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Chair of the Children in Care Council

Having a strategy for children in care is important to us - it sets out what needs to be done and encourages professionals to work together and put the child at the centre of what they do.

There are a lot of positives in place in Warrington, including the support to children, young people and their families - the council and its partners need to keep working to improve their services so that children in care and care leavers have the best possible opportunities. This strategy will help them to do this.

The relationship between children in care and corporate parents is one of the most important aspects of being a child in care in Warrington and we value that a lot.

As the Chair of the Children in Care Council I meet regularly with the Corporate Parenting Forum and have found it to be a great way for children in care to have their views heard. As part of the Children in Care Council we get to meet with council officials, meet other children in care and in turn make some amazing memories and develop some helpful life skills. To have a say in how our services are run and discuss our views with top decision makers is an exciting and valued experience by every one of our members.

We look forward to working with you to deliver the priorities in this strategy.

Sherrie Austin
Executive Member for children and young people

This strategy demonstrates the commitment of the council and its partners in continuing to improve the lives of the children and young people.

Warrington is able to demonstrate that it is good corporate parent – we care about the needs of the children in our care and care leavers and go the extra mile to make sure that they have access to the support and help they need to succeed.

I am delighted that our children are doing well in their education and that the health and wellbeing needs of children in care and care leavers are well supported by our partners. There is always more that we can do. We need to constantly challenge each other and ourselves and ask these questions:

- “If this were my child would it be good enough?"
- “If I was this child would it be good enough for me?"

I am very proud that the children in care council are able to champion the needs of children in care and care leavers and make sure that their views and experiences are at the heart of all that we do.

Councillor Colin Froggatt

Executive Director for Families and Wellbeing

As the Executive Director of Families and Wellbeing I am in the privileged position of being responsible and accountable for the services we provide to the children and young people in our care and our care leavers.

I meet regularly with the Children in Care Council and I listen carefully to the messages that they give us so that their views are reflected in the delivery of services.

Working in partnership with the children and young people we care for and listening to their views is the driving force of what we do and I am very pleased that the Pledge to Children in Care is at the heart of this strategy.

Children and young people in our care have a wide range of backgrounds and life experiences but all of them have huge amounts to contribute to our communities and beyond. It is our job as parents to support them to fulfil this potential. In this strategy we have chosen to focus on priority areas for action, which I believe are at the heart of ensuring that we provide the best possible support and care to our children and young people.
Children and young people tell us we are already doing a good job as their parents but we must not be complacent and we must continue to ask ourselves tough questions about how good our services are. We need to continue to strive to deliver the right services to the right children at the right time so that we can give them every opportunity to achieve their full potential in life.

Kath O’Dwyer

Chair of the Warrington Safeguarding Children Board

Warrington Children Safeguarding Board is responsible for making sure all agencies and services work together to keep children safe. This especially includes children from Warrington who are in care. As the Independent Chair of the Safeguarding Board I am pleased to support this placement strategy which gives a clear picture of what is needed and what will be done to provide placements for children and young people in care. I particularly welcome the priority and commitment the strategy gives to provide good and safe placements. We know that good quality placements, from foster care to residential homes provide children and young people with a safe environment where strong relationships and trust can be built. As a result children and young people are more likely to fulfil their potential and achieve their aspirations.

As the strategy is implemented the Safeguarding Board will want to hear from children and young people about their experiences and this will be the measure of the strategy’s success over the next three years.

Audrey Williamson
Overview

Most children and young people in Warrington live with their families, but for some this is not always possible. There are all sorts of reasons why a child cannot be cared for in the family home, but primarily this is because they need to be protected from harm. At this point they will be placed in the care of the council either through a care order or a voluntary agreement with their parent(s) to accommodate them.

As the ‘corporate parent’ to the children in our care we have a responsibility to make sure that we and our partners work together to provide the best possible care and protection for them.

Our role as corporate parents does not end when a child reaches 18 and leaves care - our responsibilities continue until the age of 21 or up to 25 if care leavers are in higher education or training.

Warrington Safeguarding Children Board also takes a lead role in challenging the work of all partners as corporate parents. They have identified six key priorities for their work, which include:

1. Lead Governor for children in care in every school
2. Improved access to support and information for care leavers
3. Appropriate accommodation for care leavers
4. Work together to reduce offending behaviour
5. Corporate parenting is at the top of the partnership agenda
6. Consistent lead professional for children in care and care leavers.

