

Corporate Parenting Strategy

| 2022 - 2025



Our Children, Our Future

Leicestershire's commitment to inspire, support and enable
Children in Care and Care Leavers to be ambitious and successful

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Foreword



Councillor Deborah Taylor,
Lead Member for
Children and Family

Deborah



Jane Moore,
Director,
Children and Family Services

Jane Moore

In Leicestershire we are ambitious for our children and young people and aspire to provide high quality services that improve children's outcomes.

There is a strong focus on Children's Services in Leicestershire from political leaders and across the organisation who share our ambition to improve outcomes for children. Our Lead Member is a powerful advocate for our children and young people and is highly visible in a range of forums, maintaining a good line of sight on front line practice, providing challenge and holding senior managers to account.

As the The Department's Senior Leadership Team we prioritise the safeguarding, protection and championing of children in Leicestershire. We set expectations that put children and their wellbeing at the heart of our decision making and practice. As Senior Leaders we maintain direct links with children and young people and staff, through various forums to deepen our understanding of frontline practice, and to inform ongoing service developments via a direct line of sight on practice.

In early 2021 we launched our updated Road to Excellence 2021 – 2023 plan. The plan is ambitious and provides a framework for action for all levels of staff, from managers to frontline practitioners. We have worked hard to ensure that our core values and behaviours underpin everything we do for children. We are aspirational for our children, we are curious and we place great value in relationships, which is underpinned by our core values and behaviours:

Core Values and Behaviours that underpin everything we do

Values

Aspirational
Being aspirational for our children and families

Being Curious
Being curious and paying attention to detail

Collaboration
Building strong working relationships.

Behaviours

Listening
Listening to what children and families tell us. Involving them in decision-making, development and evaluation of new and existing services.

Building Relationships
Signs of Safety (SofS) provides our approach and tools to work with children and families.

Outcome Focussed
Striving to improve the lives of the children and families whom we work with.

Being Accountable
Everyone is responsible and accountable for delivering high quality services

We strive for children and young people of Leicestershire to be afforded positive, stable and safe care within their families, where they are well connected to their communities and supported to access support services where needed.

In circumstances where children are unable to live with their family, our priority is to ensure they are provided with safe, stable and secure care and permanence is secured within a timely way. We want children to be afforded with opportunities to ensure they inspire to have high aspirations which are supported, thus having successful childhood experiences, which are the foundations to their adulthood.

In Leicestershire we are committed to our Children in Care and Care Leavers and are determined to ensure that we carry out our duty and responsibilities as a Corporate Parent with genuine passion, ambition, enthusiasm and care. This is underpinned by Our Promise which sets out our commitment to Children in Care and Care Leavers.

We understand that all of our children have individual needs and goals and our care planning and planned support offered to all of our children reflects this. We advocate and champion for diversity and ensure our children and young people are provided with inclusive services which values and respects their individual identity needs.

We are committed to the voice of our children and young people informing all areas of decision making, underpinned by a “You Said, We Did” approach. Participation is central to all services delivered to our children and young people and is championed in effective children and young people led forums including our Children in Care Council, Supporting Young People After Care (SYPAC), our Corporate Parenting Board and many more participation events.

This Corporate Parenting Strategy provides the foundation and value base for how we will deliver high quality services to our Children in Care and Care Leavers. Furthermore, identifying where we are, where we want to be and how we intend to develop further to achieve our aspirations as corporate parents for our children, whilst championing and supporting them to meet their own ambitions and be successful in what they do now and in the future.





1. Leicestershire as a Corporate Parent

OUR VISION

For Leicestershire to be the best place for all children, young people and their families. This means that we will describe the outcomes we want to achieve for children, young people and their families and identify measures that can tell us how well we are achieving them.

OUR MISSION

Children and young people in Leicestershire are safe and living in families where they can achieve their potential and have their health, wellbeing and life chances improved within thriving communities.

Corporate Parenting is a collective responsibility first laid out in the Children Act 1989. In addition to the Local Authority, the Act placed a duty on partners, including health, education and housing services to assist children's services to fulfil their functions under the Act – providing help, support and services in order to meet their Corporate Parenting responsibilities.

