

**Manchester City's Multi-
agency
Looked After Children
and
Care Leavers' Strategy
2016/2019**

*Our Manchester - building a safe, happy, healthy and successful future
for children and young people*

Foreword

As a Corporate Parent I welcome the messages that this strategy sends out to everyone who is involved in promoting the safeguarding and wellbeing of Looked After Children and Care Leavers.

It is important that we listen, and hear, the voice of children and young people and I am pleased that this strategy has been developed alongside the Our City Our Say Children and Young People's Strategy that has given children a real say in shaping our priorities for the next 3 years 2017 - 2020.

I, like the other Corporate Parents and those delivering Corporate Parenting on our behalf, take seriously our responsibility, our promise to Looked After Children and Care Leavers. We will all work together as outlined in this Strategy to ensure Looked After Children are well cared for, are safe and healthy and able to achieve great outcomes. Our commitment is to ensure when a child needs to become looked after that their experience of care, and leaving care, is positive and has a beneficial impact on their lives.

Cllr Sheila Newman

Executive Member Children's Services

Chair of Manchester's Corporate Parenting Panel

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1. Introduction

- 1.1. Manchester's Children and Young People's Plan, *Our Manchester, Our Children*, sets out how Manchester will deliver on outcomes that matter for children and young people. The city's vision is to build a safe, happy, healthy and successful future for children and young people.
- 1.2. This multi-agency strategy sets out in further detail what this vision means specifically for looked after children and care leavers, as well as those on the edge of care, and how we, working with children and young people, will deliver improved outcomes. It sets out the key priority actions, the principles by which we will work together and the key measures we will track to understand how outcomes are improving for children and young people.
- 1.3. First and foremost, the strategy is about working with children and young people to improve their lives and the services they receive - listening to and acting on what they tell us about their everyday experiences of being looked after and how they think our services should be run. Indeed one of our key objectives in this strategy is to ensure we listen to children and young people and support them to participate in and influence practice and service development, delivery and evaluation. The strategy therefore is partly about ensuring that the city properly understands what outcomes matter to Looked after Children and Care Leavers, informed by their voice and influence, and supported by rigorous analysis of statistical data such as the Joint Strategic Needs Assessment (JSNA) and research.
- 1.4. This *working with* children and young people starts with *Our Promise*, which was written by children and young people, and which forms the framework for the strategy. The ambition and outcomes contained within the Promise have a close parallel with those in *Our Manchester, Our Children*, and its wording purposefully reflects the individual relationship that we have with each of our looked after children and care leavers. The priority actions contained in this strategy all stem from the 'Promise'.
- 1.5. The strategy then sets out how we, as partners with corporate responsibility for children in care and care leavers, will work with children, families, local communities and each other. We know that achieving the best outcomes relies on strong and effective partnership working and this strategy reaffirms Manchester's commitment to embedding an Our Manchester approach to working - an approach which focuses on children and young people's strengths and potential. When taken together - the scale of our collective influence in the city, the range of best-in-class expertise available, the deep local knowledge of communities, the links with local businesses, the research and innovation base, the scope for working across Greater Manchester - we have enormous potential to open up further opportunities for looked after children and care leavers. All partner agencies are committed to developing and implementing this strategy in co-operation

with each other.

- 1.6. The strategy concludes with looking at how we will measure the impact of changes, ensuring that our actions make a meaningful and positive improvement to children and young people's lives. As well as what children and young people tell us, we will use key performance indicators to measure how well we are delivering services and to ensure we do what works to improve outcomes. The Corporate Parenting Panel will continue to play a key role in supporting the work of all partners in delivering services to looked after children and care leavers and also in calling services to account as part of our governance arrangements to ensure the care provided is positive and protective.

