

Children in Care & Care Leavers Strategy 2022 – 2025



WARRINGTON
Borough Council

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Foreword

We are delighted to be able to launch our new Children in Care and Care Leaver's Strategy, which will set out our plans and ambition for children in care and care leavers over the next three years.

Every child we care for and every care leaver – someone who has spent time in care - has the right to be supported to achieve their full potential in all areas of their lives.

As the Executive Member for Children and Young People and the Chair of the Corporate Parenting Forum, it is my duty to ensure that we safeguard and meet our children's needs. Scrutiny and challenge of the impact of our work are the essential ingredients to being strong Corporate Parents. I will always welcome this, and expect this.

We need to actively listen to them and involve them in decisions that directly impact them. In developing this strategy, we acknowledge that a child or young person in care is more likely to be vulnerable and face increased challenges.

Following Warrington's original strategy, published in 2013, we have continued to develop and improve our services. In Warrington, we should rightly celebrate what has been achieved so far. We should also be unapologetically ambitious about what more we can do in the future to improve the lives of our children in care and care leavers.

I am privileged to see work of the council and our partners who are committed to supporting Warrington's children in care and care leavers. I am always impressed with the strength of their aspiration to improve looked after children's lives and outcomes.

I am proud of Warrington's drive to improve the experiences of our children in care and care leavers. I believe that complacency is indefensible. There is always more that we can do to improve our services.

Our responsibility towards Warrington's looked after children is exactly the same as the one we have to our own families. Our hopes and expectations for them should be no less. I want our children to look back at their time in care as a positive and fulfilling experience, full of happy childhood memories. I want them to gain the confidence to go forward and succeed in their adult life.



Cllr Sarah Hall
Cabinet member for Children's Services

Introduction

Since we published our first Children in Care & Care Leavers Strategy in 2013, we have continued to review and update our plans.

The landscape of children's social care is ever-changing and often challenging. As a service, we know that we need to continuously adapt to internal and external factors which influence our decision making and strategic plans.

While we continue to make good progress in improving the lives of children and young people in our care and care leavers, over the last two years we have faced the challenge of Covid-19. The impact of the pandemic on our most vulnerable children is still coming to the fore. The long-term impact of how services may be need to be delivered differently is also only just starting to be recognised.

Despite the challenges we have faced as a service, we have continued to be innovative. Some of the highlights include our success in being awarded Department of Education (DfE) innovation funding. This funding has helped us to put in place new ways of working such as the 'No Wrong Door' model and 'Mockingbird'.

We have also joined the National Care Leavers Benchmarking Forum, and committed to two peer reviews, one in relation to housing and homelessness and the other in relation to education, employment and training opportunities. What we have learnt from these processes has been invaluable and has spurred us on to innovate our services in other areas. As well as opening our No Wrong Door hub, The Lighthouse, we have launched our own supported accommodation service, opening five homes and a supported lodgings service. As a service, we are striving to secure better outcomes for children in care and for young people leaving care.

In 2013, we noted some significant challenges in that our children in care population had almost doubled. Over the last three years, our children in care figures have been reducing.

They are now the lowest they have been since 2015.

The number of children in care has also now stabilised but we hope to see further reductions over the next 12 months, as we see a significant number of 17 year olds turn 18.

Our new strategy sets out our plans to address some of our key areas for development over the next three years. Our children and young people's Starting Well plan sets out the commitment across Warrington's partners to support:

- All children and young people aged 0-19 years and their families
- Those over 19 years receiving services, including those leaving care
- Those 19 and 25 years with special educational needs and/or disabilities

The eight shared priorities are:

1. We will help young people and their families to live in safe, supportive environments and as independently as possible.
2. We will provide access to quality care, support and learning provision.
3. We will ensure that the most vulnerable are protected by providing early intervention and immediate help for children where needed.
4. We will improve educational attainment for children and young people vulnerable to poor learning outcomes.
5. We will improve physical, social and emotional health and wellbeing of children and young people.
6. We will support young people to make good choices and minimise risk taking behaviours.
7. We will ensure children and young people are educated, skilled and able to make a positive transition into adulthood.
8. We will ensure the needs of children and young people with Special Educational Needs and Disability (SEND) are met.

This Children in Care and Care Leavers Strategy will focus on:

- Being Healthy
- Having successful adult lives
- Staying safe
- Enjoying themselves
- Getting the best from school and college

This new strategy will also serve as Warrington's 'Children in Care, care leavers and corporate Parenting strategy'.

Corporate Parenting

As the 'Corporate Parent' to the children in our care and care leavers we have a responsibility to make sure that we work together with our partners to provide the best possible care and protection for them, now and in the future. For care leavers, our responsibility to support young people extends to the age of 25.

Children and young people have certain needs that all good parents will meet. In our role as Corporate Parents, Warrington's partners are committed to fulfilling these needs as we would for our own children. As part of our work, we have adopted the seven corporate parenting principles introduced as part of the Children and Social Work Act in 2017:

1. To act in the best interests, and promote the physical and mental health and wellbeing, of children and young people in care
2. To encourage children and young people in care to express their views, wishes and feelings
3. To take into account their views, wishes and feelings
4. To help children and young people in care gain access to, and make the best use of, services provided by the local authority and its relevant partners
5. To promote high aspirations, and seek to secure the best outcomes, for children and young people in care
6. To make sure that children and young people in care are safe, and have stability in their home lives, relationships and education or work
7. To prepare children and young people in care for adulthood and independent living.

We are currently responsible for more than 330 children and young people and we are accountable for keeping them safe, making sure their experiences in care are positive and improving their life chances. We approach this role with the same commitment as any other family would, so that our children have the best opportunities that we can offer.

To keep us grounded, we always consider the following four questions:

1. Is this good enough for my child?
2. Would this have been good enough for me as a child?
3. Is this the best that we can achieve?
4. Have we asked young people what they think?

Our key responsibilities

Our key responsibilities as corporate parents include:

- Meeting with children in care and care leavers, including those in foster care and residential care. We need to listen to what they tell us about the help and support they receive and their experiences in care. This is through our participation service, surveys, social work and partner agency reports.
- Looking at the feedback reports from services for children in care, including from the Independent Reviewing Officers about what they know about life in care for children in Warrington.
- Monitoring the quality of care delivered by Warrington's residential children's homes, fostering service, supported accommodation and supported lodgings, internally and externally.
- Having oversight of the performance of Together for Adoption (our regional adoption agency) including the recruitment and assessment of adopters for Warrington children and young people and adoption support.
- Reviewing the performance of the council and its partners around education and health outcomes, including access to mental health services, leisure activities and housing.
- Scrutinising the key strategic plans for children in care and care leavers including the Sufficiency Statement, the Local Offer to care leavers and the Children in care and Care Leavers Strategy.
- Promoting a partnership approach to the delivery and development of services for children in care and care leavers
- Celebrating the individual and collective success of children in care and care leavers.