Leicestershire County Council is currently (as of March 2022) the corporate parent to approximately 697 children and young people. As a corporate parent the County Council has a collective responsibility to be a good parent to the children and young people in its care, so that they grow up happy, achieve well and have successful lives. This means the Council is expected to do what any responsible parent would do for their children.

Responsible parents care about their children's safety and their health, their education and their leisure interests, their friendships and their futures. They know about their children's development and what their talents and achievements are, they understand their problems. They support their child's education, listen and talk to their children so they understand their needs and hear and respond to their worries.

Leicestershire has a strong Corporate Parenting ethos which recognises that the care that we provide for our children is not just about keeping them safe, but also to promote recovery, resilience and well-being. To achieve this, we recognise the importance of stability for our children and the Permanence Policy sets out our commitment to the children in our care and our ambition to secure emotional attachment, physical stability and long-term commitment for our children.

Leicestershire recognise the need to establish close, coordinated working relationships with partners if we are to succeed in improving outcomes for our children – now and in the future. We are committed to working in partnership with wider services, and with children and young people to achieve this. As a partnership, we ensure our looked after children and Care Leavers have a strong voice to support us in delivering our ambitions and in meeting their needs. We listen, hear what is being said and take action to improve the lives of our children and young people. As a partnership, we are also committed to feeding back to our children and young people to ensure they know how their input has had an impact on service delivery.

Leicestershire County Council also recognises the importance of education in transforming life chances for children and young people and our aim is that all Children in Care are able to receive prompt access to appropriate, stable education placements and positive educational experiences.

The Leicestershire Virtual School, also known as The Fox Academy, actively promotes the education of our Children in Care, working with schools, alternative settings and wider services within and beyond Leicestershire to secure prompt access to quality education, appropriate to their identified needs and minimise disruption to stable provision.

The importance of our Corporate Parenting responsibility to help drive this ambition is outlined in the following diagram:



2. Who are ‘Children in Care and Care Leavers?’

A child (under 18 years) is legally ‘looked after’ by a Local Authority if he or she:

“Is provided with accommodation under Section 20 of the Children Act 1989 from the Local Authority for a continuous period of more than 24 hours; is subject to a care order; or is subject to a placement order. This also includes disabled children who are provided with accommodation under Section 20. Looked after Children in Care can be placed with foster carers, in residential homes, with parents or other relatives (under certain circumstances)”

Definition of a care leaver:

“A care leaver is broadly defined as a person aged between 16 and 25, who has been looked after by a Local Authority for at least 13 weeks since the age of 14 is either currently in care or has left care and has been looked after for a period of time after their 16th birthday”

3. Leicestershire's Children in Care and Care Leavers



all data as of 04/04/2022 unless specified below

^ data for missing episodes recorded during Q3 2021-22

4. What do our children say?

As outlined at the beginning of this strategy, the voices of our Children in Care and Care Leavers are at the heart of everything we do. This commitment is further evidenced within our Voice Strategy and Influence Strategy 2020-2023.

As Corporate Parents, Leicestershire is committed to ensuring all children looked after and young people whom we are working with, will have the right to express their views in all matters affecting them and will be supported where needed by a Children's Rights Officer to do so. We understand that by meaningful participation, this will enable children and young people to have an influence on their own outcomes. As Corporate Parents we are fully committed to meaningful participation advocating young people to understand their needs, experiences and views to influence practice and service delivery. We are committed to fulfilling our duty as Corporate Parents with passion, commitment, ambition and care.

We understand the importance and value of the views of our looked after children and Care Leavers and together we have developed 'Our Promise' which informs this strategy. Our children have told us what they think makes a good corporate parent.



5. Our promise

Our Promise sets out our commitment to ensure that Leicestershire County Council and its partners provide the best support, guidance and care to our Children in Care and Care Leavers. It demonstrates that we value them for their individuality, provide stability and offer aspirational life chances as a good parent provides for their children.

