

# CORPORATE PARENTING STRATEGY

## 2017-2020



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October 2017

Dear Corporate Parents,

Everybody who is employed by the council is our Corporate Parent and it would be much to our benefit if you would fully embrace this role.

We have not had the best start in life and we are at an age now where the next few years are very important. We need our support workers to gain our trust and build a safety network of people for us that will help us in all aspects of our life.

We need help talking about how we feel and understanding our feelings as we have been through more than most people our age have. Witnessing and being part of traumatic events can have a massive impact on someone's mental health, especially a young person. This might make us 'act out' sometimes and get into trouble but most of the time it is a cry for help.

We want your help to find us a safe place to live, somewhere that feels like home even though it isn't. We also want you not to move us from 'pillar to post' all the time because that can be very unsettling. I personally have moved around an awful lot over the past two years and have really struggled to settle anywhere or make it my own.

We need help getting into education or finding a job. I think this is a big struggle for Care Leavers as we often have a lot going on in our lives so we find it hard to get to school, college or work but with the right support and people like you around us to motivate us it would make it a lot easier.

We need you to care about us and support us because life can be hard for care leavers and we need people to fall back on when things aren't going well or we are struggling. We don't want to be forgotten about, we need you to listen to our complaints and things we put forward to you and really listen and take them on board.

The Care Leavers Charter explains what we need from you and we would appreciate it if you would do your best to help us in whatever areas you can.

Thank you,

Care Leaver (age 18)

## Foreword

Dear Children and Young People in Care and Care Leavers,

As Corporate Parents, we recognise that there are a whole range of reasons why you come into our care and cannot be cared for by your birth families. In these instances, it is for the local authority to take responsibility for you, your safety, your health and your education.

Through our role as Corporate Parents, the local authority and its partners, such as the health service, housing and schools, promise to act as responsible parents to you. It is about how everyone, including councillors, council officers, teachers, GP's, and others, all recognise they we have a solemn duty to be the best Corporate Parents we can be to all of you in our care.

To do this we will challenge ourselves by asking "would this be good enough for my child?" when providing a service for you. We also need to make sure you feel safe and secure, have stability in your lives and that we help you to achieve your full potential by supporting your ambitions and aspirations.

We will use Bury's 'Corporate Parenting Strategy' to detail how Bury Council, the health service and all our partners, will act as responsible parents to you, as well as those of you who have left our care and are entitled to our support.

Above all, we will ensure that all Corporate Parents play our part in making sure that our services help you live life to the fullest whilst you are in our care and journey into your adult life.



**CLlr Eamonn O'Brien**  
**Chair of Corporate Parenting Board**

## **Introduction and Purpose**

Throughout this document the term 'our children' will refer to all children in care and care leavers for whom Bury Council has corporate parenting responsibility.

Once a child/young person becomes a child in care (Looked After), the duty for all members, officers and partners of the council, acting in our individual roles as corporate parents is to seek the same childhood for 'our children' that every good parent would want for their own children.

This duty encompasses their health, education and wellbeing, what they do in their leisure time and holidays, how they celebrate their culture and heritage and how they receive praise and encouragement for their achievements. This duty also extends to providing appropriate support once young people have left care in order to enable them to achieve independence in their community. This continued support includes education, training and employment post 16 years old.

In addition it is important to us that 'our children' have the opportunity to shape and influence the parenting they receive.

Corporate Parenting is defined 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 authority in partnership with partner agencies along with parents.*

*The role of corporate parent is to act as the best parents for each child they look after and to take action to 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 Bury children and young people have stated that they wish to be to be known as Children & Young People in Care (CYPiC) and not Looked After Children (LAC).

## **The Children Act 1989**

The role corporate parent extends beyond Childrens social care and instead is the responsibility of each elected Councillor, every member of staff and wider partner agencies.

## **Legislative Framework**

It is important to recognise that the vision for Children & Young People in Care and Care Leavers in Bury is driven by a range of legislation, policy and guidance that underpins Corporate Parenting. This list is indicative and by no means indicative.