Who is the strategy for?

This strategy is first and foremost for the children and young people in the care of the council and care leavers.

It will also guide the work of the Corporate Parenting Forum, the Children in Care Subgroup of the Warrington Safeguarding Children Board and all professionals who work with children in care and care leavers.
About the strategy

We believe that this strategy will support us to make a difference and improve the lives of children and young people in our care and care leavers.

This strategy sets out the priority areas for action on the most important issues for children in care and care leavers. It sets out our plans for the next three years.

These priorities are based on The Pledge – a promise given by the council and its partners about the quality and nature of care that any child or young person can expect from us.

Our priorities have also been drawn from what our children in care and care leavers have told us are important to them.

The Action Plan in Section Five sets out clearly how we will deliver our priorities, who will lead this work and how it will be monitored and reviewed.
What we know

In Warrington there are:

- 48,900 children aged 0 to 19 years making up nearly a quarter of the total population
- 25,200 boys and 23,700 girls
- 230 children in care
- 211 children in care identify themselves as white British
- 19 children in care identify themselves as an ethnic minority
- 112 care leavers
- 200 children living in Warrington in the care of another council.

What have children in care told us:

- Help at the right time will support them to make informed choices about their lives
- Parents are important - even when they are no longer able to live at home they want to have some contact with their parents
- They want to keep in contact with their friends and the communities they come from
- They need help to develop their own identity, including self-confidence and a sense of self-worth
- They want to be nurtured, respected and included.

Our vision

We want children in care and care leavers to be happy, healthy and feel valued

Our priorities

Our priorities are based on what we know about the needs of our children and young people and what they have told us about what would make a positive difference to their lives.

Good parenting
- Listening to and learning from them
- Respecting and including them in plans about their future

Good safe placements
- Having the right choice of placements
- Supportive and strong relationships

High aspirations
- Wanting the best for them
- Celebrating their success

Successful adult lives
- Supporting them to be resilient
- Helping them to form positive relationships
We are...

Children in care and care leavers

Health and Wellbeing Board

Warrington Safeguarding Children Board

Elected Members Corporate Parenting Forum

Parents and carers: Foster carers Adopters Guardians Care workers

Warrington Family of Schools: Maintained Non- maintained Academies

Virtual School for vulnerable pupils

Drug and Alcohol Action Team

Youth Offending Service Probation Service Cheshire Constabulary

Children and Young People’s Partnership

Health providers: 5 Boroughs Partnership Bridgewater Trust

Children and Young People’s Partnership

Parents and carers: Foster carers Adopters Guardians Care workers

Warrington Family of Schools: Maintained Non- maintained Academies

Virtual School for vulnerable pupils

Drug and Alcohol Action Team

Youth Offending Service Probation Service Cheshire Constabulary

Children and Young People’s Partnership

Health providers: 5 Boroughs Partnership Bridgewater Trust

Children in Care and Care Leavers Strategy 2013 - 2016
Section three

Our priorities

Priority one: Being a good parent

‘Corporate Parenting’ is the term we use to describe the collective responsibility that we have to provide the best possible care and protection for children and young people who are no longer able to live with their families.

It means that we do the things that parents would do for their own children.

Why is it important?

Everyone involved in the lives of children in care work together to help and support them and like any good parent, want the best for them now and for the future. That means making sure that they receive the best of everything so that they are able to make a success of their lives and be the best that they can be. This includes:

• Listening to and learning from them
• Respecting and including them in plans about their future.

Did you know?

As part of National Takeover Day on the 23 November 2012 a member of the Children in Care Council - ‘Have Your Say’ – took over the role of Executive Director for Children and Young People’s Services.

“I felt very privileged to be working alongside her. The day lasted around six hours. In that time we opened the ceremony, chaired two meetings, sifted through over 150 emails, worked with her PA and then ended the ceremony with a speech. Not many people know about Takeover Day and I think that it was really worthwhile to see what professionals tackle day in day out.”
How well are we doing?