In the same way that a family shares responsibility for bringing up their children with their extended family members, the Corporate Parenting responsibility must be shared by everyone involved in supporting Children in Care. This includes health bodies, education services such as schools and colleges, the police, youth, and youth justice organisations, and the private and third sectors.

Leicestershire County Council elected members and key partner agencies have all signed up to Our Promise. Collectively we want to enable all our young people to make positive life choices and achieve their goals and beyond. Our Promise makes a commitment directly to young people and their families in 7 Key Areas:



We will support you



**Respect and Honour
your identity**



We will listen to you



We will believe in you



**We will find you a place
you can call home**



We will inform you



**We will be a
lifelong champion**



6. Equality and Diversity

All children and their families are entitled to equal access to services which do not discriminate on the grounds of age, disability, sex, gender reassignment, ethnicity, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity. We will not tolerate individuals being discriminated against because of their Ethnicity, Sex, Gender, Sexual orientation, Disability, Age or any other disadvantaged social group. We promote equality, equity and justice for all and ensure services are provided according to individual need.



The Children Act 1989 states that any needs a child has arising from their culture, religion and language must be taken into account. The Equality Act came into force on 1st October 2010.

It requires public bodies to have:

- Due regard to prohibiting discrimination, harassment, victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity; and
- Foster positive relations across all protected characteristics.

While ensuring that all those that support and work with our children are aware and equipped to provide inclusive services, we aim to ensure that our children and their families can truly see equality in the experience they receive. Our Equality and Diversity Guidance sets out our vision for ensuring the core values held by Leicestershire County Council (Aspirational, Being Curious and Collaborative) underpin all practice with our children and families, with whom we provide support and services to.

Fairness and equality are not just rooted in our legal responsibilities but are a moral obligation for everyone who works for us across a wide range of services – whether delivering front line social care, environment, education, health, transport and waste services or community and heritage facilities – to meet the needs of a diverse population across the County.

Equitable treatment reduces barriers of access and opportunity that people with protected characteristics experience either as individuals or as groups that are less likely to enjoy positive outcomes due to discrimination, prejudice or other reasons such as socio-economic, health or educational factors. As Corporate Parents we want to create an environment that ensures that all of our children receive the right support, guidance and intervention which ensures that they have equal opportunity to be aspirational and reach their goals.

7. Corporate Parenting Principles – Children and Social Work Act 2017

Leicestershire's commitment as Corporate Parents is to inspire, support and enable Children in Care and Care Leavers to be ambitious and successful. We do this by being committed to providing our children and young people with stability, security, nurturing and empowering care.

The 7 principles within the act describe the behaviours and attitudes expected of councils when they are acting as any good parent would do by supporting, encouraging, and guiding their children to lead healthy, rounded and fulfilled lives.

Our role and commitment as Corporate Parents under the 7 principles:

- We will act in the best interest, and promote the physical and mental health and wellbeing, of our children and young people.
- We will encourage our children and young people to express their views, wishes and feelings.
- We will take into account the views, wishes and feelings of our children and young people.
- We will help our children and young people gain access to, and make the best use of, services provided by the Local Authority and its relevant partners.
- We will promote high aspirations, and seek to secure the best outcomes, for our children and young people.
- For our children and young people to be safe, and for stability in their home lives, relationships, and education or work.
- We will prepare our children and young people for adulthood and independent living.

8. Who is involved and responsible?

A strong Corporate Parenting ethos means that everyone from the Chief Executive down to front line staff, as well as elected council members, are concerned about our children and Care Leavers as if they were their own. In Leicestershire, Corporate Parenting is promoted as the responsibility of all. The actions, ambitions and belief in our children of the Director of Children and Family Services and the Lead Member set the tone for us all to be an effective corporate parent.

***Our children our future** - Leicestershire's commitment to inspire, support and enable Children in Care and Care Leavers to be ambitious and successful.*

9. Councillors as Corporate Parents

In 1998, the Secretary of State wrote to councillors reminding them that they are ultimately accountable for the quality of care provided by their Local Authority and set out their specific responsibility to lead this work and monitor its effectiveness.

