



**Children and Young  
People's Services  
Performance Plan  
(2009-12)**

**2010/11 Delivery Plan**

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

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

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

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

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

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

**2010 update:**

**Due to the challenging and uncertain times in which we find ourselves, this plan represents current thinking at the time of publication. As more detail emerges about in-year cuts in resourcing and as the detail of future financial settlements reach us through the Comprehensive Spending Review we will have to re-balance our priorities accordingly.**

CYPS and its partners are responding to current budget pressures and policy changes by considering how services should be redesigned in future. A statement of our current thinking is at **Appendix A.**



## Key performance targets

### Our key performance targets:

| Measure   | Responsibility | Actual                              | Targets                           |                                   |                                   |
|---|----------------|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
|   |                | 2008-09                             | 2009-10                           | 2010-11                           | 2011-12                           |
| <b>Priority Service Objectives</b>  |                |                                     |                                   |                                   |                                   |
| LAA Indicators  |                |                                     |                                   |                                   |                                   |
| NI 112 / BVPI 197: Under 18 conception rate                               | S Elliott      | <b>+0.58%</b><br><b>(2007 data)</b> | <b>-16%</b><br><b>(2008 data)</b> | <b>-33%</b><br><b>(2009 data)</b> | <b>-50%</b><br><b>(2010 data)</b> |
| NI 56 Obesity in primary school age children in Year 6                    | S Elliott      | <b>18.01%</b>                       | <b>16.9%</b>                      | <b>17.6%</b>                      | <b>17.6%</b>                      |
| NI 60 Core Assessments completed within 35 working days                   | M Banham       | <b>83%</b>                          | <b>77%</b>                        | <b>83%</b>                        | <b>86%</b>                        |
| NI 63 Children in Care Stability of Placements: length of placement       | M Banham       | <b>65.8%</b>                        | <b>77%</b>                        | <b>80%</b>                        | <b>83%</b>                        |
| NI 102a Achievement gap FSM KS2 (English and Maths)                       | J Clarke       | <b>21.1</b>                         | <b>18%</b>                        | <b>16%</b>                        | <b>N/A</b>                        |
| NI 102b Achievement gap FSM KS4   | J Clarke       | <b>32.6</b>                         | <b>25%</b>                        | <b>23%</b>                        | <b>N/A</b>                        |
| NI 111 First time entrants to youth justice system                        | S Astbury      | <b>1290</b>                         | <b>1412</b>                       | <b>1380</b>                       | <b>N/A</b>                        |
| NI 110 Young people's participation in positive activities                | S Astbury      | <b>64.8%</b>                        | <b>N/A</b>                        | <b>71.8%</b>                      | <b>N/A</b>                        |
| NI 117 NEET   | S Astbury      | <b>8.5</b>                          | <b>7.5%</b>                       | <b>6.8%</b>                       | <b>N/A</b>                        |
|   |                |                                     |                                   |                                   |                                   |
| <b>Other key National Indicators</b>                                      |                |                                     |                                   |                                   |                                   |
| NI 55 Obesity in primary school age children in Reception Year            | S Elliott      | 9.9                                 | <b>10.3%</b>                      | <b>10.3%</b>                      | <b>10.3%</b>                      |
| NI 53 – Prevalence of breastfeeding at 6-8 weeks from birth               | S Elliott      | 14.74%                              | <b>19.30%</b>                     | <b>22.55%</b>                     | <b>N/A</b>                        |
| NI 64 Child Protection Plans lasting 2 years or more                      | M Banham       | <b>1.1%</b>                         | <b>3%</b>                         | <b>3%</b>                         | <b>3%</b>                         |
| 2016SC Percentage of referrals that are repeat referrals within 12 months | M Banham       | 25.2%                               | <b>23.5%</b>                      | <b>22%</b>                        | <b>20.5%</b>                      |
| NI 101 Children in Care achieving 5 or more GCSEs at A*-C                 | J Clarke       | 5.6%                                | <b>27.3%</b>                      | <b>18.2%</b>                      | <b>15.5%</b>                      |
| NI 62 Stability of Placements of looked after children: number of moves   | M Banham       | <b>10.9%</b>                        | <b>9.0%</b>                       | <b>9.0%</b>                       | <b>9.0%</b>                       |

