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Alternative Formats

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FOREWORD

This multi-agency strategy has been developed to ensure we deliver the best possible outcomes for children and young people in our care. It sets out what needs to be done and encourages professionals to work together, putting young people at the centre of everything we do. Corporate Parenting responsibility should not end when a young person leaves care. As partner agencies, we recognise the best outcomes for children in care and care leavers can only be achieved through effective partnership working.

We acknowledge that individual agencies are subject to their own financial constraints, reporting requirements and the pressures of organisational change. In the face of those challenges, we remain committed to striving for the best possible outcomes for the children and young people for whom we are Corporate Parents.

The priorities in this strategy are drawn from what our children in care and care leavers have told us is important to them. The strategy reflects what children and young people in Halton have asked for in The Pledge: Our Promise to Children and Young People in Care and Care Leavers. It builds on discussions held with young people at the Children in Care Council on the key issues for them and the support that can best assist them.

This multi-agency strategy continues the work of the previous one and recognises that every Corporate Parent has a part to play in improving outcomes. It establishes shared priorities and the actions to be taken over the next 3 years to make a positive difference to lives and outcomes. The Strategy is the framework by which agencies and services in Halton will ensure that children in care and care leavers have the same opportunities as their peers and are able to reach their full potential.

Councillor Tom McInerney
Chair – Children in Care Partnership Board

INTRODUCTION

The experiences of children in care and care leavers have been the subject of much research, the results of which consistently show that children and young people who have been separated from their families, need to know that 'someone out there cares' and that they are going to be cared about as well as cared for. They need to know that this someone knows how they feel, what they want and need, what their ambitions are for the future and how they will help them to get there.

Local authorities and their partners have a responsibility to meet the needs of children in care and care leavers by making sure that they are provided with the support, advice and guidance that allows them to achieve their potential. Ultimately this allows them to develop as young adults who are able to look forward to a future where they will feel valued and involved, are economically and emotionally independent and are able to contribute positively to the communities in which they live.

It is acknowledged that for children in care and care leavers, the local authority and its partners must be especially ambitious because they are their **Corporate Parent**.

'Corporate parent' refers to the collective responsibility of the council, elected members, employees, and partner agencies, for providing the best possible care and safeguarding for the children who are in care of the council.

These young people often do less well than their peers in every respect of their lives and while there are many reasons for this, work needs to focus on continually trying to improve these outcomes. As with any parent, it is not possible for one person or agency to improve outcomes in isolation. It takes the commitment and support of all professionals and agencies to ensure that children in care – our children – reach their potential.

While much progress has been made in Halton, there is always more that can be done. Reflection and challenge on two key questions will assist this –

If this was my child, would it be good enough?

If I were this child, would it be good enough for me?



WHO IS THIS 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 Children in Care Partnership Board and all professionals who work with children in care and care leavers.

VISION AND AIMS

The vision in Halton Children and Young People's Plan 2017 is for all children in the borough:

"To build stronger, safer communities which are able to support the development and learning of children and young people so they grow up feeling safe, secure, happy and healthy, and ready to be Halton's present and Halton's future."

This vision applies to all children in care and care leavers but in addition, the vision of Corporate Parents in Halton is

"To ensure our children in care and care leavers have all the opportunities the good parents afford their children."

To achieve this vision it is recognised that our most important asset is our workforce who are given access to learning and development opportunities throughout their careers. This will help them develop skills and knowledge to improve practice in order to transform the lives of children and young people.

The best outcomes for young people can only be achieved through effective partnership working. Being ambitious for them is essential and this strategy and supporting action plan identify what will be done to support positive achievements for all.

The strategy therefore aims to ensure that children in care and care leavers:

- have access to the same opportunities as their peers
- receive the support and services that will enable them to reach their potential
- are able to achieve and make a positive start to adult life
- receive support to achieve the outcomes of remaining healthy and safe, and to make a positive contribution and achieve economic wellbeing

"I need people around me to care about me, my life and my ability to learn...build resilience so that when young people leave care, that care does not leave them". (Jonny Hoyle,

Community Care, 18.5.17)



OVERVIEW

Most children and young people in Halton live with their families, but for some this is not possible. While there are many reasons why, it is primarily because they need to be protected from harm. As Corporate Parents, it is our duty to ensure that by working together, we are able to provide the best quality care and protection and achieve the best outcomes for them.