This position has been supported through published guides for councillors by the DfE in 2003 and 2013, highlighting that all elected members should be prepared and ready to champion the interests of looked after children and young people in their community.

Elected members are in the unique position to promote opportunities for looked after children and Care Leavers through their political power and influence, through their connections in the community, schools, health services, local businesses and employers. If these links can be built upon then 'life choices' and outcomes for children and young people can be greatly improved. Elected members are supported, by officers to engage with Children in Care and Care Leavers to support their understanding and gain their voice.

We have 3 elected member champions for our Children in Care and Care Leavers. The areas that they lead on are Health, accommodation and housing, education, employment and training.

Within Leicestershire we define how we expect elected members to fulfil their responsibilities as a 'Corporate Parent' in 7 principles:

- by having an understanding of the profile and needs of the children in the care of the Local Authority
- by being aware of the impact on looked-after children of all council decisions
- by considering whether this would be good enough for your own child
- by ensuring that the council has a focus on improving outcomes for looked-after children
- by acting as an advocate for looked-after children in your local community
- by supporting the Member Champions in their role
- by being aware of the work and aims of the Corporate Parenting Board

9.1 Officers within Children and Family Services

Officers in Children and Family Services have additional responsibilities to support and provide services for looked after children and young people, and Care Leavers. They will ensure that their care planning and transition planning is effective, meaningful and influenced by their voice and choice.

The Assistant Director for Children's Social Care has direct responsibility for Corporate Parenting, as do the wide range of roles that work directly with our children, such as: Independent Reviewing officers, Social Workers, Participation Workers, Children's Rights Officers, Youth Offending Workers, Personal Advisors and the Virtual School.



9.2 Virtual School

In Leicestershire our Virtual School is committed to creating and supporting high aspirations for our Children in Care and those leaving care. The dedication and support offered is in place to help our children achieve their best. Our children attend a diversity of schools both geographically and in terms of specialism, however the virtual school is central to ensuring that all of our children receive a high standard of education to enable them to successfully achieve good outcomes and successful futures. Leicestershire Virtual School are successful by working in partnership with schools and social workers towards shared visions and goals. The Virtual School support this through monitoring, supporting and challenging where necessary through the review of the Personal Education Plans (PEP) and monitoring the use of the Pupil Premium Plus. The voice of our children is fundamental to effective planning and the Virtual School is committed to ensuring that the voice of our children is not only sought but valued and incorporated into any planning.

Additionally, the Virtual School lead a broad spectrum of engagement activities and learning opportunities including but not exhaustive of the following:





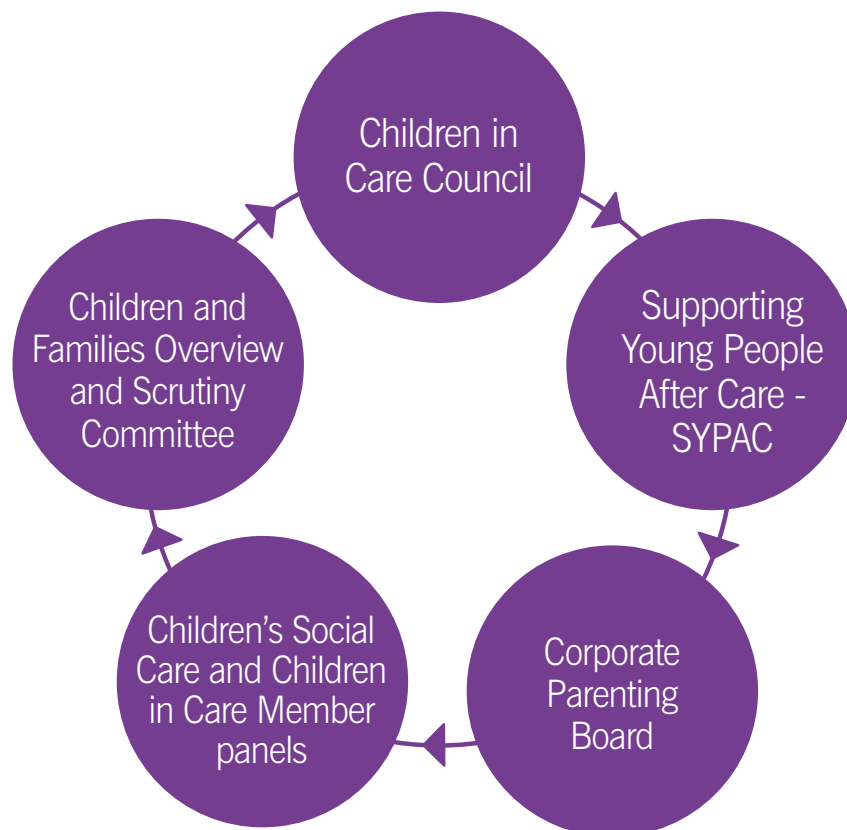
9.3 What else do we do to show that we care?