|   |           |       |               |               |              |
|---|-----------|-------|---------------|---------------|--------------|
| NI 92 Narrowing the gap between the lowest achieving 20% in the EYFSP and the rest  | J Clarke  | 31.6% | <b>28.70%</b> | <b>27.37%</b> | <b>27.1%</b> |
| NI 19 Rate of proven reoffending by young offenders                                 | S Astbury | 0.86  | <b>0.81</b>   | <b>0.77</b>   | <b>0.73</b>  |
| NI 45 Young offenders engagement in suitable education employment or training (EET) | S Astbury | 53.6% | <b>85%</b>    | <b>90%</b>    | <b>90%</b>   |
| NI 57 Children and Young People's participation in high quality PE and sport        | S Elliott | 74%   | <b>N/A</b>    | <b>90%</b>    | <b>94%</b>   |
| NI 79 Achievement of a Level 2 qualification by the age of 19                       | C Bluer   | 70%   | 72%           | 73%           | 74%          |
| NI 80 Achievement of a Level 3 qualification by the age of 19                       | C Bluer   | 40.1% | 43%           | 44%           | 45%          |

# Our Delivery Plan for 2010-11

## 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   | Enhance availability and access to young people focused contraception and sexual health services                | Head of Service Health and Wellbeing Strategy and Commissioning | Q1 Targeted intervention service (Barnardo's) functioning to service capacity.<br><br>Q2 Commission Provider of C-Card (condom distribution ) Scheme. | N.I 112: Reduce teenage pregnancy and improve access to sexual health services | ABG       |
|  | Develop dataset to better inform planning and targeting of the strategy and performance management of delivery. | Head of Service Health and Wellbeing Strategy and Commissioning | Q1<br>Q2 Develop local TP data monitoring set including proxy indicators to monitor and performance manage delivery.                                  | N.I 112: Reduce teenage pregnancy and improve access to sexual health services | ABG       |
|  | Develop and implement a TP communications plan.   | Head of Service Health and Wellbeing Strategy and Commissioning | Q1 Stakeholder consultation – Qtr 1.<br><br>Q2 Communication task group in place with agreed strategy.  | N.I 112: Reduce teenage pregnancy and improve access to sexual health services | ABG       |

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

| <b>Strategy/Project</b> | <b>Action</b>   | <b>Responsibility</b>   | <b>Milestones</b>   | <b>Performance Target</b>  | <b>Funded by</b>                         |
|-------------------------|---|---|---|--|--|
| What                    | How   | Who   | When  | How measured   | Cost/sources of funding                  |
| Alcohol Strategy        | Undertake service-redesign of CYP alcohol and substance misuse treatment service.                         | Head of Service Health and Wellbeing Strategy and Commissioning | <p>Q1 Current Provider working to revised service specification.</p> <p>Q2 Contract variation / commission alternative provider to ensure delivery of targeted outreach.</p> <p>Commission the delivery of IBA sessions linking together alcohol, domestic violence, obesity etc utilising 'Think Family' approach.</p> |  | Council / NHSALW / ABG and other sources |
| Healthy Weight Strategy | Develop an integrated Healthy Weight pathway for Tiers 1-4 that is aligned with the sub-regional pathway. | Head of Service Health and Wellbeing Strategy and Commissioning | <p>Q1 Undertake Service-redesign of Wigan's Children and Young People's Weight Management Service (Fit 4 Fun)</p> <p>Q2 Develop a clear and appropriate referral mechanism from NCMP to healthy weight services.</p> <p>Q3 Comprehensive pathway developed and implemented</p>  | <p>NI 55 &amp; 56 Obesity in Primary School Aged Children</p> <p>NI 56</p> | NHSALW                                   |

|                        |  |   |   |   |                  |
|------------------------|--|---|---|---|------------------|
| Breastfeeding Strategy | Develop a Whole Systems approach of Joint Working to improve breastfeeding rates across the borough. |   | <p>Q 1 Commission the development of a research project examining the feeding culture of Wigan residents.</p> <p>Establish a 'Task &amp; Finish' group to turn the curve and improve breastfeeding rates.</p> <p>Q2 Launch website and social marketing campaign.</p> <p>Q3 Continue Volunteer Breastfeeding Helper Service (in event of no commissioned Breastfeeding Service)</p> <p>Q4</p> | NI 53: Prevalence of breastfeeding at 6-8 weeks.  | NHSALW           |
| Mental Health Strategy | Development of TAMHS project plan.   | Head of Service Health and Wellbeing Strategy and Commissioning | <p>Q1 Develop Comprehensive CAMHS Workforce Development Action Plan.</p> <p>Q2 Development of TAMHS project plan for each school with agreed roles and responsibilities.</p> <p>Q3 Delivery of Training &amp; forums linked to roll-out of plan – Qtr 3.</p>  | <p>NI50: Enhance Mental Health Promotion in educational settings.</p> <p>NI 51: Enhance the effectiveness of CAMHS.</p> | Council / NHSALW |



