

Corporate Parenting Strategy 2022-2024



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1. Foreword

In Merton, we are passionate about making sure that children and young people in our care and young people with care experience lead safe, healthy and happy lives and that they can achieve their full potential. As corporate parents, we work hard to ensure that this passion drives a firm commitment to take action from everyone who works with our children and young people, so that they are afforded the same care, security, stability, and sense of being loved as any parent would want for their child.

At the very heart of this strategy are the views of our children and young people who have shared their experience of being cared for by us. This strategy addresses the things that they said would make a real difference to the quality of their lives, such as improving the stability of their homes and supporting them to develop good relationships with people who are important to them.

It is critical that we support children to develop their independent living skills and support networks which will sustain them into and through their adulthood. This strategy comes on the back of Merton Children Social Care being given a judgement of 'outstanding' by Ofsted following their February 2022 inspection. This included a rating of outstanding for 'The experiences and progress of children in care and care leavers'. Whilst we are proud of our staffing group for all their hard work to achieve this, they know that only a culture which seeks continuous improvement is good enough to adapt and respond to the ever-changing needs of our children and young people.

Following the global pandemic and the restrictions placed on our lives over the last two years, the focus on this strategy is ultimately strengthening and building our children in care community. We are excited to now have a location in the heart of Mitcham which we will soon officially launch as a 'hub' for our care experienced young people. Our first constellation from the successful implementation of the Mockingbird Fostering Model was named 'the Village' after the saying *'it takes a village to raise a child'*, and we aim to replicate that ethos across our entire community, so carers, children and young people feel supported, held and proud of their connection to Merton.

We are ambitious for, and proud of, all children and young people in our care and those with care experience. By working together, we are confident that they will have bright futures.



Cllr. Brenda Fraser
Longthornton Ward
Cabinet Member for Children's Services

2 Introduction

This Corporate Parenting Strategy 2022-2024 has been developed to ensure that the Corporate Parenting Principles outlined in the Children and Social Work Act 2017 are embedded in our practice. It focusses on achieving the best outcomes, and outlines what we expect of ourselves as corporate parents and what children and young people in our care and those with care experience can expect from us.

Our values are that all children should grow up and achieve within their own families and networks when it is in their best interests and is safe enough for them to do so. When making decisions about a child we always ensure that the child's welfare is paramount and that we ask ourselves the question '*would this be good enough for my own child?*'.

Merton's services for children in care form part of a comprehensive continuum of support for children and young people who may be facing difficulties at home. These range from family support to intensive community interventions or seeking permanent alternative care. In taking this approach we remain committed to ensuring that children only enter care when it is absolutely necessary for their safety and wellbeing. When we must exercise our powers to remove children from their homes in order to protect them, we seek to ensure that care proceedings are timely and our planning is robust to achieve permanence for every child. Our priority will always be to achieve permanence for children in their extended family or network wherever possible.

When children and young people leave our care we will consistently strive to ensure they reach their potential and develop into stable, self-confident and well-supported adults. We will continue to offer on-going support and assistance for them to manage adult responsibilities until the age of 25 years.

We will ensure that our care experienced young people are equipped with practical independent living skills and have the knowledge to access a range of services including housing, health, employment, education, leisure, benefits and other community services.

By involving our partners and young people's family and social networks, we will ensure coordinated services are provided so that children and young people feel safe in their homes, in the community, and are able to form and maintain trusting relationships through nursery, school, college and beyond.

The views and opinions of our children and young people are central to every stage of the planning we do with them as their corporate parents. We will ensure that we listen to what they say, review our practice, make effective decisions on their behalf and feed back to them in order that they feel valued and their voices heard. This strategy is largely based on the outcome of the two Bright Spots surveys that we commissioned through Coram Voice to understand our services strengths and weaknesses through the views of our children and young people.



3 Our Corporate Parenting Responsibilities

When a child comes into care, the council becomes their Corporate Parent. Put simply, the term 'Corporate Parent' means the collective responsibility of the council, elected members, employees, and partner agencies, for providing the best possible care and safeguarding for the children in our care.

Effective corporate parenting requires knowledge, awareness, and an interest in the needs of children and young people in our care and those who have left our care. This is a shared responsibility for the council as a whole. Merton monitors how we deliver our corporate parenting responsibilities through holding a quarterly Corporate Parenting Board which is chaired by our Chief Executive Officer and attended by councillors alongside Directors, council officers, partners and, most importantly, care experienced young people.