This strategy sets out the priority areas for action on the most important issues. It is informed by a number of things including:

The Corporate Parenting Principles

In order to thrive, children and young people have certain key needs that good parents generally meet. The corporate parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to children in care, as follows:

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

The Pledge to Children in Care and Care Leavers

This is an important set of priorities, developed by the Halton Children in Care Council, which Halton's Corporate Parents are committed to ensure in order to help children to feel safe, happy and secure, and to ensure that their voices are heard. The action plan which accompanies this strategy has been based on the promises made to young people in the pledge.

We Promise

- 1. To respect and honour your identity
- 2. To believe in you
- 3. To listen to you
- 4. To inform you
- 5. To support you
- 6. To find you a home
- 7. To be a lifelong champion

For more information visit http://haltoncicc.co.uk/



Pledge Statements

- 1. We will help you and stick by you.
- 2. We will love and care for you as we would our own children.
- 3. We promise to keep you safe and make sure you live in a safe place.
- 4. We will support you to see appropriate family and friends. If you can't see them we will explain the reasons why.
- 5. We will help you to keep in touch with old friends and make new friends.
- 6. We will give you pocket money and explain pocket money arrangements to you at the start of your placement.
- 7. We will help you achieve in school and try new activities.
- 8. We will look after your health.
- 9. We will keep your information private.
- 10. We will help you to speak up.
- 11. We will give you time and space to express your feelings and give you opportunities to influence decisions about your future.
- 12. We will support you when you move on to adult life.



For more information visit http://haltoncicc.co.uk/

Halton Children & Young People's Plan (2017-20)

Halton's Children & Young People's Plan is the main plan for all partners within Halton Children's Trust (a partnership of all different people that work with children, young people and their families). The plan describes what we will do in Halton to ensure that regardless of their circumstances, every child and young person has access to the best services. Halton Children's Trust has three main areas of improvement over the next three years:







 If families don't get support at the right time, problems become harder to sort out.

We want you and your family to get help when you need it 2. Young people want to do as well in exams as they do in other parts of the country.

We want you to do well at school so that you can get the education, training or job that you want. 3. Young people want to feel healthy and safe at school, at home and in their community.

We want you to feel safe wherever you are and to understand how to look after your health.

The Children and Social Work Act (2017)

New reforms have been laid out in the Children and Social Work Act 2017. These changes include a number of significant improvements aimed at:

- Extending the right to a Personal Advisor to 25 yrs for all care leavers
- Requiring the Local Authority to develop and publish their core offer to care leavers.



Children and Social Work Act 2017

The Children's Commissioner's Children in Care Monitor (2016)

The Children's Commissioner has a special focus on children in or leaving care. Each year they produce a "children in care monitor", which tells us a little more about children and young people's experiences of care and what can make it better. In 2016, the Children's Commissioner produced a State of the Nation Report based on their findings from a survey with looked after children and care leavers.



The Children and Families Act (2014)

There is a Young Person's Guide to the Children and Families Act. The Act provides important guidance to commissioners on placements of looked after children with prospective adopters and on promoting the educational achievement of all children in care.



Keep on Caring: Supporting young people from care to Independence (2016)

These documents set out the Government's vision for children's social care, and local authorities' obligation to act as good corporate parents for children in care, and in supporting care leavers.



Ofsted Inspection Framework

This is the framework under which services that the council delivers to children in care and care leavers are inspected.



Putting Children First (2016)

This paper sets out the government's reform programme for children's social care in England over the next 5 years.





LOCAL PROFILE

Whilst the profile of children in care and care leavers can change, data shows that Halton's profile is as follows-



29,200 Children aged 0-19 yrs

661 Children in need of help and support

253 Children in Care (0-17yrs)



95% are White British

131 male

122 female



The largest number of children is in the 5-11yr age range

60% of children live in Foster Care

72 care leavers are supported by the authority
96% of care leavers are in suitable accommodation

73% are engaged in Education, Employment or Training (EET)



VIEWS OF CHILDREN IN CARE AND CARE LEAVERS

It is crucial that the voice of young people is at the centre of any strategy that seeks to improve their outcomes. Corporate Parents need to take into account their wishes and feelings when making decisions. Research clearly shows that where they are involved in the development and delivery of services, provision is more likely to meet their needs and be welcomed.