#### Legislation and National Guidance includes

- The Children Act 1989 and 2004
- The Adoption and Children Act 2002
- The Children and Young Persons Act 2008
- The Equality Act 2010
- Leaving Care Guidance 2010
- Care Planning, Placement and Case Review Regulations 2015
- Independent Reviewing Officer Handbook 2010
- The Health and Social Care Act 2012
- Making not Breaking; Building Relationships Care Inquiry 2013
- The Children and Families Act 2014
- Working Together 2015
- Children and Social Work Act 2017

#### Local drivers include:

- CIC Promise
- Care Leavers Charter
- Bury Childrens Safeguarding Board
- Bury LAC Strategy

## Who are our Children and Young People in Care?

As of the 31<sup>st</sup> March 2017 there were a total of **350** children and young people in care from Bury (0 – 18 years).

	2017	2016	2015
Periods of care commencing during the year (a child could have more than one)	159	119	134
Periods of care ending during the year (a child could have more than one)	116	105	151
Number of children in care at 31 March	350	307	293
Child population estimate for 30 June of previous year	42,879	42,653	42,557
LAC rate per 10,000 children	81.6	72.0	68.8

The largest cohort by age (at 31 March 2017) was between 10 to 15 years, ie 35% of children and young people in care. There are more males than females.

Age at 31 March 2017	Male	Female	Total	
Under 1	13	8	21	5%
1 to 4 years	39	21	60	18%
5 to 9 years	42	39	81	23%
10 to 15 years	67	53	120	35%
16/17 years	41	27	68	18%
Total	202	148	350	

Our children come from a range of backgrounds with the largest ethnicity cohort being White/British.

Ethnicity	Number of Children
White	270
Mixed	35
Asian or Asian British	18
Black or Black British	10
Other ethnic groups (including refused and not yet obtained)	17
Total	350

The predominant reason of need resulting in our children being in care is determined as abuse and neglect.

Category of Need (Primary Need Code)	Number of Children
N1: Abuse or neglect	290
N2: Disability	2
N3: Parental illness or disability	4
N4: Family in acute stress	24
N5: Family dysfunction	18
N6: Socially unacceptable behaviour	4
N7: Low income	0
N8: Absent parenting	8
Total	350

## **The Role of Corporate Parents including Members, Officers and Partner Agencies**

Corporate parenting is a whole-council endeavour and not the sole responsibility of Children, Young People & Culture. It requires services across the whole council to work together with partner agencies to achieve the best outcomes for our children in care and care leavers.

The role of Corporate Parent is not a passive one.

Bury's corporate parents work closely with their partners to ensure that the needs of our children are clearly identified and met at every level. This should encompass the strategic planning, commission and integrated delivery of services.

The Executive Director of Children, Young People & Culture and the Lead Member for Children & Families will take the lead on behalf of the Local Authority for services provide to our children who are in care and care leavers.

### **4. Children In Care Council**

In Bury the Children In Care Council is a group of children and young people in care and care leavers who work to ensure that 'our children' have their voices heard and promoted and to ensure that they have a right to be part of the decision making process that affect all aspects of their lives. The Children in Care Council work collaboratively with the corporate parents to share children and young people's experiences, ideas and suggestions on how to improve local practice.

### **5. Bury Childrens Rights**

Bury Childrens Rights service undertakes a role of promoting the right of children and young people in care to be part of the decision making processes that affect their lives. They also undertake visits to children and young people age 8 plus in the period after they first come into care. The visit is to inform young people about how Childrens Rights can support them in terms of advocacy, independent visiting service and other services available to them as children in care.

Bury Childrens Rights also provide a confidential and independent Advocacy service for children and young people in care who may not feel heard or who wish to make a complaint about the service they have received.



## 6. The Promise

### **BURYS PROMISE TO CHILDREN AND YOUNG PEOPLE IN CARE 2017-2020**

This is the Promise that Bury Council and Team Bury Partners make to children and young people in their Care.

The Promise was reviewed and updated at the Promise Consultation event on 24 February 2017 and confirmed at the Children in Care Council meetings on 10 March and 9 June. It was agreed at Corporate Parenting Board on behalf of the Council and Partner agencies on 27 June 2017.

