

Report to: Children Young People & Families Scrutiny Committee

Date: 23 July 2009

Subject: Children and Young People's Services Performance Plan 2009/12

Report of: Executive Director of Children and Young People's Services

Contact officer: Trish Anderson 01942 486005

Purpose / summary: To provide the Committee with the proposed Children and Young People's Services Performance Plan for 2009/12

Alternative options considered and reason for selecting the one recommended:

Recommendation / decision: That the Committee notes the content of this report and endorses the proposed plans

Risks / Implications:

Financial:	None
Staffing:	None
Policy:	None
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	No
Wards affected:	All

Property Implications – Does the proposal involve a reduction, addition or change to the Council's asset base or its occupation?

No

If yes, have the property implications been agreed with the Corporate Property Officer?

Does this proposal have significant implications for the Council and the local population?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

A diversity impact assessment is not necessary at this stage, however, equality and

diversity implications have been considered when producing this report.

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **No**

Has the Service Director - Corporate Services confirmed that any expenditure referred to within this report is consistent with the Council's budget? **No**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

* delete which applicable

For Cabinet reports only :

Categorisation of the report:	x
Discussion leading to a decision	
Monitoring	
Sharing for corporate understanding	

	x
Discussion	
Decision	
Information	

Tracking/Process:

	Consultation	Ward Members	Partners
	Overview & Scrutiny	Cabinet	Council
	CYPF 23 July 2009		

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer



Date

9th July 09

Background:

- 1.1 The Children and Young People's Services (CYPS) Performance Plan 2009-12 shows the main priority service objectives identified for CYPS in the next 3 years, together with details of the major tasks and strategies to be undertaken in 2009-10.
- 1.2 The plan relates closely to the Local Area Agreement, the Corporate Strategy, and the Children and Young People's Plan (CYPP). It is the top-level CYPS delivery plan for 2009-10 for the CYPP, and contains the same priorities, targets and key changes.
- 1.3 The plan is a living document, with the detail constantly evolving to meet changing conditions and to respond to new information. However, any significant proposed changes to the major service objectives, targets or key changes will be brought to Panel for consideration.

Children and Young People's Services

Performance Plan 2009-12

Purpose

Children and Young People's Services (CYPS) works with over 140 schools across the borough and supports all young people aged 0-19 and their families. We work with other services such as hospitals, schools, carers, voluntary groups and leisure centres towards 5 key outcomes. Known collectively as 'Every Child Matters' these outcomes are that children and young people will:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well being.

Our young people are crucial to the continuing success of the borough, the region and the country. Our vision and purpose is therefore to ensure that all children and young people of the borough are:

- Happy, safe and healthy
- Encouraged to achieve their potential
- High achieving and highly skilled
- Actively participating in education, training or employment
- Respected and respecting
- Committed to learning
- Make a positive contribution through engagement with their community

Objectives

Our priority service objectives to deliver this purpose have been developed in the Children and Young People Plan, a plan prepared by the Wigan Borough Partnership for Children, Young People and Families (CYPF). The plan builds on the firm foundations of the Wigan CYPP published in 2006 and sets out 8 improvement priorities for the next 3 years.

Our priority service objectives are:

CYPP1 Reduce teenage pregnancy and improve access to sexual health services

CYPP2 Enhance children and young people's wellbeing, with a particular focus on obesity, alcohol abuse and emotional resilience

CYPP3 Safeguard children and young people through improved prevention, early intervention and community engagement

CYPP4 Improve outcomes for Children in Care

CYPP5 Narrow the attainment gap between our most disadvantaged communities and the population as a whole

CYPP6 Reduce children and young people's involvement in anti-social behaviour and offending

CYPP7 Improve the range and accessibility of positive activities for all children and young people

CYPP8 Increase participation and attainment in education, employment and training for 14-19 year olds

Priority Service Objectives

Priority	Rationale	Outcomes
<p>Reduce teenage pregnancy and improve access to sexual health services.</p>	<ul style="list-style-type: none"> • Low performing local authority against England average • Impact on learning and attainment • NEET figures • Need to improve life chances for young people and dependants • Health and well being of young people • National strategies such as: <ul style="list-style-type: none"> ○ Teenage Pregnancy Strategy ○ Healthy Schools Strategy ○ PCT sexual health strategy ○ Drugs and alcohol strategy • Few young people engaged in activities • Levels of alcohol abuse amongst young people 	<ul style="list-style-type: none"> • NIS 112 Under 18 conception rate • NIS 113 Prevalence of Chlamydia under 20 year old • PCT Vital Signs • Improved engagement and participation • Improved well being • Confident young people with aspirations • More young people in EET • Use of GUM • Raised awareness and knowledge of consequences
<p>Enhance children and young people's well being, with a particular focus on obesity, alcohol abuse and emotional resilience.</p>	<ul style="list-style-type: none"> • Strong requirement from government working with partners to improve health and well being of young people. • Health Schools Strategy • Substance misuse Strategy • Children's Emotional Mental Health and Wellbeing Strategy • Parenting Strategy • Effectiveness and impact of CAMHS service • Too many children abusing alcohol, smoking and being overweight 	<ul style="list-style-type: none"> • Reduction in bullying • Increased involvement and participation • Improved attainment • More children involved in physical activities • Less young people abusing alcohol and so impact on teenage pregnancy and ASB • All children having good emotional health • Effective child and adolescent mental health services that meet need • Less young people smoking • Less teenage pregnancy

<p>Safeguard children and young people through improved prevention, early intervention and community engagement.</p>	<ul style="list-style-type: none"> • National drivers and current experiences of children • Every Child Matters - 5 Outcomes • Protecting our C&YP • Change for children system • Enabling the best start in life for each child • Contact Point – electronic directory of every child and young person in the country • The role of (LADO) Local Authority Designated officer. • Rates of hospital admissions • Low involvement in community activities 	<ul style="list-style-type: none"> • Improved health and well being • Managed case loads • Relevant numbers of social workers • Well managed systems and processes with clear accountability • Improved knowledge of geographically mobile children • Managed risk • Improved timeliness of assessments • Child protection reviews within required timescales • Reduction in children experiencing bullying • Reduction in hospital admissions • Increased involvement and engagement within the community
<p>Improve outcomes for children in care.</p>	<ul style="list-style-type: none"> • Low attainment rates compared their peers • CIC vulnerable in relation to crime alcohol abuse and so on • Low levels of self esteem • Keeping them safe • Increasing numbers of CIC • After math of Haringey • Delivery of training across the partnership in awareness raising of safeguarding issues • Care leavers NEET 	<ul style="list-style-type: none"> • Improved learning and attainment • Improved life chances • Effective corporate parenting – Targeted provision for CIC in allocation of training and learning opportunities • Increased aspirations • Better health and wellbeing • Stable placements • Suitable accommodation for CIC •