National surveys have highlighted that the principles young people want Corporate Parents to work to are -

- working in partnership to meet their needs
- put young people before the convenience of the system
- look after those who look after them
- employ only committed, skilled and motivated staff and carers
- · accept and value who they are
- prepare them for adulthood

This is ultimately summed up by their request for Corporate Parents to "give us second chances. Third, fourth, fifth ... would you ever give up on your own children?" (Making the Difference 2008, Children's Rights Director 2011).

Each year, children and young people from Halton were invited to complete a questionnaire about their experiences and what was important to them. Of those who responded, they have most recently told us that —

- ✓ Most are happy where they live
- ✓ They feel able to contact their social worker but would like to see more of them
- Many still need to be more aware of the Children in Care Council, the website and the Pledge
- ✓ They understand their financial entitlements
- ✓ A consistent school is important to them and many receive additional support with their education
- ✓ The majority know how to make a complaint or compliment
- There is limited awareness of the availability of advocacy and independent visitors
- ✓ The provision of information when entering care or when transitioning through different stages is inconsistent
- ✓ More help to prepare them for life after care is needed
- ✓ While some don't mind living away from their home area, others would really like to be able to stay in Halton and so choice is important
- Maintaining contact with the people that are important to them is a high priority.



These comments reflect many of the statements in the Pledge to children in care and care leavers, some of which have been progressed in the past 3 years, but some of which continue to need agencies to do further work on. The Action Plan reflects a response to these views as well as providing additional actions to develop services further.

DELIVERY AND REVIEW OF THE STRATEGY

The strategy is accompanied by a multi-agency Action Plan which will drive forward improvement in outcomes for children and young people. The action plan is based on the following:

- 12 sections which make up the Pledge to Children in Care and Care Leavers.
- Recommendation from Ofsted's inspection of services for children in need of help and protection, children looked after and care leavers (December 2014).
- Survey results of the annual Children in Care Council Survey.
- Developments in legislation and regulations.
- Learning from good practice.

Underpinning all actions is our commitment to listen to children in care and care leavers and reflect their 'voice' in the development of services.

The delivery of the outcome measures will be monitored at quarterly Children in Care Partnership Board Meetings, with the presentation of performance reports and data from the agencies involved. The strategy will be updated as required to reflect progress and emerging issues. Each year the Children in Care Partnership Board will review what children and young people in care and leaving care have to say about their experiences and the impact of the actions of all agencies to improve their outcomes.

A progress report will be provided to Halton Children's Trust on an annual basis.







Halton Children in Care and Care Leavers Strategy 2017-19

ACTION PLAN

1. We will help you and stick by you by:

Aim	Action	Outcome	Timescale	Lead
Recruiting a sufficient number of foster care placements to meet your needs	Revise and implement Foster Carer Recruitment Strategy	Additional 10 households per year to be available	March 2018	Principal Manager, Fostering
	Develop support services for Foster Carers, including training	Reduce the number of Foster Carers leaving the service by 50%	March 2018	
Identifying placements that can meet your needs and can offer you stability and security of placement	Ensure that all placement requests accurately reflect you and your needs and placement providers understand what you require before offering the placement.	Improving the stability and security of placements	September 2017	Principal Manager, CICCL
Developing a Peer support system	Recruit CIC and Care Leavers as Peer Mentors to support Children in Care	Developing and supporting children in care	December 2018	Participation and Inclusion Officer

2. We will love you and care for you as we would our own children by:

Aim	Action	Outcome	Timescale	Lead
Ensuring you are supported by carers who understand your emotional health needs	Foster Carers will be provided with training on attachment during the assessment process	Reduction in placement breakdowns	December 2017	Barnardo's Go4ward Principal Managers, Fostering & CiCCL
	Young people to be involved in delivering training to carers	Improved resilience and independence among young people		Participation and Inclusion Officer
Providing robust advocacy and challenge to ensure that your needs are met	Relentlessly pursue the necessary actions to meet your needs	Timely services and improved outcomes for CiC and Care Leavers	March 2018	IRM Service Advocacy Provider
Recognising and celebrating your achievements	Holding an annual celebration of achievement awards to celebrate achievements of CIC CL	Children in care and care leavers feel valued	Annual June/July	Participation and Inclusion Officer

