



Council of the
ISLES OF SCILLY

Islands that Care

Corporate Parenting Strategy for Children looked after 2025 - 2028

Contents

1) Introduction	3
Guiding principles of the work – The North Star	4
How the strategy was developed	5
2) Legislative and Statutory Framework (Requirements)	7
Demographics	8
What is Corporate Parenting?	9
Who are Corporate Parents on the Isles of Scilly?	10
3) Developing a ‘Care Ready’ Community. What Does “Good” Look Like?	11
4) Priorities - the “Road Map” Going Forward – <u>Getting from “talk to action”!</u>	13
5) Participation	14
The Children’s Pledge (requires further co-production with local children and young people).....	14
6) Partnership.....	15
Development of the Corporate Parenting Board – the “Overview Panel - The Islands that Care”	15
7) Prevention.....	17
8) Provision	17
9) Implementation and Monitoring.....	18
Further Reading	18
Appendix A: Implementation and Business Plan – Making it happen!.....	19
Appendix B: Overview Panel - The Islands that Care DRAFT Terms of Reference	24
Appendix C Glossary of Terms for Corporate Parenting (taken from LGA Corporate Parenting Resource pack for Councillors).....	28

1) Introduction

The Council of the Isles of Scilly is committed to providing a safe and caring environment for children to grow up, learn and play and works closely with families to maintain children within their family environment where it is safe and appropriate to do so. However, sometimes the issues within some families cannot be resolved easily and children are brought into the statutory care of the Council in accordance with relevant legislation.

Currently we have no children looked after or care experienced young people that we are working with, however this strategy shows how we will respond to the needs of our children, when we need to look after them, this is often described as taking children into local authority care. This strategy covers the Corporate Parenting duties but also shows how the Isles of Scilly will be 'Care Ready' when the time comes.

Within this strategy when we talk about "looked after children" we mean those children who are looked after under the statutory definition. When we refer to 'placements' we mean loving fostering homes.

Contextually, in July 2023 Ofsted completed a full inspection of children's services on the Isles of Scilly and raised significant concerns about the Council's ability to deliver good quality children services; subsequently the Department for Education (DfE) placed the local authority under a formal government improvement notice. Ofsted expressed deep concern about the lack of a corporate parenting strategy and statutory responsibilities being met. As part of driving improvement, the islands welcomed the DfE national care advisor Mark Riddell (National Implementation Adviser for Care experienced young people) to the islands to complete a review of the islands compliance around leaving care arrangements though currently no children are in care. Mark Riddell's main recommendations are incorporated into the proposed new strategy.

Furthermore, the National Care Reforms identified by central government require all local authorities to start planning for the shift from what has been traditionally known as Early Help to one of Family Help; family group decision making and multi-agency child protection teams. We believe that the Isles of Scilly are in a good position to start delivering work in the ways identified within the Care Reforms because of the needs of the population and the shift towards a practice model of strengthening families. An approach that has been recognised by Ofsted as having driven significant improvement across the service, that also aligns well with the aims and objectives of the national reforms.

The National Framework for Children's Social Care and focus on improving **outcomes** for local children will be at the heart of service improvement.

Guiding principles of the work – The North Star

“It’s always about children and making a difference to their lives!”

The key guiding principle in co-producing a new Corporate Parenting Strategy was the input of children and young people and responding to their views and hearing their voice. Centrally, this supports a relentless determination to create further opportunities for the Council to meet with young people regularly to secure the best possible childhood that is safe, free from oppression and full of ambition and aspiration regardless of what ever challenges a child is faced with.

The Council of the Isles of Scilly wants to ensure that the offer is robust and sustainable and children and young people can hold the Council to account and keep the islands alive and prosperous for future generations to come.

This strategy and key **priorities** are set out under the ‘four P’s’ identified during consultation:

- Participation
- Partnership
- Prevention
- Provision

In developing and delivering the **“must dos”** on being ready to care for children who become looked after or leave care, it also creates wider opportunities to deliver a way of working that supports children to remain within their families, communities and loved ones thus avoiding the need for public care arrangements. This then is an exciting opportunity to look at these big issues in the round for all young people on Scilly! The size of Isles of Scilly is one of its many strengths to make things happen quickly and to move towards making a reality the true concept of a “child-friendly” community that cares for its own and welcomes others. The Isles of Scilly is a fabulous place for children to develop into wise, kind, successful adults, full of aspiration, and ambition and where multi-generational families experience the best possible life.

How the strategy was developed

The Council of the Isles of Scilly through its Director of Children's Services and supported by the DfE have recognised the need to develop this strategy without delay, therefore two very experienced consultants (with over 40 years of experience in children's services and improvement work) were engaged to consult with children and young people, partners, staff and elected members of the Council. This consultation reviewed the experience of children and young people growing up and living on the Isles of Scilly and the impact of this for any young people who might become looked after.

Focus groups of Councillors, officers and partners were undertaken to ascertain their views and to establish what sort of support might be available to children both on the islands and on the mainland. Over 30 children and young people (10% of the islands under 18 population) were consulted, with 15 Councillors and senior officers, 8 partners and 10 practitioners.

Children and young people talked to us about future accommodation needs and housing on the islands, their experiences of education and going to school, activities outside of school and their experiences of life on the islands. These views were presented to Councillors and officers in their focus groups so that they were mindful of children's views when making key decisions.