<p>Narrow the attainment gap between our most disadvantaged communities and the population as a whole.</p>	<ul style="list-style-type: none"> • Inequalities exist within IDACI • IMD • Services currently not always delivered in the right place • Low performance within deprived areas • White under achieving boys • Move towards locality working • Numbers of children and YP NEET • Gap in attainment of most deprived communities • High benefit claimants • BSF/Primary Capital Strategy • Attainment gaps for those with LDD/SEN 	<ul style="list-style-type: none"> • Improved accessibility to services • Targeted services relevant to need • Increased equality in service provision • Informed needs assessment • Locality working linked to 5 outcomes • Improved absences rates across primary and secondary • More young people from low income background in HE • Reduction in inequalities between young people from low income background and their peers • Increase in attainment and aspirations
<p>Reduce children and young people's involvement in anti-social behaviour and offending</p>	<ul style="list-style-type: none"> • Community cohesion – vulnerable/minority groups often the target of anti-social behaviour. • Perception of CYP involvement in ASB • Negative media focus • EET • Deteriorating target of reoffending offenders in EET and first time offending • Credit Crunch • Youth Justice Board Business Plan • Respect Action Plan • ASB Strategy • Too many children abusing alcohol • Low levels of involvement in community activity 	<ul style="list-style-type: none"> • Improved community safety, including for children, young people and their families • Improved young people's life chances • Improved safety of young people • YP feeling involved and respected in the community • More parents who take responsibility • Positive perception of young people • Decrease in re offenders • Increase in no of young offenders in EET • Reduction in young offenders • Reduction in substance misuse by young people

<p>Improve the range and accessibility of positive activities for all children and young people</p>	<ul style="list-style-type: none"> • Under resourced youth service • Tell us survey and other consultation • Capacity issue within voluntary and comm. Sector • Good relationship with key partners • Lack of sponsors and providers • BSF/Primary Capital Strategy • Volunteering Strategy • Involvement of WLCT 	<ul style="list-style-type: none"> • Improved health and well being • Improved community cohesion • Decrease in anti social behaviour • Improve learning and participation • Improve aspirations • Improved reputation of Borough • More access to positive activities for Young people • C & YP satisfied with parks and play areas
<p>Increase participation and attainment in education, employment and training for 14 - 19 years olds</p>	<ul style="list-style-type: none"> • NEET strategy • 14 to 19 Strategy • Under performance on target for NEET • Credit crunch • Low skills levels in adults • No growth in FE provision • Numbers and range of government sponsored training opportunity • BSF • IAG Strategy • (LMI) Information telling us provision for future is insufficient • Need for increased provision • Employment Engagement Strategy 	<ul style="list-style-type: none"> • Increase EET • Range of opportunities increasing aspirations • Increase in attainment of 14-19 year olds • Reduced inequality gap • Targeting provision • Improved knowledge and understanding of progression routes • Increase take up of diplomas • Increased participation of 17 year olds

Our **organisational effectiveness objectives** support delivery of service objectives by ensuring we have the right capacity and capability in terms of finances, people and facilities.

Our organisational effectiveness objectives are:

Priority	Rationale	Outcomes
People		
Workforce Development (KC5)	<ul style="list-style-type: none"> National, corporate, departmental priority Recruitment and retention of social care staff Awareness of whole CYP agenda, especially safeguarding Awareness of common processes, roles, responsibilities Effective use of CWDC developments 	<ul style="list-style-type: none"> Improved outcomes against CYPP/LAA key indicators and other significant goals Improved efficiency/effectiveness of service delivery
Equality and Diversity (KC6)	<ul style="list-style-type: none"> National, corporate priority 	
Places		
Capital Strategy (KC7)	<ul style="list-style-type: none"> Building schools for the future, primary capital strategy, youth capital projects Better environments for learning and service delivery 	<ul style="list-style-type: none"> Improved outcomes against CYPP/LAA key indicators and other significant goals Improved efficiency/effectiveness of service delivery
Integrated Working (KC3)	<ul style="list-style-type: none"> Co-location of key services. Integrated practice. Efficiency and effectiveness. 	
Extended Services (KC2)	<ul style="list-style-type: none"> Co-location of key services. Integrated practice. Efficiency and effectiveness. 	

Processes		
Joint Commissioning (KC1)	<ul style="list-style-type: none"> • Efficiency savings, • Moving resources • Reinvestment into areas of need 	<ul style="list-style-type: none"> • Improved outcomes against CYP/LAA key indicators and other significant goals
Change for Children (KC4)	<ul style="list-style-type: none"> • Joining up working practices • Developing common language and approach for non-statutory assessments 	<ul style="list-style-type: none"> • Improved efficiency/effectiveness of service delivery
Performance		
Children's Trust Arrangements (KC1)	<ul style="list-style-type: none"> • Efficiency savings, • Moving resources • Reinvestment into areas of need 	<ul style="list-style-type: none"> • Improved outcomes against CYP/LAA key indicators and other significant goals
New financial strategy/value for money	<ul style="list-style-type: none"> • Link to service priority objectives to enable closer monitoring of effectiveness of resource deployment 	<ul style="list-style-type: none"> • Improved efficiency/effectiveness of service delivery



Key performance targets

Our key performance targets:

Measure	Responsibility	Actual	Targets		
		2008-09	2009-10	2010-11	2011-12
Priority Service Objectives					
LAA Indicators					
NI 112 / BVPI 197: Under 18 conception rate	S Elliott	+0.58% (2007 data)	-16% (2008 data)	-33% (2009 data)	-50% (2010 data)
NI 56 Obesity in primary school age children in Year 6	S Elliott	18.01%	18.01%	18.01%	18.01%
NI 60 Core Assessments completed within 35 working days	M Banham	83%	77%	83%	86% (prov.)
NI 63 Children in Care Stability of Placements: length of placement	M Banham	65.8%	77%	80%	80% (prov.)
NI 102a Achievement gap FSM KS2 (English and Maths)	J Clarke	21.1	18%	16%	N/A
NI 102b Achievement gap FSM KS4	J Clarke	32.6	25%	23%	N/A
NI 111 First time entrants to youth justice system	S Astbury	1290	1412	1380	N/A
NI 110 Young people's participation in positive activities	S Astbury	64.8%	N/A	71.8%	N/A
NI 117 NEET	S Astbury	8.5	7.5%	6.8%	N/A
Other key National Indicators					
NI 55 Obesity in primary school age children in Reception Year	S Elliott	9.9	10.3%	10.3%	10.3%
NI 53 – Prevalence of breastfeeding at 6-8 weeks from birth	S Elliott	14.74%	19.30%	22.55%	N/A
NI 64 Child Protection Plans lasting 2 years or more	M Banham	1.1%	3%	3%	3% (prov.)
2016SC Percentage of referrals that are repeat referrals within 12 months	M Banham	25.2%	23.5%	22%	20.5% (prov.)
NI 101 Children in Care achieving 5 or more GCSEs at A*-C	J Clarke	5.6%	27.3%	18.2%	N/A
NI 62 Stability of Placements of looked after children:	M Banham	10.9%	9.0%	9.0%	9.0% (prov.)