- We have signed up to the Children in Care Pledge.
- Children in care and care leavers tell us they feel listened to. They like the opportunities they have to talk to elected members and council staff and discuss the issues that are important to them.
- Children in care and care leavers are visible to elected members and senior officers and their interests are championed in their work.
- We are helping them to be involved in developing the services they access. In January 2013 along with young people from Cheshire West and Chester and Bolton, members of Warrington’s Children in Care Council organised a conference for Independent Reviewing Officer’s in the North West with the theme ‘Independent or Not?’.
- Children and young people are also very involved in planning their own care and very high numbers of children take part in their case reviews - 99.5 percent! This is better than the average across the country.
- We have been getting feedback from young people when they leave care - in sessions we call exit interviews. They tell us about their experiences and what they say is used to look at how we provide services to children in care and care leavers in future.

Case study:

**Working Together We Can Make Things Better**

In February 2013 two members of ‘Have Your Say’ attended the ‘Working Together We Can Make Things Better…’ open space event which brought young people and corporate parents the chance to come together and share ideas on how to improve the way they work together.

The event was held in London and was attended by 120 people including young people in care and care leavers, councillors, directors of services and other professionals.

Children and young people were very active in raising the topics that were important to them and make sure that the basics are in place and improve services further. The full report can be found [here](#).
What will we do to keep improving?

We will:

• support ‘Have Your Say’ to be visible and influential across all key partner organisations
• address the issues raised by ‘Have Your Say’ in their annual report so that they can see how they have influenced change
• make sure that the Chair of ‘Have Your Say’ attends the Corporate Parenting Forum to champion the views and experiences of children in care with key decision makers
• continue to hold the exit interviews and make sure that the messages young people give to us are part of our plans for the future.

‘Have Your Say’ will:

• organise and run elections for the new chair of the group in July 2014
• establish and strengthen links with other Children in Care Councils in the North West
• work closely with partners to ensure the voice of children in care is being heard and listened to
• support the Children in Care Council for children in care aged 8 to 12 years
• publish a regular Newsletter
• run their own website
• organise an annual awards event to celebrate the achievements of children in care and care leavers.

Case study:

Have Your Say
‘Have Your Say’ is Warrington’s Children in Care Council. It was formed in 2009 and champions the interests of children who are in the care of the council and care leavers.

They meet on a regular basis with key decision makers in Warrington, including the Executive Director of Families and Wellbeing, the Virtual Headteacher for Vulnerable Pupils and elected members.

The meetings give ‘Have Your Say’ opportunities to challenge and influence decisions made about the support they receive. They meet the first 3 Tuesdays of every month, 5 until 7pm at the Youth Café. To get involved call the Youth Service on 01925 851029.
What difference will we make?

We will:

• Increase the proportion of children in care involved in the review of their care plan from 99.5% to 100%.
• Continue to support ‘Have Your Say’ to make sure that they can meet on a regular basis with senior staff.
• Support children in care and care leavers to take part in recruitment and selection process of senior staff within the council.
**Priority two: Good quality care**

Being a good corporate parent means that we are responsible for making sure that children in care receive good quality and supportive care.

**We want our children and young people to feel cared about as well as cared for.**

**Why is it important?**

We know that young people in care have the best chance in life when they have a stable and secure placement where they can settle down and feel cared for.

We also know that children and young people need different kinds of placements, so we need to make sure that we have got enough choice in Warrington.

Just being in a stable placement is not enough. Children and young people need to be able to build relationships with people who they can trust and rely on and who will look out for them.

Children in care tell us 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.

**Did you know?**

In April 2012 the Recruitment Officer in the Fostering Team asked children in care aged 8 to 13 years what qualities they valued in a foster carer. They said:
- Show that you care
- Give you pocket money
- Feed you
- For them to like you
- Give you praise
- Respect
- Talk to you when you are upset
- Help you with your homework
- Put a roof over your head
- Be kind to you
- Keep the house clean
- Take care of you
- Make sure you have a nice time
- Help you
- Give you presents
- Help comfort you.

This information is now used in our foster carer recruitment campaigns.
How well are we doing?

• We work hard to build and maintain relationships with the children we care for. We have improved the retention of our social workers which means that children and young people are often able to keep the same social worker for a long time. We also help children in care to get to know their Independent Reviewing Officer who is responsible for reviewing their care plans.