2) Legislative and Statutory Framework (Requirements)

Whilst some legislation applies in modified form to the Council, Children's Social Care legislation applies in full and includes (but is not limited to):

- **Children and Social Work Act 2017:** Requires local authority to adhere to corporate parenting principles, promoting the best interests of children, ensuring their safety, and supporting their educational achievement.
- **Children Act 1989:** Establishes the legal framework for the care and protection of children, including safeguarding and promoting the welfare of looked-after children.
- **Care Planning, Placement and Case Review (England) Regulations 2010:** Sets out the requirements for care planning, placement, and review processes.
- **Care experienced young people (England) Regulations 2010:** Established the support to be offered to care-leavers, including pathway planning and personal adviser support.

Children considered looked after can be either looked after under a voluntary agreement with their parent under Section 20 of The Children Act 1989, or looked after due to legal intervention, when this happens, we refer to this as a Care Order under Section 31 or 38 of the Children Act 1989.

Local authorities must have regard to the seven needs identified in the Children and Social Work Act 2017 when exercising their functions in relation to looked-after children and care experienced young people (relevant children and former relevant children). It should be read and applied alongside the Children Act 1989 Guidance and Regulations Volume 2: care planning, placement and case review and The Children Act 1989 Guidance and Regulations Volume 3: planning transition to adulthood for care experienced young people.

This strategy outlines the intentions of the Council of the Isles of Scilly in helping families to remain safely together wherever possible, and how it will support children where there is a need or requirement to become looked after

The corporate parenting principles and objectives in this strategy apply to children and young people that maybe at risk of becoming looked after, we usually talk about this as children on the edge of care. But also, for those children who are looked after by us including children from the mainland, in short stay respite accommodation to meet their health needs as a child with disabilities¹, unaccompanied asylum-seeking children and young people, care experienced young people and those who were looked after prior to an adoption or Special Guardianship Order.

¹ See [Short Breaks for disabled children Statutory Guidance](#)

Demographics

The Isles of Scilly is the smallest English Unitary authority in terms of population in the country (2,100 people (313 children aged 0-18 (estimated)) live on the islands), with the corporate centre based on the island of St Mary's which is one of 28 islands forming the archipelago of the Isles of Scilly. The Council comprises 16 elected members, 12 of which from the ward of St Mary's, and one from each of four inhabited "off-island" wards (St Martin's, St Agnes, Bryher, and Tresco). Regarding education provision there is one 'all age' school on the islands, which is part of a mainland academy trust. The majority of young people aged 16 and over live on the mainland to access further education either through arrangements with extended family and friends, with host families or boarding school provision.

At present the Council has an arrangement with Cornwall Council for any requirements around foster care provision which is commissioned as required. There is currently 1 Cornwall Council registered foster carer living on the Isles of Scilly.

What is Corporate Parenting?

“Corporate parenting is for all children (where there are concerns about significant harm) not living at home with their family either due to a court order or voluntary agreement with their parents.



A strong corporate parenting ethos means that everyone from the Chief Executive and Chairman of the Council to frontline staff and other elected members are concerned about children looked after and care experienced young people as if they were their own children. This is evidenced by an embedded culture where Council officers do all that is reasonably possible to ensure that the Council is the best ‘parent’ it can be to the child or young person.

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

Councillors have a leading role in ensuring that their Council acts as an effective corporate parent for every infant, child and young person in care, actively supporting

standards of care and seeking the high-quality outcomes that every “good parent” would want for their child. The question and mindset should be ‘if this were my baby’; ‘if this were my child’ in their school years”; ‘if this were my son/daughter’ moving into independence’.

As well as local authority responsibilities to their children looked after and young people, section 27 of the Children Act 1989 places a duty on the NHS as well as housing and education services to assist children and young people's social care services to fulfil their functions under the Act – providing help, support and services as part of the corporate parenting responsibilities.

The legislative framework sets high expectations for Councils and their partners to improve outcomes for children looked after and young people through ensuring choice about their care, stability, excellent education and dedicated health services. A raft of regulations and statutory guidance has been published to underpin this policy direction to support local authorities and other agencies to deliver improved outcomes for children who need to become looked after. New legislation is before parliament to extend the duty to cooperate and widen the scope of those agencies who have corporate parenting responsibilities.

Who are Corporate Parents on the Isles of Scilly?

When a child or young person becomes 'looked after', the responsibility of their care extends beyond Children's Services to include all Council employees, elected members, and partner agencies. The Council, as a 'corporate parent', must prioritise these children, advocating for their best interests and supporting their success in all aspects of life, including education, health, and leisure. All Council departments and local health services must collaborate to ensure that looked after children receive the same quality of care and opportunities as other children. Elected members play a crucial role in setting strategic directions and policies that prioritise the needs of these children.

The Council welcomes inspections as a means of quality assurance, helping to identify areas for improvement. Commissioners are tasked with identifying service needs and ensuring that appropriate services are available, either through local provision or spot-purchasing arrangements.

The Corporate Parenting Strategy links with the Corporate Plan by responding to the needs of vulnerable people, but by ensuring that our corporate partners understand their responsibilities in relation to being 'Corporate Parents' we will ensure that our children and young people do not become the 'troubled families' of tomorrow, developing a sustainable vision for supporting our communities.