The objectives of the corporate parenting board are:

1. To lead and ensure a Council wide, multi-agency approach to corporate parenting.
2. To promote the needs and interests of children in care and care experienced young people.
3. To oversee the continuing development and implementation of Merton's Corporate Parenting Strategy and Action Plan for children in care and care experienced young people.
4. To ensure the council, and other partners with corporate parenting responsibilities, are held accountable for their statutory responsibilities and pledges to children in care and care experienced young people

The board has the following aims

1. Encouraging and enabling our children and young people to influence and development the services provided to them
2. Oversee the development, review and implementation of the Corporate Parenting Strategy and Action Plan.
3. Ensure that the success and achievement of our children and young people is actively celebrated.
4. Striving to improve the outcomes and opportunities for our children and young people through sharing good practice, experience, and approaches.
5. Identifying opportunities for collaboration and partnership across agencies in the interests of a coherent approach to issues relating to our children and young people.
6. To ensure that all agencies are enabled to fulfil their corporate parenting role and responsibilities.
7. Forging productive links with other local, regional, and national groups with a focus on children in care and or care experienced young people.
8. Making recommendations to senior leaders and partnership boards as appropriate including: Merton's Children's Trust, the Merton Safeguarding Partnership, Health & Wellbeing Board, Merton's Adults Safeguarding Partnership, and other relevant Partnership Boards as appropriate.

Our Voice, Merton's children in care council, directly supports the Corporate Parenting Board to measure and monitor the effectiveness and quality of Corporate Parenting in Merton. Its purpose is to provide young people with a forum to collectively voice their ideas and views; to challenge Merton's care and support; influence service improvements and drive change; contribute to the development of strategic plans and hold their corporate parents to account. We have the highest ambitions for all Merton children and young people and want those in our care or leaving our care to be well looked after and prepared for adult life. These ambitions are set out in our Pledge to children in our care and young people with care experience.

Following a comprehensive consultation exercise in 2018* and then a review in 2021, we developed six pledges to children in care and care experienced young people which were aligned with the outcomes our young residents and Young Inspectors developed for all children and young people in Merton – these are outlined in the table below. This alignment underlines our commitment to achieve the same outcomes for children in our care or with care experience as their Merton peers.

Our Pledge to Children in Care and our Care Experienced Young people	
Corporate Parenting Pledge	Children’s Trust Outcome
1) Your voice will be heard, what you say matters.	Getting involved, having a say.
2) You will have somewhere safe to call home.	Staying safe.
3) We will help you with your worries and fears.	Being Healthy.
4) We will do the best we can to support you, so you can do your best at school, have hobbies, interests, and time for fun.	Enjoying and achieving.
5) We will make sure you have people in your life who are important to you and someone you can trust.	My Merton.
6) We support you to learn how to take care of yourself and we will be there for you, if you need us, right up until you are an adult aged 25.	Becoming independent.

4 Making a difference to children in our care and those with care experience – our strategic priorities (2022 – 24)

1. *Your voice will be heard, what you say matters*

All children in care have a right to have their wishes and feelings heard when decisions about their futures are being made. This right is enshrined in international law in Article 12 of the United Nation Convention on the Rights of the Child, and in domestic law through the Children’ Act 1989

Over the life of the previous strategy (2020-22) our participation role went through some significant changes, through being moved internally, then outsourced to Jigsaw4u before coming back in house under the council wide participation service. Then, when we were in the process of rebuilding the Children in Care Council, the global pandemic hit. Despite these contextual obstacles, big strides were made to establish ‘Our Voice’ (Merton’s Children in Care Council) and create events which our young people could connect to throughout the pandemic.

With the establishment and hiring of two specialist Young Inspectors (ringfenced for young people with care experience), Our Voice has gone from strength to strength, and we have now established a ‘Hub’ in Mitcham which is being used for Our Voice meetings. It was reason to celebrate when we were finally able to come together following the restrictions to celebrate the success of our children and young people at Christmas events last December, and then again this summer when we held summer BBQ’s. These were joyous occasions for all children, young people, carers and staff who attended.