These Promises are:

- **We will tell you why you are in care and help you to understand these reasons.**
- **We will ensure that you have a safe place to live with people who care about you until you are 21 if that is what you wish.**
- **We will care for you as we would our own children.**
- **We will listen to you and involve you in all decisions that affect you.**
- **We will support you in your education for as long as you want to continue learning.**
- **We will support you to take part in hobbies and clubs outside of school.**
- **We will make you aware of your rights as children and young people in care, and support you to make a complaint if required.**
- **We will treat you as individuals and not assume that all Children and Young People in Care have the same needs and wishes.**
- **We will support you with health concerns.**
- **We will ensure that all members of Bury Council understand their roles as Corporate Parents.**
- **We will enable you to live with your siblings where possible and explain the reasons why if this is not possible.**
- **We promise to keep changes in Social Worker to a minimum. If changes are necessary we will do our best to ensure your old social worker introduces you to your new social worker.**
- **We will involve you in plans about placement moves, including when possible, meeting foster carers / residential staff.**
- **We will not share personal information about you with other professionals without your consent, unless absolutely necessary**

## 7. Bury Care Leavers Charter

# Care Leavers Charter

### **We Promise:**

#### **To support you to be who you are**

- We will support you to be who you are and honour your identity.
- We will help you develop your own personal beliefs and values and accept your culture and heritage.
- We will value and support relationships that are important to you.

#### **To believe in you**

- We will value your strengths, gifts and talents and encourage your aspirations.
- We will help, encourage and support you to pursue your goals in whatever ways we can.
- We will support you to make positive decisions about your future.

#### **To listen to you**

- We will take time to listen to you and respect what you are telling us.
- We will ensure you know how to complain and appeal and we will make sure that you know how to access independent advocacy when necessary and encourage you to use it.

#### **To inform you**

- We will give you the information you need and present it in a way that you understand. This will include advice on your legal entitlements and the level of service you can expect to receive from us.

#### **To support you**

- We will support you to develop the skills you will need to be independent in the future.

#### **To find you a home**

- We will help you think about the choices available to you and to find accommodation that is right for you. We will do everything we can to ensure you are happy and feel safe when you move to independent accommodation.

#### **To be a lifelong champion**

- We will do our best to help you break down barriers encountered when dealing with other agencies. We will work together with the services you need, including housing, benefits, colleges and universities, employment providers and health services to help you yourself as an independent individual.
- We will treat you with respect and humanity, whatever your age.
- We will remain your supporters in whatever way we can, even when our formal relationship with you has ended.

These commitments set a benchmark for all our staff and should be readily referred to if any child in care or care leaver believes that their care is not up to the standard they should reasonably expect.

The Promise and the Care Leavers Charter is distributed to all our children who are in care or care leavers in Bury.

## **8. Corporate Parenting Principles**

In order to thrive, children and young people have certain key needs that good parents generally meet. The Children & Social Work Act 2017 sets out seven corporate parenting principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:

- to act in the best interests, and promote the physical and mental health and well-being, of those children and young people
- to encourage those children and young people to express their views, wishes and feelings
- to take into account the views, wishes and feelings of those children and young people
- to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- to promote high aspirations, and seek to secure the best outcomes, for those children and young people
- for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
- to prepare those children and young people for adulthood and independent living.

The corporate parenting principles do not exist in a vacuum. They should shape the mind-set and culture of every part of a local authority in how it carries out all of its functions in relation to looked after children and care leavers.

As Bury Council Corporate Parents we strongly believe:

- Children and young people in our care are entitled to the same care, support, stability, health and education as our own children.
- We need to ensure that services are flexible enough to support children and young people in our care to have high quality lives and have a happy childhoods and adolescence.

- In developing new practices and initiatives the Council considers the needs of children and young people in our care and care leavers.
- Children in our care are actively encouraged to participate in decisions made about their lives, so that their experiences influence policy and practice.
- Access for children in our care to universal services is actively promoted, encouraging young people's sense of community and belonging.
- Service provision, communication and policies meet the needs of children with additional needs, disabilities and children from a range of cultural and religious backgrounds.
- Transition to adult services should be timely and well planned with services working together.
- In challenging negative perceptions and stereotypes of children in our care and raise awareness at all levels across the council.
- Corporate parenting is about commitment and teamwork to bring about positive change.

