apprenticeship programmes
- Children who are cared for as a result of being remanded will receive the same education entitlements as other cared for children



We will ensure you see the people in your life that are important to you

We will provide you with a trusted adult you can talk to

We will support you to understand where you are from and your life story

We will positively promote your social contact with peers including clubs and activities

We will support our young parents with their children

We will ensure our services promote relationship-based practice

We will support you to have an Independent Visitor

We will support you to have a mentor

- All Social workers will use the strengths based relational practice model to support and promote relationships
- Children's views about contact with family, friends and peers will be discussed at every review
- Professionals and carers will positively promote clubs/ activities and social contact, and this will be recorded at every review
- There will in a rise in the use of Independent Visitors
- All children will leave care with their life story work
- We will have developed a perinatal pathway and offer with NEST to our young parents co-designed with young people

- We will recruit and train mentors for our cared for children
- Unless there is a good reason not to, a
 Family Group Conference should always be
 undertaken at an appropriate time prior to a
 child becoming cared for.
- If it is not possible for children to be cared for by her/his birth parents then options within the extended network of family and friends will be considered as a priority.
- All cared for children will have high quality and timely assessments of their needs to support permanence planning.



We will make sure you have a safe and loving home to live in where carers are well trained and supported

We will ensure you have a say in where you live and that you know lots about where you might be moving to

We will ensure we know you well and share the positive things about you moving into a new home We will ensure you don't have to keep moving

We will ensure that where possible children live with their families or friends, where it is safe to do so

We will invite the GM Young Reviewers to review our Step Ahead Service and provide feedback

- There will be no children living within unregulated arrangements
- 95% of care experienced young people will be living within suitable accommodation
- 20% of cared for children will be living with family or friends
- Less than 5% of children will live within residential children's homes
- Less than 10% of children will live more than
 20 miles from their home address
- 75% of children in care will have been in the same placement for 2.5 years or more

- Less than 5% of children will have had 3 or more placements in previous 12 months
- All children will receive profiles and information on carers who they are moving to
- Develop a 'Networking Building' approach
 to find and strengthen the relationships that
 are important to children and help them stay
 connected to those that they love throughout
 their childhood and into adulthood.



We will develop a Life Skills Course available to all cared for children over the age of 16 to help prepare you for independence

We will ensure we provide you with a mentor if you want one

We will ensure that there is a simple process for you to move into your own home

We will ensure that you know what accommodation is available to you for when you turn 18 and will work with you to choose the right option for you

We will ensure that you have good accommodation to live in when you leave care and that you have a choice of where you live

We will publish a Local Offer that clearly sets out your entitlements, support and access to services

We will make sure our Local Offer provides financial support, discounts and savings

We will ensure timely referral to Adult Social Care for Assessment where needed

- All young people will have a Pathway Plan by the age of 16
- All young people will have a Personal Advisor from the age of 16
- We will have a mentoring programme in place this will focus on supporting 16-25-year-olds living independently
- Care experienced young people will be receiving Band 1 priority when they are ready for independent living
- All care experienced young people will be accessing Housing Solutions so there is a choice in the properties bid for
- We will continue to develop a range of accommodation options to ensure that young people have a choice of where they live including staying put, staying close, own tenancy, supported accommodation and house project

- Your Local Offer will be online and up-todate and will have current opportunities, support and access to services, as well as financial support, discounts and savings
- Children and young people will have the chance to develop life skills in placements prior to leaving care. These will be detailed in care plans and be bespoke to individual children
- We will embed the Transition Panel and links with Adult Transition to ensure early identification and Care Act Assessment for young people who need it, well in advance of their 18th birthday.



We will ensure you have regular, impactful and high-quality Health Reviews and that we talk to you about your health needs

We will ensure you know how to access community health services such as GPs, pharmacists dentists and opticians

We will ensure that we work together as a partnership to support you to have timely access to mental health and wellbeing services

We will ensure that mental health has an equal consideration to physical health for all cared for children and care experienced young people and will be incorporated into care plans at each review

We will ensure care experienced young people have their health passport when they turn 18

We will ensure all young people with care experience will be able to receive free prescriptions where appropriate in line with our Care Leaver Offer

We will ensure our children with disabilities and SEN get the tailored extra

support they may need, and they do not have unnecessary assessments and their EHCP's are appropriately updated

We will ensure you have access to activities, leisure and hobbies that you enjoy

- At least 75% of children will have an Initial Health review within 20 days by 2023
- All cared for children will have a Health Assessment annually
- Young people feedback will be gained and used to improve the quality of health assessment with satisfaction rates of 85%
- All children will have visited a dentist in the last 6 months, dental care and oral health will be discussed during health contacts with our children and young people
- All children will have strengths and difficulty questionnaires completed annually to help inform health reviews
- Children and young people will have timely access to services to support their emotional health
- All children leaving care will have a leaving care health passport that is meaningful to them and accessible at any point in their journey post-care

- All children in care and care leavers (16-25) will be eligible for free prescriptions where appropriate in line with the Care Leaver Offer
- All children in care will receive as a minimum, an annual screening of their emotional wellbeing using a clinically approved tool (SDQ) to ensure intervention is timely and responsive irrespective of age or where they are placed
- All children and young people who ask for mental health and emotional wellbeing help receive help from services and their concerns are listened to
- We will continue to develop our health offer to Unaccompanied Asylum Seeker children to meet their health and mental health needs
- All children will have access to discounted and free activities, holiday programmes and leisure activities

Our key actions

- Develop and publish a clear action plan for each of the 6 Pledges to be routinely reported into the Corporate Parenting Board.
- Publish a participation strategy that sets out how we will broaden the range of access for all children and young people in care.
- Review membership of the Corporate
 Parenting Board to ensure that
 representation is suitably senior, influential,
 and aligned to the priority area's set out in
 this strategy.
- Develop and publish a refined data set that specifically relates to the priority area's set out in this strategy
- Develop a Corporate Parenting Network of Council and Partners to champion our aspirations across the Borough

- Develop and promote a schedule of engagement opportunities and awareness raising activity for Rochdale Borough Councillors
- Publish a clear local offer for both children in care and care experienced young people
- Promote the recognition of care experience as a protected characteristic within Rochdale Borough Council
- Establish better and more innovative ways to communicate with all of our cared for children and care experienced young people.





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