We know the importance of checks, balances and scrutiny to ensure that we are doing the very best for our children and young people and that is why we continue to nurture strong relationships with independent partners who provide advocacy on behalf of our children such as Jigsaw4u and the South London Refugee Council. To ensure that this strategy was informed by the voice of our children and young people, Coram were commissioned to undertake their Bright Spots survey.

* Please see annex for a summary of findings.

What we have done

- Commissioned Coram BAAF to undertake two surveys, one for our Children in Care and the other for Care Leavers. We had a response rate of 65% and 72% respectively.
- Involved young people with care experience in undertaking consultations and to sit on interview panels.
- Ensured that the Children in Care Council is represented on the Corporate Parenting Board.
- Developed a Local Offer for young people leaving our care up to the age of 25.
- Engaged young people with care experience in the development of the Local Offer on the web page.
- Ring fenced and recruited two Young Inspectors who have care experience.
- Established 'the Hub' a venue which can be used for your voice meetings, activities and just a place where care experienced young people can drop into.

We want to build on what we have already achieved to ensure that there is a regular loop to understand what our children and young people are telling us and using that to shape our service. We also want to build resilience for our young people and service by focusing on our strengthening our community and connectivity with each other.

What we will do:

- We will review the feedback forms that children are asked to complete for various reviews (their own review, their foster carers review) with the aim of merging them into one. We will then develop a way to easily collate this feedback so it can be used to provide systemic feedback to the service.
- We will support Our Voice to develop a forward plan on what they want to achieve throughout the year.
- We will develop a social media presence for the Corporate Parenting service to better communicate with our young people.
- We will establish the 'Hub' as an active drop in space for young people to connect with the service and access support.
- We will create events, both large celebratory events and regular small ones like coffee evenings, to provide opportunities for young people to connect with other young people and different workers and managers in Merton.
- We will review our delegated authority process to ensure carers and children are aware of expectations and deliver sessions to carers so they are confident in exercising the authority delegated to them.

2. *You will have somewhere safe to call home*

Children and young people need to live somewhere they feel safe and cared for: a place they can call home; a place free from abuse and harm, and a place where they feel free and confident to express their views. Providing stability relies on identifying the right placement for a child early in their time in care whilst ensuring that individual and family needs are properly assessed, and support services are provided enabling a safe return home or early permanence.

The Bright Spots survey provided some positive feedback from our children in foster care which was in line with Ofsted's view of our fostering service. Our children and young people reported that they trusted their carers (97%). 97% stated that they always felt safe where they were living. This included all our 4–7-year-olds. All but one child aged 4-11 and 89% of our 11–18-year-olds felt that the adults they lived with noticed their feelings. All children aged 4-7, 92% of those aged 8-11 and 98% who were aged 11-18, felt settled where they were living.

These findings come on the back of a Children Social Care restructure which brought the majority of functions dedicated to children in care and care experienced young people into the one Corporate Parenting Service. The focus on our social work practice over the last two years has been on permanence; understanding the needs of both carers and children to reach a place where they can be properly supported to provide a stable, loving home for that child. We are proud of the high number of children who remain with their foster carers in 'staying put' arrangements post 18.

What we have done:

- Strengthened our permanency planning process to ensure there are robust efforts to get children into a family like environment where they have the security of knowing they can stay into adulthood.
- Strengthening our Life Story Work to ensure that children have a firm understanding of why they are in care and their journey through care.
- Strengthened the use of Family Group Conferencing to effectively use them in identifying strengths within family networks to care for children safely, and also reunify children from the care system to their birth networks.
- The fostering service launched the Mockingbird programme which pulls together 6-8 fostering households to create a community resulting in greater stability for children and carers. [Fostering : Mockingbird Family Model | Merton Council](#)
- Undertaken a review of our approach to accommodation for care leavers and started work on developing our own framework and inhouse accommodation.
- Extension of Merton's Shared Lives project to our care leavers who live with a learning disability or mental health issue and would benefit support in their everyday lives. [Shared Lives Scheme | Merton Council](#)
- Developed a quality assurance procedure for our young people living in semi-independent accommodation (which is unregulated). This is led by a dedicated person in our Access to Resource team.
- Became members of the London Commissioning Alliance gaining access to their DPV (Direct Purchasing Vehicle) for Independent Fostering Agencies and Residential Children homes.

