



Children Looked After Strategy

2014- 17

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Introduction

This strategy sets out our approach to how we will look after and care for those children and young people who come into the care of Lancashire County Council. The strategy will demonstrate what actions need to be taken to ensure that outcomes for children and young people who are looked after, are improved and that they can go on to lead happy, independent and successful lives.

Lancashire County Council has already made a Pledge to children and young people. This has been developed in partnership with children and young people who are looked after and forms the basis of the how the Corporate Parenting Board oversees how we fulfil our responsibilities as a Corporate Parent. The Children Looked After Strategy and associated Action Plan will highlight our priorities and how we will achieve them.

The strategy will sit alongside the newly refreshed Children and Young People's Plan 2014- 17 which sets out a wide range of actions, including specific measures regarding children and young people who are looked after. The Sufficiency Strategy 2014- 17 has also been published, which sets out our Commissioning approach to how children who are looked after are placed and cared for.

The strategy will cover the following;

1. What children and young people say
2. Legislation
3. Sufficiency Strategy
4. Local Context
5. Our commitment as Corporate Parents and the role of the Corporate Parenting Board
6. The issues facing children and young people in and leaving care
7. Prevention and early help- ensuring that the most appropriate children and young people come into Local Authority Care
8. The Children and Young People's Plan 2014- 17 and how services will work together to improve outcomes for children and young people who are looked after
9. What needs to happen for children and young people who are looked after
10. How the Strategy and Action Plan will be delivered, monitored and evaluated

Vision

Lancashire County Council wants to provide outstanding opportunities for children and young people in our care. Lancashire County Council, as Corporate Parent, will do its

best to ensure that children and young people feel valued and loved with access to high quality placements and support so that young people grow up to be resilient and independent, feeling confident to fulfil their goals.

Strategy Aims and Objectives

The Children Looked After (CLA) strategy must continue to close the gap between the outcomes for children looked after and all children in Lancashire.

The strategy sets out how we will improve the outcomes for this group of children and young people and ensure that we fulfil our statutory requirements. An Action Plan will be produced alongside this strategy to identify what actions should be put in place to improve outcomes for children and young people.

Outcomes include;

- Providing a varied range of high quality placement choices that are judged to be 'good' or 'outstanding' by Ofsted.
- That children and young people receive their entitlement to statutory visits, are listened to and are seen alone.
- That young people continue to be safeguarded and protected and their concerns are responded to quickly and effectively.
- Consistent support from the same social worker.
- Attendance and attainment in education, employment or training is improved to be as good as their peers.
- Better engagement in the Pathway Planning process.
- Increased engagement with decision makers.
- Increased use of new schemes such as 'Staying Put'. (See separate policy)
- Ensuring that appropriate agencies and services (Children's Social Care, Fostering (internal and external), Adoption, Youth Offending Services, Inclusion and Disability Support Services, Residential Care Services and all commissioned projects working with CLA children and young people) work together effectively to reduce the number of times a young person 'tells their story' and ensures that there is continuity of care.

1. What children and young people say

Children and young people in our care have been increasingly engaged with Lancashire County Council. It is vital that young people are able to describe how they're feeling and what they need to make sure being looked after helps them to thrive. A Participation Strategy has been devised to;

- set out our commitment to implementing a common approach for the participation of children and young people in the design, delivery and evaluation of services and priorities
- to outline our vision to empower children and young people to become active citizens within their localities, the county and the country

<http://www.lancashirechildrenstrust.org.uk- Active Participation>

Barnardos have been commissioned to further develop the role of the Children in Care Council and the group, known as LINX, are actively involved in a number of activities and regular events. LINX have also been part of the review process for the Care Pledge which sits alongside this strategy. Through the Corporate Parenting Board, LINX have contributed to and debated a number of issues including education, children and young people who go missing and raising awareness of their profile.

LINX have been consulted throughout the development of this strategy. This includes attending the Corporate Parenting Board and speaking directly to children and young people in care.

Key messages from young people include;

- Having a consistent social worker who they know and trust
- To be included in decision making about their own lives
- Having access to support when they need it, especially after they've left care
- Having a place to live that they feel comfortable in
- Having financial security

In addition to LINX, a range of other projects are in place to ensure that children and young people are able to get their voices heard and to influence decisions that affect their lives.

Lancashire Children's Rights Service currently delivers Advocacy Services to and for young people leaving care on our behalf.