2. Our Parenting Role

- 2.1. When a child comes into care Manchester City Council becomes the 'Corporate Parent.' The term means the collective responsibility of the council, elected Members, employees and partner agencies, for providing the best possible care and safeguarding for the children who are looked after and care leavers. The good corporate parent must share the aspirations, commitment, moral and legal responsibility for enabling the children in its care to experience happy and fulfilling lives, just as any good parent would.
- 2.2. It is our role as organisations, and as individuals, to champion the needs, wishes and feelings of our children; provide them with the stable, secure and loving environment they need to flourish; advocate for, and secure them the access to opportunity that any good parent would want and offer to their children, in order to inspire them to achieve the future they want for themselves.
- 2.3. We share the principles of the government's 'Putting children first' and 'Keep on caring' strategies, that corporate parenting is the responsibility of the whole public, voluntary and associated private sector and that these duties do not end when a child leaves care but continues throughout the journey to successful independence. All services will have mechanisms in place to continually monitor and review the contribution they make to Looked after Children and Care Leavers. These will be reported to our Corporate Parenting Panel where agencies across the partnership will be held to account by one another, elected members, foster carers and importantly care experienced children, young people and care leavers.
- 2.4. Our vision for our role as parents is to ensure happiness, health, safety and success for the children in our care and after they have left care. We want them to have improved emotional wellbeing and to remain safe and protected from harm and exploitation. We want them to achieve their potential, secure improved educational attainment and participate in decisions affecting their care and lives.

- 2.5. And when our looked after children move into adulthood, we want to provide a continuity of support, to help our young people to access good housing and health care services, succeed in higher education or secure a good job and attain financial security.
- 2.6. In short, we want the best for our children.

3. Our Promise to our Looked after Children and Care Leavers

- 3.1. We are committed to ensuring that all the children in our care and those leaving care have the same life chances and outcomes that all good parents would want for their own children. It is important that children and young people in care, and care leavers, understand what they can expect from us as their Corporate Parents.
- 3.2. Our promise to looked after children and care leavers makes four key commitments. These have been written by children and young people and agreed by the Corporate Parenting Panel and endorsed by full Council and its partners. They focus on what matters to children and young people - their voice and influence, their safety, their health, their education, their happiness, their success in adulthood. This strategy has been refreshed so that it is aligned with and sufficient to deliver on that promise.

Our Promise to Looked After Children and Care Leavers:

Our promise is to respect you as an individual, regardless of religious belief, ethnicity, sexuality, gender identity or disability, and support you on your journey to be a resilient and confident person in your own right.

Respect you

- We will make sure we support you in a kind, compassionate, considerate and timely way.
- We will listen to you and value your voice, as an individual and through our Children in Care Council and Care Leavers Council.
- We will involve you in decisions and plans about your life.
- We will make sure you feel comfortable and supported to attend your meetings and reviews if you wish to.
- We will try to help you to understand why you are in our care.
- We will talk to you in a language or use methods that you understand.

Care for you

- We will make sure we provide a stable environment for you to live and learn in.
- We will do everything to make sure your happiness, wellbeing and safety are our priorities.
- We will support you to stay healthy and make sure you get good health care when you need it (including your physical, mental and sexual health).
- We will make sure you live with people who care about and support you.
- We will wherever possible help you keep in contact with the people who matter to you.
- We will provide you with accurate information and advice and help you to access services that can help you.
- We will make sure you know your rights and who to turn to if you are unhappy or wish to make a formal complaint.

Support you

- We will provide a named teacher in your school or education setting who understands the issues that you may face.
- We will try to avoid unnecessary placement and/or school changes.
- We will help you to find hobbies and interests to develop new skills and friendships.
- We will support you in any pathways you choose beyond school or college, including going to university or into an apprenticeship.
- We will encourage you to be the best you can be and achieve the goals and dreams you have set.

Help you grow

- We will help and support you to become independent and take charge of your own life.
- We will do everything we can to build the skills and confidence to help you make a smooth transition into adult life.
- We will show you how to be responsible for your own actions and how to participate as an active citizen.

