

Corporate Parenting Panel

Tuesday, 24 January 2023 at 14:00

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- 1 Changes to Membership
To note that Councillor Francis Purdue-Horan has been appointed to the Panel in place of Councillor Debbie Darby
- 2 Apologies for Absence
- 3 Declarations of Interests by Members and Officers
(a) Disclosable Pecuniary Interests
(b) Private Interests (Pecuniary and Non-Pecuniary)
- 4 Minutes of the Last Meeting held on 24 October 2022 3 - 6
- 5 Foster Carers Liaison Group Update
- 6 Children in Care Council Update
- 7 The Experiences and Progress of Children in Care and Care Leavers 7 - 16
- 8 Staffing in Nottinghamshire Children's Residential Homes 17 - 22
- 9 Ofsted and Independent Visitor Findings in Nottinghamshire Children's Residential Homes 23 - 28
- 10 Elected Member Visits to Nottinghamshire Children's Residential Homes 29 - 34

- 11 Government Response to the Independent Review of Children's Social Care
- 12 Work Programme 35 - 38

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Adrian Mann (Tel. 0115 804 4609) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Meeting: Corporate Parenting Panel

Date: Tuesday 25 October 2022 (commencing at 2:30pm)

Membership:

Persons absent are marked with an 'Ap' (apologies given) or 'Ab' (where apologies have not been sent). Substitute members are marked with a 'S'.

County Councillors

Sinead Anderson (Chair)
Anne Callaghan BEM
Ap Debbie Darby
Sam Smith
S John Wilmott

County Council Officers

Amanda Collinson - Service Director for Care, Help and Protection
Laurence Jones - Service Director for Commissioning and Resources
Ap Devon Allen - Group Manager for Regulated Services
Ap Sophie Eadsforth - Group Manager for Looked After Children
Claire Sampson - Group Manager for Safeguarding, Assurance and Improvement
Ap Jon Hawketts - Group Manager for Commissioning
Ap Charles Savage - Head of the Virtual School
S Stephanie McGill - Assistant Head of the Virtual School

Substitute Members

John Wilmott for Debbie Darby
Stephanie McGill for Charles Savage

Officers and colleagues in attendance:

Adrian Mann - Democratic Services Officer
Philippa Milbourne - Business Support Administrator

1. Apologies for Absence

Debbie Darby
Sophie Eadsforth
Jon Hawketts
Charles Savage

2. Declarations of Interests

No declarations of interests were made.

3. Terms of Reference

Laurence Jones, Service Director for Commissioning and Resources, presented a report on the Corporate Parenting Panel's proposed Terms of Reference. The following points were discussed:

- a) The Panel has a wide remit to support the Council in fulfilling its legal corporate parenting duties and to ensure that the Council and its partner agencies act as effective corporate parents. The Panel does need to be aware of any potential crossover of its business with that of the Children and Young People's Select Committee, to avoid any duplication of work. As the Panel was granted authority by full Council to establish its own Terms of Reference, it does have the discretion to review and amend them as appropriate in light of progress and learning.
- b) The Independent Inquiry into Child Sexual Abuse (IICSA) recommended that elected members acting as corporate parents should be made aware of allegations of abuse raised by looked-after children, so that they can be assured that the appropriate investigations are being carried out and that these are being brought to a final conclusion via a proper process.
- c) To achieve the IICSA recommendations, Panel members will meet as the Looked After Children's Safeguarding Group following each Panel meeting to discuss any new allegations of physical, emotional or sexual abuse involving children in the care of the Council, foster carers or residential care staff. The progress of investigations already underway will also be reported, including which service or organisation is carrying out the inspection and the stage that the investigation has reached. The final outcome of any allegations made will be set out, including what measures have been put in place to ensure that the looked-after children affected are being kept safe both during and following the investigation.
- d) Although the reports to the Safeguarding Group will be anonymised, it will nevertheless be necessary for it to meet in private, for the confidentiality and protection of all of the people involved. The ultimate accountability for the safeguarding of children in the Council's care remains with the Chief Executive, so the previously established corporate scrutiny procedures will still remain in operation.
- e) A pro-forma for Panel members visiting children's homes is in place and officers will ensure that the correct provision has been established so that members are able to engage effectively with all looked-after children as part of their visit, particularly with those who experience deafness, blindness, or other potential barriers to communication.

- f) An independent inspector carries out monthly 'Regulation 44' visits to all 7 of the Council's children's homes – which will be increasing to 9 in number, shortly. Ofsted also carries out regular inspections of each home (at a minimum of once per year) and its reports will be submitted to the Panel, for review.
- g) The Panel requested that, in addition to any reports from Ofsted, the latest Regulation 44 visit report for each of the Council's children's homes should also be submitted to its quarterly meetings, for review.

Resolved (2022/001):

- 1) To approve the proposed Terms of Reference for the Corporate Parenting Panel, as set out in Appendix A to the report.

4. Work Programme

Laurence Jones, Service Director for Commissioning and Resources, presented a report on the Corporate Parenting Panel's proposed programme of work. The following points were discussed:

- a) The Panel's standing agenda items will include: regular reporting from the Foster Carers' Liaison Group and the Children in Care Council ('No Labels'); visit schedules and observations from visits; and the appropriate Regulation 44 and Ofsted reports and performance dashboards relating to Council-run homes and homes commissioned solely for Council use.
- b) A programme of reporting on issues affecting children in care has been developed for the next 12 months and engagement will be carried out with the Children and Young People's Select Committee to ensure a joined-up approach. The reports coming to the Panel are intended to be suitable for publication and discussion in public, in the interests of promoting full transparency.

Resolved (2022/002):

- 1) To note the proposed Work Programme for the Corporate Parenting Panel, as set out in Appendix A to the report.

5. Corporate Parenting for Councillors – E-Learning Resource

Laurence Jones, Service Director for Commissioning and Resources, provided an update on the e-learning available to members on Corporate Parenting. The following points were discussed:

- a) A module on Corporate Parenting, developed by the East Midlands Councils, is available through the Local Government Association's Councillor e-learning platform (<https://www.local.gov.uk/our-support/leadership-workforce-and-communications/councillor-development/councillor-e-learning>). All Panel members are encouraged to make use of this resource to inform them in the effective carrying out of their role.