Since April 2011, Lancashire Children's Rights Service has been commissioned to deliver an advocacy service for CLA (including care leavers and those with disabilities who access services through a series of short breaks, for whom Lancashire has a responsibility of care).

Overall, the Service aims to promote the rights of children and young people looked after through the provision of effective and independent children's rights and advocacy services, and in accordance with the National Standards for the Provision of Children's Advocacy Services.

The service also involves an 'independent visitor' scheme which includes the recruitment, training and matching of volunteers to young people.

The views of care leavers are actively sought through Speak out Lancashire, which is a group of care leavers who were formed last year to ensure that young people are able to contribute and inform how support is delivered and where improvements can be made.

Barnardos has been commissioned to deliver the Children and Young People's participation commission, which includes facilitating the voice and influence of CLA, both formally and informally in the decisions that are made for them and about them. A strategic approach to participation has been developed to engage children and young people across all groups. This includes the use of training, formal meetings, informal groups, consultations and newsletters.

Children and young people who are Looked After have been actively engaged in a placement consultation to inform the Sufficiency Strategy. This has been undertaken by Barnardos. For the full document, please see the Sufficiency Strategy Appendices.

2. Legislation

• Children & Families Act 2014

Amongst its priorities, there is an aim of reducing the length of time taken to complete adoption placements with new families and to promote the increase in the number of adoptions. The Act also proposes further changes to improve the quality of care and the stability of placements for children and young people who are looked after either in foster care or in residential care. Additionally, there is a requirement on local authorities to have a 'Virtual School Head' who can have a positive impact on the educational achievement of looked after children.

<http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>

(See Appendix 2)

• SEND Reforms

As part of the Children and Families Act 2014, a number of key measures have also been introduced to improve outcomes for children and young people with Special Educational Needs and Disabilities. Key measures include;

- Replacing SEN statements and learning difficulty assessments (for 16- to 25-year-olds) with a single, simpler 0-25 assessment process and Education, Health and Care Plan from 2014.
- Providing statutory protections comparable to those currently associated with a statement of SEN to up to 25 in further education - instead of it being cut off at 16.
- Requiring local authorities to publish a local offer showing the support available to disabled children and young people and those with SEN, and their families.
- Giving parents or young people with Education, Health and Care plans the right to a personal budget for their support.

- Introducing mediation for disputes and a new trial, giving children the right to appeal if they are unhappy with their support.

- **Public Law Outline (PLO)**

Reforms introduced in 2013 should result in reducing delays with applications for care and adoptions. These reforms are part of a number of changes being made under the Family Justice Review designed to improve the family courts system.
<http://www.justice.gov.uk/protecting-the-vulnerable/care-proceedings-reform>

- **OfSTED Single Inspection Framework**

The new Framework was implemented in October 2013 and includes children looked after and care leavers. A new key judgement 'The experiences and progress of children looked after and achieving permanence' sets out 13 key principles and 27 inspection criteria. The new framework focuses on the effectiveness of partnership working between services inside the County Council such as education, public health, youth justice and legal services and those key external agencies such as the Police, Health and the third sector. Inspection teams will spend more of their time directly meeting with and listening to children and young people being cared for by the County Council.
<http://www.ofsted.gov.uk/resources/framework-and-evaluation-schedule-for-inspection-of-services-for-children-need-of-help-and-protectio>

- **Care Leavers Strategy**

The guidance was issued by the Department for Education in October 2013. It sets out their expectations and principles in relation to what care leavers should expect.
<https://www.gov.uk/government/publications/care-leaver-strategy>
A Leaving Care Strategy has been written in line with the new principles and this has been reviewed by LINX.

- **Children Missing**

The Government issued new statutory guidance in January 2014 on children who run away or go missing from home or care. Lancashire County Council's existing Strategy and Protocol is due to be refreshed.