number of moves					
NI 92 Narrowing the gap between the lowest achieving 20% in the EYFSP and the rest	J Clarke	31.6%	28.70%	27.37%	N/A
NI 19 Rate of proven reoffending by young offenders	S Astbury	0.86	0.81	0.77	0.73
NI 45 Young offenders engagement in suitable education employment or training (EET)	S Astbury	53.6%	85%	90%	90%
NI 57 Children and Young People's participation in high quality PE and sport	S Astbury	74%	N/A	90%	94%
NI 79 Achievement of a Level 2 qualification by the age of 19	C Bluer	70%	72%	73%	74% (prov.)
NI 80 Achievement of a Level 3 qualification by the age of 19	C Bluer	40.1%	43%	44%	45% (prov.)

Our Delivery Plan for 2009-10

Priority Service Objectives

We will deliver our priority service objectives through clear plans that identify specific workstreams, projects and actions:

Priority Service Objective 1: Reduce teenage pregnancy and improve access to sexual health services.					
Strategy/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Teenage Pregnancy Strategy	Utilise data to develop models of targeted intervention work for young people	Assistant Director of Public Health	<p>Qtr1: Increased capacity within Public Health Data Analysis Team</p> <p>Qtr2: Health Outcomes Improvement support Team formed - feeding into TP Steering and Commissioning Groups and existing Council and PCT performance mechanisms</p> <p>Qtr3: Range of targeted intervention models identified</p> <p>Qtr4: Targeted intervention models commissioned across authority</p>	N.I 112: Reduce teenage pregnancy and improve access to sexual health services	PCT/Council
Teenage Pregnancy Strategy	Ensure social marketing informs delivery	Programme Director for Social Marketing	<p>Qtr1: PCT Social Marketing Lead member of TP Commissioning and Steering Groups and Chair of TP Media and Communication Group</p> <p>Qtr2: McCann Erickson external consultancy engaged to support TP Social Marketing Project</p> <p>Qtr3: Social Marketing Report completed</p> <p>Qtr4: Young people are made aware of the sexual health services available</p>	N.I 112: Reduce teenage pregnancy and improve access to sexual health services	PCT/Council

			and how to access them		
Teenage Pregnancy Strategy	Develop a broad range of universal and targeted sexual health services	Teenage Pregnancy Coordinator	<p>Qtr1: Relocation of Brook Services</p> <p>Qtr2: Review of existing provision - impact and cost effectiveness - to inform commissioning</p> <p>Qtr3: Commissioning of services informed by Needs Analysis findings</p> <p>Qtr4: All young peoples sexual health services meet or working towards You're Welcome Quality Standards and impact of provision evaluated to inform further commissioning</p>	N.I 112: Reduce teenage pregnancy and improve access to sexual health services	PCT/Council
Teenage Pregnancy Strategy	Ensure delivery of high quality and consistent sex and relationship education (SRE) messages delivered through a multi-agency approach	Teenage Pregnancy Coordinator	<p>Qtr1: A range of CPD opportunities made accessible to all professionals</p> <p>Qtr2: Healthy School Plus standards agreed</p> <p>Qtr3: Coordinated delivery process established for all agencies supporting SRE agenda</p> <p>Qtr4: Range of interventions to support parenting agenda around teenage pregnancy</p>	N.I 112: Reduce teenage pregnancy and improve access to sexual health services	PCT/Council

Priority Service Objective 2: Enhance children and young people's well being, with a particular focus on obesity, alcohol abuse and emotional resilience.

Strategy/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Alcohol Strategy	Establish Alcohol service for Young people covering Prevention, Harm Reduction and Treatment	Head of Service Health and Wellbeing Strategy and Commissioning	<p>Q1 Conduct needs assessment</p> <p>Q2 Mapping exercise of current provision completed</p> <p>Q3 Develop commissioning strategy</p> <p>Q4 Commission service</p>	Report produced	PCT
Children's Well-Being	To develop a local Child Health Strategy that drives commissioning.	Head of Service Health and Wellbeing Strategy and Commissioning	<p>Qtr 1 – Define an outcomes framework for Children's Health and Well-Being.</p> <p>Qtr 2 – Develop and agree the Child Health Strategy.</p> <p>Qtr 3 – Identify current provision and map against the strategy.</p> <p>Qtr 4 – Commission against the strategy.</p>	Strategy in place and implemented	PCT/Council
Obesity Strategy	To target interventions and treatment for young people at high risk of obesity.	Head of Service Health and Wellbeing Strategy and Commissioning	<p>Qtr 1 – Identify those at risk by utilising improved data.</p> <p>Qtr 2 – Identify evidence-based brief interventions and redesign weight management service.</p> <p>Qtr 3 – Deliver actions of healthy weight strategy.</p> <p>Qtr 4 – Review impact of interventions and treatment.</p>	<p>NI 55 – 10.3% 2009-10</p> <p>NI 56 – 18.1% 2009-10</p>	PCT/Council

Mental Health Strategy	To implement Mental Health Strategy to support emotional resilience	Head of Service Health and Wellbeing Strategy and Commissioning	<p>Qtr 1 – Develop TaHMS project in key settings</p> <p>Qtr 2 – Commission brief interventions in early years settings</p> <p>Qtr 3 – Develop workforce development plan and deliver against actions</p> <p>Qtr 4 – Increase awareness of emotional resilience across workforce.</p>		
Healthy Schools Strategy	To support all settings to meet the Healthy Schools Plus standards.	Development Manager PSHE	<p>Qtr 1 – To develop Healthy Schools Plus criteria.</p> <p>Qtr 2 – Disseminate criteria to all settings and develop validation process.</p> <p>Qtr 3 – Pilot criteria with identified settings.</p> <p>Qtr 4 – Review learning and disseminate across localities.</p>	Standard established and accreditation commenced	

Priority Service Objective 3: Safeguard children and young people through improved prevention, early intervention and community engagement.