Resolved (2022/003):

- 1) To note the e-learning available on Corporate Parenting from the Local Government Association.

There being no further business, the Chair closed the meeting at 2:55pm.

Chair:



24 January 2023

Agenda Item 7

**REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND SOCIAL
WORK**

**THE EXPERIENCES AND PROGRESS OF CHILDREN IN CARE AND CARE
LEAVERS**

Purpose of the Report

1. To advise the Corporate Parenting Panel of the experiences and progress of children in care and care leavers using Ofsted’s Inspecting Local Authority Children’s Services (ILACS) framework.

Information

2. Children and Families Service’s improvement cycle includes a self-evaluation of the experiences and progress of children in care and care leavers that is based on the ILACS evaluative criteria. The self-assessment is reviewed throughout the year with quality assurance activities contributing to the self-assessment so that the evidence base for identified strengths and challenges are robust and the Council can continue to evaluate the impacts of improvement activity.
3. The ILACS self-assessment is theme-based with a format that outlines a position and then highlight strengths, challenges and priorities. The relevant themes set out in the self-assessment relate to children in care, fostering, kinship, adoption and leaving care, and are summarised in **Appendix 1**.
4. The self-assessment also has a specific section on progress made over the last 12 months against recommendations from the most recent inspection. **Table 1** outlines progress over the last 12 months against recommendations from the inspection in October 2019 that are relevant to children in care:

Table 1

Area for improvement	Progress
Consistency of social work	<ul style="list-style-type: none"> • The values and principles within our strengths-based practice model have continued to underpin our approach to improving the quality of social work practice. To further embed this, a revised set

Area for improvement	Progress
practice across the County	<p>of practice standards have been developed with practice guidance. This will launch in the new year with a set of direct work tools (called Time for Me) and include a programme of practice workshops.</p> <ul style="list-style-type: none"> • Work is being undertaken to improve the impact of supervision and management oversight in driving progress for all children. Consistency in these areas through the launch of common templates and processes will improve the consistency of practice across the County. • We have developed training to improve analytical and critical skills of staff to weigh up risks and needs to come up with well-reasoned recommendations that are outcomes focused. • An improvement project to improve the quality of chronologies across the Department has been implemented, using a set of core principles that constitute what makes a good chronology. There are positive signs from practitioners to indicate the use of these materials. • We have introduced a new quality assurance process for Personal Education Plans (PEPs) that is a shared responsibility and overseen by Children’s Service Managers and the virtual school. This process aims to identify good practice, and ensure actions are in place to identify challenges and gaps.
Care for children in care placed with family and friend carers	<ul style="list-style-type: none"> • A Group Manager continues to oversee and authorise connected person placements on the first night, with regulation 24 assessments commenced within 24 hours of the placement, provided that police checks have been received. When assessments have taken place and minimum standards are not met or are unlikely to be met, authorisation is required by the Service Director. • In order to promote and support kinship arrangements a specialist Kinship Support Service was launched towards the end of 2022, providing information, advice and guidance, training and support • The authority has created a more robust process for overseeing unregulated placements since the 2019 Ofsted report, and we have reduced the number of these placements. As part of the Kinship Review, and as the outcome of a recent audit, we will ensure that these unregulated placements have access to support.

5. Children and Families Services’ improvement cycle is overseen by the departmental Learning and Improvement Board. The Board is progressing a revised Children and Families Services Learning and Improvement Framework. A key component of the Framework is to adopt Quality Management System principles as the business-as-usual approach to streamlining quality assurance, quality control and service improvement activities. The impact of this re-focus includes the practice standards outlined in **Table 1**

above becoming central to the Council's assessment of the quality of social work practice and its impact.

6. As the responsible governance mechanism, the Learning and Improvement Board will quality assure the accuracy of self-assessment through a reliable 'line of sight' to the quality of practice and ensure it shapes learning for the department.

Other Options Considered

7. To not develop further improvement activity: Children and Families Services have a responsibility to continually seek to improve the experience and progress of children in care and care leavers in line with Ofsted expectations, so this option is rejected.

Reason/s for Recommendation/s

8. To assist the Corporate Parenting Panel in undertaking its role in scrutinising the experience and progress of children in care and care leavers.

Statutory and Policy Implications

9. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

10. There are no financial implications arising from this report.

RECOMMENDATION/S

- 1) That the Corporate Parenting Panel considers the summary self-evaluation of the experiences of children in care and care leavers and advises of any additional actions required.

Amanda Collinson
Service Director, Youth, Families and Social Work

For any enquiries about this report please contact:

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Constitutional Comments (LPW 29/12/22)

11. The recommendation falls within the remit of the Corporate Parenting Panel by virtue of its terms of reference.

Financial Comments (VC 12/01/23)

12. There are no financial implications arising from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

[Ofsted Inspection of Local Authority Children's Services – report to Children & Young People's Committee on 13 January 2020](#)

[Progress in implementing areas for improvement outlines in the Ofsted Inspection of Local Authority Children's Services – report to Children & Young People's Committee on 22 February 2021](#)

[OFSTED Inspection of Local Authority Children's Services Framework](#)

Electoral Division(s) and Member(s) Affected

All.