Our achievements

We have achieved a lot since our previous strategy was launched in 2013:

- We re-launched our children in care council, the 'Express' and Care Leavers Group.
- We have appointed two children in care ambassadors, and intend to expand the team.
- There are stronger links between participation service, children in care teams, foster carers and children's homes
- We make sure that young people have the opportunity to see their social workers alone and know how to tell people if they are unhappy about something.
- We provide access to independent support from advocates and independent visitors for children in care.
- We continue to work with our partners in Warrington and across Cheshire to plan and deliver services for children at risk of going missing and child sexual exploitation. Across Cheshire we have started to develop an 'all age' exploitation strategy.
- Warrington supports unaccompanied asylum seekers and actively participates in the National Transfer Scheme
- We have implemented No Wrong Door Warrington (NWD), which launched at The Lighthouse on 1 April 2021 and fully embedded the service.
- We have developed the Thrive "Getting Risk Support" panel, a multi-agency panel with senior level input from across the partnership, to consider our most complex children.
- Most of our children in care live within 20 miles of their family home - in March 2022 this was more than 86%. This helps them to keep in touch with the people and communities that are important to them.
- Warrington are part of a 'Foster4' consortium in the marketing and recruitment of foster carers. We have launched our Family Support Package.
- We have launched and embedded 'Mockingbird' and have three active constellations.
- 52% of children who had been in foster care for over 12 months were permanently 'matched'.
- We continue to promote our Staying Put scheme, which makes it possible for young people to remain with their foster family beyond the age of 18. Twenty-one young people were in a Staying Put arrangement as of the 31 March 2022.
- 27% of children ceased to be looked after due to being made the subject of a Special Guardianship Order.
- We have significantly increased the number of children placed for adoption. 14 children were adopted in 2021/22, despite the challenges of Covid-19 over the last two years.
- While this has been challenging children with a plan for adoption are adopted in a timely way.
- Children in care are supported to do well at school. Results in their GCSEs fluctuate annually because of the small size of the group, but overall attainment levels have been on an improving trend over the past three years (2018-21).
- As of the end of March 2022, more than 96.2% of children and young people in care have had an annual health check and 98% had all of their immunisations up to date.
- As of March 2022 more than 98% of care leavers were in suitable accommodation and 58% were in Education, Employment and Training.

Our children in care ambassadors



My name is Jordan and I am a care leaver ambassador for Warrington.

As the care leaver ambassador my responsibilities are to make sure that the young people's voices are heard and as representative I feel that the voices of young people are important. Another responsibility is to help improve the relationship of young people and the social sector but to also improve the social sector by coproducing their service. The reason why I am here and want to attend our Corporate Parenting Forum is because I want to bring people together and come to an equal understanding, to improve the lives of our children in care & care leavers.



Hi my name is Jack I am 23 years old I have been a CL ambassador for nearly 2 years,

I enjoy it as I feel like I am bettering the next generation and giving our young people a voice when they may feel silent in this world. I enjoy bass guitar, music and football

Our renewed pledge to children in care and care leavers



Our renewed pledge to children in care and care leavers

As corporate parents we have worked with the Children in Care Council, who told us about what they want from us as their Corporate Parents:

1. Give us different ways to have our say!

We don't all want to talk, we might want to text you instead, so give us a number we can use for you. Listen to us, don't make us feel bad for what we have to say – we want you to care. We may not want to meet you in school and have our friends ask us why we're being taken out of classes. Let us meet you in public places and at different times.

2. Make safe spaces so we feel comfortable telling you how we feel

Don't talk to us like we're numbers on a page, make us feel welcome.

We want to speak without you knowing who we are.

Tell us more about support like NYAS.

3. We want to see results when we ask something from you

We deserve to be taken seriously, and to not have to wait too long for a reply from you.

Make it so that children can understand.

Communicate with each other more.

National drivers

We take our corporate parenting responsibilities seriously. Corporate Parenting requirements came into force in 1998 as part of the Department of Health's 'Quality Protects' programme.

Corporate parenting is where a local authority has a legal and moral duty to provide the kind of support that any good parent would provide for their own children. This includes enhancing a child's quality of life, as well as simply keeping them safe. A legal framework now underpins this responsibility, including the:

- Children and Families Act 2014
- Keep on Caring: Supporting young people from care to independence 2016
- Putting Children First 2016
- Children and Social Work Act 2017.

In May 2022, the 'Independent Review of Children's Social Care' was published by Josh McAllister. In his oral statement to Parliament, the Minister for Children and Families, Will Quince MP, committed to "an ambitious and detailed Government response and implementation strategy" by the end of 2022. In our role as Corporate Parents and strategic leads we will await a full government response, but are keen to embark on this new journey of change.

Our partners

It is important to recognise the role of all public services in meeting the needs of children and young people in care and care leavers, including partners in the statutory, private and third sectors.

Our key partners are:

- Integrated Care Boards, which fund health services to meet the needs of people who live in Warrington including children in care and those leaving care.
- Bridgewater Healthcare Foundation Trust, which provides community health services.
- Cheshire Police who work with the council and other partners to keep children in care safe. They particularly work around child abuse, missing children, child sexual exploitation and children in trouble with the law.
- Under one Roof, who work with the council to secure appropriate housing provision for our children in care and care leavers
- School leaders and class teachers, who provide education support to help children in care achieve their academic potential.
- Children's homes and supported accommodation providers in the area.
- The Youth Justice Service, which supports young people in the criminal justice.
- Pure Insights who we commission to deliver services to our care leavers.

What we know about children in care and care leavers in Warrington

According to Census 2021 data, In Warrington there are:

- 46,900 children aged up to 19 years old, this is 22.2% of the population.
- 22,800 0-19's are female (48.6%) & 24,100 are male (51.4%)
- 330 children in care as of the 31 March 2022
- 278 (84%) children in care recorded as White British
- 52 (16%) children in care recorded as being from an ethnic minority
- 224 care leavers
- 143 children living in Warrington in the care of another council



Our priorities for children in care and care leavers



Our priorities for children in care and care leavers

Our vision

Our vision remains the same:

'We want every child in our care to be healthy, happy and safe, and feel loved, valued and respected.'

Our ambition

Our ambitions are to continue and drive forward our work so that children in care have the same health, educational and employment outcomes as their peers. We will always challenge ourselves and our partners about the quality of help and support for children in care. We will seek to explore new and innovative ways of working.

Our new priorities

Our 'strategic outcomes' provide a useful framework for describing what actions we will take.

These priorities are based on what we know about:

- The needs of our children and young people,
- What they have told us about what would make a positive difference to their lives; and
- The changes we need to make to the way we run our services for children in care and care leavers.