4. How we will deliver on the 'Promise'

- 4.1 There is a work stream linked to each priority of the 'Promise' with strategies and plans to deliver on this commitment, reporting to the Strategic Looked After Children Board with overall governance through the Corporate Parenting Panel.

We will respect Looked After Children and Care Leavers

We will:

- Support an increased membership and reach of the Children in Care Council (The Group) and the Care Leavers Group (The Change Group), ensuring they are representative of all looked after children, young people and care leavers and reflect the diversity of the population. These groups are made up of young people in care and care leavers and promote positive participation and engagement enabling their voice to be heard and for them to influence practice and service development. Alongside this young people are enabled to develop key skills and a sense of confidence whilst helping others in care and care leavers; contributing to the delivery of Manchester's Our City, Our Say strategy.
- Provide more practical support to the Group and Change Group. The Change Group in particular wants to undertake more activities and form a clearer identity, for example through branded clothing.
- Support more children and young people to attend and play an active part in all decision making, particularly in relation to day to day decision making and planning; making direct contributions and influencing decisions taken within their Looked After Children reviews; encouraging and enabling them to actively contribute and express their views, wishes and feelings.
- Support and enable young people who are leaving or have left care to develop a Care Leavers' forum to ensure their views are heard. This is something that Care Leavers have specifically asked for.
- Strengthen looked after children and care leavers' role in overseeing the development and delivery of this strategy through a strong and influential Voice and Influence working subgroup. This group will comprise children and young people members and be chaired by a young person. It will take a lead role in ensuring the voice and influence of children and young people has an impact across all services for looked after children and care leavers.
- Embed understanding of the Promise across stakeholders that work with Looked After Children and Care Leavers through a robust communications strategy and inclusion within relevant business and service plans.
- Regularly collect, review and track feedback from Looked After Children, Care Leavers and their Advocacy services, in order to shape service development and understand the

impact of changes. We want to be able to demonstrate how our multi-agency services have changed as a result of the feedback and the participation and influence of children and young people over the development and delivery of services.

- Continue to roll out and embed the Signs of Safety model for working with children and young people, promoting strengths-based conversations with children, young people and their families.
- Work to minimise the number of changes in social workers for looked after children.
- Improve looked after children's ability to contact their social worker and key workers.
- All Looked After Children to be able to have a lockable box (where they want one).

We will Care for Looked After Children and Care Leavers

We will seek to secure timely plan of permanence; ensuring they have a safe, loving and emotionally secure home environment by:

- Supporting children and young people to be permanently reunified to live with their family through evidence based support interventions, where it is assessed as safe and in the best interests of the child and young person.
- Where it is assessed that a child needs to be adopted we will ensure they are placed quickly, with well matched adopters who can provide a loving family home which allows them to achieve great outcomes and permanency. We will continue to increase the number of children adopted with Manchester assessed adopters and improve the timeliness of adoption by:
 - recruiting more adopters through the new Regional Adoption Agency, including a comprehensive support offer for families adopting hard to place children
 - linking family finders with children's social workers
 - promoting fostering for adoption across the service
- Increase the number of children made subject to Special Guardianship Orders through improved care planning, robust monitoring and tracking and an improved support offer. We want all children and young people living with connected persons foster carers in care to be supported to live outside of care under Special Guardianship Orders where this is safe and appropriate.
- Support more children into local, stable, long-term foster family placements (and

correspondingly reduce the number of placement moves for children and young people) by:

- recruiting more local foster carers, enlarging our internal foster carer pool to reflect the diversity of the looked after children population (including the growing number of Unaccompanied Asylum Seeking Children), offer better placement choice and placement stability. This will be achieved through the development of an attractive offer to carers, including a good financial support package, top quality support, supervision and training and a wraparound therapeutic approach (see below).
 - rolling out the 'secure base' therapeutic support model (Beek and Schofield) across the fostering service in 2016/17, working in partnership with CAMHS and health colleagues to support carers and children therapeutically.
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- Implement a service redesign of the council's in-house residential service in line with our vision of placing fewer children in residential care and using fostering rather than residential care for out of hours emergency placements, and our plan to invest in an adolescent support unit to support young people stay with their families and avoid coming into care.
 - Provide training and education for all foster carers and residential staff about CSE (as well as wider safeguarding training, how to spot it and support young people
 - Review processes for notifications to ensure timely health assessments, up to date immunisations and dental checks
 - Ensure life-story work is completed for children and young people through on-going promotion, staff training and robust tracking and monitoring.
 - Reduce missing from care episodes and assess and address the causes and risks of such behaviour through better safety planning and improved stability of care placements. Lessons learned from the experiences of young people who go missing will be listened to and used to plan our future service delivery to ensure young people will be well supported.
 - Promote contact with birth families for looked after children and young people (where appropriate and in keeping with the wishes of the child and young person) including those who are placed outside the district and make provision for them to respect their culture and take part in religious activities.
 - Promote, through care planning, the best possible physical, emotional and mental health outcomes for Looked After Children and Care Leavers.

- Review the current use of the Strengths and Difficulties Questionnaire (SDQ), including how it informs service development and agreeing a pathway to improve its co-ordination with individual health assessments and care plans.
- Further improve timeliness and quality of health assessments to effectively inform care planning.
- Further improve immunisation uptake.
- Review processes to ensure that that all Looked after Children have timely access to holistic health care they need regardless of type of need or placement.
- Work to ensure that children with a disability or complex needs have the same range of opportunities for local placements, family placements, adoption and special guardianship as other looked after children. In particular, we will recruit more foster carers and short break carers for disabled children. we will work Health Commissioners to ensure children with complex needs who require specialist provision are supported to remain in placements within the City through joint commissioning processes and joint sufficiency planning.

We will Support Looked After Children and Care Leavers

We will:

- Ensure that all looked after children and young people have a Personal Education Plan (PEP) and we will continue to improve the quality and timeliness of PEPs for all Manchester LAC up to their 18th birthday with a particular focus on those placed in pre-schools, schools, colleges and Post 16 provisions outside Manchester. We will ensure that the each young person is supported to be fully involved in developing their PEP and that their views wishes and feelings are properly responded to do.
- Continue to ensure all looked after children attend a good quality school which effectively meets their needs, with the aspiration all children attend a school with an Ofsted rating of Good or better.
- Support and challenge all preschool settings, schools, colleges and providers to ensure Manchester LAC are fully supported to attend, make good progress and achieve well at every stage of their education and training journey and to intervene when this is not in place. This will mainly be achieved through the Virtual School PEP quality assurance process which involves conversations with each education setting and social worker about each individual child. The Virtual School will also continue to provide written advice and training to all partners to drive this improvement.
- Track progress of children, via the Virtual School, towards achieving national expectations and use this to inform the use of targeted resources, interventions and training to

improve the attendance and outcomes of specific cohorts of young people especially those in Key Stage 4.

- Use the Virtual School to deliver wide ranging training which will assist all partners in effectively supporting Looked After Children to achieve well and progress into positive destinations at each stage. This training offer will include early trauma and attachment training, along with guidance and additional resources in order to improve the knowledge, skills and understanding of schools, colleges, providers, social workers and carers working to support looked after young people and children on the edge of care with early trauma and attachment difficulties to engage in their learning and achieve well.
- Work closely with schools, colleges and providers to avoid the use of exclusion for Looked After Children through a better understanding of their needs and the personalisation they may require in order to attend , to learn and to achieve.
- Develop more integrated working arrangements between social care, our specialist Unaccompanied Asylum Seeking service, health care, the Virtual School and Care Leaving Service to improve the consistency of support for children and young people as they grow older.
- Reduce the number of Manchester Looked After Young People aged 16 up to their 18 who are not in education, employment and training (NEET) by ensuring that they have a high quality Post 16 PEP that fully supports them towards and into full time, sustained EET.
- Use the Virtual School to work closely with social workers and Manchester's Leaving Care Service to ensure that each young person's pathway plan is fully informed by their final PEP and that they are fully supported by the service to enter, remain and achieve in education, employment and training (EET) destinations including Higher Education. The Leaving Care Service will provide regular reports to the Virtual School on the EET activity and outcomes of Manchester Care Leavers.
- Work with the council's Employment and Skills Team and partners agencies to ensure all work placement, traineeship, apprenticeship and employment opportunities are effectively communicated to LAC and care leavers in timely ways which best support young people to access and be successful in their preferred placement.
- Work with children, young people, schools, colleges, providers and Children's Board partners to develop a stronger 'curriculum for life' - something which young people have specifically raised as something they want to see improved.