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| <p>Increase the proportion of ICP conferences held within 15 days of the strategy meeting</p>  | <p>More timely and effective strategy discussions . Those progressing to initial conference do so within 15 days.<br/>Incorporate an OBA solution</p> <p>Weekly monitoring</p> | <p>Head of Service Social Care</p> <p>Head of Service Health and Wellbeing Strategy and Commissioning</p> | <p>Q1 Develop system for ensuring compliance. Write guidance to incorporate reasons for multiple strategy discussions<br/>Q2 Embed system into practice<br/>Q4 Review System</p>   | <p>Audit Increase performance from 50% to 80%</p> <p>Ensure all social work requests for conference are made within timescale</p> <p>Audit</p> |  |
| <p><b>Develop a more effective response to children living with domestic violence</b></p> <ul style="list-style-type: none"> <li>• Work with Partners to agree a more effective referral process linked to thresholds of need</li> <li>• Increase the range of responses to support children living with DV</li> </ul> | <p>Use an OBA approach to achieve an agreed change</p> <p>Use an OBA approach to achieve an agreed change</p>  | <p>Head of Service Social Care</p>  | <p>Q1 Develop a pathway for D/V referrals<br/>Q2 Roll out pathway .</p> <p>Q2 Multi-agency response to DV strengthened</p> <p>Q3 Increase in the number of CAFs completed for families where DV is of concern.<br/>Q4 Reduction in number of children with CP Plans as a result of DV.</p> | <p>NI<br/>Audit Performance data</p> <p>Performance data</p> <p>Performance data/Audit</p> <p>Performance data/Audit</p>                       |  |

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| <p><b>Develop a range of training / mentoring options to improve the quality of assessments</b></p> <ul style="list-style-type: none"> <li>• Ensure that ICS is used effectively to improve case recording</li> <li>• Demonstrate that all assessments evidence quality analysis and assessment of risk</li> <li>• Develop decision making skills based on evidence.</li> </ul> | <p>Provide targeted support to staff from ICS support staff</p> <p>All assessments to contains analysis which encompasses Strengths, Risks and Needs</p> <p>All assessments to contains analysis which demonstrates, where appropriate challenge to Parents and analysis of past involvement and family history</p> | <p>Head of Service<br/>Social Care</p> | <p>Q1 Joint working group established.</p> <p>Q2 All locality staff appropriately trained in ICS.</p> <p>Q3 Action plan produced to ensure all new staff are trained and supported</p> <p>Q1 Team managers to develop approach into practise.</p> <p>Q2 Training for staff in analysis and professional judgement skills.</p> <p>Q4 Embed into practise</p> <p>Q1 Team managers to develop approach into practise.</p> <p>Q2 Training for staff in evidence based practice</p> <p>Q4 Embed into practise</p> | <p>Improved Performance</p> <p>3 monthly Audit of IA and CA assessments.</p> <p>Improved performance / earlier intervention to prevent escalation</p> <p>Audit of quality</p> <p>Improved performance</p> <p>Audit of quality</p> |  |
|---|---|--|--|---|--|

|   |  |   |  |   |   |
|---|--|---|--|---|---|
| <p>Improve Safeguarding in schools/ and integrated support settings</p> | <p>Implement all actions for period from WCSB Education Settings Subgroup plan</p>                       | <p>Chair WCSB education settings subgroup</p> | <p>Q1 20% of Wigan schools have implemented NSPCC audit<br/>All schools have implemented the updated Wigan schools safeguarding policy for their setting</p> | <p>Q1 From WCSB Business Manager database<br/>Data from CST Manager</p> | <p>School resource and from WCSB business manager and CST manager<br/>Cost of CST</p> |
|   | <p>Implement actions arising from Section11 audit and other service inspections/serious case reviews</p> | <p>Head of Service Integrated Support</p>     | <p>Q1 Action Plan completed<br/>Q4 All actions completed<br/>Q3 Case file audit<br/>Q4 Sharing good practice</p>   | <p>Improved case file audits, examples of good practice.</p>            | <p>Service budgets - all</p>  |