Our strategic outcomes for the next three years have remained the same and are for children in care and care leavers to:

1. Live in settled families
2. Stay safe
3. Be healthy
4. Get the best from school and college
5. Be prepared for independence
6. Have successful adult lives

Workforce development

We commit to continuing to work hard to build and maintain relationships with the children we care for based on our systemic practice model. Part of this commitment means making sure that they have the same social worker throughout their time in care.

We recognise that this is not always possible. Nationally, the recruitment and retention of social workers is a challenge. In Warrington we face the same issues in creating a stable workforce. We continue and strive to make sure that Warrington is a great place to work to attract the best social workers in the North West and encourage those who do work here to stay so that children and young people do not have to change their social worker unless they want to.

In 2019, Ofsted graded Warrington Children's Services as 'Good'. We also participated in a Peer Review in early 2022. This is what the team had to say about our services:

"The peer team is impressed with the culture in Warrington. It is clearly a child centred organisation and system that is focussed on meeting the needs of children and the young people in its care.

"A lot of work has been undertaken to improve the sufficiency of placement opportunities for those children taken into care. Not least of these is the adoption of the Mockingbird and No Wrong Door approach, which is highly valued.

"Care leavers generally speak highly of the council and the services available for them. The level of those care leavers who are not in employment, education or training is relatively high and opportunities both within the council and local businesses needs to be developed further."

We have implemented our systemic practice model across the service and have also been successful in a number of Department of Education innovation bids. We have also developed services to 'wrap' around Social Workers and Foster Carers, which has created increased opportunities across the service and aides the retention of staff.

Continuing to live within our means

While services for children in care are prioritised within the council's budget, our basic resources have for the most part remained the same. This has placed a significant strain on workers trying to do more with the same budget. We have had to re-design our services and apply for innovation funding to ensure we can continue to grow and develop in the face of increasing complexities.

We have recognised that we need to make changes to the way that we work so that we can live within our means. This has meant changing our behaviours, being resourceful, flexible and working more efficiently and effectively. Therefore, we have launched our own Supported Accommodation and Lodgings scheme. We have also made three bids for Capital Funding from the Department of Education; for a Complex Needs Hub, Short Breaks Care Home and a new Children's Home.

We also made a bid to the Department of Education for 'Staying Close'. Unfortunately we were not successful in this bid.

As a service we will also be considering potential funding opportunities for 16 – 25 year olds via the UK Prosperity Fund.



Priority one: Live in settled families



Being a good corporate parent means that we are responsible for making sure that children and young people live in settled families where they can thrive. It means that there is good, early decision-making and excellent multi-agency planning so that children don't 'drift' in the care system.

This means seeking legal permanence for children and young people at the earliest opportunity. This is so that they know where they are going to be living for the rest of their childhood and who their carers are going to be.

Why is it important?

We know that children and young people in care have the best chance in life when they live in settled families and feel loved and cared for. Just being in a stable placement is not good enough. Children and young people need to be able to build relationships with people who they can trust and rely on, and who look out for them.

Children in care tell us that they value relationships with people who:

- Are always there for them
- Care about their health and wellbeing

- Love, accept and respect them for who they are
- Are ambitious for them and help them succeed
- Stick with them through thick and thin

How well are we doing?

- Our main aim is to make sure that the children and young people that we care for live in stable families. The proportion of children living in the same placement for two years or more in 2018 was 50%. As of the 31 March 2022 this figure had increased to 71%. The % of Children looked after with three or more placements has decreased from 9.3% to 9.1%.
- 52% of children are permanently matched with their foster carers.
- Whilst good, the above needs to be viewed in the context of a higher number of children ceasing to be looked after due to Special Guardianship Orders. As of the 31 March 2022 this figure was 27%; well over double the % of 2018/19.
- Due to Covid-19 in 2020/1 the family courts were not operating to full capacity we did see a decrease in the number of

children placed for adoption - in 2020/21, 7 children were adopted and 7 were placed for adoption. However, in 2021.22 this number increased to 14 children being adopted and 21 children being placed for adoption.

- Being able to live with their brothers and sisters is also very important for children in care and we work very hard so that most siblings can stay together wherever possible. Where this cannot happen we try hard to find places for them to live near each other.
- We have a successful Staying Put scheme to support young people to remain living with their foster family beyond their 18th birthday. As of 31 March 2022, 21 children were Staying Put. This number has more than doubled since the first strategy.
- Our 'No Wrong Door' edge of care model launched on the 1/4/21.
- We have launched and embedded three Mockingbird constellations.
- All Residential placements are secured via the PNW framework. All must be rated as GOOD or above.
- All placements are secured via approved Providers on the PNW framework. All Providers are re-evaluated annually to ensure all standards are met. There are occasions when wider searches are required outside of this North West framework, due to needs, complexity, location, sufficiency or for newly opened homes within the borough. In these instances, a comprehensive due diligence process is undertaken to ensure standards and quality are met to the same standards. Pre-placement visits are also undertaken when time and responses allow.
- We have held a number of 'step down' from residential events with our colleagues from Foster4.

What we will do:

- Work with families to prevent entry into care. Offer 'best support' consultations to determine which professionals are 'best placed' to work with them; The Lighthouse, Families First or our Systemic Hub.
- Where children do need to come into our care we will try to ensure they are placed with a family.

- Make sure that we get legal permanence for children and young people at the earliest opportunity.
- Continue to work with children and young people to plan their care, understand who are the important people in their lives and where they would be best living.
- Prevent placement breakdowns by continuing the support we give to the people who look after our young people. This includes our own recruited Foster Carers, Independent Foster Carers and Residential Provider (internal / external), utilising services such as Advanced Solutions and our Systemic Hub.
- Where adoption is the best plan, we will start to make arrangements as soon as we possibly can. This includes, children who form part of a sibling group, have complex needs or are older.
- Where children and young people are living with their family members or have been 'permanently' matched, we will work with both the child in care and the family members to explore whether a Special Guardianship Order may be more appropriate.

What difference will we make?

- Where possible and safe to do so, children will remain at home in the care of their family.
- We will make sure all children in care have the right to a 'family life'.
- As a minimum all children in care at their four month review will have a permanence plan which sets out the arrangements for the future.
- All children in care will be involved in the review of their plan.
- Via our bespoke direct work toolkit we will work ensure children know 'why' they are cared for and understand their own individual history and journey.
- We will pursue permanence with a passion; whether this be via permanent matching or Special Guardianship Orders or Discharge of Care Order.
- Where in the best interests of children we will continue to increase the number of children and young people adopted.
- We will be innovative and flexible in our approach to supporting 16 – 17 year olds, via a Supported Lodgings and Supported Accommodation scheme.

Priority two: Stay safe



Keeping children and young people safe is everybody's business and this means all organisations working together to protect them from intentional neglect, harm and abuse. This includes all forms of discrimination, bullying, violence or exploitation.