We will Help Looked After Children and Care Leavers to Grow

We will:

- ensure that each care leaver has a pathway plan that contains an up-to-date assessment of individual needs and a clear plan with specific and measurable objectives that are understood and agreed by the young person, their social worker and Personal Advisor. We will ensure these plans are reviewed and updated regularly to reflect that young person's changing circumstance ensuring appropriate support is provided.
- work cooperatively across the partnership to take action to re-establish contact with care leavers who are not in touch with the service and take steps to ensure they are all safe. We will ensure that each care leaver has the opportunity to maintain a meaningful relationship with a leaving care worker and, for those young people with whom the local authority had lost touch, the reasons are fully recorded, collated, analysed and reviewed with repeat efforts being made to contact the young person.
- work in partnership with the Virtual School for Looked after Children and local and regional education and training providers, and local and regional employers, to improve the post 16 offer and opportunities for young people in education, employment and training.

- use our collective influence and capacity to support LAC and Care Leavers to take advantage of high quality employment and training opportunities in the city.
- plan for accommodation for care leavers in our Placement Sufficiency Strategy and ensure commissioning activity results in a sufficient number and range of accommodation options. In particular we will strive to improve the number of care leavers who can benefit from Supported Lodgings accommodation and Staying Put foster care arrangements.
- further develop processes to ensure that young people leaving care are aware of their health history and are enabled to access GP and other health services (including mental health) as they transition to adulthood.
- further develop multi agency pathways for transitions to adult services which will be reviewed through quality assurance processes.
- develop an information and advice pack for care leavers and distribute to all existing care leavers and to new care leavers service users as and when they are allocated a leaving care personal advisor.
- look to collaborate more with Greater Manchester partners to support improved outcomes for Care Leavers and a more consistent service offer, recognising that Care Leavers move across local authority boundaries.

Cross-cutting enablers to deliver the Promise

We will:

- Continue our improvement plan to safely reduce and maintain low caseloads for social workers to an average of 18 in order to enable frontline practitioners to have more time and meaningful engagement with looked after children and care leavers.
- Promote diversity in service provision, reflecting diversity of the looked after children and care leavers' population. Consideration of diversity should be evident in partners' engagement with and plans for children and young people.
- Review our organisational structures to reduce the number of changes of social workers that children and young people experience.
- Invest in our workforce, improve multi-agency training and develop our staff and carers to effectively respond to the needs of looked after children and those at risk of care.
- Ensure we have a suitably experienced, trained and suitably supported workforce that is able to fulfill its role effectively and provide a high quality service to children and

young people.

- Ensure looked after children are visited and seen alone by their social workers, and that allocated social workers form good communicative relationships with multi-agency partners to the benefit of looked after children.
- Regularly review looked after children's care plans and the implementation thereof.
- Improve management oversight and quality of governance processes.
- Ensure there is a robust Independent Reviewing Officer Service that scrutinises and when required challenges practice, plans and arrangements for looked after children and ensures the local authority is fulfilling its statutory responsibilities to them.
- Develop safe and effective multi-agency pathways that adequately support families and carers
- Hold ourselves as partners, members and Corporate Parents to account for delivering excellent services to Looked After Children and Care Leavers through the structures of our Corporate Parenting Panel, providing governance to the implementation of this strategy.