We are dedicated and committed to ensuring that our Children in Care and Care Leavers feel very much thought of and cared for by Leicestershire. This is achieved by not only ensuring that the 7 Corporate Parenting principles are fully embedded. But also providing a broader offer of engagement and contact that we consider essential to being good Corporate Parents.



10. Governance Arrangements for Corporate Parenting

Strong Corporate Parenting means strong leadership, challenge and accountability at every level. The governance arrangements that underpin our Corporate Parenting approach focus on the importance of the voice of our children and how they experience the support they receive, feel listened to and taken seriously. Our governance arrangements enable challenge and reflection on how effectively we are applying the Corporate Parenting principles and ensuring the high level of care that we strive to provide.



10.1 Corporate Parenting Board

The Corporate Parenting Board's purpose is to ensure that the whole Council and partner agencies have a joint commitment to Corporate Parenting. The Corporate Parenting Board is held four times a year and includes a membership of children and young people, the Director and Assistant Director of Children and Family Services, elected members, professionals from a range of partner agencies including Social Care, Health, Education and Police. The board is co-chaired by the Lead Member for Children and Families and a member of the Children in Care Council representative. There is strong representation from our Children in Care council and Supporting Young People After Care (SYPAC) groups, which enables our children to have the platform to challenge, influence and celebrate.

The aim of this is to achieve continuing improvements in the lives and outcomes for looked after children and young people and those who are Care Leavers. The Board ensures that the Council members and partner agencies fulfil their statutory duty as Corporate Parents and are held to account for identified actions from the board, in order to achieve continuing improvements in outcomes for children and young people. In addition to the prioritisation and acting in the best interests of all our children and young people keeping them at the center of decision making. Please see Appendix A for more detail.

10.2 Where you can share your voice and it be heard

Leicestershire's Children in Care Council is a group of young people in care aged between 7-18 who represent children and young people in care in Leicestershire. There are two groups – a younger group aged 7-13 and an older group 14+. Together they act as the voice of their peers and meet monthly to discuss and consider the issues faced by Children in Care; things that are important to them; look at ways of making a difference for Children in Care and how they can influence this locally in Leicestershire as well as nationally through such forums as the All Party Parliamentary Group for Looked After Children and Care Leavers.

Our Care Leavers are vital in shaping the services going forward and improve our offer to all our children.

SY PAC is the forum for our Care Leavers 18 -25 years old and offers a monthly meeting to socialise, discuss and influence decisions regarding Children in Care and Care Leavers and to highlight their views and opinions. There is also attendance from virtual school, children's rights and welfare rights to support and enhance independence skills of our Care Leavers.

Other key participation groups include our Children in Care Choir – Beacon Voices and Out in Care our support group for LGBT+ young people.