## 9. Governance – Meeting Our Responsibilities

### Corporate Parenting Board

The Corporate Parenting Board has responsibility to ensure that the council acts as good corporate parents and fulfils its duties corporately and in partnership with other statutory agencies. The Board ensures that the strategic Corporate Parenting objectives are delivered and that the Promise and the Care Leavers charter are adhered to. Both qualitative and quantitative data is analysed in order to ensure that strategic objectives are met. The Corporate Parenting Board consists of a cross party group of elected members supported by the Executive Director, Children, Young People & Culture, officers and partners. We expect all corporate parents to have the knowledge and understanding of the diverse needs of our children in care and care leavers.

The Executive Director along with key officers from Childrens Social Care and from relevant partner agencies also attend Corporate Parenting Board meetings. These officers include representatives from Health, Education, Childrens Rights and Independent Reviewing Services, and other services and agencies as required by the Corporate Parenting Board. The Children in Care Council and Care Leavers Forum are also active members of the Corporate Parenting Board.

The Corporate Parenting Board ensure that we are meeting our corporate parenting responsibility in the following ways:

- By providing support, guidance and challenge. The Corporate Parenting Board will examine all aspects of the provisions made to our children and young people in care and care leavers.
- Ensure there is transparent communication between children and young people in care and care leavers, their carers/parents and the corporate parent.
- Actively promote best practice and have high ambitions for children and young people in care and care leavers
- Support the development of strong partnerships with other internal Corporate Parents including education, health, police, housing and youth offending services.
- Ensure there are regular training opportunities for all those with Corporate Parenting responsibilities and those on the Corporate Parenting Board.
- Promote our moral and legal responsibilities as Corporate Parents and ensure that this is continually owned by the whole council and its partners.
- Have a clear framework at all levels for responsibility and accountability.

The Corporate Parenting Board takes every opportunity to actively engage with Our Children in care and care leavers whether directly or indirectly in partnership with the Children in Care Council and the Care Leavers Forum.

## 10. Corporate Parenting Board Strategic Objectives

### **Objective 1**

**Ensure Children and Young People in Care receive a Good Education and Achieve the Best Educational Outcomes.**

#### **HOW WE INTEND TO DO IT**

- We place our children in Good or Outstanding Schools.
- Through the Virtual School we strive to improve performance and outcomes for children and young people in care and care leavers.
- Personal Education Plans (PEPs) will be reviewed each term and this will include the child and young person's voice. PEPS will be explained to children young people and their carers and they will be encouraged to actively contribute to them.
- Through the Virtual School the needs of children and young people in care will be championed with designated teachers and the specific needs of our children and young people will be responded to sensitively. We will strive to ensure that our children will feel safe and included. Incidents of bullying will

be dealt with promptly and action taken and communicated to the Virtual Head teacher.

- The Virtual Head teacher will promote practice in Schools of having a named key person in School who our children could go to as the designated teacher may be a senior member of staff and this could be a barrier to effective engagement.
- A Virtual School Governing body will be established to highlight the needs of children and young people in care and to hold Schools to account for improving performance and educational outcomes.

## **Objective 2**

**Provide good opportunities to maintain and improve Emotional Health and Wellbeing for Children and Young People in Care and Care Leavers.**

### **HOW WE INTEND TO DO IT**

- Ensure that all our children age 4 to 17 years have an annual Strengths' and Difficulties Questionnaire (SDQ) completed. Those SDQs with high scores that indicate a potential concern in terms of emotional wellbeing are responded to promptly to ensure services and supports are in place. Data regarding compliance of SDQs are to be reported to CPB.
- Purchase MOMO (My Of My Own) App for children and young people in care and care leavers. This will improve participation and consultation and assist us to understand the needs, wishes and feelings of our young people.
- Ensure children and young people in care and care leavers have the opportunity to have good mental health, build and sustain positive relationships, feel safe, have access to leisure opportunities and sporting activities.
- Statutory health assessments are undertaken in timescale and for those children who are placed out of the Bury area prompt arrangements are made to ensure assessments are completed.
- All care leavers to hold a Health Passport.
- Regular Emotional Wellbeing drop in sessions held at The Hub for older children and young people in care and care leavers. From the drop in sessions, bespoke one:one sessions can be booked and groups sessions, such as Mindfulness and Peer Support.
- Ensure that robust Transition arrangements are in place for our young people and care leavers.