5. Supporting those on the edge of care

Children considered to be on the 'edge of care' are defined as children and families with complex/multi faceted needs that require increasing short-breaks, in crisis, or facing complex, often entrenched, difficulties that have lead to the family being at risk of breakdown, or at risk of the Local Authority intervening by commencing care proceedings.

- 5.1. Having listened to the voice of our Looked After Children and Care Leavers the focus of this strategy is unashamedly focused on developing services and improving outcomes for looked after children and care leavers. However, we know that good outcomes for children are best achieved in their own families if this can be safely supported. It is important therefore that we provide services to best ensure that children and young people on the 'edge of care' and their families are supported to remain together wherever possible, and reunifying children home from care, if and as soon as circumstances allow it. Whilst not a key priority therefore of the 'Promise' our edge of

care work is none the less a key priority in the wider strategy to supporting Looked After Children.

5.2 To deliver this priority we will:

- Continue to ensure the delivery of Manchester's multi-agency Early Help Strategy and continue to invest in early preventative services, expanding the number of families that access early help support in order to reduce demand and increase effectiveness.
- Use the new multi-agency Edge of Care Resource Allocation Panel Work to ensure an appropriate range of evidence based interventions are commissioned for 11-17 year olds - an age group who statistically are most likely to become looked after.
- Work as a joint partnership team to deliver coordinated support for children on the edge of care, including joint, high quality contributions to child protection and child in need planning meetings.
- Maximise use of a range of evidence based support for children and young people on the edge of care, including mental health services, Family Group Conferencing, Families First / Options 2 programme and Multi-Systemic Therapy, supporting families to stay together.
- Work with other authorities and research institutions to build the evidence base for what support works most effectively in different contexts, and develop a tool to support practitioners to identify and advise families on the most appropriate intervention.
- Use the new Family Support Unit (Alonzi House) to reduce the number of teenagers unnecessarily becoming looked after, to support rehabilitation home and to act as a hub for all other family support services working with children and young people on the edge of care.
- Improve the capacity of the Emergency Out of Hours Social Work Team to ensure they are better placed to support families in crisis so that children and young people do not come into care unnecessarily outside of normal office hours.
- Reduce the number of children placed with parents on Care Order, especially for lengthy periods.
- Work with families using Signs of safety as our primary model.

6. How we will work together

Through the development of the Our Manchester approach, stakeholders across Manchester have committed to work in a different way with residents and local communities - an approach that 'works with' residents and communities as opposed to 'doing to', and builds on each other's strengths. The Children and Young People's Plan further articulates this way of working through four principles, set out below.

We will be child and young person centred

As Corporate Parents we want the best for each and every one of our looked after children

and care leavers and will place them at the centre of everything that we do. We should consistently set high aspirations for them and undertake our responsibilities as Corporate Parents with as much enthusiasm, passion and commitment as any parent would for their child. We should want to achieve the best for them and in turn encourage them to have high aspirations for themselves.

Being child and young person centred also means that we will take an outcomes-based approach across everything we do, to encourage a focus on the difference that we make to the lives of our children in care and care leavers - we should always know the answer to the 'so what?' (i.e. what impact will it have?) question. We will measure the impact of our strategy and our work by the extent to which it improves outcomes and by the extent that children and young people tell us we are making a positive difference.

We will listen to and respond to children and young people

As set out in the Promise, we will recognise and value the voices of looked after children, young people and care leavers in all areas of our work by listening to and responding to what they tell us. Looked after children and young people and care leavers should be actively encouraged to work with us, along with their parents and carers, in shaping how we manage the resources and services which support and care for them. We will uphold the right of our children and young people to influence service development and delivery by promoting a strong and representative Children in Care Council and Care Leavers Council. We will ensure children and young people and their Council representative have good access to Elected Members, Corporate Parenting Panel, the Strategic Director of Children's Services and those who make decisions about things that affect them.