We want our children and young people to be protected from harm and to get the help and support they need in circumstances where they are at risk. This is particularly important for our children in care who will have already suffered abuse and therefore remain vulnerable to further abuse.

Why is it important?

Everyone who works with children and young people in Warrington wants to make sure that all children are safe and have access to the help and support that they need, when they need it.

This means working together to address the needs of children and young people in care and in particular those who:

- Are seeking refuge from political, cultural, religious or other forms of persecution including armed conflict and war

- Run away or go missing from home and care
- Are at risk of criminal and sexual exploitation
- Have experienced honour based violence.

Unaccompanied Asylum Seeking Children

Unaccompanied Asylum Seeking Children often have significant physical and emotional health needs as a result of their journey. Their experiences may include being subject to beatings, rape or torture and/or witnessing beatings, rape, torture and killing of others including family members.

As children in care, Unaccompanied Asylum Seeking Children benefit from the same services, support and care that other children in care receive. Arrangement of a suitable placement to meet their needs is paramount. It provides a secure base for the young person to feel settled and safe, and support their long term welfare, identity and cultural needs.

As a council, we are fully committed to this group of young people.

Missing children and young people

Children and young people who go missing from home or care are at risk of being targeted for involvement in gangs, trafficking, criminalisation, sexual exploitation and violence.

It is recognised that children and young people do not always acknowledge what may be an exploitative and/or abusive situation.

As Corporate Parents, have a responsibility to safeguard and work to prevent, disrupt activity and prosecute perpetrators.

Any young person who is reported as missing is referred to our commissioned service 'We are with You' who undertake a 'return to home' interview to support ongoing risk management and reduce the likelihood of further missing episodes.

Criminal and sexual exploitation

Children from all backgrounds can be affected by criminal and sexual exploitation, but children who are in care are at greater risk. There is a clear child exploitation strategy and procedures in place which provide practical guidance for social workers and other practitioners dealing with cases where there is suspected child/young person exploitation. An 'All Age Exploitation' strategy is in the process of being developed. Where there is exploitation of children and young people, this is regarded as abusive criminal behaviour on the part of the perpetrator.

Children and young people who are groomed into drug-running or other criminal activity by adults are being exploited in the same way as those who are enticed into sexual activity. They are vulnerable and need help and support to keep them safe, being recognised that they are victims. We recognise this and challenge others who may not.

Honour Based Violence

Honour Based Violence affects people of all ages, but often begins early in childhood and can lead to coercive control, built on expectations about behaviour that are made clear at a young age.

Women are particularly at risk of honour based violence. Communities have a role to play in either perpetrating or condoning abuse which means that survivors are often unable to return to their communities even after the immediate risk has been removed.

For survivors, the long term impact on their wellbeing, sense of belonging and day to day life can be severe and long lasting.

How well are we doing?

- Children's social care has a lead role to play and a legal duty to safeguard and promote the welfare of children. We work with a range of partners across the public, private and voluntary sectors via the Warrington Safeguarding Partnership. This includes health services, schools and the police, so that children and young people are properly safeguarded from harm at home, at school and in the community.
- In Warrington the number of Unaccompanied Asylum Seeking Children has increased significantly from four in 2016 to 18 in 2022. To address the increase in demand a worker was appointed to work with Unaccompanied Asylum Seeking Children and find appropriate accommodation which supports their cultural identity. This remains in place.
- We have translated our Fostering Information sheets and other documentation for children where English is a second language.
- Children in the care of the council and other local authorities are over represented in the number of children being repeatedly reported as missing. At the end of March 2022, 15.7% of our children in care had a missing from home episode, which was 4% higher than our statutory and regional neighbours in 2019/20.
- We have improved our tracking and oversight of missing children, introducing dedicated operational and strategic groups focused on missing children.
- Our dedicated Contextual Safeguarding Lead (CSL) has been in post since June 2020. A review of every child known to our Contextual Safeguarding Operational

Group (CSOG) then took place. Our Police Intelligence Officer from 'The Lighthouse' now links into this group to provide up to date mapping on both children and adults.

- Operation Stay Safe events took place in 2021 with partner agencies and the Police visiting key hotspots in the town.
- In April 2020, in response to potential increased risks for adolescents during the COVID-19 pandemic we opened a new service, the 'Edge of Care Outreach Hub'. The Hub offered intervention young people throughout 2020, who were identified as high risk of entering care or were recognised as high risk of harm by CSOG (Contextual Safeguarding Operational Group). This provision ended in 2021 when 'The Lighthouse' opened.
- We have developed the Thrive "Getting Risk Support Panel" a multi-agency panel with senior level input from across the partnership, to consider our most complex children.
- We have reduced number of care orders at home from 49 on 31 September 2020, to 43 on 31 March 21, to 23 as of 31 March 2022.
- We discharged 86 (31 Interim, 55 Full) care orders, between 1st April 2021 and 31st March 2022.

What we will do:

- Make sure that young people have the opportunity to see their social workers alone and know how to tell people if they are unhappy about something.
- Provide access to independent support from advocates and independent visitors.
- Continue to work with our partners in Warrington and across Cheshire to plan and deliver services for children at risk of going missing and child sexual exploitation. We have started to develop an All Age Exploitation Strategy.
- Continue to commission and provide services which support the young people to reflect upon and recognise CSE.

What difference will we make?

- All children in care will be seen by alone by their Social Worker at their statutory visit.

- All children in care will have the opportunity to access an Independent Support Visitor and/or Independent Advocate.
- We will provide support to children and families at the right time, in the right place to prevent abuse and neglect and unnecessary escalation, via a variety of bespoke services.
- We will continue to safely reduce the number of children who are in care by providing support at an earlier stage.
- Reduce the number and frequency of children who go missing from home and education.
- Prevent young people becoming homeless by providing safe and secure accommodation with support services. We will review our 16-17 & Care Leavers Homelessness Protocols and ensure our Section 17 vs Section 20 advice is even more robust.
- We will protect children and young people from contextual safeguarding risks and exploitation. We will map victims and offenders and share information appropriately.
- People who engage in the exploitation, of children, including those who sexually exploit children, will be held to account through improved disruption and prosecution activity.
- Help to tackle hate crime by increasing young people's awareness and improving reporting.
- Continue to review the quality of our MFH return home interviews for children placed outside Cheshire.
- Review and update all permanency policy and tracking processes.
- We will continue to challenge the courts about Interim and Full Care Orders where the plan is for the child to remain at home.
- Further improve short and long term placement stability, via Mockingbird or alternative support services (Advanced Solutions / Systemic Practice Hub).
- We aim to improve permanence for older children via NWD and 'wrapping around' children and carers where placements are unstable, no matter what the child's legal status.

Priority three: Be healthy



As corporate parents, we have a legal responsibility to promote the welfare of the children in our care and make sure that they have access to the right medical treatment and healthcare services when they need it.