Our goal is to continue strengthening our fostering community so carers access support from each other and children know as many carers as possible. Our first Mockingbird constellation which was self-named 'The Village' was a success and we now working towards creating a second constellation. The values and ethos of the Mockingbird model is in line with how we want to build resilience within our fostering network and our children in care. Through building a strong community where people feel supported and have the opportunity to form meaning relationships with as many carers, children and professionals, we will create resilience within that community for our children.

Whilst our children in care felt very safe and cared for, there was a significant difference in how our care experienced young people felt. Only 67% of care leavers always felt safe in their home, 59% within their community and 57% felt settled. We know that there is more to feeling safe and settled than the 4-walls which surround you and will cover this more in the 3rd and 5th pledges; however, we have been busy working on our approach to accommodation for our care experienced young people with the development of a framework and inhouse provision. The next two years will see this work come to fruition with the goals of providing young people with more choice around the accommodation and support they receive, and the opportunity to live closer to Merton.

What we will do:

- Continue to expand the Mockingbird model with a 2nd constellation.
- Review the out of hours service to foster carers with the view of enhancing the support available at points of crisis.
- Launch a framework for providers of accommodation and support services.
- Transform some existing Merton assets into accommodation for care experienced young people.
- Review Merton's housing offer to care experienced young people.
- Explore direct tools and training around building feelings of 'safety' for care experienced young people who have left their care placement.

3. We will help you with your worries and fears

We know that children in care are up to four times more likely to experience mental ill health compared to children in the general population*. Consequences of poor mental health for children in our care include a greater risk of instability within their relationships, where they live and poor educational outcomes. We also know that children often enter the care system with a poorer level of physical and mental health than their peers, and their longer-term outcomes remain worse*.

In Merton, the Child and Adolescent Mental Health Service (CAMHS) Team is embedded in the Children's Social Care & Youth Inclusion Service and continues to offer clinical therapeutic systemic interventions to children, young people, carers and practitioners. A review of the inhouse CAMHS team and the therapeutic services available to children highlighted the strength of the model.

The Brightspots survey highlighted that, in comparison to other care experienced young people from other local authorities, Merton's young people had a more positive outlook. Whilst this is something for us to be proud of and understand what it is that contributes to the outcome, looking at the results in isolation tells us that we still need to do more in improving the emotional wellbeing of our young people. 55% of our young people reported being happy with the way they looked (compared to the LA average of 46%). 43% reported feeling very positive about their future (compared to the LA average of 27%). Only 50% of our young people reported high level of happiness the previous day compared to the 75% of the general population. 84% of our children aged 11-18 felt that their lives were improving. A slightly higher proportion of our children felt happy with the way they looked compared to the general population (83% v 82%).

What we have done:

- Took part in the Emotional Wellbeing Project; a DFE funded pilot run by the Anna Freud Centre to see how we can better assess and meet the emotional wellbeing needs of our children. This led to our CAMHS team having an early consultation with a child's Social Worker upon them entering care.
- Strengthened our practice of utilising Strengths and Difficulties Questionnaires as a means of assessing and monitoring the emotional health of our children.
- Undertook a review of the therapeutic services available to our children.
- Strengthened our training offer around trauma informed practice to practitioners and foster carers.
- Created a specialist Contextual Harm team to better meet the needs of our young people vulnerable to exploitation.

The service has worked hard to improve the practice of life story work over the last 18months which was noticed by Ofsted during their visit. However, the Brightspots survey has told us that more work needs to be completed.

What we will do:

- Renew the inhouse CAMHS contract to ensure that it accurately reflects the needs of our children and young people.
- Within our new framework, we will have a section specifically for providers of support which can be matched to any type of accommodation and follow a young person regardless of if where they live.
- Create opportunities for young people to form connections with other care experienced young people within Merton to strengthen their social network.
- Explore creating a peer mentoring program between and for care leavers of different ages.

* The Mental Health Foundation 2002, 'The mental health of looked-after children: Bright Futures – Working with Vulnerable Young People'

(https://www.mentalhealth.org.uk/sites/default/files/mental_health_looked_after_children.pdf)

- Deliver training for practitioners on the use of direct work tools to enable conversations around emotional wellbeing.
- Work with Adult Social Care and Mental Health services to improve transitions for young people and explore creating targeted services specifically for care leavers.
- Continue the improvements and focus on life story work including the use of child friendly chronologies, life story books, and leaving letters from practitioners.
- Explore the reasons why our children and young people are less likely to have pets than other Local Authorities children and young people with the view of enhancing the positive effect animals can have on our emotional wellbeing.