CF0041

Theme	Position Statement	Strengths ¹	Challenges & Priorities
<p>Children in Care</p>	<p>There were 950 Children in Care in November 2022, a fall of 35 for the same period in the previous year. Nottinghamshire continues to be lower than the national average. Nottinghamshire has seen significant increases in the number of children aged over 16 becoming looked after, more than double the rate seen in 2017/18 and 2018/19. We continue to perform very well in the stability of placements for our looked after children, with the proportion of 3 or more placements in-year remaining well below our statistical neighbours and the East Midlands and England averages. For those children becoming looked after and new placements during 2021/22, the proportion of children placed outside Nottinghamshire is higher than statistical neighbours. The proportion of children achieving 9-4 pass in English and Maths is 23.4%, which is below statistical neighbours.</p>	<p>Our social workers have positive and consistent relationships with their children, and they talk about them with genuine warmth and care. There is a stable leadership team who manage and support staff in the service to provide strong management oversight and supervision to ensure children experience positive outcomes in care. There are varied standard functions in place to ensure that creative and innovative placement support solutions are continuously being offered to sustain placements and secure long-lasting secure care and relationships for children. Young people report improved levels of emotional and mental health well-being through support secured through the “You Know Your Mind” project which have helped to stabilise placements. Our transitional personal advisor team means there is effective transition planning to our leaving care service with all young people being allocated a personal advisor by 17 to plan the transition and being able to develop the skills and self-confidence required to function more independently when they cease to be looked after. We continuously strive for our children in care to have access to a wide range of education, employment and training opportunities through strong partnerships with schools, further</p>	<p>Develop Pathway Plans to be more strengths-based and focused, improving the quality and timeliness so young people engage with them more. Respond to the growing complex care needs of our children by maximising the funding allocated for a multi-disciplinary approach to children placed in supported accommodation. Due to the rise in the number of UASC we will increase our capacity for the national transfer scheme to ensure we are transferring young people to be cared for safely and promptly. Review and refine the process for children in care placed out of the County to receive timely and appropriate mental health support. Agreeing and implementing our Sufficiency Strategy which aims to develop provision to meet the needs of children and</p>

¹ Strengths are derived from audits, feedback, reviews, Mind of My Own, surveys, performance information and consultation groups

Theme	Position Statement	Strengths ¹	Challenges & Priorities
Fostering	<p>The Fostering service continues its efforts to grow by recruiting new foster carers across the D2N2 partnership and continue to develop the support offer to retain existing carers</p> <p>There has been a slight decrease in the number of children placed in foster care. Of the Children Looked After on 31st March 2022, 636 children were in a fostering placement. This equates to 66.1% of the overall LAC population on this date, down from 66.7% who were in a fostering placement on 31st March 2021 – this mirrors the national picture.</p> <p>Despite the decrease overall in the percentage of children in care living in the same placement for more than two years (58.4% for 2021-22 compared with 89% for 2020-21) there continues to be a stable rate of children with the same carers with 4/5 of those children living in the same placement made up of children placed with internal foster carers</p>	<p>education settings and both national and local businesses.</p> <p>The take-up of training for foster carers is high and cover a variety of topics to meet our foster carers' and service's needs including D2N2 pre-approval and therapeutic training.</p> <p>There is a huge sense of support and camaraderie amongst Nottinghamshire foster carers created by effective support mechanisms, such as fostering conferences, virtual fostering support hubs and a Fostering Liaison Advisory Group (FLAG) run by foster carers.</p> <p>Foster carers feel an invaluable level of support from their supervising social workers and the fostering team.</p> <p>Staff go above and beyond to plan new placements and maintain existing placements with local foster carers through weekly meetings with the placements team, offering positive challenge and support where needed.</p>	<p>young people in care locally, as far as is possible.</p> <p>The overriding challenge we experience is being able to recruit and retain the number of local foster carers for our children in care, especially during the cost-of-living crisis. We are prioritising the following to overcome this:</p> <ul style="list-style-type: none"> ○ Exploring different and more collaborative ways of recruiting foster carers across the D2N2 partnership ○ Regularly reviewing foster carer allowances to keep up with the competitive market ○ Reviewing the support offer to retain as many foster carers as possible ○ Targeting communication and marketing campaigns across different social media platforms to promote and raise awareness about the advantages and rewards of becoming a Nottinghamshire foster carer ○ Although improved, secure increased attendance of secondary carer and SSW at reviews to ensure they are as inclusive, beneficial

Theme	Position Statement	Strengths ¹	Challenges & Priorities
			and supportive as possible to our foster carers
Kinship	<p>A kinship care review was commissioned in January 2020, seeking to review, strengthen and re-design the current arrangements for kinship care in Nottinghamshire (children in friends and family placements). In order to promote and support kinship arrangements a post order specialist Kinship Support Service has been implemented.</p> <p>Kinship placements are an essential plank of Nottinghamshire's placement sufficiency almost 50% of new Foster carers are Family and Friends, and there are around 750 live Special Guardianship Orders in the county alongside child arrangement orders.</p> <p>Between October 2021 and March 2022, Special Guardianship Orders have accounted for 14 cases where a child has ceased to be Looked After by Nottinghamshire.</p>	<p>There has been an increase in the number of children and young people living in kinship arrangements in Nottinghamshire., with such orders now in excess of those children placed for adoption.</p> <p>We are currently developing a Permanence Strategy and Family and Friends Strategy; these will be coproduced with Children in Care and Care Leavers and will reflect our increasing recognition of Kinship Care.</p> <p>The authority has created a more robust process for overseeing unregulated placements since 2019, and we have reduced the number of these placements. As part of the Kinship Review, and as the outcome of a recent audit, we will ensure that these unregulated placements have access to support.</p>	<p>Implement a dedicated kinship support service and ensure the support offer and remit of the team is clearly understood by professionals and families.</p> <p>Continue the work to assess the budgetary impact of changing our means testing of kinship carers, with a view to making a more generous and well understood offer of financial support.</p> <p>Ensure kinship carers have robust support plans which are regularly reviewed, and access to support regardless of the child's legal status.</p>
Adoption	<p>Nottinghamshire is the host of and provides leadership for Adoption East Midlands, the regional adoption agency (AEM), which is a partnership arrangement between Derby, Derbyshire, Nottingham, and Nottinghamshire.</p> <p>Adoption East Midlands works closely with the permanence team in Nottinghamshire to track children</p>	<p>Timeliness of adoption key performance measures continues to be in line with or better than national or statistical neighbours' figures.</p> <p>AEM is able to use the best practice from each local authority to provide the best service. There is collaborative working between the Local Authorities, as managers, to improve practice.</p> <p>AEM has a pool of adopters, across the geography and if there are no suitable adopters, then works together with local midlands</p>	<p>Developing agreed practice across the geography, for example on transitions, changing culture, embedded practice habits.</p> <p>Recruiting and retaining staff in the permanence teams who have the required skills to undertake this work.</p>