We want all children in care and our care leavers to be healthy and receive treatment for any medical problems as soon as they arise.

Why is it important?

Children often enter care with a poorer levels of physical and mental health than other children. Care experienced children and young people have consistently been found to have much higher rates of mental health difficulties than the general population. They are approximately four times more likely to have a mental disorder than children living in their birth families (NSPCC, 2015).

All parents want their children to have the best start in life and to be healthy. As corporate parents, we have the same aspirations for our children in care so that they receive the care and support they need in order to thrive.

How well are we doing?

- 96.2% of children in care have had a health check in the last 12 months.
- 89.2% of children in care aged 4 to 16 years had completed a Strengths and Difficulties Screening Questionnaire which is used to identify children and young people with mental health needs.
- 2% of children in care had been identified with a substance misuse issue. We have continued to improve the early identification of children and young people at risk of substance misuse, linking in with health and youth services for direct work if required.
- Health passports have been developed for our care leavers to provide them with a leaving care health summary as they progress into adulthood. These are now 'uploaded' onto the child's file so they never get lost.
- 98% of children in care registered are up to date with their immunisations.
- We have a Child Psychologist and Speech / Language Therapist based at 'The Lighthouse' who work with the children placed in the residential home and on the 'edge of care'.

- We have jointly commissioned an Emotional Health & Wellbeing service for our Care Leavers, who offer 1 to 1 support and counselling.
- 95% of children in care will have up to date immunisations, as we recognise they may not have vital immunisations whilst they were residing at home.

What we will do:

- We will continue to improve the numbers of children and young people who are registered with a dentist so that all children in care have access to regular check-ups and treatment when they need it.
- Make sure that children and young people in care are permanently registered with a GP and temporary registrations are used only in exceptional circumstances.
- Health outcomes are positive for the children in our care and we will continue to make sure that all children in care have regular and timely health and dental appointments.
- We will continue to use Children in Care Reviews to make sure that the health needs of children in care are being met and any issues are escalated to appropriate services.
- We will continue to improve the identification of children in care with substance misuse issues and provide appropriate interventions and treatment when needed.
- For children in care with mental health needs we will make sure that they receive the help they need in a timely way.
- We will work with our colleagues across the health economy to ensure there is improved placement sufficiency in relation to children with emotional health/ mental health needs.
- We have conversation with children in care at their annual health assessment about a variety of issues including, sexual health, substance misuse, smoking, healthy eating and exercise to make sure they are well informed about their lifestyle.
- Children receive bespoke intervention about substance misuse in a timely manner which meets their needs.
- We encourage active participation at our Youth Zone.
- Children will have access to a variety of mental health services via our 'Thrive Model'.
 - Mental health support teams (school support for mild to moderate MH needs)
 - St Joseph's family centre for Counselling
 - Think Therapy for Counselling and CBT
 - Kooth online
 - CYPMHS response team (crisis) for assessment and home treatment
 - School health nurses offer solution focused therapy for mild to moderate needs
 - Mind works drop in (CYPMHS/EARLY HELP)
 - Warrington Youth Zone – emotional and mental health support (person centred)
 - The NEW school link service – in all schools – targeted emotional health and wellbeing support
- 100% of children in care referred to CAMHs will be assessed within 6 weeks of the referral, to prevent escalation of emotional / mental health concerns.

What difference will we make?

- We will ensure that 95% of children in care will be registered with a dentist and at least 85% will have their dental checks on time, so their oral hygiene and health care is regularly reviewed.
- 98% of children in care will be permanently registered with a GP, so that they will have timely access to healthcare as and when they need it.
- 85% of children in care will have their annual health checks on time, so we can prevent ill health, physically or emotionally at the earliest opportunity.

Priority four: Get the best from school and college



As good parents we are ambitious for the children we care for and our care leavers, and we expect them to receive a planned, stable education and access to training / employment which helps them to fulfil their potential.

We have high aspirations and this means helping children in care and care leavers to get the best from their school / college education and training so that they have the qualifications they need to pursue their career aspirations.

Why is it important?

We know that going to school, getting qualifications, taking part in training and securing employment after leaving care are important steps in helping young people to succeed in adulthood.

We also know that for some young people going to university can give them the qualifications they need to open up opportunities in their life and we want our young people to be able to have the same chances as other children and young people living in Warrington.

How well are we doing?

- The people that inspect our services tell us that we are ambitious for our children in care and care leavers and that they are well supported.
- Attendance rates for CIC continue to be high.
- We provide termly training to Designated Teachers to improve their understanding of trauma, attachment and how to support our children.
- We continue to provide Trauma, Attachment and Mental Health training for all staff in all Warrington schools through joint work with the University of Chester. As of April 2022, 681 staff from 64 schools had attended this training.
- The Head teacher for the Virtual School makes sure that all children in care attend good quality education provision and where it is in the best interests of the children they are placed in either a good or outstanding school.
- In Warrington the majority of schools are judged by Ofsted to be good or outstanding. Based on their most recent

inspection reports 97% of primary schools and 92.3% of secondary schools were found to be good or outstanding. All three of the special schools were judged to be good or better and the Pupil Referral Unit was found to be good.

- Almost 100% of PEPs are completed for CIC every term, and the quality of these PEPs is consistently high. All PEP's have an SDQ score (undertaken by Teachers) to triangulate information provided via health and identify discrepancies.
- Children and young people make good progress in their learning according to their needs and in Warrington a high number of care leavers have been supported to go onto university.
- We have participated in a Peer Learning Group (via Catch 22 & NCLBF) aiming to improve employment opportunities for CIC and Care Leavers.
- We successfully delivered a training and engagement course, "Take Control", for a group of CLs who were considered at risk of becoming long-term NEET.
- We agree with the findings of a recent Peer Review (2022) that the level of those care leavers who are not in employment, education or training is relatively high (42%) and opportunities both within the council and local businesses needs to be developed further.

What we will do:

- Work with children in care, schools, colleges and other professionals to make plans that help them go to school and reduce persistent absenteeism.
- Provide support to children in care and so that they make appropriate progress in Key Stage 2 and Key Stage 4 assessments.
- Continue to offer support and help to young people who want to go to university and offer a bursary of £2000 for those in higher education.
- Work with children in care so that more care leavers are in education, training or employment when they reach 19 years and beyond.
- Continue to develop work already started on increasing work shadowing, work experience placements, traineeships and internships for CIC & Care Leavers.
- Explore third sector funding streams to engage local businesses.

What difference will we make?

- Increase attendance of children in care at school to 95%
- Increase children in care reaching the expected level 4 in reading, writing and maths at Key Stage 2 to at least 50%
- Increase Children in Care achieving five grade 4+ GCSEs (or equivalent at Key Stage 4), including English and maths to at least 27%
- Increase the proportion of care leavers at the age of 19 years in education, training or employment to at least 70%
- Engage local businesses to support CIC and Care Leavers, via our 'Warrington Cares' model.
- Continue to support high numbers of our children to go to university.