• We have reviewed and redesigned our in house foster carer recruitment and retention programme to ensure that we have enough good quality foster care placements to meet the needs of our children and young people.

• Being able to live with their brothers and sisters is also very important for children in care and we work very hard to help siblings stay together wherever possible. Where this cannot happen we try hard to find places for brothers and sisters to live near their families and each other.

• Where it is safe to do so, most of our children in care live within 20 miles of their family home - in March 2013 this was more than 91%. This helps them to keep in touch with the people and communities that are important to them.

• The majority of children and young people we look after are living in stable and secure environments. As of March 2013 more than 65% of children in care had been living in the same placement for two years or more.

• We have set up a successful Staying Put scheme, which makes it possible for young people to remain with their foster family beyond the age of 18.

• More than 96% of care leavers are in suitable accommodation.

• Children in care are supported to do well at school. Results in their GCSEs were the best in the country in 2012 – over 42% of young people achieved 5 A*-C GCSEs (or equivalent at Key Stage 4), including English and maths.

• The people that inspect our services tell us that we are good at supporting young people to be healthy and happy.

• As of the end of March 2013, more than 91% of children and young people in care have had an annual health and dental check.

• The Child and Adolescent Mental Health Service (CAMHS) Workers support foster carers and residential staff with advice on behaviour management, contribute to the training of new and established foster carers, and provide advice to social workers on the needs of children and young people.

• We have increased the number of children placed for adoption.
Case study:

Emily’s Review
Did Emily’s review yesterday. It was a pleasure to see the difference in Emily following her placement move. Although still shy and reserved she was able to speak in the review, was smiling at times and her eye contact with people in the room was much improved. I have never seen her look so relaxed or well. She had taken more trouble with her personal appearance something I am sure is encouraged by her current carers.

I have been impressed by the quality of the relationship the Social Worker has formed with Emily. Despite this being a really difficult time for the whole family and one where Emily is understandably confused about what is happening and angry at times, the Social Worker’s skill, empathy and perseverance has allowed a level of communication with Emily that I haven’t seen before. I am sure that this has played a significant part in Emily’s feeling empowered to speak about how unhappy she was in her previous placement and act on her feelings.

What will we do to keep improving?

We will:

• continue to work with young people to plan their care, understand who are the important people in their lives and support them to have positive relationships
• make sure that we have the right number and right kind of placements in the right locations
• prevent placement breakdowns by continuing the support we give to the people who look after our young people including our foster carers, adoptive parents and those who look after young people under special guardianship arrangements
• make sure we can find them the right family as soon as possible in cases where adoption is the best plan for the child/young person
• 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
• make sure that Warrington is a great place to work so that social workers will stay here and young people do not have to change social worker unless they want to.
What difference will we make?

We will:

- review the quality of our services and ensure at least 80% of children have care plans that are regarded as “good” or better.
- make sure that at least 70% of children in care live in the same placement for two and a half years or more.
- make sure that all children in care at their four month review will have a permanence plan which sets out the arrangements for the future.
- complete the majority of court proceedings within 26 weeks.
- make sure that at least 90% of children in care have an annual health and dental assessment.
- increase the number of local authority foster carers to meet the demand for these types of placements.
- make sure that when we commission placements from private providers that the quality of these are judged as “good” or better by Ofsted
- improve the timeliness of the adoption process.
Priority three: High aspirations

As good parents we are ambitious for the children we care for and our care leavers and we expect them to receive a planned and stable education which enables them to fulfil their potential.

We have high aspirations for our children in care and care leavers and this means helping them to be the best that they can be.

Why is it important?

We know that going to school, getting qualifications, taking part in training and securing employment after leaving our care are all very important in helping young people to have the best start in life.

We see working for the council as our “family business” and are keen for young people to come and work with us.

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 their friends and neighbours.

Did you know?

As part of the consultation undertaken by the ‘Who Cares Trust Foundation’, in November three children in care visited the Houses of Parliament to lobby MPs about the rights of children in care and care leavers. It is expected that statutory guidance will be issued for corporate parents around their responsibilities in the near future.

How well are we doing?