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| <p><b>Improving Educational Outcomes for Children in Care</b></p> <p>To secure the best possible provision and outcomes for CiC to Wigan Council as well as those placed in Wigan Borough by other LA</p>  | <p>Implementation of the development Plan for the Head of the Virtual School for Children in Care</p> | <p>Head of Service Learning<br/>Head of Service Social Care</p>  | <p>Q2 Data is available for SIPs to enable challenge to schools and settings<br/>Network (Cluster) meetings established<br/>Training programme established for amended PEP and PEP Planning process<br/>Q4 SEF informs Development Plan<br/>Children and young people are meeting targets and progressing or being identified as requiring additional support</p>                              | <p>NI 101 Children in Care achieving 5+ A*-C GCSE</p>  |  |
| <p><b>Employment Training and Education</b></p> <p>To improve support for children in and from care by providing young people with increase opportunity to develop the necessary employability skills to be successful in the future employment market</p> | <p>Implement the FromCare2Work delivery plan</p>  | <p>Head of Service Social Care<br/><br/>Head of Service Integrated Support<br/><br/>Head of 14-19 Strategy and Commissioning</p> | <p>Q1 Opportunities manager for Care leavers in post. Strategic commitment to increasing employability support for young people in and from care<br/>Q2 All pathway plans identify young people's employability priorities and the best way to meet them<br/>Q3 All young people in and from care have access to individual carer planning, suitable opportunities and appropriate support</p> | <p>Number of apprentice opportunities by Council<br/>Number of apprentice opportunities by private sector.</p> |  |

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| <p>Reduce number of CIC missing 25 days of education input</p>                              | <p>Improve surveillance mechanisms for early stage non attenders. In particular pupils not receiving any linked provision</p> <p>Challenge and support schools to maximise use of attendance packages of support as an alternative to fixed term exclusions</p> <p>Improve targeting of and use of CIC support staff</p>  | <p>Head of Service Integrated Support</p> | <p>Q1 Identify most Vulnerable Pupils<br/>Forum for inter agency discussion established</p> <p>Q2 Establish and support CIC Teacher Forum (Cluster/Area Based)</p> <p>Q3 Training to all schools Prioritised by need on best practice support and inclusion</p> <p>Q4 Review level of pupils not receiving provision/full provision</p> | <p>Number (of Days)<br/>And length of time pupils without educational input reduced to minimum (TARGET 10 DAYS)</p> <p>Reduction of Absences due to exclusions based on 08/09 quarterly figures</p> <p>Further reduction of pupils missing 25+ days target for 09/10 OC2 8%</p> | <p>Social Care</p>   |
| <p>Demonstrate significant reductions in offending by Children in Care and care leavers</p> | <p>Work in partnership with the Police, Crown prosecution service and Children's homes to implement the Looked after Children protocol to prevent offending and the inappropriate criminalisation of Young People in the care system.</p> <p>Develop and implement the protocol with After Care to: ensure that the needs of care leavers are fully addressed and to achieve improved outcomes and reductions in re-offending by care leavers</p> | <p>Head of Service Integrated Support</p> | <p>Q1/Q2/Q3/Q4</p> <p>Monitor and review the implementation of the protocols on a quarterly basis and identify actions to address issues and improve outcomes.</p>  | <p>Reduction in offending by Looked After Children.</p> <p>Reduction in offending by care leavers as measured by OC2 return.</p>  | <p>Core YOT funding<br/>Core Social Care funding<br/>YCAP funding ( Triage)<br/>Neighbourhood police funding</p> |

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| <p>Increase number of CiC participating in a range of positive activities</p>    | <p>Consult with young people about the kinds of positive activities they would like to participate in.<br/>Support young people to access existing and new provision</p> | <p>Head of Service<br/>Integrated<br/>Support</p> | <p>Q1 Cohort baseline established<br/>Q2 Consultation completed<br/>Q3/4 Participation monitored</p> | <p>Increased participation in positive activities by CiC</p>   | <p>Youth Service<br/>Social Care</p>   |
| <p>Increase the % of CiC participating in education, training and employment</p> | <p>Develop an action plan for Connexions delivery and contribute to the Care2Work action plan led by social care.</p>  | <p>Head of Service<br/>Integrated<br/>Support</p> | <p>Q1 Cohort baseline established<br/>Q1 Action plan created<br/>Q2-4 Action Plan reviewed</p>       | <p>Increased numbers of young people in this cohort who are EET compared to 2009/10 baseline as measured by OC2 return</p> | <p>Connexions<br/><br/>Social Care</p> |