Both our Children in Care council and SY PAC are regularly involved in decision making at various levels and bring robust challenge to hold decision makers to account both internally, regionally and nationally. Both groups have had an effective impact on the support that our children receive and decisions within Leicestershire. Some examples of these are outlined below:

Children in Care Council and SY PAC activities	Impact
Consulted and influenced the development of 'Our Promise'.	Ensuring the vision of Leicestershire is led by the needs of our children.
Development of a children and young persons version of the Corporate Parenting Strategy, in the form of a video.	To ensure children and young people understand the principles of the Corporate Parenting Strategy and members are held accountable for their role.
Development of a Coming into Care Pack.	To provide our children and young people with a useful information leaflet of all the key things they need to know when they come into care.
Updating the Terms of Reference and Structure for the Corporate Parenting Board.	To ensure the children and young people who attend the board have an inclusive role in the aims and objectives, as well as the themes for meetings and delivery of these.
Involvement with fostering training.	Improvement in understanding of Prospective Foster Carers of the impact of being in care. Their role in supporting this and an improved experience for our children.
Creation of a Contact Expectations document to support expectations for both children and their families about the time that they will spend with each other.	Our children are able to be clear about the expectations at the beginning and there is consistency with workers in exploring different options for family time.
Young person's interview panel for all relevant posts within Children and Family Services.	Most recently direct influence on the appointment of our Director, Assistant Director and Field work Head of Service.
Care Leaver Representative on Member Panel Meetings for housing and member champion meetings	True representation of voice within member meetings, advocating for the views of our Care Leavers.
Development and facilitation of our Out in Care Group by Care Leavers	A LGBT+ support group for children and young people, where they can socialise and have themed discussions and access support services.
Consultation in Life story Work expectations and guidance	To ensure Life Story Work practice is underpinned by the views and experiences of our Children in Care and Care Leavers.

11. What success will look like

As corporate parents we need to know what success will look like to ensure that we are challenging ourselves to continually strive for the best for our children and achieve our ambitions regarding the care they receive. The table below sets out how we will measure our success in the delivery of outcomes for our looked after children and Care Leavers.

Outcome 1 Improved Physical Health	Outcome 2 Improved Mental Health	Outcome 3 Placement stability and safe homes	Outcome 4 Attainment	Outcome 5 Care Leavers
Children will: Have improved timeliness of Health Assessments Be registered with a GP Be registered with a dentist Be up to date with all their immunisations Have improved timeliness of Health Assessments	Children will: Be supported through evidence- based interventions to maximise their emotional and mental well being Have improved Strengths and Difficulties Questionnaire results. Be referred to specialise mental health services and receive treatment in a timely manner where appropriate Benefit from joined up multi agency working to drive relationship-based approaches	We will: Where appropriate seek to place children and young people within 20 miles of their home address Where appropriate seek to place children and young people within long term, in house provision Ensure children have improved placement stability Our discharge planning will secure improved outcomes for Care Leavers Make timely decisions regarding permanence and the use of SGO's and Child Arrangement Order to be used where appropriate	Children will: Be supported to achieve their full potential Have a Personal education plan which will be aspirational and ambitious Have their progress at school monitored and every child will receive tailored support from a specialist advisor	We will: Support Care Leavers to find safe, stable and suitable places to live, making sure they are as well prepared as they can be Will give opportunities to keep in touch with them until they are 25 and have high aspirations for them Support Care Leavers to remain with their long- term foster families after they have left the care of Leicestershire if that is in the best interests of the young person Support Care Leavers to become independent adults by helping to secure high quality education, training or employment opportunities
Best possible outcome for our children				

Appendix A

Corporate Parenting Board

Terms of Reference

The Corporate Parenting Board will be held four times a year and will include a membership of children and young people, the Director and Assistant Director of Children and Family Services, elected members, professionals from a range of partner agencies including Social Care, Health, Education and Police. The board will be co-chaired by the Lead Member for Children and Families and a member of the Children in Care Council representative.

What we want to achieve:

- To ensure that the Council members and partner agencies fulfil their statutory duty as Corporate Parents and are held to account for identified actions from the board, in order to achieve continuing improvements in outcomes for children and young people.
- To prioritise and act in the best interests of all our children and young people keeping them at the centre of decision making.