3. We promise to keep you safe and make sure you live in a safe place by:

Aim	Action	Outcome	Timescale	Lead
Ensuring that all placements are of the right quality to look after and support you	Implement and deliver contract compliance and monitoring visits Share the findings and best practice on a regional basis	Assist with placement decision making and provide improved provider engagement to meet current and future needs	December 2017	Children in Care Commissioning Manager
Taking part in a regional approach to commissioning residential placements which will give greater choice	Re tender the regional Residential providers and work with regions to drive the range and quality of placements	More local high quality placements to meet individual need	October 2017	Children in Care Commissioning Manager
Providing you with a suitable home in an appropriate location when you are ready to leave care	Support the supply of smooth transitional housing for you as a young care leaver	Each care leaver has a sustainable home for you to live independently	March 2018	Housing Options Manager Housing Solutions Manager

Aim	Action	Outcome	Timescale	Lead
Ensuring that police respond effectively to children missing from home	Revise Missing from Home procedures to respond more effectively to find children who are missing	Reduce risk of harm to children who are missing from home	Complete	Strategic Public Protection Directorate, Cheshire Police
Effectively managing information relating to Child Sexual Exploitation in Halton	Ensure a multi -agency response to manage information and intelligence relating to Child Sexual Exploitation	Reduction in number of children in care at risk of sexual exploitation	December 2017	Cheshire Police
Ensuring all risks to you are assessed and a plan to reduce the risk is in place where necessary	We will complete Risk Assessments, Missing plans and CSE Screening Tools to inform your Care Plan if you are considered to be at any risk of harm	To keep you safe and minimise the risks to you or others	Ongoing	Principal Manager, CICCL Missing from Care Provider

4. We will support you to see appropriate family and friends. If can't see them we will explain why by:

Aim	Action	Outcome	Timescale	Lead
Ensuring that foster carers help you to maintain safe and appropriate contact with family and friends where this is agreed for you	We will help foster carers to understand the importance of contact to you and ensure that they have the capacity and skills to support you to attend	Important family and friend contact is maintained safely	June 2017	Principal Manager, Fostering
Ensuring you have contact with the people who are important to you at the correct frequency, duration and venue	Your contact plan will be kept under regular review to ensure that it remains appropriate to meet your needs	Contact plans will be appropriate to the needs of the child/young person and will be a positive and beneficial experience for them.	October 2017	Principal Manager, CICCL.
	You will be consulted regularly as part of the reviews for us to hear your wishes and feelings regarding their contact plans	Contact plans will be revised as necessary to ensure the above.		IRM Service

5. We will help you keep in touch with old friends and make new friends by:

Aim	Action	Outcome	Timescale	Lead
Promoting healthy friendships, both old and new	Ensure that care planning and reviews address this issue	Maintenance and development of healthy friendships	March 2018	IRM Service
	Carers ensure that it is promoted and supported within placements			Principal Managers, CiCCL & Fostering
Placements will ensure that they are providing opportunities for you to have new experiences and to make new friends	Placements will be monitored and encouraged to develop your social skills by supporting you to attend social activities and events where you can meet new friends	You will develop increased social skills and confidence with your peer group and your social isolation will be reduced	December 2017	Principal Manager, CICCL

6. We will give you pocket money by:

Aim	Action	Outcome	Timescale	Lead
Ensuring that carers provide you with pocket money and encourage you to save some regularly in a bank account	The amount of pocket money, a savings plan and bank account will be discussed with you and placement staff at the time of placement and will be documented in your placement plan.	You will learn to manage and save money. Increased independence	March 2018	Principal Managers, CiCCL & Fostering
Semi Independent placements for young people over 16 will provide an Independent Living Allowance, not pocket money	You will learn to manage a weekly allowance which will be to provide for anything you need e.g., food, clothes, pays bills etc.	Young people leaving care are able to manage their finances	March 2018	Principal Manager, CICCL