**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 promote the Early Years Outcomes duty with all providers</p> <p>Continue development/implementation of targeted interventions for those at risk of underachieving</p>  | Head of Service Learning | <p>Q1 tasks in EY/Extended services strategy completed</p> <p>Q2 tasks in EY/Extended services strategy completed</p> <p>Q3 tasks in EY/Extended services strategy completed</p> <p>Q4 tasks in EY/Extended services strategy completed</p> | <p>The number of children achieving 78 EYFSP points</p> <p>The gap between the lowest 20% of children and the rest as evidenced by FSP results.</p> <p>The number of children achieving 6 points in all CLLD scales</p> <p>The attainment gap between boys and girls.</p> | Sure Start General Grant             |
| 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 | <p>Q1 tasks in primary plans completed</p> <p>Q2 tasks in primary plans completed</p> <p>Q3 tasks in primary plans completed</p> <p>Q4 tasks in primary plans completed</p>   | <p>NI 102 LAA</p> <p>Narrow the achievement gap between pupils eligible for FSM and their peers achieving the expected level at KS2 in English and Maths – 10/11 target = 16%</p>   | Standards Funds – Primary Strategy   |
| 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>Q1 tasks in secondary plans completed</p> <p>Q2 tasks in secondary plans completed</p> <p>Q3 tasks in secondary plans completed</p> <p>Q4 tasks in secondary plans completed</p>   | <p>NI 102 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 = 23%</p>   | Standards Funds – Secondary Strategy |

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| <p>Narrowing the Attainment Gap Strategy</p>   | <p>Develop a strategic plan for narrowing attainment gaps, with universal, targeted and specialist elements.</p> <p>Be able to demonstrate reduction in attainment gaps for disadvantaged localities and groups</p> <p>Secure commitment from all key stakeholders to directing resources to meet the needs of our most vulnerable groups.</p> <p>Increase the prominence of reflective practice, action research and self evaluation in working towards narrowing attainment gaps by implementation and communication of outcomes of projects</p> <p>Assess change and outcomes achieved so far in consultation with all stakeholders. Consider any barriers to success and put in place action to overcome them.</p> | <p>Head of Service Learning</p>           | <p>Q2 Strategic plan in place</p> <p>Q3 Key stakeholders agree prioritisation of resources for vulnerable groups</p> <p>Q4 Evaluation shows narrowing of most attainment gaps</p>        |  |  |
| <p>Implement SEN Narrowing the Attainment Gap Plan (see separate plan for full details- on NI SharePoint site)</p> | <p>Action plans developed at a locality levels to target schools/pupils where appropriate in light of data on SEN progress</p> <p>To work with SIP's to challenge schools</p>  | <p>Head of Service Integrated Support</p> | <p>Q1 Action Plans in place</p> <p>Q2 Identified schools/pupils receiving targeted support</p> <p>Q3 SIPs challenge schools where appropriate on their data around vulnerable groups</p> | <p>Learning Support Service Teams provide targeted support to 100% of identified schools</p> <p>NI 104/105 gaps decrease – NI 104 51%</p> <p>NI 105 46.5%</p> <p>Q3 Records of SIPs' conversation with schools</p> | <p>Learning Support core budget</p> <p>Learning Support core budget</p> <p>SIP finance</p> |