Theme	Position Statement	Strengths ¹	Challenges & Priorities
	<p>who may have an adoption plan, and to home find for those children who do have an adoption plan, without delay. Dedicated Adoption East Midlands staff meet with the permanence team regularly. Adoption East Midlands recruit and prepare adopters, and then offer support throughout childhood. A comprehensive support offer, ranges from information, through to commissioning specific therapeutic support via the adoption support fund. This is in place from the point of placement.</p> <p>Adoption panels are held five times a month, and any can be booked, thus ensuring there is no delay in panel availability.</p> <p>Adoption East Midlands will deliver services for Birth Families impacted by adoption, living in Nottinghamshire.</p>	<p>Regional Adoption Agencies, and searches beyond, when necessary, to identify adopters.</p>	<p>Increasing adoptive families for all children.</p> <p>Introduce therapeutic parenting plan for all children at placement for adoption.</p> <p>Improve the quality of adoption support plans, to ensure adopters are involved in their support plan, seek support as they need it, and understand the tiered offer.</p> <p>Incorporating the views of Birth family and adopted adults into service development.</p> <p>Develop the adoption community of AEM, making AEM easily accessible.</p> <p>Improve the whole service approach, so adoption support is embedded from the very first contact adopters make to AEM.</p>
Care Leavers	<p>There are currently 318 care leavers aged 19-21 currently open to the Leaving Care service as at end of November 2022, an increase of 86 from this time last year.</p> <p>Nottinghamshire have a higher-than-average proportion of care leavers in semi-independent transitional accommodation and in 'staying put' arrangements compared with our statistical neighbours and England average.</p>	<p>There are strong links with both national and local businesses to enable our care leavers to feel prepared for employment or training and confidently enter the world of work.</p> <p>There is a specialist, dedicated team for UASC to focus and respond to the needs of UASC and former UASC. This enables our young people to feel as if their care needs are personalised to their situation and help them adjust to their life in the UK.</p> <p>This service has embedded strengths-based working with young people resulting in positive, long-lasting relationships with personal advisors.</p>	<p>The cost-of-living crisis means that there will be a greater strain on our care leavers to live independently. We will review and expand the Local Offer with our young people to respond to the impact of this and meet local, regional and national needs.</p> <p>Complex mental health needs for young people continues to be a challenge which we will try to overcome securing</p>

Theme	Position Statement	Strengths ¹	Challenges & Priorities
	<p>The proportion of care leavers aged 19-21 in education, employment or training (full and part time) increased by 7 percentage points to 55% to put us in line with the national level but 2 percentage points below statistical neighbours. 16 former relevant care leavers went on to higher education. For 2021/22, Nottinghamshire has a lower-than-average proportion of care leavers deemed to be in suitable accommodation, with 16% deemed to be in unsuitable accommodation compared with 11% for our statistical neighbours.</p>	<p>An effective 21+ service that continually stays in contact with our care leavers until and sometimes past their 25th birthday to offer specialist, personal support so that they can live successful independent lives and develop positive support networks.</p>	<p>dedicated mental health support where appropriate and “You Know Your Mind” funding to help young people manage their mental health. To support young people to sustain healthy relationships we have dedicated funding for a project called “Staying Closer” which enables young people to stay connected with key contacts when they have left residential accommodation.</p>



24 January 2023

Agenda Item 8

REPORT OF THE SERVICE DIRECTOR, COMMISSIONING AND RESOURCES

STAFFING IN NOTTINGHAMSHIRE CHILDREN'S RESIDENTIAL HOMES

Purpose of the Report

1. The report provides an update on the staffing position in Nottinghamshire children's residential homes.

Information

2. There are seven internal children's residential homes in Nottinghamshire comprising three providing for children with disability, three mainstream homes and one secure home.
3. The current children's disability homes are Caudwell House and The Big House, although there are plans agreed to convert West View to become a specialist disability home in the future.
 - **Caudwell House (Southwell)** is a 12 bedded home, with either 4 resident beds and 8 short break beds or 5 resident and 7 short break beds dependent on demand at the time of need. It provides residential care for children with physical disabilities and associated learning difficulties and health care needs, and children with learning difficulties and on the autistic spectrum. The home may provide care and accommodation for no more than 12 children from the age of 10 to 18 years. Caudwell House is rated as 'outstanding' by Ofsted.
 - **The Big House** is a short break home in the village of Edwinstowe. At present the home provides overnight breaks for 27 children. Each child has a bespoke package of care ranging from 24 nights a year to 156 nights a year. Allocation is dependent on need and is subject to change dependent on the changing needs of the children. Any child attending The Big House will have a severe intellectual disability, combined with manifestations of challenging and complex behaviour. Children must be of school age, attend their own school and can be up to 18 years of age. The child is expected to be mobile, but provision will be made for those who have some degree of difficulty with mobility. The Big House is rated as 'good' by Ofsted.
4. The three mainstream homes are Lyndene, Oakhurst and West View, all of which are currently rated as 'good' by Ofsted. West View is currently closed as a consequence of a

flood and the subsequent need for asbestos surveys before repairs can be completed. The staff at West View have been relocated to other homes pending the refurbishment and/ or the opening of new provision.

5. The mainstream homes accommodate children because they are unable to live at home or with other family members or carers. A range of care is provided for young people with emotional and behavioural difficulties with or without moderate learning disabilities.
6. Clayfields Secure Children's Home is a national resource providing Secure Care for up to 20 vulnerable young people between 10 and 18 years of age. Within the centre, a total of 20 places are available for purchase by the Ministry of Justice, for children on remand or sentenced to custody and for local authorities under Section 25 of the Children Act, for example, when children frequently abscond from care, are at risk of sexual or criminal exploitation or are involved in gang activity.