Strong partnerships with key agencies are essential for delivering seamless services. The Corporate Parenting Strategy, while led by the Local Authority, is a shared vision with partners to provide consistent, high-quality services for vulnerable children. Much of the work we do requires us to work closely with external partners, so whilst having a "Corporate" intention, it is of vital importance that we have strong partnership arrangements with key agencies to deliver seamless services to children and young people and their families and that they work with us to deliver this strategy.

Key to the future of every child and young person is the ability to learn and to reach key milestones. In the Isles of Scilly this desire for our young people is strengthened through the vision for education which promotes education for all in helping them to become happy, healthy, contributing and confident citizens. On the Isles of Scilly, partners work together to provide diverse learning opportunities, ensuring that all children, including those who are looked after, can achieve their full potential.

As the needs of children and families are identified, it will be necessary to identify appropriate services that can meet those needs, some of which may be fairly specialist involving developing local commissioning arrangements.

3) Developing a ‘Care Ready’ Community. What Does “Good” Look Like?

Practitioners, partners and Councillors need to consider that families on the islands that they live and work with may have children who are suffering the effects of abuse and neglect, and as a community they must take a step forward in recognising and naming such things as neglect, domestic abuse and exploitation. They must fulfil their duty by notifying Children’s Services who will take the necessary steps to ensure that children and young people are safe.

At the point of developing this strategy there are no children looked after by the Council of the Isles of Scilly, although from time-to-time looked after young people may be placed by Cornwall Council or other Councils with foster carers living on the islands. Future intervention may be necessary due to abuse, chronic neglect or the impact of parental drug and alcohol misuse and low-level mental health problems which are prevalent on the islands.

In recognising that children may need the intervention of statutory services, the Isles of Scilly are well-placed to prevent the need for children to become looked after. This may be achieved through the Family Help and Early Years support and the Strengthening Families approach based on sound curious and courageous, relationship-focussed practice.

There is a commitment to recruiting ‘home-grown’ fostering families on the islands who may be able to provide respite care in addition to a stable home environment for children from the Isles of Scilly. Also, local carers could potentially offer loving homes to children from other Councils who could benefit from living in a wonderful island’s environment.

One of the key aspects of the legislation around Corporate Parenting is the development of a local offer which is accessible to all children in care, including those who are homed in another local authority. This offer extends to care and support to young people leaving care and who require financial help, employment and accommodation opportunities etc. That means if looked after children from the Isles of Scilly live with a foster carer on the mainland, they are entitled to access the local offer of the area in which they are living, likewise if looked after children from the mainland are placed in homes on the Isles of Scilly, they would be entitled to access the local offer of the Isles of Scilly.

Wherever possible, and where it is consistent with the best interests of the child, we will look at care with family and friends (Kinship) carers or Special Guardianship Order (SGO) supported care as the preferred option. Where this is not possible, we will look towards minimising the time a child spends in the care of the local authority, and where this is not possible looking at achieving early permanence for the child.

The number of children looked after by the Council of the Isles of Scilly should not be any higher than the regional or national average or higher than our statistical neighbours, particularly given the local demographic context of the area.

In practice, this tiered approach will require early, evidence-based decision-making which will be focussed on the needs of the child and will require consistent application and practice both internally and with a consistent message to partners.

Our Family Help services are structured in a way to already minimise the number of families requiring the statutory intervention of a social worker. Intensive intervention using evidence-based approaches supports families who would otherwise access specialist services through Social Care. The multi-agency thresholds for intervention are set out in the [Cornwall & Isles of Scilly Safeguarding Children Partnership Procedures](#)

The Council's priorities for children looked after align with universal ambitions for all children on the islands, ensuring they have the same opportunities and outcomes. Our ambition is to protect, promote and respect the rights of every child and young person in our care and to help them to achieve the best possible outcomes in terms of their health, education and future prosperity. Following the Independent Review of Children's Social Care (2022) and supported by the Local Government Association, many Councils (including Cornwall) have agreed that care experienced young people should be classed as a "protected characteristic" (under the Equality Act 2010); helping to positively protect care leavers from discrimination. The Isle of Scilly will consider adopting this standard as part of implementing the new Strategy.

The Strategy is aligned with the local safeguarding children's partnership to ensure a joined-up approach that maximises partnership effort to bear down on poor outcomes for young people and to fully protect children at risk of abuse or exploitation.

4) Priorities - the “Road Map” Going Forward – Getting from “talk to action”!

Following consultation, the **key priorities** for the Isles of Scilly fall under four headings, the ‘Four P’s’. These set out our intentions for the next three years:

Participation	Partnership	Prevention	Provision
<ul style="list-style-type: none">• Clear mechanisms for engagement, participation of and feedback to young people• Listening to and acting on the views of children looked after and young people• Identifying Young People Champions or Ambassadors (value lived experience)• Development of the pledge to children and young people	<ul style="list-style-type: none">• Establishment of a Overview Panel - The Islands that Care (Corporate Parenting Board)• Ensuring all children looked after achieve their full potential in education, employment and training• Supporting our young people through the transition to adulthood. Retaining young people on the island to support a prosperous and vibrant Isles Of Scilly• Improving the physical, emotional and mental wellbeing of our children looked after and keeping them safe	<ul style="list-style-type: none">• Development of the Children and Young People's plan and Family Help offer• Work on co-creating what a "child friendly" Isles of Scilly would look like and then deliver it• Supporting families to stay together where it is safe to do so by managing risk and children on the edge of care	<ul style="list-style-type: none">• Sufficiency Strategy and Local Offer for children in care and care experienced young people• Delivery of sufficient placements and permanence options for children who come into our care

5) Participation

- Clear mechanisms for engagement, participation of and feedback to young people
- Listening to and acting on the views of children looked after and young people
- Development of the pledge to children and young people

There are already mechanisms established by Children's Services and the Island Academy to consult with children and young people, but we are ambitious to involve them more directly in the establishment of the Overview Panel - The Islands that Care, taking a regular seat alongside officers and Councillors to help make decisions.