### **Objective 3**

#### **Improve Education, Employment and Training for Care Leavers**

##### **HOW WE INTEND TO DO IT**

- Further develop and embed the Traineeship and Apprenticeship programme. Move resources to provide a dedicated worker to focus on Traineeship, apprenticeships and the NEET cohort.
- Ensure that young people are engaged in a number of activities and workshops at the Through Care Team Hub relating to education, training and employment. Work readiness, budgeting, core skills, CV workshops, on-line applications. Proactively look at promoting workshops that could be run and be implemented as part of our care leaver offer.
- Ensure that work experience opportunities are available to children and young people in care and care leavers across the council and with partners.
- Look to identify training opportunities for those young people whom may have completed a short course such as Rathbones and Princes Trust.
- Ensure it pays to work, have a clear financial entitlement policy that is widely distributed to all our care leavers. Implement Council tax exemption for our care leavers.
- Commence planning of services for Care Leavers age 21+ that could access support and provision from Bury following the implementation of Children & Social Work Act 2017. Being proactive rather than reactive to this cohort. Ensure partners in housing and education is involved in planning as part of a wider strategic overview of our corporate parenting responsibility.

### **Objective 4**

#### **Ensure that the role of Corporate Parent is promoted across the Council and amongst Partners.**

##### **HOW WE INTEND TO DO IT**

- Members of the Corporate Parenting Board to attend Total Respect training which is delivered by children and young people in care and care leavers.
- Ensure that the needs of children and young people in care and care leavers are considered when making decisions for other strategic priorities across the councils.
- The Corporate Parenting Newsletter is to be promoted across the council and partners and to promote the role of corporate parenting.

- Hold a Corporate Parenting week to provide information and awareness raising across the council and with partners.
- Support the Children in Care Council and Care Leavers Forum in actively promoting awareness and to provide insight into their unique needs.
- Champion and advocate for children and young people in care and carer leavers in all areas of business across the council and amongst partners including strategic planning, commissioning and service delivery.



## Appendices

### **CORPORATE PARENTING BOARD – Terms of Reference**

#### **1. Purpose**

1. To ensure that the Council acts as a good corporate parent to Children & Young People in Care (CYPiC) and Care Leavers, and fulfils its duties corporately and in partnership with other statutory agencies.
2. To consider matters referred to the Board within its terms of reference and to drive forward improvements for CYPiC and Care Leavers

#### **2. Responsibilities of the Panel**

1. To take an overview of the Council's and partner agencies responsibilities towards all CYPiC and Care Leavers and examine ways in which the Council as a whole and partner agencies can improve their life chances.
2. To ensure there are good joint working arrangements between Council departments and partner agencies, including working arrangements with the Children's Trust Board, Bury Safeguarding Children's Board and the Health & Wellbeing Board
3. To monitor and scrutinise the performance of services for CYPiC and Care Leavers, supporting good practice and challenging and holding to account for poor practice
4. To provide a forum for CYPiC and Care Leavers to participate and influence policy and to have an opportunity to talk about issues relating to their own direct experiences of services they have received.
5. To ensure that positive experiences are maintained and lessons are learnt and changes made in the areas that require improvements.
6. To maintain a strategic overview of all developments, plans, policies and strategies for CYPiC and Care Leavers and to make appropriate recommendations for action.
7. To monitor and scrutinise the plans/needs of children in secure accommodation.
8. To ensure Members are regularly updated on issues affecting CYPiC and Care Leavers.
9. To meet with looked after children and their carers on a regular basis to consult and celebrate achievements.
10. To act as the governing body of the Virtual School for CYPiC.