<https://www.gov.uk/government/publications/children-who-run-away-or-go-missing-from-home-or-care>

- **Care Planning, Placement and Case Review (England) Regulations 2010.**

The guidance has been issued in relation to children who are looked after and in contact with Youth Justice Services. This has been issued following changes in the Youth Remand Framework. The changes came in December 2012 as a result of the Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPOA), which came

into effect in April 2013. These Regulations modified the Care Planning Regulations to take into account the LASPOA. The Review covers Local Authorities, (Children's Social Care) and YOT areas of responsibilities,

For Further information, refer to Appendix 3

3. Sufficiency Duty

The Sufficiency Duty (as laid down in Section 22G of the Children Act 1989) requires the local authority to have regard to the benefit of having a number of accommodation providers in their area and a range of accommodation capable of meeting different needs of children looked after. Access to a range of accommodation enables the local authority make the most appropriate placements. Ensuring that there is a wide range of appropriate accommodation is a vital element of improving outcomes for children who are looked after. Factors such as gender, ethnicity, sexual orientation, disability, learning difficulties and mental health issues also influence the accommodation needs of the young person. Young people must be able to exercise some preference in choosing their accommodation to help them feel that they have ownership of the leaving care process.

The local authority must take the following into consideration when deciding the most appropriate placement:

- Allowing the child to live near his/ her home
- Not disrupting the child's education or training
- Enabling the child and a looked after sibling/s to live together
- Meeting the particular needs of disabled children and those with special educational needs
- Providing accommodation within the local authority's area, unless that is not reasonable practicable

The effectiveness and appropriateness of a child's placement is supported by effective assessment, planning, placement finding, emotional health and wellbeing support and identifying and reviewing individual goals and achievements.

The Sufficiency Duty applies to all children who are looked after under the 1989 Children Act. However, it is also imperative for the local authority and its partners to seek to reduce the need for children to come into or stay in care through effective prevention, early help and family support. There will, unfortunately, always be some children who cannot safely remain or return home and research shows that adoption or other permanence arrangements often promote the best outcomes for children.

The Sufficiency Strategy therefore seeks to improve outcomes for children and young people during prevention, protection and permanence. **It can be found here. Insert hyperlink.**

4. Local Context

There is a significant amount of performance data relating to children who are looked after. It is a rapidly changing picture across Lancashire. For an in depth analysis, the Sufficiency Strategy has a good range of local and district information, alongside informative analysis. It includes a breakdown by district, protected equality characteristics as well as comparisons against our statistical neighbours. The JSNA can also be found below which gives a good picture of the needs of children and young people.

[CYP JSNA](#)

5. Corporate Parenting

Lancashire County Council is committed to fulfilling its responsibilities as a Corporate Parent and is accountable for discharging its parental responsibilities towards children and young people in and leaving care. As an effective Corporate Parent, we will do what any good parent would do for their child to help them reach their potential throughout life. We will work in partnership with agencies such as Health, District Councils, the Police and Third Sector organisations who play a vital role in helping children and young people to reach their goals. Social Workers, Foster Carers, Designated Teachers and Nurses, alongside other frontline professionals, working with children and young people who are looked after, are committed to working effectively and collaboratively to achieve our ambitions in ensuring that children and young people are safe and are able to fulfil their aspirations.

Corporate Parenting Board

The Corporate Parenting Board has been established to ensure that Lancashire County Council, and its partners, commit to excellent standards of Corporate Parenting. The Board also takes on the responsibility to make recommendations to the Cabinet Member for Children, Schools and Young People.

The Board meets on a regular basis and states the following priorities;

1. To set high expectations and stable relationships for all children in care.
2. To seek improved long term outcomes for children in care and their families – for their happiness; well-being; educational success; and future prospects.
3. To make sure that the voice of the child and young person in care influences both policy and the services that they receive, and that young people are engaged with any action intended to develop and improve services or to recruit key staff members.
4. To oversee and monitor the key performance indicators for the health, well-being and education of looked after children.

5. To consider the outcomes of regulatory visits and inspection reports on provision for children in care and to receive regular reports on:
 - the work of the adoption and fostering services;
 - work experience schemes;
 - provision for leaving care, housing and training for care leavers; and
 - Work with those in the Secure Estate.
6. To ensure that relevant key plans, strategies and associated resources identify and make explicit the contribution that they make to targets agreed for improvement.
7. To celebrate the achievements of children looked after and their carers.
8. To develop an informed view of County Council provision and services through a programme of well planned visits and feedback from Board members.
9. To ensure that children looked after by the local authority are offered the protection of the UN Convention on the Rights of the Child, 2 September 1990.
10. To establish and maintain specific task groups as necessary to make recommendations to it.

For further information about the Corporate Parenting Board, please follow the link.

<http://lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e>

The Board will review the Action Plan associated with this strategy.