The Youth Hub and the on-going formulation of the Youth Council are places where young people have and will continue to give feedback on a range of issues and will continue to do so, with the addition of feedback directly to them to tell them how we have considered and acted upon their views.

It was identified during the development of this strategy that whilst the mechanisms for consulting with children under the age of 16 were already in place, the mechanisms for consulting directly with older teenagers between the ages of 16 and 24 (and therefore a similar age range to the cohort of care experienced young people) were less defined. This is a priority for us, to ensure that if we have children who become looked after, that we can understand the experiences for older teenagers of living on the islands and undertaking further education on the mainland. Therefore, the Youth Council will be expanded to include older representatives.

The Children's Pledge (requires further co-production with local children and young people)

This is a **draft pledge** for children and young people, which will be consulted on by the Overview Panel - The Islands that Care. We pledge to:

1. **Promote Well-being:** Enhance the physical and mental health of looked-after children and care experienced young people (best outcomes).
2. **Empower Voices:** Ensure children and young people have a say in decisions affecting their lives.
3. **Educational Excellence:** Provide high-quality education and training opportunities.
4. **Support Transitions:** Assist in the transition to adulthood and independent living.
5. **Ensure Stability:** Maintain stability and safety in care.

6) Partnership

- Establishment of a Corporate Parenting Board (Overview Panel - The Islands that Care)
- Ensuring all children looked after achieve their full potential in education, employment and training
- Supporting our young people through the transition to adulthood and enabling them to remain connected to Scilly
- Improving the physical, emotional and mental wellbeing of our children looked after and keeping them safe

It is a key priority of the Council to develop a Corporate Parenting Board (which will be known as the Overview Panel - The Islands that Care) to have accountability for the Corporate Parenting Strategy and to drive improvements for children and young people, ensuring that the actions identified within this strategy have been delivered.

The Panel will ensure that partners including internal and external stakeholders are offering the right support and opportunities to our young people and that they are accountable to the young people themselves.

Development of the Corporate Parenting Board – the “Overview Panel - The Islands that Care”

Through our Overview Panel - The Islands that Care, Children’s Services is committed to:

- Ensuring that the views of children in care are listened to and reflected in service delivery whenever we have children in care.
- Ensuring that all elected members and employees of the Council understand their corporate parenting responsibilities including attending training sessions on corporate parenting
- Acting as an advocate to children in care when setting strategic priorities both within the Council and in partnership with other organisations
- Considering the Council’s role as a Corporate Parent to children looked after by the Council of the Isles of Scilly, to improving the health, education, employment, training and housing outcomes for children looked after by the Council of the Isles of Scilly through:
 - Improving outcomes for young people both in care and previously looked after by the Council of the Isles of Scilly and:
 - (a) Ensuring integrated planning and activity for children looked after.
 - (b) Ensuring the Council actively promotes opportunities for children looked after by the Council.
 - Securing effective communication arrangements with children in care to ensure the following:
 - (a) That their views are listened to and reflected in service delivery.
 - (b) Monitoring that our Pledge to children in care is fulfilled.

- Commissioning reports as necessary to ensure that Members of the local authority have the information that will enable them to fulfil their role as Corporate Parents.

For Councillors specifically, this means:

- Councillors having a clear understanding and awareness of the issues for children looked after in their authority so that they can ensure that their responsibilities as corporate parents are reflected in all aspects of the work of the Council,
- Communication between Councillors and Children looked after is facilitated to achieve participation and inclusion, so that children and young people have a say in how decisions are made about the services that affect them, and that they have an opportunity to influence those decisions,
- Members are supported by officers to promote partnership working as a prerequisite for delivering effective services to Children looked after, and to ensure that the joint planning and commissioning framework continues to deliver to this agenda,
- The Council provides effective scrutiny of corporate parenting duties.

For service departments, specifically, this means:

- Auditing the ability of all services to deliver to the corporate parenting agenda, and reinforce mechanisms to monitor and review their service's contribution to positive outcomes for Children looked after,
- Ensuring employee awareness and commitment to the Corporate Parenting Strategy,
- Creating human resources policies that support the needs of employees who may potentially provide care to our Children looked after,
- Establishing recruitment and employment practices that offer supported work experience, apprenticeships and employment opportunities for young people who are in or have left the Council's care,
- All relevant services promote access for Children looked after and their carers through both policy and practice,
- Ensuring the commitment to corporate parenting is realised through a quality of care and range of opportunities that lead to measurable improvement in the life chances of children looked after - enabling them to succeed in line with their peers.