#### **3. Principles for effective Corporate Parenting**

*Ofsted has identified that where looked after services are good, Corporate Parenting Boards:*

- *Demonstrate strong cross-party commitment to looked after children, by championing their rights, having high aspirations for their achievement, monitoring children's progress and challenging outcomes*
- *Clearly understand its role and the responsibilities of the local authority towards looked after children, and plan for and prioritise their needs, resulting in a greater focus for improving outcomes*
- *Actively engage with young people, for example through children in care councils that are well-established and have effective and regular links with senior management and elected members*

#### **4. Principles for effective Scrutiny**

*The Board will also include a scrutiny role to enable Members to fulfil their corporate parenting responsibilities. The Centre for Public Scrutiny has outlined four principles of effective scrutiny;*

- *To provide a "critical friend" challenge to policy and decision makers*
- *To enable the voice and concerns of the public and its communities to be heard*
- *To carry out scrutiny in an independent minded way*
- *To drive improvement*

*As a member of the Corporate Parenting Board it will be important to ask and receive satisfactory answers to the following sorts of questions:*

- *Are looked after children safeguarded?*
- *Have they got good homes in a secure, caring environment?*
- *Are they thriving and developed socially and emotionally as they should be?*

#### **5. Membership**

*The Corporate Parenting Board will comprise;  
Voting Members*

- *The Cabinet Member for Children and Families*
- *Nine other elected Members (appointed on the basis of political balance)*

#### *Non-voting Members*

- *Service user representative*
- *Representatives from Bury Children's Rights*
- *Representatives from the Children in Care Council*
- *Virtual Head Teacher*
- *Designated teacher for looked after children (Primary and Secondary)*
- *A representative from Bury College*
- *A voluntary sector representative*
- *A foster carer*
- *Representative from the Clinical Commissioning Group*

#### *Also in Attendance*

- *Executive Director of Children's Services*
- *Assistant Director – Social Care and Safeguarding*
- *Strategic Lead – Placement Services*
- *Senior officers (as advisors to the Panel – to attend as appropriate to the work of the Panel).*

*The panel may also decide to co-opt additional members to advise in respect of other areas which fall within the remit of the Panel (health, housing, adult care, leisure etc).*

*Any elected member or officer from Bury MBC or a partner agency can ask to attend the Board to observe its activity.*

#### **Expectation of Members**

##### **Board members are also expected outside of Board meetings to:**

- *Champion corporate parenting in other forums*
- *Participate in development workshops*
- *Meet with children and young people at formal and informal CICC network events.*

#### **6. Operational Arrangements**

- **Chair** – *The Chair will be appointed by the incumbent party as part of its annual appointing arrangements. The Cabinet Member for Children and Families will not be eligible for appointment to the Chair.*
- **Deputy Chair** – *To be agreed by a majority of Core Members.*
- **Absence of the Chair or Deputy Chair** – *A replacement Chair will be elected for the duration of the meeting from the Core Membership by a majority of those eligible to vote.*
- **Quorum** – *At least two councillors.*
- **Support** – *The Assistant Director of Social Care and Safeguarding will act as the lead officer with assistance from other officers within Children Services. Lead officer responsibility will include ensuring that agendas are appropriate to the work programme of Corporate Parenting Board.*
- **Workload** – *Work Programme to be determined annually by the Board. The Board must also have regard to any issue referred to it by the Overview and Scrutiny Committee, Council and its leadership, or Executive Director Children and Families.*
- **Frequency of Meetings** – *6 times per year, in accordance with a timetable determined at the first meeting of the Municipal Year. Ad hoc meetings may be called by a decision of the Board, or by the Chair after consultation with the officers*
- **Clerk to the Committee** – *Meetings will be clerked by a representative of Democratic Services*
- **Reporting** – *The Board may make reports and recommendations on the work of the Board directly to any relevant Council body, officer, partnership or partner body and will report to the full Council on an annual basis.*
- **Access to Information** – *It is important to ensure that all Councillors are kept aware of the work of the Panel and a copy of the minutes will be circulated to all Bury Councillors. In general, papers being considered by Corporate Parenting Board are not confidential, unless this is clearly stated.*
- **Notice of Meetings** – *Agendas and papers for the meetings will normally be circulated by Democratic Services five clear working days before the meeting.*

#### **7. Accountability**

- *The CPB is accountable for reporting on an annual basis to Full Council.*

- *Political accountability is also through leadership of discussions with Cabinet and other Members for the effectiveness, availability and value for money of all Councils children's services by the Cabinet Member.*
- *The Cabinet Member will ensure that services delivered within the local area are planned, designed, delivered and quality assured with the involvement of children, young people and their families.*
- *The Cabinet Member will ensure that the Council maintain a clear focus on effective safeguarding arrangements and promotes, health, safety and welfare across the Borough.*