Staffing

7. As is the case across much of the care sector at present there are significant challenges in the recruitment and retention of staff within the children's homes. Gaps in operational rotas are being filled by relief staff, agency staff and permanent staff taking on additional shifts and managers undertaking shifts. Some of the pressures have been eased by the redeployment of staff into other homes, for example, due to the temporary situation at West View. However, this does not fully resolve the problem of recruitment and retention that the homes are experiencing which have become more acute following the Coronavirus pandemic.
8. The annual report of the His Majesty's Chief Inspector of Education Children Services and Skills 2021/2022 highlighted the fact that staffing issues in children's social care are not new, but problems with recruiting and retaining staff are arguably the biggest challenge the sector currently faces. The report highlights the problems with recruiting and retaining social care workers which are particularly apparent in children's homes reporting that:

"Staff vacancies, particularly for children's home managers, continue to affect the quality of care. Staff turnover is also very high.

Vacancies for registered managers have increased from 9% in August 2019 to 14% in August 2022. Around a third (32%) of all children's homes had a manager who was new in post (started on or after 1 September 2021) as at 31 August 2022. However, in the 10 largest provider groups, the percentage of homes with newly appointed managers was slightly lower (29%).

In the year to March 2022, 35% of permanent care staff in children's homes left their role. In the same period, 44% of permanent care staff were newly hired. This was similar to 2019–20, the most recent year for which there is comparable data."

Vacancy position in Nottinghamshire

9. A snapshot of the vacancy position on 15 December 2022 is detailed below. It shows the challenges across a range of care and other supporting roles.

Home	Vacancy
Caudwell House Full Establishment: 48.5 FTE Vacancy rate: 12% 6% VLT	1 Residential Social Care Worker (RSCW) 2 Residential Care Worker (RCW) Cook vacancy 27 hours Half night care post Full-time Occupational Therapy post
The Big House Full Establishment: 27.6 FTE Vacancy rate: 18% 6% VLT	3 Full-time RSCW 1 24-hour RCW Part time cook vacancy
Lyndene Full Establishment: 14.6 FTE Vacancy rate: 21% 6% VLT	3 Full-time RCWs
West View Full Establishment: 14.6 FTE Vacancy rate: 68% 6% VLT	5 RSCW vacancies 3 RCWs 2 Night care post
Oakhurst Full Establishment: 15.1 FTE Vacancy rate: 23% 6% VLT	1 Full-time RCW 2 Full-time RSCWs Half night care post awake
Clayfields Full Establishment: 100.8 FTE Vacancy rate: 14% 6% VLT	1 Practitioner (1 candidate currently going through safer recruitment checks) 9 Assistant Practitioners (2 candidates currently going through safer recruitment checks) 0.4 FTE Mechanics trainer (going out for the third time) 1 FTE Teaching Assistant (6 months) (going out for the third time) 2 Intervention Workers

10. Recruitment challenges are not confined to Nottinghamshire but are a national issue and local authorities are competing with each other to attract and recruit experience from a small pool. Staffing shortages across the residential homes can result in staff becoming fatigued from working long hours and this risks increased sickness rates. Covering shifts with relief or agency staff also means that the strong relationships between children and staff are not as consistent as would be preferred.
11. Managers need to ensure that homes are being run effectively and safely. At times they are working operational shifts which takes them away from completing their management and leadership tasks, particularly the oversight of practice in the homes, quality assurance

of the work completed with children and ensuring that staff are appropriately supervised and supported. Safe staffing levels are imperative not only on a practical level but also in relation to the regulatory requirements set by Ofsted. Gaps in staffing have the potential to negatively impact on outcomes for children as planned key work, taking children out on activities, and building effective and meaningful relationships with children are at risk of not taking place. These are being managed well at present but if all homes were occupying at full capacity this would be a significant concern.

12. As outlined above recruitment and retention is a significant challenge in social care, even more so for services in the secure setting such as Clayfields where resilience of staff is a key element in dealing with young people who can be both extremely vulnerable and physically and emotionally challenging. Talented and motivated staff can gain career progression quickly in these settings but attracting the right skills and experience into operational care roles in Clayfields is difficult; there are currently 12 care positions unfilled.
13. As part of the residential service workforce development plan, work is underway to develop a recruitment and retention strategy focussing on what works well and what needs to be done differently in order to attract and retain staff, including a defined career pathway. This work will be supported by colleagues in the workforce development and communication departments. One of the findings was that when it came to advertising job openings the most successful methods cited by employers were:
 - a) employees referring friends (49%)
 - b) adverts posted on their own websites (29%)
 - c) adverts in local newspaper (20%)
 - d) social media adverts (17%).
14. Taking this data into consideration alongside other findings, some immediate actions were taken and an action plan drawn up with immediate short, medium and long-term goals including:
 - rolling adverts
 - revamping of adverts to make them more prominent, more attractive, and easy to access with added links from other domains to the residential page
 - shortening the response to advert process from the time an application is received to contacting the prospective candidate
 - prospective candidates having a manager's name who will keep in regular touch with them prior to interview
 - increasing use of social media
 - regularly reviewing existing remuneration packages and benefits schemes to ensure Nottinghamshire is competitive with other councils
 - ensuring employee benefits offered by Children and Families Services are up to date and appropriately advertised to external candidates
 - attendance at universities and job fairs.
15. Terms and conditions are already competitive when compared with the independent sector, although the ability to flex wages in relation to workforce and market demand can lead to transience in the workforce. In addition, to consider remuneration, staff wellbeing and the development of a career pathway are identified as priority issues. The service is

considering possible future structures that would create a pathway that enables staff to be ready for promotion opportunities.