7) Prevention

- Development of the Children and Young People's plan and Family Help offer
- Supporting families to stay together where it is safe to do so by managing risk and children on the edge of care

Throughout the consultation with children and young people, it was apparent that whatever offer we have for children who are looked after, we need clarity about the wider offer for all children on the Islands. Therefore, the development of a **Children and Young People's plan** is necessary to identify how the Council will be ambitious for all children and young people and define the preventative offer, through the partnership with statutory and non-statutory partners and voluntary and community groups. There are exciting opportunities and an appetite to develop a clear notion of a “child friendly” Isles of Scilly and how in developing statutory provision (local offer) such as locally recruited Foster Carers, this could be used flexibly as part of a wider preventative family support strategy i.e. carers providing parenting support. This is particularly important given the context of mental health, alcohol misuse and domestic abuse in the community. Additional support to tackle these issues will be key to prevent the need to bring children into care.

8) Provision

- Sufficiency Strategy and Local Offer for children in care and care experienced young people
- Delivery of sufficient homes and permanence options for children who come into our care

Whilst at the point of developing this strategy there are no children looked after living on the Isles of Scilly, there is potential for other local authorities to place with the approved foster carer living here. This means that the **Local Offer** to children looked after and care leavers must be agreed and published with some degree of urgency to ensure that they can access the offer as soon as possible.

A **Sufficiency Strategy** is also required so that at the point that there are children looked after and/or care experienced young people, that there are loving homes available for them and any therapeutic support is commissioned in a timely manner. It is the ambition of the Isles of Scilly to recruit ‘home-grown’ foster carers on the islands who can be used to support families in innovative ways (when they don't have looked after children placed with them) and the Sufficiency Strategy will outline further the ambitions for the Isles of Scilly's children and young people who are looked after.

9) Implementation and Monitoring

This plan will be reviewed and overseen by the Overview Panel - The Islands that Care.

Every Council department has a responsibility to ensure that all staff have an awareness of, and commitment to, the Corporate Parenting Strategy. Every Council department will identify ways in which they can ensure they are meeting their corporate parenting responsibility through agreed actions. This includes consultation and participation of children looked after and care experienced young people.

Each department will be held to account for how it will deliver against the Children's Pledge and report on progress and outcomes to the Overview Panel - The Islands that Care.

Implementation Plan – The Overarching Priority Areas!

1. **Leadership and Governance:** Establish a corporate parenting board (Overview Panel) including clear terms of reference to oversee strategy implementation and ensure accountability.
2. **Resource Allocation:** Allocate sufficient resources to support services and interventions for looked-after children and care experienced young people.
3. **Monitoring and Evaluation:** Implement mechanisms to track progress and measure the strategy's impact and outcome for children and young people.
4. **Engagement and Participation:** Develop methods for regular engagement with children and young people to gather feedback and involve them in shaping services and further develop mechanisms for older young people.
5. **Partnership Working:** Foster strong partnerships with key stakeholders to provide integrated support.

Further Reading

[Isles of Scilly Children's Procedures Manual](#)

[Cornwall and the Isles of Scilly Safeguarding Children Partnership - Home page](#)

[Regulations and National Minimum Standards](#)

[Local Government Association Corporate Parenting Resource Pack for Councillors](#)

Appendix A: Implementation and Business Plan – Making it happen!

Objective: To implement the Corporate Parenting Strategy and to ensure that all staff, Councillors and partners are delivering their statutory duties. This plan identifies the ‘must-dos’ to meet the statutory requirements for the life of the strategy and beyond.

Audience: All staff, Councillors and partners

What do we need people to know: People need to know what the four priorities are, the corporate parenting principles and to understand their statutory duties in relation to children looked after and care experienced young people on the Isles of Scilly

How will we tell them: The draft strategy will be shared ahead of the Full Council meeting to sign it off to gather comments and feedback from children and young people, staff, Councillors and partners.

When will we tell them: Once approved at Full Council

How will we know everyone understands: Providing Corporate Parenting Training on a regular basis, with update sessions delivered as required.

Accountability: This plan will be used as the basis for the agendas of the OPTIC panel for the first year so that we can be assured that progress is made.

Action Plan: The following outline plan identifies the prioritised actions and “must do’s” to meet statutory requirements and local ambitions for children and young people on the Isles of Scilly (care ready) – making the cultural step-change to develop outcome focussed ways of working and leading. The plan can only be iterative and will need refining with experience and learning.

Tasks	Timeframe	Person responsible	The 4 P’s	Success criteria
Immediately				
Identification of a lead officer for management of the OPTIC panel	June 25	Anne Coyle	Partnership	DCS has identified who will manage the panel and the first agenda and papers will be distributed in time for the first meeting (and all meetings thereafter)

Tasks	Timeframe	Person responsible	The 4 P's	Success criteria
Develop outline inter-agency QA arrangements to measure and monitor whether corporate parenting activity is making a difference.	June 25	Lead Officer	Partnership	Evidence of listening and acting upon young peoples' views. Regular feedback mechanisms from partners and those presenting items (proforma) gauging the quality of commitment, ownership, accountability and engagement of members of the panel.
Older young people representation on the Youth Council (and on the OPTIC Panel) as youth champions.	June 25	Strengthening Families Practitioner Youth	Participation	Young people are being engaged and attending the youth council and a representative of older young people is nominated as a young people's Ambassador for the OPTIC Panel.
Development of a Resource Plan for the delivery of the strategy. Such as the cost of or commissioning of foster care recruitment, resource to manage internal recruitment which is compliant with legislation.	July 25	Anne Coyle	Provision	Plan to be drafted to identify resources required to deliver the strategy.
Within 3 - 6 months				
Implementation of the Overview Panel - The Islands that Care – nominations from Full Council, officers and multi-agency partners (e.g. Health), Terms of Reference agreed and signed off	Sept 25	Anne Coyle	Partnership	Overview Panel - The Islands that Care is established and meets bi-monthly with representation from key officers, partners, Councillors and the Youth Council.