Priority five: Preparation for adulthood



Every child in care regardless of their needs will leave care at some point and our role as corporate parents (and sometimes grandparents) is to gradually prepare young people to move on, in the same way that other parents prepare their own children to leave home at 18 or later in life.

This means teaching all children age-appropriate independence skills so that they feel prepared to live on their own, and supporting them when sometimes things go wrong, not just the first time but again and again.

Why is it important?

The transition to adulthood for young people in care can be difficult as unlike their peers, many will move to live independently at the age of 18 years. But like all good parents it is our responsibility to provide the same level of care and support that other young people will get from their parent.

In Warrington we are committed to removing some of the practical barriers that care leavers will face and supporting them to develop practical self-care skills such as cleaning, cooking, budgeting and managing safe relationships. When young people have these skills we know that they are ready to lead

independent adult lives. Good quality support, housing and maintaining young people in education, employment and training is key.

How well are we doing?

- We have a skilled and experienced team of Personal Advisors who work with children once they attain Care Leaver status.
- We are 'In Touch' with 95% of our 17 – 18 year old care Leavers.
- 100% of our 17 – 18 year old Care Leaver are in Suitable Accommodation.
- 84% of our 17 – 18 year old Care Leaver are EET.
- We offer incentives to children to attend EET.
- A representative from children's social care attends the DSD meeting on a monthly basis to ensure that we have oversight of the children that are escalating and what support is required to keep them safe, have good outcomes and are not disadvantaged as they transition into adulthood.
- In our residential homes preparation for independence starts three months after being placed with us. There are three different levels of achievement - Bronze, Silver and Gold. Direct Work includes producing a CV, applying to college,

paying bills, household budgeting, mortgage v rent, etc.

- When our young person is 16 (or coming up to their 16th birthday) each young person in our residential homes has a dedicated Independence File which records the progress made against their monthly action plans on what they want the young person to achieve based around the Children's Home 2015 Standards.
- Once the young person in our residential homes has left school an independence plan is established against the following standards - Wishes and Feelings; Education; Enjoy and Achieve; Health and Wellbeing; and Positive Relationships and Protection.
- Where a young person has not reached full independence, then this information is fed back to the social worker who will ensure that their independence transition plan has a built in care package to support the young person with whatever help is needed (for example young person still requires help with their budgeting or will need support in making health appointments).
- We actively encourage children to 'Stay Put' with their Foster Carer. The number of children 'Staying Put' has doubled since the last strategy (21 - March 2022).
- We commission 'Supported Accommodation' for young people who are aged 16 & 17 in line with their care plan, to ensure the transition to independence is smoother.
- We have opened 5 Supported Accommodation homes within Warrington, and there are plans to continue to extend this provision.
- We have a designated homeless officer for care leavers within housing.
- We have accepted funding via 'Levelling Up' to appoint a Senior Personal Advisor to ensure our Care Leavers are prevented from becoming homeless.
- We have jointly commissioned (with the Cheshire Community Partnership & Integrated Care Board) Pure Insights to support care Leavers with their emotional health and well-being and to access counselling if required.
- We have launched our 'Life Long Links' model to ensure significant relationships are maintained for our Care Leavers Post 18.

What we will do:

- Explore funding streams to develop a Care Leavers Academy. As well as developing and delivering a quarterly course, they will build links with businesses, local housing providers and ensure they have life skills that help our Care Leavers become responsible, happy, healthy and well-rounded tenants and citizens in order to avoid eviction and homelessness, partake in employment, education & training, as well as being able to live successfully whilst contributing to the local community.
- Continue to financially support Foster Carers in relation to 'Staying Put'.
- Explore different residential models for those leaving care but not ready to set up on their own; Supported Accommodation / Supported Lodgings.
- Embed our 'Life Long Links' model.
- Work with our partner agencies to identify children who are vulnerable and may need additional support.
- Review & develop our Post 18 Accommodation Offer to Care Leavers.
- Reduce the number of Care Leavers who are presenting as Homeless.

What difference will we make?

- All young people in our care post 16 will have a consistent independence support plan in addition to their Pathway Plan.
- Young people continue to be supported post their 18th birthday in line with their identified needs, wishes and feelings.
- Young People leaving care have a Personal Advisor, who stays in touch with them and supports them as and when needed.
- Young People receive access to emotional health and well-being support as they transition to adulthood, up to the age of 25.
- Young People will be able to maintain crucial relationships with Adults who they trust and care about.
- We will have a more flexible model of support and established different accommodation models for young people not ready to live on their own or need continued support up until the age of 25.

Priority six: Successful adult lives



As corporate parents it is important that we support children in care and care leavers to enter adulthood in a planned way, with a home to live in of good quality, the skills to look after themselves and the ability to earn a living or continue in education. This means that all care leavers feel confident about the future and confident that they continue to be cared for and can reach their full potential.

Why is it important?

Having a stable and secure place to live where young people feel cared for and loved is important, but it is also important to recognise that many young people will need to move on to independent living as young adults. We need to support them to make these moves in the most appropriate and positive way possible. For some young people this will mean supporting them to return to live with their families, live in semi-independent accommodation and for others to live in their own home for the first time.

How well are we doing?

- We know from our Brightspots survey in 2020 that our care leavers have fewer difficulties with anxiety than in other LA's. Care Leavers have a consistent and trusted worker, who they can easily get in touch with for support. Moreover the majority trust their worker. However, we strive to do better!
- We have a published Local Offer which we are currently reviewing. This sets out our commitment to care Leavers in relation to:
 - o Health and wellbeing
 - o Finance and money
 - o Relationships
 - o Education, training and employment
 - o Housing and accommodation
 - o Participation in society
 - o Independent advocacy
- We have put in place drop in sessions for all care Leavers to provide practical support around claiming benefits, looking for employment and housing.
- The DWP have strong links with our care leaving team.
- CIC & care Leavers are provided with the means to get to interviews and provided

with the finance to purchase new clothes for interviews

- We purchase mobile phones if needed, to ensure our children & care leavers are not socially isolated.
- We will celebrate successes – Exam results, Training, Getting a Job/ Apprenticeship, Birth of Children etc. We make sure that we Birthday & Christmas with our care Leavers.
- We have appointed two CIC ambassadors to promote, advocate and drive forward change, outcomes and aspirations for care leavers, and intend to grow this provision.
- In Warrington care Leavers do not have to pay council tax until they reach 25 years.
- All of our young people have special plans called Pathway Plans to support them through times of change as they move on from our care.
- We support care Leavers to apply for the relevant benefits, if applicable at aged 18. Whilst their application is progressing, we continue to provide them with an allowance.
- Virtual business events have taken place in 2021 & 2022 to raise the profile of our children in our local community & across Cheshire. Pledges have been received from attendees.
- The Journey First offer has been launched, and accessed by 16 Care Leavers from Warrington and beyond.
- All our care leavers are able to find suitable places to live.
- The leaving care grant has been increased from £1700 to £2000.
- We have agreed to fund 10 hours of driving lessons for those who can show the financial means to purchase any further lessons if required. We will also purchase a provisional driving licence which will act as a form of photo ID.
- We ensure all children in care have a valid passport.