How we will do this:

- Ensure that the Corporate Parenting role is understood and fulfilled by all elected members and senior officers working across all directorates in the Council and by our partners.
- Listening to the voice of Children in Care and Care Leavers by meeting and talking with them and acting upon their expressed views, ensuring they are able to participate in decisions about their care and the shaping of future services.
- Monitoring and overseeing plans, strategies, or policies for looked after children, young people, and Care Leavers to ensure performance is maintained.
- Members of the Board meeting being accountable for and championing the Leicestershire Children in Care Pledge and Promise.
- Members of the Board meeting being accountable for identified actions, completing these in a timely way and providing feedback to the children and young people via the Children in Care Council, SYPAC or the Board meeting.
- Members of the Board taking issues raised forward with Senior Officers, partner agencies and those whom all have a responsibility to the role of Corporate Parenting.
- To promote and advocate for the views of all our children and young people to ensure their views are represented within the Board.
- Board members to work collectively with the children and young people members to develop a range of strategies seeking to engage our harder to reach and underrepresented group of children and young people in care.
- Monitoring and reviewing key performance data which is specific to the discussions taking place, to review the impact for our children and young people in achieving their outcomes.



Membership:

- Lead Member for Children and Families (co-chair)
- Representative from Children in Care Council (co-chair) to be agreed at the CIC Council.
- Children in Care nominated by the Children in Care Council
- Director of Children and Family Services
- Cross party Elected members nominated by the Party Groups
- Children and Family Services Lead Officers: Assistant Director Children Social Care and Targeted Early Help, Head of Service Children in Care, Fostering, Adoption and the Virtual School, Head of Service Safeguarding, Improvement and Quality Assurance, Service Manager Fostering and Adoption, Service Manager Children in Care, Service Manager Safeguarding and Performance Service, Service Manager Youth Offending Service,
- Virtual School Head
- Representative from Public Health
- Divisional Director of Families Children and Young People (FYPC) LPT.
- Designated Nurse for Looked after Children from CCG and LPT representative
- Assistant Chief Constable or Police Superintendent with lead for Safeguarding
- District Council representative e.g.: Housing
- Adults & Communities Lead Officer
- LSCB Chair
- Employment and Training Lead
- Voluntary sector and charity sector representatives who are identified as playing a role within the Board meeting.

If the nominated representative is unable to attend the Board meeting, it is an expectation that they send apologies, including an updated report which can be shared, or ensure a colleague attends on their behalf.

If it is identified that members are routinely not attending the meeting, the Service Manager for Safeguarding and Performance will follow this up, to remind members of their roles and responsibilities as well as commitment to the Board as a Corporate Parent.

Plan for Board meeting structure:

The primary venue will be County Hall committee rooms, however, if virtual meetings are required these will be facilitated via Microsoft Teams.



Standing agenda items:

- Introductions and Apologies
- Accuracy of last minutes
- Review of previous actions
- Assistant Director update
- CIC Council update
- SYPAC update
- Health data summary
- Education data summary

Respect and Expectations Statement

- We will arrive at meetings on time and not leave early unless previously agreed.
- Other than for an emergency, all mobile devices will be switched off. They will only be looked at and any phone calls made during breaks.
- Laptops will only be used in meetings for reference by the person giving a presentation and NOT to reply to emails etc.
- All staff will ensure they use young people friendly language.
- Our meetings will be led by the Chair & Co-Chair. All questions, comments and discussion will be directed by them. They will ensure everyone has an opportunity to speak and make a positive contribution.
- Discussion and collective decision making can sometimes prove challenging. We will ensure all points of view are valued, listened too, and debated respectfully.
- Challenge and debate will always be directed at the point and not the person.
- Each agenda item will have an agreed time allocation and meetings will strictly run to time.
- All young people and staff will attend meetings with an open mind and ensure they are committed to making a full and positive contribution.
- Our meetings must be prioritised but if we can't attend, we will always send apologies and try to send someone in our place.

If the meeting is held virtually or as a hybrid meeting, it is expected all members will have their cameras on and will keep their microphone on mute, unless they are speaking, using the hand icon when you wish to speak.