Tasks	Timeframe	Person responsible	The 4 P's	Success criteria
Recognition of Care Experience as a “protected characteristic” linked to the Equality Act 2010.	Sept 25	Anne Coyle		Councillors considered and agreed change – reducing the future risk of care experienced young people being discriminated against.
Development of the Local Offer for children looked after and care experienced young people, in line with ILACs requirement for young people i.e Housing, Council tax exemption up to the age of 25 with graduated council tax up to the age of 30, inter-island travel, free access to leisure activities and priority preference for apprenticeships and supported internships	Sept 25	TBA	Provision	Agreed, signed off and resourced by the Overview Panel - The Islands that Care inaugural meeting
Mandatory Corporate Parenting training for staff and Councillors	Sept 25	TBA	Partnership	6-monthly training offered and delivered to staff and Councillors
Co-production of the Pledge with young people to be accepted by members	Sept 25	Strengthening Families Practitioner Youth	Participation	A Pledge will be developed and published for all young people who become looked after on the Isles of Scilly.
Clear and well understood governance to be established across all decision-making forums .	Sept 25	Corporate Team	Partnership	Includes communications to other forums, partners and staff, community and young people
Within 6-9 months				
A series of Panel members’ workshops planned to ensure clear line of sight and	Oct 25	TBA	Partnership	Members of the board come together to look at future agenda and priorities

Tasks	Timeframe	Person responsible	The 4 P's	Success criteria
accountability for members of the Panel.				Co-produce a shared vision underpinned by a set of shared values and behaviours to reinforce corporate and partnership accountabilities and positive trusting relationships.
Development of the Sufficiency Strategy (ensuring we have the resource to care for children who are looked after in line with the Ofsted ILACs requirements).	Nov 25	Commissioning	Provision	Agreed, signed off and resourced by the Overview Panel - The Islands that Care inaugural meeting
Work with young people on co-creating what a 'child friendly' community would look like on the Isles of Scilly	Nov 25	Strengthening Families Practitioner Youth	Prevention & Participation	Members of the panel will put more definition around what a 'child friendly Isles of Scilly' community looks like
Creation of an accountability loop for children and young people's participation at the Overview Panel - The Islands that Care that demonstrates the active response to children and young people's feedback	Dec 25	Strengthening Families Practitioner Youth	Participation	A mechanism is established for communicating between young people and the Panel (two-way) to ensure that young people in the community understand which issues are being discussed and when and how they can influence them.
Development of Youth Ambassador scheme and young inspector programme.	Dec 25	Strengthening Families Practitioner Youth	Participation	The youth ambassador scheme is implemented alongside a young inspector programme.
Within 9 months – 1 year				
Develop forward plan for the work programme of the OPTIC panel going forward to look at broader issues of	March 26	Lead Officer	Prevention	A forward plan for the Panel is developed that is based around the 4 Ps and stretches the partners to deliver consistently good provision for young people based on the

Tasks	Timeframe	Person responsible	The 4 P's	Success criteria
apprenticeships, accommodation and employment for young people.				consultation undertaken as part of this strategy.
Workshop for all members of the panel to review the last year	April 26	Lead Officer	Partnership	This will be used to develop themes for the annual report
Within 1 year				
Stocktake and development of annual report to be presented to the OPTIC panel and to full Council	May 26	Lead Officer	Partnership	An annual report will be developed and published online outlining the accomplishments of the Panel in the last year (the Annual Report will be an ongoing requirement)
Within 18 months				
Agree a participation strategy (moving from consultation to genuine participation) to enable young people to co-design strategies across the whole Council evidencing how the islands are prepared for future generations to come.	Sept 26	Strengthening Families Practitioner Youth	Participation	A participation strategy will be co-designed with young people and used to inform future participation and consultation initiatives (such as the Corporate Plan etc).
Development of the Children and Young People's Plan linked to the potential for an overarching People's Plan for Scilly.	Sept 26	Commissioning	Prevention	A Children and Young People's plan is developed in consultation with children and families and partners and is implemented.

Appendix B: Overview Panel - The Islands that Care DRAFT Terms of Reference

Name of Group	Overview Panel - The Islands that Care
<p>Overview</p>	<p>The Overview Panel - The Islands that Care is chaired by the Director of Children’s Services and is multi-agency, made up of elected members, strategic leaders from across the Council and partner agencies, foster carers and members of the Youth Council. Its role is to ensure that the Council and partner agencies are discharging their corporate parenting responsibilities effectively, to champion the needs of children looked after and care experienced young people, and to drive the corporate parenting agenda with a relentless focus on improving outcomes.</p> <p>Members of our Youth Council sit on the board as equal members and have a standing item on the agenda to report on any activities, updates or particular issues they would like to bring to the board’s attention. We will also have a standing agenda item for Isles of Scilly foster carers (when we have recruited). All reports submitted to the panel have a young person friendly version which is considered by the Youth Council members prior to the panel meeting alongside the main papers and questions and challenges are prepared by the young people. The voices, views, wishes and feelings of children looked after and care experienced young people are central to the work of the Panel.</p>
<p>Purpose</p>	<p>Overview Panel - The Islands that Care carries the overall responsibility for oversight of corporate parenting. The role of this board is to focus on leadership and commitment to the corporate parenting agenda, driving an ambitious and multi-agency partnership approach to improving outcomes for children looked after and care experienced young people.</p> <p>The Board will advise the local authority and partner agencies on the best way it sees fit to deploy resources to ensure best outcomes for children looked after and care experienced young people. This will include resources around staffing, skills, care and support services.</p> <p>The Overview Panel - The Islands that Care will:</p> <ul style="list-style-type: none"> • Develop and share expertise about services for and issues affecting children and young people, both in care and leaving care.