4. We will do the best we can for you, so you can do your best at school, have hobbies and interests and time for fun

In Merton we have high aspirations for our children in care and young people with care experience. The Bright Spots survey reported that our children and young people were more likely to feel the adults they lived with showed an interest in their education compared with young people in the general population. This is a testimony the importance Merton places on education and the close working relationships between children's carers, social workers and their Virtual School Advisory Lead.

Our Virtual School provides a dedicated service for children in our care from their early years and beyond leaving care wherever they live or are educated. This includes liaising with specialist teams in the council where children have additional learning needs and/or disabilities. Children and young people all have access to high quality schooling, education or training provision. 5 young people are commencing university studies this academic year and 2 started their Master's degree in the last academic year.

The Virtual School closely monitors school attendance, progress and attainment and will ensure each child has a Personal Education Plan that is up to date and reflects individual learning styles and preferences. All of our 4–7-year-olds reported liking school, as did 83% of our 11-18 year-olds (which was higher than the general population).

Encouragingly, nine in ten children and young people, including all the youngest children aged 4-7, reported having fun at the weekend and enjoyed hobbies and activities in their spare time in their Bright Spots survey. 95% of our 11–18-year-olds reported regularly spending time in nature.

What we have done:

- Launched a full training program for Designated Teachers with regular drop-in surgeries to promote increased understanding of children in care and the care system.
- Lunched the electronic PEP (Personal Education Plan) and enhanced the programme of quality assuring PEPs.
- Introduced an early years-specific PEP for 2, 3 and 4-year-olds to ensure that their individual educational needs are identified, supported, and monitored closely.
- We commissioned a careers support service online platform, for school age children and beyond, to enhance the support and guidance for our care leavers.
- We have commissioned Towards Employment to provide priority access to employment opportunities for our young people.

Worryingly, 31% of our 8–11-year-olds reported that they were afraid of going to school 'all or most of the time (23%)' or 'sometimes (8%)' of bullying; thankfully 100% of these children reported that they felt they were getting help. In comparison with care experienced young people from other local authorities, our young people reported managing financially better (12% v 20%) found it either quite or very difficult to get by financially. The Bright Spots survey asked our care experienced young people what they enjoyed doing in their free time. The only category which had over 50% saying they liked doing the activity was watching TV/films. Only 50% liked to 'hang out' with people they like, only 21% exploring outdoors, 36% exercising/sports, 9% volunteering.

What we will do:

- Create opportunities for care experienced young people to be introduced to low-cost activities in the community.
- Review the success of the Towards Employment commissioned service
- Implement the work of the VS commissioned Educational Psychologist and Senior Speech and Language Therapist to support schools' work with children and young –people
- In line with the national drive to improve attendance post Covid, work with DTs in schools, social care and carers to ensure attendance of CIC continues to be high and further improving
- Implement the electronic PEP through into Year 13 following on from its successful roll out into Year 12.

5. We will make sure you have people in your life who are important to you and someone you can trust

We mentioned earlier the positive feedback around children's relationship with their foster carer. We also had positive feedback around our children and young people's relationship with their workers. All of our 4–7-year-olds and 95% of those aged 11-18 trusted their social worker. 91% of children aged over 11 could easily get in touch with their worker. Of the 90% of care leavers who knew their personal advisor, 99% trusted them and 98% said it was easy to get in touch with them.

What we have done:

- Post-pandemic, we have reignited Merton's celebration events with a Christmas party in 2021 and summer parties this year.
- We have significantly strengthened our practice around Life Story Work to help children of all ages understand their journey and the people who have been important to them
- Implemented joint allocation of Social Workers and Personal Advisors for 16- and 17-year-olds.
- Started an Annual Fostering Conference

Even though we put a lot of effort in to ensure our children have good relationships with their birth family, the Bright Spots survey was clear that our children want to see members of their birth family more. Only 26% of children were happy with how often they saw their mum, only 15% with how often they saw their dad. And only 41% were happy with how often they saw their brothers and sisters. There are many reasons why a child in care may not be seeing their birth family members; however, it is our job to seek to overcome those barriers with the goal of nurturing meaningful relationships between our children and their birth families. Coram Voice have been given grant money to do work with a small number of local authorities around improving family time arrangements and have offered Merton the opportunity to be involved. Sadly, the feedback around family time which we received mirrored the national picture, so we are excited to be a part of a project to improve this.