6. Needs of Children Looked After

Society and how we interact with services and each other is changing rapidly. We will ensure that we are fully up to date with the latest developments and research, using the most effective approaches to achieve excellent outcomes for children and young people who are looked after. Best practice will be shared and become standard practice. We will strive for continuous improvement and excellence of service.

Through our ongoing research, we have a wide range of data and information that can inform practice and service development.

The Social Research Unit analysis of a sample number of children who became looked after in Lancashire during 2012 found that:

- 60% had been recently ill-treated
- 39% had experienced some form of neglect
- 18% had been subjected to physical harm
- 39% were not achieving their potential

- 36% had special educational needs
- 32% were regularly missing school
- 46% of 12 – 17 year olds were misusing drugs and alcohol
- 11% were explicitly described as stressed

Consultation with Children's Social Care staff, carried out by Oxford Brookes University in early 2014, raised concerns about the increased complexity of needs of children and young people becoming looked after, including; sexualised behaviour, social media issues, emotional neglect, aggression, offending and unresolved relationship issues. In addition, further consultation also identified; sexual exploitation, sexual offender/ registered sex offenders, those who are in danger of becoming a perpetrator and sexually abused younger children; self harmers with suicidal tendencies; arson; suicide risk and pregnancy. It was felt to be challenging to find placements to support these specific needs. In addition, it can be particularly challenging when searching for appropriate placements for young people aged 16 and 17.

In relation to children who are currently looked after; a range of provision is in place. Lancashire County Council has a wide range of accommodation to offer children and young people and permanence is a high priority. Through the provisions laid out in the Sufficiency Strategy, a range of targets have been put in place to ensure that children and young people are able to be cared for in high quality and appropriate accommodation. (See Sufficiency Strategy)

Inspection Reports

- Adoption Services were inspected in June 2011 and was rated 'good'
- Fostering Services were inspected in November 2011 and was rated 'outstanding'.
- 83% of residential care homes (15 out of 18) were rated as 'good' or 'outstanding'.
- Safeguarding and Children Looked After Services were inspected in January 2012 and received an overall grading of 'good' for both. A post inspection plan was drawn up following the inspection and this has been fully implemented.

7.Prevention and Early Help

A wide range of preventative services have been established to try and reduce the number of children and young people coming into care. What is fundamentally important is that the children and young people, who do come into care, are the most appropriate and who need specialised support.

A Prevention and Early Help Strategy has been devised and its vision for Lancashire is to secure a county-wide approach within which all partners coordinate, prioritise and maximise their collective efforts to enable children, young people and families to achieve success, resist stress, manage change and uncertainty and make safe decisions about their future.

For further information about the Prevention and Early Help Strategy, [Prevention and Early Help](#)

8.Children and Young People's Plan 2014-17

The new Plan re-emphasises the vision of what all organisations and partnerships would like to achieve in delivering positive outcomes for Lancashire's children and young people. The rise in demand for children's services and further budget restrictions presents two significant challenges to the County Council and its partners and how we deliver our services.

Key outcomes and measures

In Lancashire, we want all children and young people to:

- Feel safe
- Do well
- Be happy
- Be healthy
- Be listened to

We also recognise that in many instances children, young people and families will engage with universal services and successfully achieve these outcomes and are *thriving*.

The key focus for the Plan is those families that may need some additional support, those families that are, for whatever reason, *just coping* or who are *struggling to cope*. We want to ensure that this additional support enables them to thrive and build towards the aspirations that we should expect for all children and young people.

There are several actions within the Plan which directly relate to Children Looked After. These actions will be monitored by the Corporate Parenting Board and the Children and Young People's Partnership Board.

Actions in the Plan which specifically link to this strategy include:

Outcome 1 – To Feel Safe

- We will develop and deliver integrated services so that children and young people receive effective and timely early help and protection.
- We will ensure that the right children and young people become looked after and manage the increase in demand whilst delivering safe child protection.

Outcome 2 - To do Well

- We will ensure that young people leaving care receive the support they need to do well in education, employment or training.
- We will ensure that support is available for vulnerable children and young people so that they are able to perform well in education.