What we will do:

- We will review our Local Offer for care Leavers (2022) based on feedback from Children in Care & Care Leavers.
- We will look to source funding internally and externally to set up a Care Leavers Academy.

- With colleagues in health we will utilise the planned 'Living Well' Hub in Warrington Town Centre as a bespoke drop in facility for Care Leavers.
- We will continue to promote work experience, traineeships & apprenticeships across the council, partner agencies and local business community.
- We will help care leavers apply for traineeships, apprenticeships and prepare for interviews
- We will continue to grow our supported accommodation offer for young people, and work with our housing partners to ensure we have enough suitable places for young people to live
- Continue to work with care leavers to plan their future and move into adulthood - this will be tailored to every young person.
- Ensure every child / young person is skilled and able to make a positive transition into adulthood.
- Ensure care experienced young people understand why they were placed in our care and support them if they wish to access their records.

What difference will we make?

- We will refresh the 'Local Offer' in consultation with our children in care & care leavers.
- Create a Care Leavers Academy to ensure they have access to a bespoke independence pathway.
- At the 'Living Well' Hub Care Leavers will have a bespoke partner agency drop in offer where they can get advice and information in one place.
- Make sure that 75% of care leavers are in education, employment and training.
- Make sure that at least 95% of relevant young people have up to date pathway plans.
- Work with our partners to create more good quality supported accommodation / lodgings options.
- Ask care leavers if they feel supported to successfully move into independence.
- Work with our partners to identify and support our most vulnerable young people.
- Continue to offer emotional health & well-being support to all care leavers up to the age of 25.

Delivering the strategy

Monitoring and review

This strategy covers a three-year period from the 1 April 2022 to the 31 March 2025. It will continue to be reviewed in line with the 'Starting Well' Strategy.

Delivery of the strategy will be underpinned by an action plan which will enable us to measure the difference we have made to the lives of children and young people in care and care leavers.

Progress against the action plan will be monitored by the Corporate Parenting Forum on a quarterly basis.

The chair of the children in Care Council will be invited to these meetings to discuss the action plan and to identify any gaps in progress.

A schedule for the monitoring and review of the action plan will be agreed with the Corporate Parenting Board on an annual basis.

Action Plan



Action Plan

Strategic Outcome	Activity	Lead Agency / Department	Timescale	Success Measure
Live in settled families				
	Children to remain living with their family where possible	Child in Need and Children in Care & Care Leavers Services	Ongoing	<ul style="list-style-type: none"> • Safe reduction of children in care numbers • % of referral to our Edge of Care Service 'No Wrong Door' • % referred to FGC via pre-proceedings
	Increase the recruitment & retention of Foster Carers	Foster4 Fostering Service		<ul style="list-style-type: none"> • Robust Marketing and Recruitment Strategy – evidenced by increase in fostering households. • Review of 'offer' to adolescent foster carers • Foster Carer Association membership to be promoted. • Foster Care Charter to be updated • Warrington Council to become 'Foster Friendly'
	Prevention of placement breakdown; maximising services such as Mockingbird, The Systemic Hub and No Wrong Door.	Children in Need and Children in Care & Care Leavers Services		<ul style="list-style-type: none"> • Decrease % of children who have had 3 or more placements in a 12 month period • Increase % of children who have been in their placement at least 2.5 years and have been living in their current placement for at least 2 years. • To embed and continue with the 3 Mockingbird Constellations.
	Legal Permanence will be sought at the earliest opportunity	Child in Need and Children in Care & Care Leavers Service	Reviewed Monthly	<ul style="list-style-type: none"> • Permanency Tracking evident from the 'front door' • 100% of children will have a permanence plan at their 4 month CIC review • Safe reduction in our children in care numbers • Pursue Special Guardianship Orders for children in permanent placements.
Stay Safe	Sufficiency of placement types to be increased	Children in Care & Care Leavers Service Commissioning	Sufficiency Statement	<ul style="list-style-type: none"> • Appointment of Service Manager for Residential Care and Development • DFE Capital Bids for: <ul style="list-style-type: none"> o Complex Needs Hub o Short Breaks Home

Strategic Outcome	Activity	Lead Agency / Department	Timescale	Success Measure
				<ul style="list-style-type: none"> o Additional Children's Home • Grow internal Supported Accommodation capacity • Supported Lodgings scheme in place and to grow • Number of Parent / Child placements • Increase in number of adolescents in foster care • Decrease in use of residential care placements
	Where adoption is the identified care plan for the child this will be timely	Children in Need and Children in Care & Care Leavers Services – Adoption Team	Annual Review	Number of children adopted to increase
Stay Safe				
	Provide support to children and families at the right time, in the right place to prevent abuse and neglect and unnecessary escalation	Children in Need / Children in Care & Care Leavers Services	Monthly Performance Review	Safely reduce the number of children who are in care and on a child protection plans by providing support at an earlier stage
	Make sure that young people have the opportunity to see their social workers alone and know how to tell people if they are unhappy about something.	Children in Need and Children in Care & Care Leavers Teams	On-going Monthly Performance Reviews	All children in care will be seen by alone by their Social Worker at their statutory visit
	Provide access to independent support from advocates and independent visitors for children in care.	IRO's Children in Need and Children in Care & Care Leavers Teams	Ongoing Quarterly reviews	All children in care will have the opportunity to access an Independent Support Visitor and/or Independent Advocate
	Continue to work with our partners in Warrington and across Cheshire to plan and deliver services for children at risk of going missing and child sexual exploitation.	Children in Need / Children in Care & Care Leavers Services – Child exploitation team	Ongoing Partner Agency Meetings Performance Reports / Audits	<ul style="list-style-type: none"> • An 'All Age' Exploitation Strategy will be in place. • Operation Stay Safe events. • Regular Reviews of vulnerable children via the Contextual Safeguarding Operational Group • Dedicated operational and strategic groups focused on missing children and work of 'We are with You'. • Reduction in the % of children Missing from Care and Missing Episodes