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| <p>Reduce attainment gap for EAL for KS2 SATs and GCSE results</p> | <p>Use FFT to identify schools with individuals and groups of advanced bilingual learners at risk of underachievement.</p> <p>EMAS staff provide support to schools to develop challenging targets and action plans for pupils.</p> | <p>Head of Service<br/>Integrated<br/>Support</p> | <p>Q1 Schools identified with advanced bilingual learners at risk of underachievement</p> <p>Q2 Schools have challenging targets and action plans to improve pupils' progress</p> <p>Q3 All SIPs challenge schools where appropriate on their data for vulnerable groups</p> <p>Q4 Pupil tracking and attainment data monitored and evaluated</p> | <p>KS2 76% of EAL pupils make 2 levels of progress in English and Maths</p> <p>KS4 57% of EAL pupils make 2 levels of progress in English and 27% make 2 levels of progress in Maths</p> | <p>EMAS funding streams (still in place but possibly subject to review)</p> |
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**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  |
| Reduce re-offending rates for young people   | Improve assessment processes, implement the Scaled Approach and provide intensive programmes and enhanced services to those most at risk of re-offending.  | Head of Service<br>Integrated Support | Q1/Q2/Q3/Q4<br>Monitor re-offending rates, analyse data and review assessments/ plans/ interventions and supervision arrangements for young people in the identified cohort on a quarterly basis. | NI 19 Rate of proven re-offending by young offenders              | Core YOT funding<br>YJB grant  |
| Reduction in first time entrants to the criminal justice system and improved public confidence in the youth justice system   | Work in partnership with the Police schools, other agencies and local communities to provide preventative services and an effective response to low level crime and anti-social behaviour.           | Head of Service<br>Integrated Support | Q1/Q2/Q3/Q4<br>Review effectiveness of the strategy and associated action plans.<br>Report progress to the YOT Management Board and the Respect Group.  | NI 111 First time entrants to the Youth Justice System aged 10-17 | YJB prevention grant<br>Children's Fund<br>YCAP funding                                      |
| Work in partnership with EBSD schools and PSC's to improve provision and support to disaffected young people, at risk of offending or already in youth justice system. | Review implementation of protocol with Newbridge School; and develop protocol with Pupil Support centres.<br>Monitor and review effectiveness and develop a resourcing strategy for post March 2011. | Head of Service<br>Integrated Support | Q1 Protocols in place<br><br>Q4 Strategy/plans for 2011/12 in place.  | NI 45 Young offenders engagement in suitable EET.                 | Core YOT funding<br>Connexions funding<br>YJB KYPE funding<br>YJB IRS funding<br>ESF funding |

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| <p>Demonstrate significant reductions in the use of custody by courts</p>   | <p>Implement the Integrated Offender Management approach and provide enhanced services to the Deter Young offender (DYO) group.</p> <p>Implement the 'enhanced resettlement offer' for young people in Hindley YOI to improve resettlement outcomes and prevent re-offending</p> <p>Continue to develop and improve the quality of pre-sentence reports and the credibility and effectiveness of the Youth Rehabilitation Order.</p> | <p>Head of Service Integrated Support</p> | <p>Q1<br/>IOM arrangements in place and fully operational.<br/>Monitor outcomes for young people in DYO group / and/or receiving the resettlement enhanced offer.<br/>Review implementation of the YRO and feedback to magistrates<br/>Q2/Q3/Q4/<br/>Continue to develop and improve service provision and feedback on a regular basis to the Youth court user group and the LCJG</p> | <p>NI 43 YP within the YJS convicted in court who are sentenced to custody</p> | <p>Core YOT funding<br/>YJB resettlement consortium funding</p>   |
| <p>Reduce re-offending rates for young people</p>   | <p>Improve assessment processes, implement the Scaled Approach and provide intensive programmes and enhanced services to those most at risk of re-offending.</p>   | <p>Head of Service Integrated Support</p> | <p>Q1/Q2/Q3/Q4<br/>Monitor re-offending rates, analyse data and review assessments/ plans/ interventions and supervision arrangements for young people in the identified cohort on a quarterly basis.</p>   | <p>NI 19 Rate of proven re-offending by young offenders</p>                    | <p>Core YOT funding<br/>YJB grant</p>   |
| <p>Reduction in first time entrants to the criminal justice system and improved public confidence in the youth justice system</p>   | <p>Work in partnership with the Police schools, other agencies and local communities to provide preventative services and an effective response to low level crime and anti-social behaviour.</p>  | <p>Head of Service Integrated Support</p> | <p>Q1/Q2/Q3/Q4<br/>Review effectiveness of the strategy and associated action plans.<br/>Report progress to the YOT Management Board and the Respect Group.</p>   | <p>NI 111 First time entrants to the Youth Justice System aged 10-17</p>       | <p>YJB prevention grant<br/>Children's Fund<br/>YCAP funding</p>  |
| <p>Work in partnership with EBSD schools and PSC's to improve provision and support to disaffected young people, at risk of offending or already in youth justice system.</p> | <p>Review implementation of protocol with Newbridge School; and develop protocol with Pupil Support centres.<br/>Monitor and review effectiveness and develop a resourcing strategy for post March 2011.</p>   | <p>Head of Service Integrated Support</p> | <p>Q1 Protocols in place<br/><br/>Q3<br/>Q4<br/>Strategy/plans for 2011/12 in place.</p>  | <p>NI 45 Young offenders engagement in suitable EET.</p>                       | <p>Core YOT funding<br/>Connexions funding<br/>YJB KYPE funding<br/>YJB IRS funding<br/>ESF funding</p> |