7. We will help you to achieve in school and try new activities by:

Aim	Action	Outcome	Timescale	Lead
Ensuring that when you leave school you are able to continue on your chosen career path	We will work with your school and MPloy to ensure that you get good quality careers advice and guidance so you can make informed choices about your future	Every young person will be engaged in education, employment or training up until age 19	March 2018	Headteacher of the Virtual School 14-19 Programme Leader
	We will support you to apply for your chosen course or programme We will work with your college and university to ensure that you have all the support you need to be successful on your chosen courses.	Any young person that wishes to, accesses an education course of their choice	March 2018	Headteacher of the Virtual School Principal Manager, CICCL

Aim	Action	Outcome	Timescale	Lead
	Work with the Council to ensure that 3 apprenticeships are ring fenced for Care Leavers	3 care leavers will access an apprenticeship through the Council	March 2018	Headteacher of the Virtual School Lead Member for Children & Families Chief Executive of the Council
	We will provide you with the opportunity to have a Business Mentor who will help you prepare for the work of work	Initially 5 young people will take part in the Business Mentor programme	March 2018	Headteacher of the Virtual School
Ensuring that you are given a range of opportunities that will support your skill development, learning and future career choices	We will run a Virtual School programme that provides an opportunity for each national curriculum year group to take part in a range of activities over the academic year	Each CICCL is offered and takes up the opportunity to engage in a range of activities run by the Virtual School	July 2018	Headteacher of the Virtual School

Aim	Action	Outcome	Timescale	Lead
	We will run the Passport to Success programme for years 7 – 11 to support you in your transition to adulthood and future careers	Each CICCL is offered and takes up the opportunity to engage in the Passport to Success programme	August 2018	
	Your carers and social workers will encourage you to take part in the activities, broaden your experiences, and develop your skills and learning	The carers and social worker of each CICCL who has taken part in an activity, show their support by attending the celebration at the end of the event	August 2018	Principal Managers, CICCL & Fostering

8. We will look after your health by:

Aim	Action	Outcome	Timescale	Lead
Supporting your emotional health and wellbeing	Continue to develop the delivery of Go4Ward therapeutic service	32 young people at any one time receive the service they need	March 2018	Barnardo's Go4ward
		Reduction in placement breakdowns		
		Improved SDQ scores		
Ensuring that you are happy and healthy by meeting your physical, emotional and mental health needs, wherever you may be living	We will invite you to attend for an Initial Health Assessment (IHA) when you first come into care to assess your general health and well-being and to check you are	Every child in care will have an up to date, personalised health summary and care plan to influence optimum health and wellbeing and improve health outcomes	Within 20 working days of coming into care (IHA)	Children in Care Health Team Halton CCG
That you have access to universal health services that promote and maintain your health	growing and developing. We will continue to offer you Review Health Assessments (RHA) to ensure that your health needs continue to be met and you will be allocated a named health practitioner to	Improved performance an annual health data – completion of SDQ, dental checks etc. 100% of children in care have a named practitioner within 48 hrs of notification	Under 5 years old bi- annually (RHA) 5-17 years Annually (RHA)	

Aim	Action	Outcome	Timescale	Lead
When you leave care you will understand your personal health history and be able to maintain good health	oversee your health care		Within 2 months of leaving care (Health passports)	
Ensuring that you attend regular Dental and Optician appointments and receive all routine immunisations	This will be monitored by your Statutory Visits and Statutory Reviews	Appropriate treatment is delivered when you need	Ongoing	IRM Service Social Workers Health Team

9. We will keep your information private by:

Aim	Action	Outcome	Timescale	Lead
Keeping your information stored securely	Ensure that all foster carers are aware of the confidentiality process when storing information All staff to ensure that records are appropriately secured	Your privacy is maintained and only those who need the information have the information	June 2017	Principal Managers, Fostering & CiCCL
Regularly checking the accuracy of information held about your parents and carers and yourselves	All information held on file to be accurately maintained	Accurate and up to date information on all young people	January 2018	Principal Manager, CICCL IRM Service