Strategy/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Parenting Support Strategy	Develop a coherent parenting support service Tiers 1-4 locality based.	Parenting Strategy Co-ordinator	<p>Q1 Commission FIP (Family Intervention Project)</p> <p>Q2 Commission PEIP (Parenting Early Intervention Project)</p> <p>Q3 Reconfigure existing core parenting support provision</p> <p>Q4 Locality based integrated parenting services 'Team around the Child'</p>	<p>Providers Commissioned, 3b/4 service delivering targeted evidence based interventions</p> <p>Integrated parenting support service established with locality offer for parenting - TAC</p>	<p>YCAP £175k</p> <p>DCSF £186K</p> <p>DCSF Sure Start / TBC Extended Schools Grant £309k DCSF Parenting Expert Grant £100k</p>
Wigan Safeguarding Children Board Post Haringey Action Plan (including recommendations from the Laming Report)	WSCB Implementation Plan Social care implementation plan	Head of Service Social Care	<p>Q1 Action Plan in place Policy and Procedures ICS compatible Strategy for staff recruitment agreed Regular Inter-Agency Audit Cycle</p> <p>Q2 Review Action Plan. Q2 milestones completed</p> <p>Q3 Action Plan Q3 Milestones completed</p> <p>Q4 Action Plan Q4 Completed</p>	<p>On Intranet and easily accessed and understood Job descriptions / person specs prepared. Unions consulted Jobs advertised</p> <p>Audits undertaken and outcomes translated to actions and reported to the Board</p> <p>Report to Board and Children's Trust Key staff in place</p>	To Be confirmed

<p>CYPS Service re-design</p>	<p>Re-configure social care services to minimise changes of social worker and deliver a greater range of services from an area base</p>	<p>Head of Service Social Care</p>	<p>Q1 Implementation Plan in Place Consultation with unions and staff completed Q2 Write job descriptions. Deliver Child protection specific training / mentoring for 10 staff. Deliver Duty services across the five area teams Q3 Deliver Court Skills Training for 10 staff and Child Protection specific training to remaining staff Q4 Re- location of staff in progress. Training / Mentoring completed for all staff in area teams</p>	<p>Successful transition to area based working for 5 new teams Borough wide teams / services have clear remits and link to areas as appropriate</p>	
<p>Develop Strategies to reduce the number of young people missing from home. N1 71</p>	<p>Joint Work with GM Police to develop a data base of young people in the community who are frequently missing from home.</p>		<p>Q1 Systems in place to identify the number of incidences of running. Referrals sent by police to social care on all children missing from home Data analysis and risk assessment tool devised to inform patterns and trends Q2 Aggregate data about the profile of running is collated between police and children's services and shared. Q3 Collection and analysis of data covers whole LA area Q4 Review Self assessment document and re-evaluate future tasks</p>	<p>Progress against Self assessment is achieved. Knowledge of and response to vulnerable young people has developed. Appropriate services identified</p>	

Priority Service Objective 4: Improve outcomes for children in care.

Strategy/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Care Matters Action Plan	Corporate Parenting Strategy developed	Head of Service Social Care	Q1 Pledge accepted by elected members Q2 Joint information system between Social Care and Health Increased access to leisure services Q3 Monitor and review Q1 and Q2	Launch event taken place Data protection protocols agreed	CYPS Base Budget
	Participation of Children and Young People	Head of Service Social Care	Q1 s Support for Children in care council to communicate with elected members	Children in care council have regular meetings with elected members	CYPS Base Budget
	Placement Stability	Head of Service Partnerships, Performance and Localities Head of Service Social Care	Q1 Develop proposals for a skills based fostering service. Identify training needs of carers . Q2 Liaise with other GM authorities in respect to existing or proposed models. Develop a responsive training programme for carers Q1 Develop the use of life story work with children whose plan is placement stability Establish the number of children who need a life story and identify and train people to implement this	Tiered fostering service in place to meet a range of needs Carers more equipped to deal with a range of challenges. Less placement disruption Greater emotional well being for children looked after. Less placement disruption. Better prepared carers	CYPS Base Budget

	Deliver a First Class Education	Head of Service Social Care Head of Service Learning	Q1 Audit new PEP every review period. Q2 Prepare a business case for the appointment of a virtual head	New PEP in place Virtual Head appointed Increase in academic attainment	CYPS Base Budget
	Promote health and well being	Head of Service Health and Wellbeing Strategy and Commissioning	Q1 Establish a child in care health team Q2 Increase the number of young people accessing health assessments including dentist. Support carers to reduce risk taking behaviour in the children they look after Q3 Develop a dedicated team within PCMT to service emotional and mental health needs of looked after children Q4 Evaluate impact of the above actions in relation to increased health and well being	Team Established More young people accessing assessments. Carers more able to advise on a range of issues Team established Demonstrable improvement in emotional well being.	CYPS Base Budget
	Sustainable training and employment opportunities	Not yet agreed	Q1 Create a post to enable sustainable work opportunities for LAC Determine the location of this post Q2 Measure the number of job opportunities created. Q3 as Q 2		CYPS Base Budget
	Develop a range of suitable accommodation options for care leavers	Housing	Q1 Develop a supported lodgings programme	Programme managed by Young Persons Accommodation Group	

Attendance Strategy	To implement strategies to reduce the number of CiC missing more than 25 days absence from school.	Head of Service Integrated Support	Q1 Target setting with individual children as part of PEP/care planning process Q2 Update CiC procedure and brief staff. Q4 End of year report produced with detailed analysis of data	% of CiC missing 25 days or more is below 10%	EWS base budget Sub contract day to day surveillance – Welfare Call £4k
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Priority Service Objective 5: Narrow the attainment gap between our most disadvantaged communities and the population as a whole.