And we want to be a learning city, that strives to learn from feedback from children and young people to improve practice where it will help us to make a difference to children's lives.

We will focus on strengths and building resilience

We will focus on children's strengths and provide them with the support to build resilience and overcome obstacles. As part of this we will celebrate our children and young people's successes and encourage them to reach their full potential. We will ask children what is important to them and what is good in their lives and we will use this to help looked after children and care leavers build healthy, trusting relationships with consistent adult figures in their life, and build wider strengths-based networks that capitalise on both human and community assets.

We will act early

A theme that runs throughout this strategy is timely action, from improving adoption timeliness through to timely early help to support children and young people stay with their families and not come into care in the first place. We will intervene early through a range of universal and specialist services to ensure that every looked after child, young person and care leaver has the opportunity to thrive and succeed.

7. How we will track progress, evaluate and measure success

- 7.1. A senior, multi-agency partnership group has been established overseeing delivery of this strategy. Chaired by the Strategic Lead for Social Care, it meets every quarter to review progress against outcomes, understand the themes being raised by children and young people, track how partners are working together with children and young people and look to resolve any particular challenges in delivery of the strategy.
- 7.2. The partnership reports to the Children in Care Council and is accountable and reports

directly to the Corporate Parenting Panel; which in turn report to the Health and Wellbeing Board. In addition there are reporting requirements to the Children's Board and the Manchester Safeguarding Children's Board, which is reflective of the different dimensions to the Promise.

- 7.3. In terms of operational delivery, five separate operational, multi-agency sub-groups have been set up, aligned with the four areas of the Promise and the Edge of Care priority. These groups are tasked with driving delivery on the individual actions contained in this strategy, working with children, young people and the relevant practitioner teams. Each sub-group has a named lead and provides updates for the senior, strategic group described above. The groups will actively promote the involvement of children and young people in the design and delivery of services.
- 7.4. Fundamentally success will be measured against the outcomes experienced by children, young people and their families. We will therefore focus on overall outcome measures that record children and young people's views, their physical, emotional and mental health, their educational attainment etc.
- 7.5. There will also be a number of additional performance measures that we will monitor, in order to understand what changes are being made on the ground that in turn will deliver improved outcomes (e.g. are looked after children and care leavers receiving timely health assessments and interventions).
- 7.6. Below we set out some of the key outcomes and performance measures which has been benchmarked against Manchester City Council's regional and national comparators to establish a set of measures that are reflective of good practice and performance. Progress against these measure and impact will be routinely monitored and tracked by the Corporate Parenting Panel.

Promise theme	Desired outcomes	Measures and targets, where applicable
Respect	<p>Looked After Children and Care Leavers feel and experience they are being listened to. Young people report that they can influence development and delivery of services</p>	<p>Children in Care Council half-year reports to report progress of the Voice and Influence Group</p> <p>% of LAC attending and taking an active part in their LAC review increases</p> <p>2017/18 - 60% 2018/19 - 60% 2019/20 - 60%</p> <p>increase numbers of Looked After Children who were visited by their IRO in the 6 weeks prior to the Looked After Children review</p> <p>2017/18 - 80 % 2018/19 - 80% 2019/20 - 80%</p>
	<p>Manchester has a strong and active Children in Care Council and Change Group, whose membership is representative of the wider population</p>	<p>Feedback from Looked After Children and Care Leavers on the Group and Change Group.</p>
Care	<p>Increase in the number of children adopted and the timeliness of adoption</p>	<p>2017/18 - 60 children 2018/19 - 60 children 2019/20 - 60 children</p> <p>From 2017/18 all children to meet the A1 Government target of 426 days between coming into care and placement with adopters</p> <p>From 2017/18 all children to meet the A2 121 day target for Placement Order to matching decision</p>