	<ul style="list-style-type: none"> • Ensure that only the right children and young people are in local authority care and receive the best care that any good parent would give to their child. • Have a good understanding of the population of children and young people and looked after and care experienced young people on the Isles of Scilly. • Provide the multi-agency strategic direction and challenge to services and projects working to achieve good outcomes for children in local authority care and those leaving care and oversee the work of the corporate parenting governance structure, making recommendations (through the chair) to decision makers in the Council and its strategic partners as it deems appropriate to fulfil its corporate parenting duty. • Actively raise the awareness of other elected members, local authority leaders and staff and partner agencies to their corporate parenting and wider responsibilities towards children looked after and care experienced young people. • Oversee and challenge the progress and performance against the objectives within plans relating to children looked after and care experienced young people • Consider and oversee the implementation of any changes arising from relevant legislation, policy, guidance or reviews • Work with the Youth Council to gather feedback, listen to young people’s experiences and actively engage them in the corporate parenting agenda. • *Creatively consider ways in which the Overview Panel - The Islands that Care will engage, listen to and respond to the views of children looked after, care experienced young people, their parents and carers • *Consider statistical information about both children looked after and care experienced young people’ health and wellbeing and attainment, ensuring all members have enough background knowledge to understand and evaluate this information. • *Ensure the participation of foster carers and other relevant parties to actively engage them in the corporate parenting agenda. <p>NOTE*: These last areas will come into effect when there are children looked after and foster carers</p>
Frequency and when held	Quarterly
Chair and Vice Chair	<p>Chair: Director of Children’s Services Vice Chair: Health? TBA at inaugural meeting</p>
Minute taking	Democratic Services
Group membership and representatives	<ul style="list-style-type: none"> • Director of Children’s Services – Chair • Director of Adult Services

	<ul style="list-style-type: none"> • Director of Housing (where required) • Service Manager (Children’s Services) • QA Service Manager • Lead Member for Children’s Services • 2 Councillors • 2 representatives from the Youth Council (under 16 and over 16) • Strengthening Families Practitioner Youth • Health rep • Police rep • Education rep • 5 Islands Academy senior representative • Virtual School Head • Cornwall County Council Fostering SM (?) • Lay community member • Business Community member • Representative from the Duchy of Cornwall
<p>What is required of attendees?</p>	<ul style="list-style-type: none"> • Submission of papers in advance to allow for papers to be dispatched at least 5 working days before the panel. • Punctual attendance and being ‘fully present’, having read the papers in advance • Participation and openness and a willingness to receive constructive feedback • Ability to promote high challenge and high support with peers and offer strength-based challenge to practice and performance. This means a no-blame approach to improvement • Ownership of performance and practice within the service • Ability to adopt a strategic oversight • To work alongside children looked after and care experienced young people to deliver our responsibilities and understand their needs and experiences, ensuring their voices are central in all that we do • To act as a Champion for children looked after and care experienced young people within their own organisation and to ensure their needs are represented within all decision-making forums • To ensure children looked after and care experienced young people have the same opportunities as any other child or young person living on the Isles of Scilly

	<ul style="list-style-type: none"> • To ensure there is a further focus on children looked after or care experienced young people with special educational needs and disabilities (SEND) • To ensure that those young people requiring support from wider services as an adult have timely joined up plans in place to support a smoother transition • To feedback information in relation to corporate parenting to colleagues within their own service and members within their own party • To ensure that all elected members and colleagues understand and fulfil their responsibilities as corporate parents • To ensure that children and young people are treated with respect as equal members of the panel and that they have a voice which is heard and acted upon • To attend all meetings and actively contribute to the agenda • To prepare, present and read reports as requested.
Paperwork needed	<ul style="list-style-type: none"> • Action Log incorporating risk and decision-making • Minutes of previous meetings • Audit overview for the relevant month • Good practice exemplars provided by each service area • Exception reports on the relevant template
Governance	<ul style="list-style-type: none"> • This meeting is a statutory meeting of Children’s Services focused on practice and embedding good practice. • It links to the Improvement Board.