Strategy/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Early Years outcomes duty	<p>Continue to raise awareness of the EY outcomes duty and to keep appropriate groups updated ensuring providers are clear about their role in raising attainment</p> <p>Improve the quality of provision in all maintained nursery classes, nursery schools and reception classes – Phase 4</p> <p>Target the Firm Foundations project at Private and Voluntary Nursery settings</p> <p>Use the data on boys attainment from FSP to provide training and intervention in maintained nurseries.</p> <p>Collect baseline data for on entry to reception and cross reference with pupil level data to identify children at risk of not achieving expectations</p>	Head of Service Learning		<p>To increase the number of children achieving 78 EYFSP points</p> <p>To reduce the gap between the lowest 20% of children and the rest as evidenced by FSP results.</p> <p>To increase the number of children achieving 6 points in all CLLD scales</p> <p>To narrow the attainment gap between boys and girls.</p> <p>To increase the number of children achieving 78 EYFSP points.</p>	<p>Nil Additional (Sure Start General Grant)</p> <p>£2000</p> <p>£2000</p> <p>£1500</p> <p>Nil additional (Sure Start General Grant)</p>

	<p>Disseminate EYFS information for parents via Health Visitors/ Local Programmes /CC project providers, update and review regularly.</p> <p>Raise awareness about the increasing proportion of children with EAL in the lowest 20% amongst appropriate managers, teams and providers - Phase 3</p> <p>Target children with the lowest FSP results for support in Y1 via Forward Together.</p> <p>Implement the DCFS SEAD training and guidance for EYFS providers and partners and to target intensive intervention at providers operating from areas with highest proportion of children in lowest 20%.</p> <p>Improve children's progress in CLLD in targeted and universal schools and settings</p>			<p>To increase the number of children achieving 78 EYFSP points.</p> <p>To increase the number of children with EAL achieving 78 EYFSP points.</p> <p>To narrow the attainment gap where children are identified as not having achieved 78 EYFSP points.</p> <p>To increase the number of children achieving 6 point across all PSED scales.</p> <p>To increase the number of children achieving 6 point across all CLLD scales. intervention. Impact evidenced</p>	<p>£4000</p> <p>£2000</p> <p>Nil additional (Sure Start General Grant)</p> <p>£5000</p> <p>£2500</p>
Wigan Primary Strategy	Support schools to improve the outcomes of pupils with FSM through specific interventions with targeted schools in deprived areas plus continue to support all schools in tracking and intervening to accelerate the progress of all vulnerable groups with a special focus on pupils with FSM through the work of SIPS, consultants and advisers	Head of Service Learning	Qtr 1 – Project plans produced for : a) Overcoming Barriers, a project to address insufficient progress in Maths with vulnerable groups AT KS2 b) Read to Succeed, a project to improve the reading of 6 year olds in schools in	Ni 93 LAA Narrow the achievement gap between pupils eligible for FSM and their peers achieving the expected level at KS2 in English and Maths – 09/10 target = 20%	Standards Funds – Primary Strategy

			<p>disadvantaged communities</p> <p>c) Maths Recovery, a project aimed at specific pupils who have made insufficient progress in Maths in KS1</p> <p>d) Improving Schools Programme, a project aimed at improving the attainment of pupils at both key stages in targeted schools with low attainment in disadvantaged communities.</p> <p>e) One to one tuition, a project aimed at providing specific support to individual pupils in danger of making insufficient progress.</p> <p>Qtr 2 – projects in place in schools and all relevant LA personnel aware of their role in the projects</p> <p>Schools supported in the analysis of performance of pupils with FSM through the previous academic year and in the evaluation of proposed interventions through the SIP programme.</p> <p>Qtr 3 – Progress of pupils involved in projects monitored and reported on through the work of SIPs and consultants</p>		
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			<p>Interim feedback on whole school projects obtained in order to influence any realignments of plans</p> <p>Qtr 4 – Progress of all FSM pupils monitored and reported on in all schools through the work of SIPS, enabling the influence of future LA plans</p>		
Wigan Secondary Strategy	Support schools in accelerating the progress of students through upgraded methods of tracking and intervening on student progress and improved assessment methodology with a special focus on students with FSM through the work of SIPS, SDAs and Consultants.	Head of Service Learning	<p>Qtr 1 – methodology for analysis of student performance and accelerating progress ready for disseminating to schools and appropriate personnel trained in delivery</p> <p>a) Qtr 2 – one to one tuition plan rolled out.</p> <p>b) Mind the Gap project put on VLN</p> <p>c) Target setting and performance analysis visits underway</p> <p>d) Qtr 3 – Evaluations undertaken on schools' actions to promote effective progress of students both with and without FSM and ambitious targets set for pupil performance in line with FFTD</p> <p>e) Interim feedback on one to one tuition project obtained in order to influence any realignments of plans</p> <p>Qtr 4 – Evaluations indicate that students with</p>	<p>NI 102</p> <p>LAA</p> <p>Narrow the achievement gap between pupils eligible for FSM and their peers achieving the expected level at KS4 in 09/10 target = 25%</p>	Standards Funds – Secondary Strategy

			FSM are making accelerated progress and that School Self-Evaluation and prioritisation is focussed on improving outcomes for students with FSM		
Attendance Strategy	To implement strategies to reduce the level of persistent absence (PA) in secondary schools and primary schools	Head of Service Integrated Support	Q1 Needs assessment and allocation of EWS resource to all schools Q2 Target setting with all schools as part of Partnership Agreement process Q4 Interim report of progress	NI 87 Secondary school persistent absence rate Primary all schools with high PA below national averages	EWS base budget
Inclusion Strategy	Draw up, consult upon and ratify the strategy Develop an action plan to take the strategy forward Establish working groups to implement specific actions Produce interim progress reports	Head of Service Health and Wellbeing Strategy and Commissioning	Q1 Strategy produced and consulted upon Q2 Action plan developed Q3 Working groups established Q4 Reports presented	Increases in inclusive opportunities and outcomes for children and young people with SEN/LDD	Base budget – staff time

Priority Service Objective 6: Reduce children and young people's involvement in anti-social behaviour and offending

Strategy/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Youth Justice Board Capacity and Capability Assessment /Plan	Review strategies/action plans jointly with other agencies to deliver the YJB capacity and capability assessment /plan and secure improvements in key outcome measures.	Head of Integrated Youth Support	<p><u>Q2:</u> Revised strategy/action plan in place in the following areas by the end of August, 2009: Prevention strategy/action plan Reducing Re-offending strategy/action plan ETE strategy/action plan. New legislation and the scaled approach <u>Q,3,4</u> Review/evidence progress against the plans.</p>	<p>NI 111 – Reduce First Time Entrants to the criminal justice system NI 19 – Reduce rate of proven re-offending NI 45 – Increase young offenders participation in full time education, training and employment</p>	<p>Youth Offending Team Core Budget Youth Justice Board Grants Children's Fund</p>
Youth Crime Action Plan	Develop and deliver the seven elements of the Youth Crime Action Plan.	Head of Integrated Youth Support	<p>Q2; Projects in place and fully operational by end of September 2009. <u>Q4</u> By end of March, 2010 evidence delivery against agreed output and outcome measures.</p>	Reduce Youth Crime	<p>Youth Crime Action plan Funding: £350k</p>
Anti-social Behaviour Strategy	Develop protocols between CYPS, Housing, Police and Neighbourhood Services.	Head of Integrated Youth Support	Q2: Protocols in place by end of September 2009	NI 21 Improve public confidence/ perception of the LA/police in dealing with anti-social behaviour.	<p>Positive Activities for Young People. YISP YCAP initiatives</p>
CYPF role in the development and delivery of services in Hindley YOI.	Service Level Agreements and protocols developed in relation to the delivery of services in Hindley YOI.	Service Director Strategy and Commissioning	Q2 SLAs and protocols in place: Safeguarding, YOT, IAG, Health	Outcome measures to be determined.	<p>Safeguarding YOT IAG Health</p>