13% of care leavers and 29% of 11–18-year-olds reported having 3 or more workers in a year. We know that there are significant staffing challenges across London and England in the profession and Merton is robust in trying to address recruitment and retention challenges through our departmental Workforce and Development Strategy. For this reason, this strategy won't duplicate the work being undertaken elsewhere around retention but rather focus on practice and culture which mitigates the impact of any staff churn on our children and young people. We will do this through strengthening our Children in Care community to ensure that a child doesn't just know their own social worker, but numerous social workers, personal advisors and managers. If a child's worker ceases to be their worker for whatever reason, then their next worker will not be a stranger and where possible, that child will have some choice around who they want to work with.

86% of our care leavers reported to have a trusted person in their life, this is lower than the general population (96%). 76% of care experienced young people had friends who provided them emotional support and 69% received emotional support from their Leaving Care Worker. 5% reported having no one and only 2% received support from other care leavers. It was encouraging to see over 90% of care leavers report having people in their lives who listen to them, tell them when they've done well and believed that they will be a success. Those young people who didn't were less likely to have a really good friend, a person who they trusted or someone to provide them emotional support. Part of Merton's work around accommodation sufficiency is to get more of our young people living in Merton, alongside that we want to build and nurture the community of care experienced young people and explore creating an alumni and mentoring program for older care experienced young people to help support younger care leavers. Hopefully this will provide the opportunity

What we will do:

- Partake in the Coram Voice funded project to improve family time for children in care.

- Enhance the number and regularity of events we hold to build greater connectivity between children, carers and professionals. Including the development of the 'hub' as a base for activities, drop-in sessions and events.
- Explore creating a care leaver alumni group to build their social network and possible act as mentors for younger people just leaving their care placements.
- Develop strategies to strengthen our practice on endings, including letters from workers and photo albums from foster carers.

6. We support you to learn how to take care of yourself and we will be there for you, if you need us, right up until you are an adult aged 25

Preparing children for adulthood is one of the most important parts of a parent's duties. It's encouraging to see the high rate of trust our young people have in their personal advisors and we have recently started to implement allocating a personal advisor at the age of 16 to work alongside their social worker until the age of 18. The expertise of the personal advisor will help the child's network focus on what living skills they need to develop and start preparing them from life beyond their foster placement. It is encouraging to see 97% of our care leavers felt included in their pathway planning which was 10% higher than other local authorities. It is also promising to see that our young people were more likely to feel they were coping financially than care leavers from other local authorities. This must be caveated with the fact that the question was asked on them prior to the current living crisis.

What we have done:

- Implemented joint allocation of personal advisor and social worker for 16- and 17-year-olds to ensure focus on the development of living skills and forward planning into adulthood.
- Renewed the Local Offer
- Strengthened our commitment to children staying put post 18.
- Commissioned MyBnk to provide workshops to our young people around budgeting.

What we will do:

- Utilise the 'hub' to work as a drop in for young people seeking support.
- Host life skills sessions, such as cooking, which encourage socialising and learning.
- Reinstate our Income Maximisation Officer post to support young people around their finances. Review our financial support to young people considering the ongoing cost of living crisis.
- Compare our local offer to what other authorities are offering to see if there is anything Merton can learn.
- Develop strategies to prepare young people at an earlier stage around their future housing options.
- Explore developing an APP to promote our local offer.

5 Making it happen – Merton’s Governance and Strategic Partnerships

The Children and Young People’s Plan (2019 – 2023) sets out our ambitions for all children and young people in the borough, including those in care or with care experience. This strategy is endorsed by the Children’s Trust, the Merton Safeguarding Children Partnership, and the Corporate Parenting Board.

The Corporate Parenting Board is comprised of children in care and care experienced young people, participation officers, senior officers from across the council and partners representing education, health, housing, social care and elected members. The Board is chaired by the Chief Executive and attended by the Lead Member for Children, Schools and Families. This ensures robust scrutiny and cross directorate responsibility for delivery of the priorities articulated in this document.

This strategy is supported by an action plan the delivery of which is overseen by the Corporate Parenting Board. This action plan is reviewed annually within the Corporate Parenting Annual Report.