• The people that inspect our services to make sure we are meeting the needs of children and young people tell us we are ambitious for our young people and they are well supported.
• “Outcomes for enjoying and achieving are good. The local authority, schools and further education providers have high aspirations for looked after children, who are supported well by multi-agency teams, designated staff and specialist provision…..”
• Children and young people make good progress in their learning - in Warrington 14% of care leavers go on to university compared to the national average of 5%.
• We have signed up to the Charter for Care Leavers.
Case study

Further education

We interviewed Lauren who will tell you more about her experiences of support care leavers get with their higher education courses

What’s your name?
Lauren

Which university are you studying at and what are you studying?
Liverpool John Moores University

What do you enjoy about attending university?
I enjoy the learning

What support did you get when you were applying for university and did you get enough support from Warrington Borough Council?
At the time when I applied, I applied through Connexions, but they were unsure of what to do, I then contacted Student Finance, but they didn’t know what to do for care leavers. The applying for finance on line was tricky, it was more relevant to those living within a family. I didn’t feel that I had enough support at the time of making my application.

Did you get any financial support and what financial support did you get?
I get a grant as well as a loan, the grant does not have to be paid back. I get a bursary from Warrington Borough council this is for £2000 that I get over three years and get financial support with my accommodation over the summer period. I also get a care leaver bursary from university.

How do you think Warrington Borough Council care leavers can be better supported in applying for university?
Those in a supportive role could have been more knowledgeable in relation to university applications.

Knowing there are such high tuition fees, what inspired you to apply for university?
I wanted to be a teacher, but I also wanted to be the first in my family to attend university.

What would you say to those children in care who are put off going to university because of high tuition fees?
There are other ways as an alternative to going to university. You can work your way up, gain experience, undertake volunteering, or apply for other courses or apprenticeship.
What will we do to keep improving?

**We will:**

- work with children in care, schools, colleges and other professionals to make plans that help them go to school and do well in school
- work with young people who are leaving care so that more of them are able to stay in education, training or employment – we need to increase this from 47% to our target of 60% and the national average of 64%
- 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
- continue to support young people to consider a range of careers and try them out through things like Takeover Day
- encourage our young people to apply for apprenticeships in the council and support them to prepare for interview.

What difference will we make?

**We will:**

- celebrate the achievements of children in care
- 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 A*-C 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%
- continue to support high numbers of our children to go to university.
Priority four: 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, 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.

Why is it important?

Having a stable and secure place to live where young people feel looked after is important but it is also important to recognise that 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 and for others to live in their own home for the first time.

Did you know?

100% of all our care leavers live in suitable accommodation.

How well are we doing?

- Care leavers and the people who inspect our services tell us we help young people to make the transition to being an adult.
- 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.
- All our care leavers are able to find suitable places to live.
- Care leavers are given priority consideration in applications for apprenticeships with the council and our partners.
- All of our apprentices are paid minimum wage which is higher than the apprenticeship wage.
- The leaving care grant has been increased from £1500 to £1700.
Case study

Independence
At the age of 15 years Sumera was identified by the police as an unaccompanied asylum seeker. She had been trafficked into the UK and was being exploited by a local gang.

The council placed Sumera with one of our specialist foster care families who are experienced in working with young people at risk of exploitation. They helped her to learn English, encouraged her develop the skills she would need to look after her unborn child and worked with her to develop her self-confidence and sense of self worth.

Sumera has now left the care of the family and is now married, working and living independently.

What will we do to keep improving?

We will:

• help care leavers apply for apprenticeships and are prepare for interviews
• work with partners to improve the range of training, employment and education opportunities for care leavers
• work with 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.

What difference will we make?

We will:

• make sure that at least 95% of relevant young people have pathway plans
• support at least 5% of care leavers to be employed as an apprentice through the council
• work with our partners to create more supported accommodation options
• ask care leavers if they feel supported to successfully move into independence.
Delivering the strategy

This strategy covers a three year period from the 1 April 2013 to the 31 March 2016. 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.

Monitoring and review

Progress against the action plan will be monitored by the Corporate Parenting Forum and Children in Care Sub-group of the Warrington Safeguarding Children Board on a quarterly basis.