Things To Do, Places To Go Strategy	Deployment of Street Based Teams in identified Anti-social Behaviour Hotspot areas.	Head of Integrated Support	Quarter 1. Analysis of ASB Data and PACT information resulting in the identification of two delivery locations. Delivery partnership action Plan agreed Quarter 2. 3 and 4 Deployment of Street Based Teams and Positive Activities Multi Agency Delivery programmes	450 young people engaged in each locality (contributes to NI 110) Percentage reduction in Anti social behaviour in the two locations	Youth Crime Action Plan Funding PAYP
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Priority Service Objective 7: Improve the range and accessibility of positive activities for all children and young people

Strategy/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Things To Do, Places To Go Strategy	To develop a new Neighbourhood Youth Facility in an Area of identified need in partnership with young people.	Head of Integrated Support	Quarter 1 Tendering process complete and construction process underway. Quarter 2. Construction process completed. Quarter 3. Facility officially opened and service delivery commenced determined by young people	Successful development of The Meadows Centre for Young People in Worsley Hall	Youth Capital Fund Plus Youth Capital Fund PAYP
Things To Do, Places To Go Strategy	Increase the range and provision of Positive Activities to young people on Friday and Saturday Evenings	Head of Integrated Support	Quarter 1. Areas of greatest need identified through PACT Process and consultation with young people. Locality Partnerships identified. Quarter 2. Inter Agency delivery plans established in five localities Quarter 4. Partnership delivery of Positive Activities in Five localities.	Five Localities Programmes of Friday and Saturday Night provision. Involvement of a minimum of six delivery partners in each location 100 young people engaged in each localities programme (contributes towards NI 110) NI 110 Young people's	Core Funding PAYP YCAP

				participation in positive activities (contributes to)	Core funding
Participation Strategy	To implement the participation structure in order to recognise children and young people's role in scrutiny and decision making	Head of Integrated Support	Quarter 1 Full implementation Plan is agreed Quarter 2 Young People's Cabinet is constituted Quarter 4 Full implementation of plan	Young people contributing to and participating in decision making.	Youth Service Core Budget

Priority Service Objective 8: Increase participation and attainment in education, employment and training for 14 - 19 years olds

Strategy/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Diploma implementation	<p>Begin delivery of 5 diploma lines from September 2009</p> <p>Build transport policy into diploma implementation protocols.</p> <p>Ensure the policy is integrated within the education plan and informs the infrastructure element of the plan.</p> <p>Ensure linkages with BSF proposals</p>	Head of 14-19 Strategy and Commissioning	<p>Q1 Final arrangements for diploma delivery in place</p> <p>Q2 Students commence 2009 diploma courses</p> <p>Q3 First term of 2009 diploma courses successfully completed. 2010 start diplomas preparation ongoing.</p> <p>Q4 Second term of diploma courses successfully completed. 2010 start diplomas preparation ongoing.</p>	<p>5 Diploma programmes in place and viable numbers of students recruited.</p> <p>Retention at Q4 over 90%</p> <p>Good or better gradings for diploma work in any Ofsted inspections</p> <p>NI 79 Level 2 by 19 - 72% 2009</p> <p>NI 80 Level 3 by 19 - 43% 2009</p>	LSC
Increase further the number of 16-18 year olds who are participating in high quality provision in Wigan by developing seamless progression pathways across 14 to 19 provision	<p>Improved analysis of data to evaluate participation across all progression routes.</p> <p>Establish focus groups with Yr 10 and Yr11 students (including those with LDD) to determine aspirations at post 16</p> <p>Incorporate feedback from YP into the commissioning process to ensure provision is proving attractive to young people.</p>	Head of 14-19 Strategy and Commissioning	<p>Q2 Data analysis programme started</p> <p>Q3 Focus group data gathered</p> <p>Q4 First draft of YP input into commissioning process</p>	<p>Participation/retention rates</p> <p>Inspection gradings of provision – most good or better</p> <p>Increased progression to HE</p>	LSC

	Promote delivery models, such as programme led pathways, in response to the current lack of employers within some key sectors				
Increase the number of participants from vulnerable groups who can access vocational and academic learning opportunities	<p>Commissioning provision to meet the needs of this particular client group – through NEET ESF monies</p> <p>Review the proportion of Wigan residents accessing local provision</p> <p>Increase the number of LDD learners supported to access provision locally</p> <p>Improved interrogation of LDD data and early identification of learners coming through the system with LDD needs.</p> <p>Ensure the Wigan Transport Policy effectively underpins the delivery of the education plan</p> <p>Determine the numbers and learning needs of migrants who have become settled in the borough</p>	Head of 14-19 Strategy and Commissioning	<p>Q1 Review the proportion of Wigan residents accessing local provision</p> <p>Q2 Analysis of participation data against postcode ILR.</p> <p>Q3 Interim implementation of Common Applications Process</p> <p>Effective implementation of the FLT</p> <p>Q4 Improved interrogation of LDD data and early identification of learners coming through the system with LDD needs. Commission appropriate provision to meet the needs of LDD learners</p>	<p>NI 81 Inequality Gap Level 3 at 19</p> <p>NI 82 Inequality Gap Level 2 at 19</p>	LSC
Increase the number of 16-18 year olds who undertake an Apprenticeship programme	<p>Utilisation of intelligence from economic development team and producing a strategy to address potential needs.</p> <p>Establish strong working links with National Apprenticeship Service (NAS)</p> <p>Ensure progression routes from EBP work experience into Apprenticeships</p> <p>Ensure progression routes from diplomas into Apprenticeships</p>	Head of 14-19 Strategy and Commissioning	<p>Q1 Data analysis</p> <p>Q2 Draft strategy for expansion of apprenticeships</p> <p>Q3 Work with the EBP and other partners to increase the number of employers engaging in Apprenticeship delivery</p> <p>Q4 Improve Apps awareness within schools by hosting Apprenticeship Summits</p>	<p>NI 79 Level 2 by 19 - 72% 2009</p> <p>NI 80 Level 3 by 19 - 43% 2009</p> <p>Increase the level of public sector engagement in Apprenticeships</p> <p>Increase progression rates from E2E to Apprenticeship programmes</p>	LSC