- We will better understand child poverty in Lancashire and target resources and support to those in most need. (See Child Poverty Strategy)

Outcome 3 - To be Happy

- We will ensure that children and young people wherever possible will live at home with their families and where this is not possible we will find them permanent homes and families without unnecessary delay and with minimum disruption.
- We will ensure the social and emotional wellbeing of vulnerable children

Outcome 4- To be Healthy

- We will ensure that children and young people are able to access a range of quality sports activities

Outcome 5 – To be Listened to

- We will ensure that the way we provide support to children and young people is driven by what they tell us.
- We will ensure that children and young people are listened to, practice is focused on their needs and experiences and influenced by their wishes and feelings or, where they cannot represent their view themselves, that these are advocated for upon their behalf.
- We will embed the principle of 'tell us once' across all services.

The participation of children and young people is promoted via the Active Participation Strategy, endorsed by the Children and Young People's Trust Board. For further information, please follow the link; [Active Participation Strategy](#)

For further information, see the new Children and Young People's Plan 2014- 17. <http://www.lancashirechildrenstrust.org.uk/CYPPlan/>

9. Service Provision

It is imperative that all agencies work together effectively to reduce the number of times a young person 'tells their story'.

Below is a breakdown of what Lancashire County Council seeks to achieve. Further details of the Action Plan, which includes measures, expected outcomes and responsible services is attached.

**Our Goals for all Children Looked After and Leaving Care
(The Action Plan will incorporate all actions stated below and how they can be achieved)**

The Perfect Placement

The Sufficiency Strategy outlines how Lancashire County Council will commission, manage and monitor placements to ensure that the best quality and most appropriate accommodation is provided to children and young people.

Placement matching is a complex process and one that we must get right.

We will ensure that children and young people will be actively involved in the recruitment and selection of commissioned projects. They will be participants in the process, from initial marking through to recruitment, selection and review. This will be done in conjunction with the Children in Care Council (LINX) and Lancashire Children's Rights.

Young Inspectors will form part of a team to evaluate practice within existing providers. It is envisaged that the Young Inspectors will widen their practice to include a wide range of internal and external providers, including external fostering.

Actions

- We will endeavour to ensure that children and young people will have a varied choice of placement. (As outlined in the Sufficiency Strategy).
- We will endeavour to ensure that children and young people are able to visit accommodation prior to decision making.
- Children and young people will be well supported by a consistent social worker.

For thorough information on how this will be undertaken, please see the Sufficiency Strategy. (Insert hyperlink)

Education

The Virtual School

The Virtual School for Children Looked After (CLA) forms part of the Alternative and Complementary Education and Residential Service (ACERS).

There are currently approximately 1500 children in care who are the responsibility of Lancashire County Council. Of these, around 900 are educated in Lancashire's schools. 25 nursery, 484 primary, 84 secondary, 31 special and 14 short stay schools within Lancashire.

Approximately 250 children are educated in schools in other Authorities. Lancashire County Council also has educational responsibilities for children who are resident in and / or educated in Lancashire and are looked after by other local authorities and these will be included within the longer term virtual school developments.

The Virtual School plays a strategic role in ensuring the corporate parenting responsibilities of the Local Authority with regard to the education of CLA are met.

The team offers support and advice to a range of professionals working with CLA and supports children through personal visits to schools.

The overall aim of the service is to improve educational outcomes and enhance personal and social development in order to ensure that our children, who are looked after, have better life chances.

Core Work of the Virtual School

1. To promote the educational achievement of;
 - children who are looked after within Lancashire
 - children who are looked after but are the responsibility of other Local Authorities
2. To provide training for Designated Teachers, Social Workers and Carers.

Actions

- Designated teachers will make themselves known to CLA as soon as possible.
- Designated teachers will support CLA consistently throughout their school life, supporting them as required.

Health

We will support all those who care for and work directly with our CYP to promote healthy lifestyles through effective role modelling.

Actions

- Appropriate information, support and training will be provided in high risk areas such as smoking, sexual health and substance misuse.
- The importance of dental health and provision will be promoted via CLA nurses and carers.
- Health needs will be incorporated into care planning. Care Plans will actively involve health partners for development and review.
- Health training will be extended to include CLA nurses to support training to foster carers and residential settings.
- Individual health needs will be assessed and addressed swiftly. Analysis of the Strengths and Difficulties Questionnaire is one method that will be used to check that health support is provided to CYP.
- Strategies will be maintained that prevent unhealthy activities such as smoking,

alcohol and substance misuse and domestic abuse.