16. From exit interviews and consultation with staff it has been identified that the professionalisation, through the requirement to engage in study and professional development, and increased focus on regulation and care standards has been challenging for some long-term members of staff who originally worked in a very different culture. The criteria used for recruitment and appointment sought candidates who had an interest in working with children and had knowledge around childcare, and the entry into residential care was not as focused on qualifications as it is today. New legislation and Ofsted requirements require staff to achieve Level 3 diploma within two years of appointment. A significant number of staff entered the service with little to no qualifications and have found it challenging to achieve the necessary qualification for academic and work pressure reasons and some have left the profession as a consequence. It has also had an impact on those who might have traditionally been attracted to such roles. Other factors identified which have been noted to provide a barrier to recruitment and retention is the increase in intimate personal care and pseudo-clinical tasks previously completed by staff from health, working hours and the intensity of the role, and travel which is inherent to the role.
17. An objective view confirms that increasing numbers of children who have complex needs are entering the care system and those in residential care are in general those with some of the highest levels of need, certainly until they can establish relationships with staff teams. This can mean that at times working environments can be stressful, particularly for less experienced staff. The Council has a strong package of wellbeing support and good adherence to health and safety to try and reduce the impact of stress and the emotional and physical impact that can come from the work.
18. There is confidence that the action plan that is in place and the actions already taken will help to achieve the ambition to attract the right number and quality of staff, resulting in the homes being an attractive place to work, being considered a good career move, and for staff to remain in Nottinghamshire.

Other Options Considered

19. Not applicable as this report represents an outline of the current position of staffing in residential homes.

Reason/s for Recommendation/s

20. The report provides an opportunity for the Corporate Parenting Panel to consider any further actions arising from the information contained within the report.

Statutory and Policy Implications

21. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability, and the environment and where such implications are material they are described below.

Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

22. There are no financial implications directly arising from this report.

RECOMMENDATION/S

1) That the Corporate Parenting Panel considers whether there are any actions it requires in relation to the information contained in the report.

Laurence Jones
Service Director, Commissioning and Resources

For any enquiries about this report please contact:

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T: 0115 98546408
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Constitutional Comments (GR 29/12/22)

23. Pursuant to the Nottinghamshire County Council Constitution the Corporate Parenting Panel has the authority to receive this report and note the recommendations contained within it.

Financial Comments (CDS 03/01/2023)

24. There are no financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None.

Electoral Division(s) and Member(s) Affected

All.

CF0042



24 January 2023

Agenda Item 9

REPORT OF THE SERVICE DIRECTOR, COMMISSIONING AND RESOURCES

OFSTED AND INDEPENDENT VISITOR FINDINGS IN NOTTINGHAMSHIRE CHILDREN'S RESIDENTIAL HOMES

Purpose of the Report

1. The report provides an update on the inspection activity and the key findings of the independent (Regulation 44) visitors to children's homes operated by Nottinghamshire County Council. The full reports are not suitable for publication due to matters of confidentiality relevant to children and staff in the homes but can be made available confidentially to individual Panel Members upon request.

Information

2. There are seven internal children's residential homes in Nottinghamshire comprising three providing for children with disability, three mainstream homes and one secure home.
3. **Caudwell House (Southwell)** was inspected by Ofsted on 4 & 5 October 2022. The overall experiences and progress of children and young people were judged as **outstanding**, how well children and young people are helped and protected was also judged as **outstanding** and the effectiveness of leaders and managers was assessed as **good**.
4. Ofsted commented that:

"Over time, children make significant progress from their starting points. Some children have made the type of progress that can be life-changing. For example, some children are able to communicate more effectively, and some are learning to walk. This is because staff work closely with other professionals, and with parents, to ensure that children have the help and resources they require to thrive. Children enjoy living at this home or visiting the home for a short break. They have rich and varied opportunities due to the space and resources available to them in the home. For example, there is a large garden with space for sports equipment, a boccia pitch, a quiet area and garden rooms. They also have sensory rooms, a mood room and a games room. Children have accessed the local and wider community by utilising the home's vehicles or going for a walk. They go swimming, horse riding and visit a music studio, among other trips".

5. Ofsted made three recommendations in relation to Caudwell House which are being actioned by the registered manager and service leadership. The recommendations were:
- The registered person should ensure that monitoring devices used to keep children safe must not remove reasonable privacy and should allow as much privacy as possible.
 - The registered person should ensure that the home meets children's basic day-to-day needs and physical necessities. This specifically refers to the size of the kitchens and the lack of equipment to support children in wheelchairs to use the kitchens.
 - The registered person should ensure that staff employment records demonstrate why an applicant left their last place of employment and that all relevant qualifications are evidenced.
6. **Clayfields House** was inspected between 19 & 21 July 2022. The overall experiences and progress of children and young people was assessed as **good**, children's education and learning as **good**, children's health **good**, how well children and young people are helped and protected as **good** and the effectiveness of leaders and managers also as **good**.
7. Inspectors commented that:
- “Children make progress from their starting points due to the good standard of care and support that they receive from staff. Children make progress in relation to their physical and emotional health, education, well-being and safety. There is an abundance of cheerfulness in the interactions between staff and children. The children are courteous, chatty and comfortable around each other, the staff and visitors. Children are mirroring positive staff role-modelling; they are relaxed, confident, settled and comfortable within their home environment”.*
8. The Inspectors made five recommendations for the home which are being implemented as part of a rolling improvement plan:
- The registered person should make sure that children's homes are nurturing and supportive environments that meet the needs of their children. They will, in most cases, be homely, domestic environments. In particular, ingrained stains on floors should be removed from the children's en-suite bathrooms. Those scratched protective window and glass coverings in bedrooms and some lounges should be repaired or replaced to be in line with the general good quality of the environment.
 - The registered person should ensure that for children who have experienced severe trauma, have mental health difficulties or have been excluded or out of education for significant periods, there is support to address and work through their past experiences and present needs to be able to positively participate in learning activities and formal education. In particular, leaders need to improve their support for children's learning in the classroom. Making sure that all teachers and support assistants make swift interventions to minimise the lesson disruption.
 - The registered person should ensure that the progress in education can be measured and evidenced in various ways, including but not limited to success in academic, vocational, and other awards and qualifications; other formal attainment tests that are part of national assessment arrangements; and teachers' ongoing assessments. Measurements of progress should include qualitative information such as how well the child is being prepared for their next stage of education, training or employment, and

quantitative data where available. In particular, leaders should support the sharing of good practice in the development of learning resources between subject areas, so that children can produce high-quality evidence of their learning across the curriculum.