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| <p>Have the necessary range of accommodation options to meet the needs and circumstances of young people</p> | <p>Continue to develop and enhance the supported lodgings scheme.</p> <p>Work in partnership with Catch 22 to develop dedicated tenancies and enhanced support to young people on release from custody.</p> <p>Finalise and implement the protocol with Social Care and Housing in relation to Child in Need assessments for young people who are homeless</p>   | <p>Head of Service<br/>Integrated<br/>Support</p> | <p>Q1<br/>Lodgings providers approved and project operational.<br/>Accommodation identified for resettlement consortium scheme and operational.<br/>Protocol in place and operational.<br/>Q2/Q3/Q4<br/>Review effectiveness and impact on outcomes.</p>  | <p>NI 46 Young offenders access to suitable accommodation</p>                  | <p>Core YOT funding<br/>Supporting people funding<br/>YJB Resettlement Consortium funding<br/>YJB IRS funding<br/>Core social care funding<br/>Core housing funding</p> |
| <p>Demonstrate significant reductions in the use of custody by courts</p>                                    | <p>Implement the Integrated Offender Management approach and provide enhanced services to the Deter Young offender (DYO) group.</p> <p>Implement the 'enhanced resettlement offer' for young people in Hindley YOI to improve resettlement outcomes and prevent re-offending</p> <p>Continue to develop and improve the quality of pre-sentence reports and the credibility and effectiveness of the Youth Rehabilitation Order.</p> | <p>Head of Service<br/>Integrated<br/>Support</p> | <p>Q1<br/>IOM arrangements in place and fully operational.<br/>Monitor outcomes for young people in DYO group / and/or receiving the resettlement enhanced offer.<br/>Review implementation of the YRO and feedback to magistrates<br/>Q2/Q3/Q4/<br/>Continue to develop and improve service provision and feedback on a regular basis to the Youth court user group and the LCJG</p> | <p>NI 43 YP within the YJS convicted in court who are sentenced to custody</p> | <p>Core YOT funding<br/>YJB resettlement consortium funding</p>   |

**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 |
| Development of a Young Person's Media Strategy  | Work with partners to plan and write a Young People's Media Strategy.       | Head of Service Integrated Support | Q1 Things to Do Places to Go Strategy Group to agree remit for strategy.<br>Q2 Consultation exercise with young people re strategy.<br>Q3 Draft strategy prepared and put out for consultation with partner agencies.<br>Q4 Strategy approved by Children's Trust.   | Strategy in place<br><br>Examples of good practice<br><br>Increased numbers participating  | Youth Service           |
| Develop innovative use of communication and technology to ensure effective promotion of places and activities | Young People's Offer is promoted through Web, text and relevant technology. | Head of Service Integrated Support | Q1 Young people Offer Doc is put out to Consultation with young people and partner agencies.<br>Q2 Consultation with young people regarding use of appropriate terminology to support the offer.<br>Q3 Research undertaken in to appropriate terminology based on young people's views. Action Plan agreed.<br>Q4 Offer is live – using relevant technology. | Number of young people accessing different technology – website hits<br><br>Tell us survey | Youth Service           |

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| <p>Increase numbers of young people with LDD accessing positive activities</p>  | <p>Audit of number of young people with LDD accessing Positive Activities (CYPS and Partner Agencies)</p> <p>Develop targeted provision for young people with LDD and actively engage participants in mainstream activities.</p> <p>Work with Partner Agencies and parents to promote Positive Activities to young people with LDD.</p> | <p>Head of Service Integrated Support</p> | <p>Q1 Audit of young people with LDD accessing Positive Activities using DCFS – Positive Activities Audit assess provision of Positive Activities for young people with LDD.</p> <p>Q2 Action plan developed with Partner Agencies to increase both targeted and inclusive provision.</p> <p>Q4 Action plan reviewed and Young People’s Offer published.</p>            | <p>Numbers of young people participating</p> <p>Increased/improved offer</p> | <p>Youth Service Aiming High</p> |
| <p>Structures and processes in place to support young people to influence 5% of budget spent on positive activities</p> | <p>Audit of budgets spent on positive activities for young people</p> <p>Involvement of Young People’s Cabinet in audit and scrutiny of budgets.</p>  | <p>Head of Service Integrated Support</p> | <p>Q1 Audit of budgets spent on Positive Activities 2009-2010.</p> <p>Q2 Young People’s Cabinet to consider results of audit and report to Cabinet.</p> <p>Q3 Young People’s Cabinet to host event in Local Democracy Week with members of Cabinet to consider young people’s influence on Positive Activities budget.</p> <p>Q4 Action plan in place for 2010-2011</p> | <p>Evidence of young people’s influence on budgets</p>                       | <p>All relevant budgets</p>      |