Address the current differentials in achievement at 19 between males and females and between those living in disadvantaged areas and their peers in other areas.	<p>Develop progression pathways through a planned approach to the development of the Foundation Learning Tier</p> <p>Incorporate feedback from YP into the commissioning process to ensure provision is proving attractive to young people.</p> <p>Effectively embed functional skills throughout the 14-19 offer</p> <p>Implement the Common Applications Process – linked to GM wide approach</p>	Head of 14-19 Strategy and Commissioning	<p>Q1 Identification of target populations</p> <p>Q2 Consultation with young people. Options analysis</p> <p>Q3 Local pilot programmes established</p>	<p>NI 81 Inequality Gap Level 3 at 19</p> <p>NI 82 Inequality Gap Level 2 at 19</p> <p>NI 106 Young people from low income backgrounds progressing to Higher Education</p>	LSC
NEET Strategy	Ensure September Guarantee is met for all 16/17 year olds	Head of Integrated Support	<p>Q1 Report on progress to date</p> <p>Q2 September Guarantee met by end of September 2009</p>	<p>NEET target 7.3% November 2009 – January 2010 average</p> <p>% of young people made a suitable offer as part of September Guarantee</p>	<p>Connexions Grant</p> <p>LSC</p> <p>ESF</p>
NEET Strategy	Implement action plan to reduce the number of 18 year old NEETs	Head of Integrated Support	<p>Q1 Develop and agree action plan with partners</p> <p>Q3 Progress report</p> <p>Q4 November – January average indicates % improvement</p>	Reduce the number of 18 year old NEET as a proportion of the overall NEET	<p>Connexions Grant</p> <p>LSC</p> <p>ESF</p> <p>Job Centre Plus</p>

Organisational Effectiveness Objectives

Our organisational effectiveness objectives support delivery of our priority service objectives. They help us ensure that we manage and develop our people to ensure they are supported and have the right skills and experience to deliver great public services. They help us to identify how we can work more effectively to deliver the things that matter to our communities, by maximising efficiency and releasing resources for reinvestment. They help us deliver our commitments for equality and diversity in the way we deliver public services and as an employer. We will deliver our organisational effectiveness objectives through clear plans that identify specific workstreams, projects and actions:

Key Change 1: Children’s Trust and Joint Commissioning Arrangements

Key Change 2: Extended Services

Key Change 3: Integrated Front-Line Delivery

Key Change 4: Change for Children

Key Change 5: Workforce Development

Key Change 6: Equality, Diversity and Community Cohesion

Key Change 7: Capital Strategy

Organisational Effectiveness Objective (Key Change) 1: Children’s Trust and Joint Commissioning					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Early intervention and prevention	Further develop early intervention and prevention, particularly in relation to the Think Family approach	Service Director (Strategy and Commissioning)	Q1-3 Continue to review all resource allocation to ensure a more targeted approach to the most deprived areas and the most vulnerable families Q4 Establish process to analyse CAFs to establish nature of problems identified	All LAA/CYPP key indicators	Base budget
Children’s Trust	Further develop Children’s Trust infrastructure	Service Director (Strategy and Commissioning)	Q1 Review responsibilities of Children’s Trust and other key bodies, esp. WSCB Q2 Consolidate arrangements to deliver the Trust’s responsibilities in relation to	Revised Children’s Trust arrangements implemented. Local area partnership arrangements agreed, in line with wider developments borough-	Base budget

			Apprenticeship, Skills , Children and Learning Bill Q3 Develop proposal for local area partnerships within the overall umbrella of the Children's Trust	wide.	
Joint Commissioning Programme	Develop implementation plan for borough-wide joint commissioning programme	Service Director (Strategy and Commissioning)	Q1 Review the outcomes of the pilot programmes within the joint commissioning framework Q2 Develop outcome-focussed commissioning framework for Wigan Q3 Complete outcome-focussed commissioning framework for Wigan Q4 Pilot approaches to outcome-focussed commissioning	Commissioning framework in place	
Communication Strategy	Develop enhanced communication and consultation strategy. Further engage local communities, children, young people and families in the design and delivery of services	Service Director (Strategy and Commissioning)	Q1 Review existing consultation and participation arrangements Q2 Develop proposals for enhanced parental and community consultation re CYPP Q3 Pilot revised parental consultation Q4 CYPP Review online survey of children and young people 2010	Feedback from Tellus and Place surveys shows increased engagement Increased numbers of children and young people involved with service design	

Organisational Effectiveness Objective 2: Extended Services

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Early Years and Childcare Strategy	Deliver the Early Years and Childcare Strategy Action Plan for 2009-10	Head of Service Learning	Q1 actions delivered (see EYCC Action Plan 09-10) Q2 actions delivered (see EYCC Action Plan 09-10) Q3 actions delivered (see		Sure Start General Grant

			EYCC Action Plan 09-10) Q4 actions delivered (see EYCC Action Plan 09-10)		
Extended Schools	Full core offer available in all localities	Head of service Health and Wellbeing Strategy and Commissioning	Q1 Q2 Initial arrangements in place for localities working delivered through extended schools Q3 Beginning of implementation of localities working through extended schools Q4	Number and location of schools delivering full core offer	

Organisational Effectiveness Objective 3: Integrated Front-Line Delivery

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Commissioning Framework	Ensure integrated front line delivery is a key principle in our commissioning framework All relevant service specifications to include integrated front line delivery	Service Director (Strategy and Commissioning)	Q1 Q2 Q3 Q4		Budgets of Children's Trust partners
Locality based partnership structure	Design and pilot locality partnership model in one area.	Service Director (Strategy and Commissioning)	Q1 consultation Q2 Model developed Q3 Pilot established Q4 Monitoring and evaluation		
Locality Working-Restructure	CYPS restructure that facilitates the "Change team" around the child and the use of common processes. CYPS operational service delivery to reflect the five locality model.	Heads of Service and Service Managers	Q1 Area based management information systems established for monitoring and benchmarking purposes. Q2 Teams are in place linked to each of the five localities. Q3 Managers with Area responsibilities in each locality are working together to develop an	Services are re configured, where appropriate, and operating on a locality basis. Area based management information systems established for monitoring and benchmarking purposes.	CYPS budgets