Actions have been identified by the Health and Wellbeing Board on all of the above priorities and also include Emotional Health and Wellbeing and a range of other priorities outlined in the Children and Young People's Plan. For further information, please see the Action Plan for the Health and Well Being Board.

➤ Healthcare Assessments

- Assure confidentiality
- Show young people what has been written in the assessment
- Provide a variety of ways to undertake the assessment. (Not all young people feel it is necessary to attend an appointment).
- Provide consistent CLA nursing
- **SCAYT+** (Supporting Carers and Young People Together) is a therapeutically based team operating across Lancashire County Council consisting of Clinical Psychologists, Emotional Health Workers and Social Workers. It is a targeted early access service dedicated to addressing the social, psychological and emotional needs of children who are looked after and adopted, which will have an impact on placement stability and other outcomes for our CLA and adopted children.

Action

- Regular completion of the My Goals questionnaire as part of ongoing intervention with children and young people. Information to be recorded on LCS.

Positive Activities

Actions

- The number of CLA accessing activities will be monitored to ensure that they have access to a wide range of positive activities. Activities should provide opportunities for CLA to develop friendships, increase confidence, self esteem, confidence and well being.
- The Personal Education Plan Support Allowance (PEPSA) will be used to provide for any identified need through additional activities which will enhance progress and development.
- An annual celebration event will take place to recognise and promote the excellent progress made by children and young people who are looked after. This

event will organised with input from LINX.

- Carers will be fully aware of their role in ensuring CYP engage positively in healthy activities.
- Summer activities programme (coordinated by the Children and Young People's Trust) will be advertised to all residential children's homes and internal and external fostering placements.
- A Lancashire pack will be devised to promote all relevant support groups/ opportunities available to CLA. This will include LINX (Barnardos), Children's Rights Service (Children's Society), Lancashire Youth Council and Young People's Centres and YPS support groups.
- The pack will be sent directly to all residential children's homes, internal/ external fostering and adoption.

Participation and Engagement

- Children and young people who are looked after will have the opportunity to participate in LINX, our Children in Care Council, supported by Barnardos.
- LINX will engage with and influence Senior Managers and Elected Members to help make decisions affecting their lives. This will include planning how the Corporate Parenting Board budget will be allocated and spent.
- We will continue to provide apprenticeships through LINX to develop their work skills and for children and young people to be involved in the development of LINX.

Leaving Care

Children and Young People will be fully prepared for adulthood. For those moving to independence, Lancashire County Council will endeavour to provide a range of good quality housing and continued support as necessary. This priority forms part of Lancashire's Sufficiency Duty 2014.

Actions

- A Leaving Care Guide will be published by Lancashire County Council to prepare young people for independence.
- A Leaving Care Policy will be published as part of the CLA documentation.
- All CLA will be given the opportunity to attain accreditation through the Certificate of Personal Effectiveness Course (CoPE).
- A mentor will be offered to all care leavers.

- Continue to provide a 'setting up home' allowance.
- Independent Reviewing Officers (IROs) will routinely check that CYP leaving care are being equipped with the necessary skills to cope. A skills checklist will be incorporated into the Pathway Plan.
- We aim to ensure that social workers stay with CYP and their families. Where this isn't possible, we will reduce the number of social work transitions.
- Where a child or young person is also subject to statutory involvement from the youth justice service and children's social care; a decision will be taken on an individual basis to determine who will undertake primary responsibility for that young person.
- Plans will be agreed with CYP (Care, Pathway and Sentence Plans) and their families (Working Together with Families). They will be individually tailored to meet their needs with agreed timescales and set objectives. Social workers will work with children and young people to explain the reasons why they need a plan and help them to understand what is contained within their plan.

10. Monitoring and Evaluation

The Corporate Parenting Board will monitor and review the Action Plan associated with this strategy on a quarterly basis. This group will also oversee the monitoring of the new Children and Young People's Plan which has specific actions relating to Children Looked After. Children's Social Care will manage the target setting and ensure that all relevant services are aware of how they will contribute to the achievement of these targets

The Children in Care Council (LINX) will also play an important role in reviewing progress of this Action Plan to ensure that Children Looked After experience positive changes in the services that are being provided to them.

In addition to these groups, regular data gathering and performance information has assumed greater priority. Through the JSNA data, a number of key CLA indicators are monitored and performance data is produced every month, with reports being prepared for the LINX group and Corporate Parenting Board meetings.