10. We will help you to speak up by:

Aim	Action	Outcome	Timescale	Lead
Ensuring that you have a voice and that it is heard	We will ask you for your views about your placement when we are reviewing foster carers	Your voice is heard clearly and influences decisions	June 2017	Principal Manager, Fostering
Ensuring that you are able to complete the 'My Views' form or provide your views in another way prior to a review	My Views' consultation form or an agreed communication to be sent to all young people prior to their review	100% contribution from young people to their review which will ensure that your voice is being listened to	October 2017	IRM Service
Increasing membership to the Children in Care Councils and involvement in regional and national activities to enable more voices to be heard	Publicity and recruitment to the Children in Care Councils and develop a Care Leavers group	Increase of 50% in the number of young people involved in the Councils	Ongoing	Participation and Inclusion Officer
Completing an Annual Survey of your views about care	Annual survey to find out the views of CIC and CL about their experiences in care and the services they receive	Responses to help shape the services provided and identify support required	Annually September	Participation and Inclusion Officer

Aim	Action	Outcome	Timescale	Lead
Speaking to you alone during Statutory Visits	Social Workers will always ask to see you alone when they complete a Statutory Visit to gain your wishes and feelings	More young people feel they have their views listened to and acted upon	In place and ongoing	Principal Manager, CICCL Social Workers

11. We will give you time and space to express your feelings and give you opportunities to influence decisions about your future by:

Aim	Action	Outcome	Timescale	Lead
Ensuring that we always know what your views are about your life	We will talk to you about your care plans and pathway plans and we will involve you in meetings so that you have an opportunity to express you wishes and feelings	We will be clear about your wishes and feelings and you will understand what action we decide to take and why, after we have heard what you have to say	Ongoing	Principal Manager, CICCL

12. We will support you when you move on to adult life by:

Aim	Action	Outcome	Timescale	Lead
Developing with you a timely and robust Pathway Plan	Ensure Pathway Plans are informed by thorough assessments, fully address your needs, wishes and feelings and are shared with you	100% completion of Pathway Plans for young people aged 16-18 years old	December 2017	Principal Manager, CiCCL IRM Service
Providing Pre Tenancy Workshops in conjunction with social workers/Personal Advisors	Delivered by Halton Housing Trust (HHT) Starter Tenancy Officers at an appropriate time during your transition to independence	100% of young people aged 16-21 take part in the Pre Tenancy Workshops to understand expectations associated with managing their own tenancy	October 2017	Housing Options Manager Principal Manager, CiCCL
Providing transitional support when moving into your first home, to help you settle in	Provide you with a dedicated Starter Tenancy Officer for the first six weeks of a new tenancy to ensure that you have a named contact within HHT	100% of young people in HHT tenancies receive appropriate support at the beginning of a tenancy and referring to the Tenancy Support Officers if needed thereafter	September 2017	Housing Options Manager

Aim	Action	Outcome	Timescale	Lead
Developing a supported accommodation offer	Identified provider to support all young people moving to independent living	Provider appointed and supporting all young people living in their own tenancies	March 2018	Divisional Manager, CiCCL Children in Care Commissioning Manager
Developing a Shared Accommodation Model	Ensure discussion at HHT Leadership Team and ascertain viability of any identified scheme	Improved choice of accommodation when leaving care	Dec 2018	Housing Options Manager Divisional Manager, CiCCL Children in Care Commissioning Manager
Ensuring all foster carers and supervising social workers understand the Staying Put Policy	Ensure the Staying Put Policy is discussed with foster carers and young people in a timely fashion and in an appropriate way	An early and informed decision on your plan post 18	July 2017	Principal Manager, Fostering
Providing you with information to inform your plan for moving towards adulthood	Ensure that you receive the 'What Happens Next' guide and discussions are taking place on your future plan	100% young people aware of their Pathway plan and options being considered/proposed	March 2018	IRM Service

Aim	Action	Outcome	Timescale	Lead
	Develop and publish the Core Offer available to all care leavers within Halton	100% of care leavers are aware of services that are available to them	December 2017	Principal Manager, CiCCL
Ensuring you are prepared for the transition into adulthood	Develop the necessary independence and life skills	100% of care leavers are equipped with the skills necessary to meet their plan	March 2018	Principal Managers, CiCCL & Fostering