- The registered person should ensure that a detailed record is maintained of the checks and observations completed for children on elected and enforced separation and that records relating to directed and enforced separation make clear why the reimposition of this measure of control is necessary when children have been engaging positively before and after being released.
- The registered person should ensure that all those with a leadership and/or a management role should be visible and accessible to staff and children to enable them to deliver their leadership and/or management responsibilities. In particular, the senior leadership team should spend time and meet with all staff and children routinely.

9. **The Big House** was inspected on 6 & 7 October 2022. Inspectors assessed the overall experiences and progress of children and young people as **good**, how well children and young people are helped and protected as **good** and the effectiveness of leaders and managers also as **good**.

10. Inspectors remarked that:

“Staff understand the children well. They ensure that children are supported with a child-centred approach to meet their individual needs. This supports children to make excellent progress. Children have the chance to embrace new experiences. Staff make sure that children’s complex needs do not stop them from accessing activities and facilities that they enjoy. The range of activities provided helps children to develop social skills and achieve positive outcomes. Staff want the best for children. They persevere through challenging times. Staff are passionate and motivated. They always recognise the progress that children make, no matter how small this might be. For example, one child is now able to use cutlery independently, and another is spending more time with peers and staff. This is good progress”.

11. Inspectors made three recommendations which are being actioned by the home’s leadership team:

- The registered person should ensure that the children’s home is a nurturing and supportive environment that meets the needs of the children. They will, in most cases, be homely, domestic environments. Registered persons should seek as far as possible to maintain a domestic rather than ‘institutional’ impression and ensure that the decor in the home is improved.
- The registered person should specify the procedures to be followed and the roles and responsibilities of staff when a child is missing from care or away from the home without permission and how staff should support the child on return to the home.
- The registered person should have systems in place so that all staff, including the manager, receive supervision of their practice from an appropriately qualified and experienced professional, which allows them to reflect on their practice and the needs of the children assigned to their care.

12. **West View**, which is temporarily closed as a consequence of a flood and the subsequent need for repairs to be undertaken to make it safe and fit for purpose, was last inspected by Ofsted on 7 June 2022. The overall experiences and progress of children and young

people were assessed as **good**, how well children and young people are helped and protected as **good** and the effectiveness of leaders and managers was assessed as **requiring improvement** to be good.

13. The inspectors commented that:

“The home was without a permanent manager for a substantial period, due to the registered manager being absent. During this time, the home was supported by managers from within the organisation and an agency manager. The registered manager has since returned and has begun to implement systems in the home. At the time of this inspection, the management arrangements were relatively new. Management monitoring and systems are in place but are not yet embedded. Staff engage well with children who have previously had poor experiences in residential care, or whose previous placements have ended in an unplanned way. Staff are resilient and determined. Children feel that they are valued and cherished by staff. The child currently living at the home has made good progress. Children’s health needs are met. For example, children are supported to develop skills in maintaining their own personal hygiene. This has enabled the child at the home to develop their independence and become more confident”.

14. The inspectors set out a number of requirements for improvement against the regulations which will be implemented once the home reopens.

15. **Lyndene** was inspected on 22 & 23 November 2022. Inspectors found that the overall experiences and progress of children and young people were assessed as **good**, how well children and young people are helped and protected as **good** and the effectiveness of leaders and managers also as **good**.

16. Inspectors noted that:

“Children living at this home have complex needs. They are making good progress because of the care and support provided by staff. The staff encourage children to communicate and express themselves, for example, by using ‘communication cards’ to good effect. Children are given the opportunity to explore their identity and they are supported by staff to embrace new experiences. This allows children’s confidence to grow. Children attend school or an alternative education provision. Staff are ambitious for the children and support them in the classroom. For example, staff remain in school to support children who may be struggling to focus. Staff work closely with other external professionals. A designated safeguarding lead from a school said, ‘Never worked with a home before and have experienced a similar, positive working relationship, staff have gone beyond expectations.’”

17. Inspectors made three recommendations:

- The registered person should where the placing authority or another relevant person does not provide the input and services needed to meet a child’s needs during their time in the home or in preparation for leaving the home, the home must challenge them to meet the child’s needs. Staff should act as champions for their children, expecting nothing less than a good parent would.

- The registered person should maintain good employment practice. They must ensure that recruitment, supervision and performance management of staff safeguard children and minimise potential risks to them.
 - The registered person should ensure that the children's views, wishes and feelings standard is met.
18. Finally, **Oakhurst** was inspected on 26 & 27 July 2022. Inspectors found that the overall experiences and progress of children and young people, how well children and young people are helped and protected and the effectiveness of leaders and managers were all **good**.
19. Inspectors noted that:
- “Children like living at this home. All of the children said that the staff are friendly and supportive. As a result, children are happy and are thriving. Children’s education is seen as very important. The staff support children with homework and revision. One member of staff takes a lead role in ensuring that educational plans are kept up to date. There is regular communication between the staff and education providers. This has contributed to children making good progress in their education. Children’s views and wishes are central to making decisions. ‘Listen to me discussions’ take place between the staff and the children. The manager responds to each child afterwards. This has led to children feeling listened to”.*
20. The inspectors made no specific recommendations for Oakhurst.
21. Regulation 44 independent visits by experienced social care professionals have continued to take place monthly and all recommendations are responded to by the registered manager and plans to address any issues identified put in place. Corporate Parenting Panel members visiting homes will have access to the latest Regulation 44 report prior to visiting a home.

Other Options Considered

22. To not update the Panel on the current inspection activity in relation to the Council's children's homes: this option is rejected as knowledge of inspection activity forms an important part of the Panel's remit in assisting the Council in fulfilling its legal corporate parenting duties and acting as an effective corporate parent.

Reason/s for Recommendation/s

23. The report provides an opportunity for the Corporate Parenting Panel to consider any further actions arising from the information contained within the report.

Statutory and Policy Implications

24. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability, and the environment and where such implications are material they are described below.

Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

25. There are no financial implications directly arising from this report.

RECOMMENDATION/S

1) That the Corporate Parenting Panel considers whether there are any actions it requires in relation to the information contained in the report.