	<p>Increase in percentage of Looked After Children in local, long-term family placements</p>	<p>Increase % of Looked After Children placed within Manchester; percentage of Looked After Children placed within 20 miles of Manchester 2017/18 - 85% within 20 miles 2018/19 - 87% within 20 miles 2019/20 - 90% within 20 miles</p> <p>Reduction in the number of children placed in residential care</p> <p>2017/18 - 60 2018/19 - 55 2019/20 - 50</p> <p>Increase number of children achieving permanency through Special Guardianship Orders</p> <p>2017/18 - 100 2018/19 - 70 2019/20 - 50 (business as usual)</p> <p>Reduce the number of children becoming Looked After to 25 per month</p> <p>Reduce the number of children placed at home on a Care Order</p> <p>2017/18 - 90 2018/19 - 45 2019/20 - 15</p>
	<p>Looked after Children and Care Leavers will be supported to achieve the best possible physical, emotional and mental health outcomes and , enabled to lead healthy, active lives</p> <p>All Looked After Children have access to the health services they need</p>	<p>Improved timeliness of initial and review health assessments to</p> <p>2017/18 - 90% 2018/19 - 90% 2019/20 - 90%</p> <p>Improved uptake of immunisations to 92%</p> <p>All Looked After Children (where applicable) to have a completed Strengths and Difficulties Questionnaire; (SDQ) score for</p>

		<p>emotional and behavioural health</p> <p>Profile the number and percentage of looked after children who are overweight, obese or underweight</p>
	<p>Looked After Children and Care Leavers are safe and report that they feel cared for, are safe, and are supported to stay healthy</p>	<p>Number of Looked After Children that go missing from care is reduced</p> <p>2017/18 - 50 incidents per month 2018/19 - 50 incidents per month 2019/20 - 50 incidents per month</p> <p>Ensure all Looked After Children with a CSE safety plan and Protect Team Around the Child where there are concerns</p> <p>2017/18 - 100% 2018/19 - 100% 2019/20 - 100%</p> <p>Feedback collected through LAC Reviews and surveys of Looked After Children and Care Leavers</p>
Support	<p>Every child and young person in our care is effectively supported to have good attendance at a good school or provision</p>	<p>Looked After Children enjoy good attendance at school;</p> <p>2017/18 -94 % 2018/19 - 95% 2019/20 - 95.5%</p> <p>100% of LAC attend good schools that effectively meet their needs with the aspiration that these schools have been judged as good or outstanding by Ofsted.</p> <p>No Looked After Child will be permanently excluded</p>

	<p>Every looked after child and young person in our care is supported to achieve the highest educational standards they can, whether they attend school, college or training and at each stage of their education</p>	<p>100% of looked after children with PEPs</p> <p>Children with good achievement at the end of primary school</p> <p>2017/18 - 30% 2018/19 - 31% 2019/20 - 32%</p> <p>Young people gaining 5 good GCSEs including English and maths</p> <p>2017/18 - 10% 2018/19 - 11% 2019/20 - 12%</p>
<p>Grow</p>	<p>Care leavers are supported as they transition to independence</p>	<p>Percentage of Care Leavers with an up to date pathway plan</p> <p>2017/18 - 100% 2018/19 - 100% 2019/20 - 100%</p> <p>Percentage of Care Leavers are in suitable accommodation</p> <p>2017/18 - 95% 2018/19 - 95% 2019/20 - 95%</p> <p>Percentage of Care Leavers are in Employment, Education or Training</p> <p>2017/18 - 65% 2018/19 - 65% 2019/20 - 65%</p> <p>Percentage of Care Leavers in Higher Education</p> <p>2017/18 - 12% 2018/19 - 12%</p>

		<p>2019/20 - 12%</p> <p>Decrease in the number of Looked After Children and Care Leavers who subsequently offend and are in the Youth Justice system</p> <p>2017/18 - % 2018/19 - % 2019/20 - %</p>
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