Appendix C Glossary of Terms for Corporate Parenting (taken from LGA Corporate Parenting Resource pack for Councillors)

Term	Description
Advocacy	An advocate's role is to make sure that the child's views and experiences are considered when decisions are made about their future. Every child has the right to be supported by an advocate and Councils must have a system in place to provide written, age-appropriate information to each looked-after child about advocates and how to request one.
Child and adolescent mental health services (CAMHS)	NHS services that work with children and young people experiencing emotional, behavioural or mental health difficulties.
Care order	A court order approving the case for a child to be taken into care.
Care plan	A care plan should be developed for every child and young person when they come into care. This should identify how the child will be accommodated, how long it is anticipated that the care order will last and formulate planned outcomes for the child with associated actions. The plan should be reviewed at least every six months.
Child criminal exploitation (CCE)	Child criminal exploitation is where an individual or group coerces, manipulates, deceives or threatens a child into taking part in criminal activity. It can take many forms, including involvement in gang activity and the supply or movement of drugs, known as 'County Lines' activity. It can happen alongside other forms of exploitation and abuse and can take place online and through technology.
Child sexual exploitation (CSE)	Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually

Term	Description
	exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur using technology.
County lines	A term used when drug gangs from big cities expand their operation to smaller towns and exploiting children and young people to sell drugs.
Children's home	A residential facility where groups of children are cared for by qualified workers.
Eligible child	A child aged 16 and 17 who have been looked after for at least 13 weeks since the age of 14 and who are still looked after. An eligible child is entitled to all the same support as a looked-after child.
Relevant child	A child aged 16 and 17 who has been looked after for at least 13 weeks since the age of 14 and who has left care. This also includes young people who were detained (e.g. in a youth offending institution or hospital) when they turned 16 but immediately before that were looked after.) They are entitled to full leaving care duties.
Former relevant child	A care leaver aged 18-25 who was a relevant child or was in care until the age of 18. Young people who are still getting help with education or training remain 'former relevant' until their training has finished. They are entitled to full leaving care duties.
Qualifying young person	A 16-20 year old who was looked after for a day or more, that does not meet the definition of an eligible child, relevant child or former relevant child. They are not owed full leaving care duties but are entitled to advice and guidance and local authorities have a duty to provide them with support based on an assessment of need.
Foster care	Foster care is a way for children to be cared for within a family setting when their own family is unable to care for them. It is considered temporary in that there is no legal split from the family (as with adoption), but can be long term where this is in the best interests of the child.

Term	Description
Independent fostering agency (IFA)	IFAs provide fostering services to local authorities. They recruit, train and support their own foster carers who the Council can then place a child with on payment of a fee. IFAs can be charities, not-for-profit or profit-making.
Independent reviewing officer (IRO)	An IRO chairs a looked-after child's review(s) and monitors the child's case on an ongoing basis. They ensure that the care plan for the child fully reflects their current needs, wishes and feelings, and that the actions set out in the plan are consistent with the local authority's legal responsibilities towards the child.
Joint Strategic Needs Assessment (JSNA)	JSNAs identifies the current and future health needs of the local population to inform and guide commissioning of health, wellbeing and social care services within local authority areas.
Joint Health and Wellbeing Strategy (JHWS)	The JHWS outlines how local partners will work to improve health in the local population and reduce health inequalities.
Kinship care	Kinship care encompasses a range of forms of care, where is where a child is looked after by a relative or a friend. Most kinship care is informal. Local authorities have parental responsibility for children living with friends and family foster carers.
Modern slavery	Modern slavery encompasses slavery, servitude, and forced or compulsory labour and human trafficking. A person is trafficked if they are brought to (or moved around) a country by others who threaten, frighten, hurt and force them to do work or other things they don't want to do.
Pathway plan	A pathway plan is developed by the local authority with a young person in care as they approach their 16th birthday to help them effectively make the transition from care to living independently. It includes areas such as accommodation, education, life skills and health.

Term	Description
Personal Education Plan (PEP)	The PEP is a statutory part of a child’s care plan, making sure that all relevant partners are engaged in a child’s education, tracking their progress and giving them the support they need to achieve and be aspirational in their education.
Private fostering	An informal arrangement where a child or young person is looked after by someone who is not their parent or close relative. The local authority should be informed of the arrangement but is not responsible for the child and is therefore not the corporate parent.
Secure children’s home	Secure children’s homes offer specialist care and intensive support in a secure setting to young people sentenced by the courts and to young people detained for their own welfare (for example, where children are at risk of child sexual exploitation). These are referred to as youth justice beds, and welfare beds respectively.
Special guardianship	Special guardianship means that a child lives with carers who have parental responsibility for them until they turn 18, but legal ties with the parents are not cut as with adoption. The child is no longer the responsibility of the local authority.
Staying close	Staying close is a model for supporting young people leaving residential care, where Councils provide a bespoke package of support and move-on accommodation. The Government has committed to bringing forward legislation to make Staying Close a national entitlement to support young people up until the age of 23.
Staying put	An arrangement whereby a looked-after child can stay with their foster carer after the age of 18, as long as both the young person and the foster parent is happy with this arrangement, and it is in the young person’s best interests. The Council has a duty to support the arrangement up to young person’s 21st birthday.
Sufficiency duty	The duty for a Council to take steps that secure, as far as possible, sufficient accommodation within its area to meet the needs of children that it is looking after.

Term	Description
Unaccompanied asylum-seeking children (UASC)	<p>The definition of an unaccompanied asylum-seeking child is set out in the Immigration Rules as someone who:</p> <ul style="list-style-type: none"> • is under 18 years of age when the claim is submitted; • is claiming in their own right; and • is separated from both parents and is not being cared for by an adult who in law or by custom has responsibility to do so.
Virtual school head	<p>All Councils must have a virtual school head (VSH) in charge of promoting the educational achievement of the children looked-after by that authority. Their role is to know how the looked-after children are doing and help school staff and social workers to find out about the extra needs of these children and any additional support available to them. VSHs also work with the children’s services department and all schools in the area on initiatives to promote the education of children in care.</p>