Laurence Jones
Service Director, Commissioning and Resources

For any enquiries about this report please contact:

Devon Allen
Group Manager, Residential and Contact Service
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Constitutional Comments (LPW 12/01/23)

26. The recommendation falls within the remit of the Corporate Parenting Panel by virtue of its terms of reference.

Financial Comments (CS 10/01/23)

27. There are no financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None.

Electoral Division(s) and Member(s) Affected

All.

CF0044



24 January 2023

Agenda Item 10

REPORT OF THE SERVICE DIRECTOR, COMMISSIONING AND RESOURCES

**ELECTED MEMBER VISITS TO NOTTINGHAMSHIRE CHILDREN'S
RESIDENTIAL HOMES**

Purpose of the Report

1. The report provides the framework for Councillors to plan visits to Nottinghamshire County Council run children's homes and those provided for the sole use of the Council but run by external providers.

Information

2. The Terms of Reference for the Corporate Parenting Panel state that "Members will be expected to lead regular visits to care settings in line with local guidance accompanying as appropriate other Elected Members beyond membership of this Panel. Guidance and training will be made available".
3. It is proposed that, for the initial programme of visits, Councillors on the Panel will conduct planned visits in pairs to the list of children's homes in **Appendix 1** over the coming 12 months. During this time consideration can be given to the practicality of involving a wider group of Councillors and of some unscheduled visits.
4. For any Councillors who have not received training to support their approach to visits and engagement with young people in the homes, this will be arranged. Written guidance on the visit and on providing feedback to the Panel is also available.

Other Options Considered

5. To not establish a framework for Corporate Parenting Panel members to visit children's homes: this option is rejected as these visits represent an important part of the Panel's work in assisting the Council in fulfilling its legal corporate parenting duties and acting as an effective corporate parent.

Reason/s for Recommendation/s

6. The report provides an opportunity for the Councillors on the Panel to plan the programme of future visits.

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability, and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

8. There are no financial implications directly arising from this report.

RECOMMENDATION/S

- 1) That the Corporate Parenting Panel agrees that a programme of visits be scheduled to Nottinghamshire County Council run children's homes and those provided for the sole use of the Council but run by external providers, for the coming 12 months, as listed in **Appendix 1**.

Laurence Jones
Service Director, Commissioning and Resources

For any enquiries about this report please contact:

Devon Allen
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T: 0115 98546408
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Constitutional Comments (LPW 12/01/23)

9. The recommendation falls within the remit of the Corporate Parenting Panel by virtue of its terms of reference.

Financial Comments (CS 10/01/23)

10. There are no financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None.

Electoral Division(s) and Member(s) Affected

All.

CF0045

MEMBERS' VISITS TO CHILDREN'S RESIDENTIAL HOMES

	Home to Visit	Members Visiting	Dates
February 2023	Lyndene		
March 2023	Oakhurst		
April 2023	Evans House		
May 2023	Caudwell		
June 2023	The Big House		
July 2023	Sudbury House & School House		
August 2023			
September 2023	Clayfields		
October 2023	Meadow View & Farrimond House		
November 2023	Lantern House		
December 2023	Newbury House & Stirling House		
January 2024	Lyndene		
February 2024	Oakhurst		
March 2024	Holly House		



24 January 2023

Agenda Item 12

REPORT OF THE SERVICE DIRECTOR FOR CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

1. To consider the Panel's work programme, as set out in **Appendix 1** to the report.

Information

2. The maintenance of a work programme assists the Panel in the management of its agenda, the scheduling of its business, and its forward planning.
3. The work programme is developed using suggestions submitted by Panel members, the relevant Cabinet Member and senior officers. The work programme will be reviewed at each pre-agenda and Panel meeting, where any member of the Panel will be able to suggest items for possible inclusion.

Other Options Considered

4. To not maintain a work plan for the Panel: this option is rejected as is important for the Panel to plan its work effectively in carrying out its remit to assist the Council in fulfilling its legal corporate parenting duties.

Reasons for Recommendations

5. To assist the Panel in preparing its future work effectively, to carry out its responsibilities.

Statutory and Policy Implications

6. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and, where such implications are material, they are described below. Appropriate consultation has been undertaken and advice sought on these issues, as required.

RECOMMENDATIONS

1) To note the proposed work programme, attached as **Appendix 1**.

Marjorie Toward

Service Director for Customers, Governance and Employees

For any enquiries about this report, please contact:

- Adrian Mann, Democratic Services Officer
adrian.mann@nottsc.gov.uk
- Laurence Jones, Service Director for Commissioning and Resources
laurence.jones@nottsc.gov.uk

Constitutional Comments (CEH)

7. The Panel has the authority to consider the matters set out in this report by virtue of its Terms of Reference.

Financial Comments (SES)

8. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None.

Electoral Divisions and Members Affected

- All.

CORPORATE PARENTING PANEL - WORK PROGRAMME 2022-23

Title	Sponsor/ Report Author
Standing items for each meeting:	
Foster Care (FLAG) items	Amanda Collinson
Children in Care Council (No Labels) items	Laurence Jones
Visits schedule and observations from visits	Laurence Jones
Ofsted reports and dashboard - Council run homes and homes commissioned solely for Council use	Laurence Jones
2 May 2023	
Health of Children in Care	
Care Leavers annual report	Amanda Collinson
18 July 2023	
Independent Reviewing Officer annual report	Laurence Jones/ Izzy Martin
Children in Care Council – activity and achievements	Laurence Jones/ Pom Bhogal
Reports from Districts on their corporate parenting responsibilities and how they are meeting them	Laurence Jones
November 2023 – date tbc	
Report of the Head of the Virtual School (termly plus annual reports)	Peter McConnochie/ Charles Savage
Sufficiency Strategy	
Fostering Service annual report	Amanda Collinson/ Sophie Eadsforth
To be placed	
Harmful Sexual Behaviour by children – annual report	Laurence Jones/ Claire Sampson
Child Sexual Exploitation & Children Missing from Home & Care - annual report	Laurence Jones/ Hannah Johnson
Government response to the Independent Review into Children’s Social Care	Laurence Jones/ Amanda Collinson