			<p>area based locality plan informed by CYPP priorities and based on the area needs assessment.</p> <p>Q4 Targets established for 2010-11 Area Plans. Area plans are in place for 2010/11</p>		
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Organisational Effectiveness Objective 4: Change for Children					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Change for Children strategy	<p>The Change for Children system is adopted and implemented to ensure that members of children's workforce identify unmet needs of children and complete a CAF with "SMART" objectives and clear responsibilities to address needs.</p> <p>Review all non statutory assessment frameworks and replace with CAF.</p>	Heads of Service and Service managers/team leaders.	<p>Q1 The number of CAF's are monitored by age of CYP and professional groups/service areas completing</p> <p>Q2 System in place for front-line service managers to set CAF targets for their service areas.</p> <p>Q3 All non-statutory assessment regimes replaced by CAF</p> <p>Q4 Operational procedures are revised and updated on the CYPS Quality system with references to all the components of the Change for Children system.</p>	<p>There is an increase in the number to 506 based on a year on year comparison.</p> <p>All operational procedures reflect the change and include references to movements up and down the threshold model, trigger points to call a Change meeting, the role of the lead professional, etc. These changes are reflected in the amendment history on procedures.</p> <p>50% of professional referrals to social care to be via CAF</p>	

Organisational Effectiveness Objective 5: Workforce Development

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Schools Workforce Development	Deliver the Schools Workforce Development Plan for 2009-10	Head of Service Learning	Q1 Schools Workforce Development Plan actions completed Q2 actions completed Q3 actions completed Q4 actions completed		
Early Years Workforce Development	Deliver the Early Years Workforce Development Strategy for 2009-10	Head of Service Learning	Q1 Early Years Workforce Development Strategy actions completed Q2 actions completed Q3 actions completed Q4 actions completed		
Raising Expectations (14-19)	Deliver action plan for transfer of staff and responsibilities from LSC to LA	Head of Service 14-19 Strategy and Commissioning	Q1 plan for transfer of staff actions completed Q2 actions completed Q3 actions completed Q4 actions completed		
Children's Workforce Strategy	Review and update the children's workforce strategy in the light of government guidance (Laming, etc)	Learning and Development Manager	Q1 children's workforce strategy updated Q2 actions completed Q3 actions completed Q4 actions completed		
Leadership and Management programme	Deliver a leadership and management programme in relation to Localities Working	Service Director Transformation	Q1 Q2 Develop programme Q3 Delivery of programme begins Q4		
Common processes (ContactPoint, Information Sharing, CAF and the role of the lead professional)	Bespoke training is being delivered in line with DCSF guidance and requirements.	BSS - Head of Service Learning and Development. CYPS Service Managers/Partnership	Q1 Trainers recruited and in post Q2 Revised training programme is in place by July 2009 and meets	Monthly monitoring and reporting systems are in place against the training delivery profile to keep the partnership informed	90K ContactPoint grant

		Managers in the identification of members of the children's workforce who need to participate.	DCSF specification Q3 Review training and development programme and redesign where appropriate on a localities basis Q4 Begin delivery of revised programme in line with DCSF specification	of progress to date.	
Review of service structure	Review all CYPS operational job descriptions and ensure that they reflect the job role and responsibilities in terms of CAF, Change meetings, use of Contactpoint, CIS Directory, etc	Service Directors.	Q1 Service directors to review progress in relation to revision of job descriptions Q2 All revised job descriptions are in place as part of the current restructure. Q3 Staff operating to revised job descriptions and training needs are identified through EDR and supervision processes Q4 Staff operating to revised job descriptions and training needs are identified through EDR and supervision processes	1) Job descriptions are in place by September 2009 and reflect the use of CAF, rather than other non statutory assessment frameworks.	

Organisational Effectiveness Objective 6: Equality, Diversity and Community Cohesion

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Equality monitoring	Develop and implement an equality outcomes monitoring framework for the CYPP	Service Director (Strategy and Commissioning)	<p>Q1 Incorporate equality monitoring element into CYPP review and quarterly performance monitoring</p> <p>Q2 Report first phase equality monitoring to CYPS SMT</p> <p>Q3 Audit embedding of impact assessments in operational procedures and identify areas for improvement</p> <p>Q4 Some pilot elements of phase 2 and 3 equality monitoring (outcomes and service uptake by group) in place</p>	Reports to equality champions and CYPS SMT	
Equality Framework for Local Government	Identify actions necessary for CYPS and plan implementation	Service Director (Strategy and Commissioning)	<p>Q1 Audit CYPS practice against framework</p> <p>Q2 Identify areas for improvement</p> <p>Q3 Develop action plan to ensure compliance by 2011</p> <p>Q4 Commence implementation of action plan</p>		

Organisational Effectiveness Objective 7: Capital Strategy

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Primary Capital Strategy	Deliver the actions of the Primary Capital Strategy for 2009-10	Service Director (BSF)	Q1 actions completed (see PCS) Q2 actions completed (see PCS) Q3 actions completed (see PCS) Q4 actions completed (see PCS)		Primary Capital Strategy
BSF Strategy for Change	Deliver the actions of BSF for 2009-10	Service Director (BSF)	Q1 Readiness to deliver confirmed Q2 Draft strategy for change in preparation Q3 Draft strategy for change prepared and consultation in progress Q4 Strategy for change completed and submitted	Secure readiness to deliver Develop Strategy for Change	BSF
Youth Capital Strategy	Deliver the actions of the Youth Capital Strategy for 2009-10.	Service Director (BSF)	Q1 actions completed (see YCS) Q2 actions completed (see YCS) Q3 actions completed (see YCS) Q4 actions completed (see YCS)		
Early Years and Extended Services	Deliver capital elements of the Early Years and Extended Services strategies	Service Director (BSF)	Q1 Q2 Q3 Q4		
14-19 Strategy	Develop 14-19 capital strategy	Service Director (BSF)	Q1 Q2 Q3 Q4		

Play Strategy		Service Director (BSF)	Q1 Q2 Q3 Q4		
Accommodation Strategy	Develop accommodation strategy for localities working	Service Director (BSF)	Q1 Localities working framework in preparation Q2 Localities working framework agreed and published Q3 Accommodation strategy first draft Q4 Consultation/pilot work		

Risk Management

See CYPS Risk Register 2009-10