Strategic Outcome	Activity	Lead Agency / Department	Timescale	Success Measure
	Prevent young people becoming homeless by providing safe and secure accommodation with support services	Children in Need / Children in Care & Care Leavers Services Homeless & Housing Service	Ongoing Partner Agency Meetings Corporate Parenting Forum	<ul style="list-style-type: none"> Updated Joint Protocol - for 16/17 year-olds who are homeless or at risk of homelessness. Appoint Senior PA for Housing / Homelessness Reduction in % of YP presenting as Homeless. Increased support for 16/17 year olds prior to transition to independence Increased sufficiency of 'Move on' Accommodation
	Tackle hate crime	Children in Need / Children in Care & Care Leavers Services	Ongoing	Increased awareness and improved reporting
Be Healthy				
	Ensure children have an annual health and dental check.	Children in Need / Children in Care & Care Leavers Services Named Nurse for CIC	Monthly Performance Reports	<ul style="list-style-type: none"> 95% of children will have an annual health & dental check. Refer children who cannot access a dentist via the Mersey Partnership referral pathway
	Ensure children are up to date with their immunisations.	Children in Need / Children in Care & Care Leavers Services Named Nurse for CIC	Monthly Performance Reports	95% of children will be up to date with their immunisations
	All children in care aged 16 plus will have a Health Passport.	Named Nurse for CIC	Quarterly updates via CIC & CL Strategic Group	95% of children who are discharged from care will have a Health Passport, so they know their health history
	Children in care & Care Leavers will receive the support they require regarding their emotional health & wellbeing.	Children in Care & Care Leaver Services / Named Nurse for CIC Care Leavers Service / Health	Ongoing Corporate Parenting Forum	<ul style="list-style-type: none"> Continue Corporate Parenting Forum membership to Mental Health Providers to lead on Emotional Health & Well-being of our CIC We will provide a commissioned service to our care leavers to support them with their emotional health and wellbeing. Introduce a Mentoring Scheme for Care Leavers Scope a Complex Needs Hub (Residential and Outreach) for CIC to avoid hospital admission and delayed discharge.

	Activity	Lead Agency / Department	Timescale	Success Measure
	Promote Access to the Youth Zone	Care Leavers Service / Health	Corporate Parenting Forum	Children in Care & Care Leavers up to the age of 25 have access to recreational facilities.
Get the best from school & college				
	Work with children in care, schools, colleges and other professionals to make plans that help them go to school and reduce persistent absenteeism.	Virtual School	Ongoing – annual review	Overall attendance of children in care at school will be at least 95%
	Enhance the support available to pastoral staff within schools and colleges.	Virtual School	Ongoing Corporate Parenting Forum	Embed trauma informed practices and features of systemic relationship based practice across Warrington Schools
	Provide support to children in care and so that they make appropriate progress in Key Stage 2 and Key Stage 4 assessments.	Virtual School	Ongoing – annual review	50% of children in care will achieve five GCSEs (or equivalent at Key Stage 4), including English and maths
	Work with children in care so that more care leavers are in education, training or employment when they reach 19 years.	Corporate Parents Virtual School Education & Employment Adviser Inclusive Employment Manager	Ongoing – annual review	<ul style="list-style-type: none"> 70% of care leavers will be in education, training or employment at the age of 19 years. Children will have access to a variety of work shadowing/ experience placements, traineeships, internships and apprenticeships Collaboration with the Journey First Project. Continue 'Take Control' course. Explore different funding streams to set up a Care Leavers Academy.
	Continue to offer support and help to young people who want to go to university and offer a bursary of £2000 for those in higher education.	Virtual School	Ongoing – annual review	<ul style="list-style-type: none"> All care leavers (including SGO) will receive a bursary if they go to University. To review University offer as part of the 'Local Offer' Review.
Be prepared for independence				
	We listen to the views of our care leavers when developing our services.	Children in Care & Care Leavers Service Participation Service	Ongoing Corporate Parenting Forum	We have two CIC ambassadors to promote, advocate and drive forward change, outcomes and aspirations for care leavers. Extend the project.

	Activity	Lead Agency / Department	Timescale	Success Measure
	All children and YP will have an up to date pathway plan that they have been involved in.	Children in Care & Care Leavers Service	Monthly Performance Reviews	95% of care leavers have an up to date and relevant Pathway Plan
	We support our children in their transition to Adulthood.	Children in Care & Care Leavers Service	Ongoing Corporate Parenting Forum	<ul style="list-style-type: none"> We are active members of the Transition to Adulthood steering group (partnership) Preparation for adulthood is embedded in legal gateway to ensure oversight around decision making is robust when considering applications to the court of protection
Successful Adult Lives				
	Children in Care will be involved in the shaping and delivery of future services	All	Ongoing Corporate Parenting Forum	A Participation Framework will be devised based on the 'Lundy' Model
	All Care Leavers have an allocated Personal Advisor	Children in Care & Care Leavers Service	Ongoing Monthly Performance Reports	100% of care leavers have an allocated PA
	We stay in touch with our Care Leavers.	Care Leavers Service	Ongoing Monthly Performance Reports	We will be 'In Touch' with over 95% of our care leavers
	Review & enhance our 'Local Offer' for Care Leavers	Care Leavers Service	2022/2023	Produce a new 'Local Offer for Care Leavers'
	Offer a 'Safe Space' for Care Leavers to meet	Care Leavers Service	2023	<p>Work alongside Health colleagues to develop a service within Warrington's 'Living Well' Hub.</p> <p>We will have a designated space for Care Leavers to meet on a weekly basis, where support, advice and training will be offered from across the partnership.</p>
	Work with partners to improve the range of training, employment and education opportunities for care leavers.	Virtual School Education & Employment Adviser Children in Care & Care Leavers Service	Ongoing	<ul style="list-style-type: none"> Engagement of Elected Members, Senior Council employees, partner agencies and local businesses in widening opportunities for our children. Explore different funding streams to set up a Care Leavers Academy. Promote 'Warrington Cares' to local businesses and partnerships.

	Activity	Lead Agency / Department	Timescale	Success Measure
	'Life Long' Links	Families First	2022/2023	To ensure Care Leavers have support from individuals they have formed strong relationships / attachments to.
	Help care leavers apply for traineeships / apprenticeships and prepare for interviews.	Virtual School Education & Employment Adviser Inclusive Employment Manager, Children in Care & Care Leavers Service	Ongoing Monthly Performance Reports	Make sure that 75% of care leavers are in education, employment and training.
	Work with partners to ensure we have enough suitable places for young people to live.	Children in Need / Children in Care & Care Leavers Services Homeless & Housing Service	Corporate Parenting Forum	<ul style="list-style-type: none"> • Over 95% of care leavers are in Suitable Accommodation • We have a designated homeless officer for care leavers within housing • Advertise and embed a Senior PA for Housing & Homelessness in the service. • A revised Joint Protocol Assessment of Housing and Support Needs of care leavers • Engagement of Housing Associations across Warrington
	Continue to work with care leavers to plan their future and move into adulthood - this will be tailored to every young person.	Care Leavers Service		Set up a Care Leavers Academy.



Children in Care & Care Leavers Strategy 2022 – 2025



WARRINGTON
Borough Council