The Chair of the Children in Care Council - Have Your Say 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

<table>
<thead>
<tr>
<th>Priority</th>
<th>Activity</th>
<th>Lead agency/ department</th>
<th>Timescale</th>
<th>Success measure</th>
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</thead>
<tbody>
<tr>
<td><strong>Good parenting</strong></td>
<td>Increase the proportion of children in care involved in the review of their care plan</td>
<td></td>
<td>31 March 2014</td>
<td>100% of children in care will be involved in the review of their care plans</td>
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<tr>
<td></td>
<td>Continue to provide support to ‘Have Your Say’ to make sure that they can meet on a regular basis with senior staff.</td>
<td></td>
<td>31 March 2014</td>
<td>Quarterly meetings with Corporate Parenting Forum and the Executive Member for Families and Wellbeing</td>
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<tr>
<td><strong>Good quality care</strong></td>
<td>Improve the quality of care plans</td>
<td>Children in Care Division</td>
<td>31 March 2014</td>
<td>80% of children have care plans that are regarded as “good” or better</td>
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<tr>
<td></td>
<td>Improve placement stability</td>
<td>Children in Care Division</td>
<td>31 March 2014</td>
<td>70% of children in care live in the same placement for two and a half years or more</td>
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<td></td>
<td>Increase the proportion of children in care having an annual health and dental assessment</td>
<td>Children in Care Division</td>
<td>31 March 2014</td>
<td>90% of children in care have had an annual health and dental assessment</td>
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<td></td>
<td>Improve the quality of placements commissioned by the council from private providers</td>
<td>Commissioning team</td>
<td>31 March 2014</td>
<td>100% of commissioned placements will be judged by Ofsted as “good” or better</td>
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<td></td>
<td>Increase the number of in-house foster carers</td>
<td>Fostering service</td>
<td>31 March 2014</td>
<td>10 more new placements every year</td>
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<tr>
<td></td>
<td>Increase the number of children in care with a permanence plan at their four month review</td>
<td>Children in Care Division</td>
<td>31 March 2014</td>
<td>100% of children in care will have a permanence plan</td>
</tr>
<tr>
<td>Priority</td>
<td>Activity</td>
<td>Lead agency/department</td>
<td>Timescale</td>
<td>Success measure</td>
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<td></td>
<td>Court proceedings will be completed in a timely manner</td>
<td>Children in Care Division</td>
<td>31 March 2014</td>
<td>90% of court proceedings will be completed within 26 weeks</td>
</tr>
<tr>
<td></td>
<td><strong>High aspirations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve attendance of children in care at school and reduce persistent absenteeism</td>
<td>Attendance service</td>
<td>31 March 2014</td>
<td>Overall attendance of children in care at school will be at least 95%</td>
</tr>
<tr>
<td></td>
<td>Increase attainment of children at Key Stage 2 and Key Stage 4</td>
<td>Virtual school</td>
<td>31 March 2014</td>
<td>50% of children in care will achieve five A*-C GCSEs (or equivalent at Key Stage 4), including English and maths</td>
</tr>
<tr>
<td></td>
<td>Increase the proportion of care leavers at the age of 19 years in education, training or employment</td>
<td>Virtual school</td>
<td>31 March 2014</td>
<td>70% of care leavers will be in education, training or employment at the age of 19 years</td>
</tr>
<tr>
<td></td>
<td>Continue to support high numbers of our children to go to university.</td>
<td>Virtual school</td>
<td>31 March 2014</td>
<td>5% of care leavers will go on to university</td>
</tr>
</tbody>
</table>
### Priority: Successful adult lives

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead agency/department</th>
<th>Timescale</th>
<th>Success measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include young people in the development of their pathway plans</td>
<td>Children in care Division</td>
<td>31 March 2014</td>
<td>95% of relevant young people will have pathway plans</td>
</tr>
<tr>
<td>Support care leavers to become apprentices in their chosen occupation</td>
<td>Virtual school</td>
<td>31 March 2014</td>
<td>5% of care leavers to be employed as an apprentice through the council</td>
</tr>
<tr>
<td>Work together to develop more options for supported</td>
<td>Housing</td>
<td>31 March 2014</td>
<td>100% of care leavers will live in suitable accommodation</td>
</tr>
</tbody>
</table>