**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 additional diploma lines from September 2010</p> <p>Build transport policy into diploma implementation protocols.</p>   | Head of 14-19 Strategy and Commissioning | <p>Q1 Final arrangements for 2010 diploma delivery in place</p> <p>Q2 Students commence 201 diploma courses</p> <p>Q3 First term of 2010 start diploma courses successfully completed. 2010 start diplomas preparation ongoing.</p> <p>Q4 Second term of diploma courses successfully completed. 2011 start diplomas preparation ongoing.</p> | <p>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 - 73% 2010</p> <p>NI 80 Level 3 by 19 - 44% 2010</p> | YPLA/LA                 |
| 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> <p>Promote delivery models, such as programme led pathways, in response to the current lack of employers within some key sectors</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>  | YPLA/LA                 |

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| <p>Increase the number of participants from vulnerable groups who can access vocational and academic learning opportunities</p> | <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> | <p>Head of 14-19 Strategy and Commissioning</p> | <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.</p> <p>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>  | <p>YPLA/LA</p> |
| <p>Increase the number of 16-18 year olds who undertake an Apprenticeship programme</p>   | <p>Utilisation of intelligence from economic development team and producing a strategy to address potential needs.</p> <p>Maintain 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>   | <p>Head of 14-19 Strategy and Commissioning</p> | <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 - 73% 2010</p> <p>NI 80 Level 3 by 19 - 44% 2010</p> <p>Increase the level of public sector engagement in Apprenticeships</p> <p>Increase progression rates from E2E to Apprenticeship programmes</p> | <p>YPLA/LA</p> |

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| 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> | YPLA/LA   |
| Lead on the reduction of in the proportion of 16-18 year old young people who are NEET   | <p>Establish a quarterly comparative baseline on previous year's NEET performance</p> <p>Develop a targeted approach to NEET hotspots in the borough</p>  | Head Of Service Integrated Support       | <p>Q1 NEET hotspot audit completed</p> <p>Q1 May NEET cohort review completed to establish learner aspiration and need</p>  | NI 117 16-18 year olds who are not in education, training and employment reduced to 6.8% using the national measure (average Nov, Dec, Jan 2010/11)                        | Connexions  |
| Ensure September Guarantee is met for 16/17 year olds in September 2010  | Work with partners to develop flexible provision to meet young people's needs   | Head Of Service Integrated Support       | <p>Q1 Additional provision requirements agreed with partners</p> <p>Q2 Provision clearing house delivered</p> <p>Q3 Sept guarantee performance reported</p> <p>Q4 NEET measure performance reported</p> | September Guarantee performance reported – minimum performance level improvement (Y11: 98% Y12: 92%)   | Connexions<br>Bid for further funding<br>Learning providers |
| Reduce the number of young people with LDD considerations who are NEET   | <p>Review the LDD NEET cohort to establish provision needs</p> <p>Agree actions with partners to address these provision needs</p>  | Head Of Service Integrated Support       | <p>Q1 April LDD NEET cohort review completed</p> <p>Q2 Partnership action plan completed</p> <p>Q3 Sept Guarantee LDD performance reported</p> <p>Q4 LDD EET measure performance reported</p>           | % of young people with LDD who are EET increased to 78%  | Connexions<br>14-19 team<br>WNF                             |

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| Contribute to the development and implementation of the Borough's IAG Strategy   | <p>Develop a Connexions action plan for IAG which contributes to the Boroughwide IAG Strategy</p> <p>Promote National IAG standards to learning providers utilising the Inspiring IAG award framework</p>  | Head Of Service Integrated Support | <p>Q1 Action plan developed and partnership IAG group established</p> <p>Q2 Pilot organisations begin to work towards standards</p> <p>Q4 Phase 1 completed</p>   | Minimum of five Wigan learning providers achieve Inspiring IAG award | Connexions 14-19 team WNF  |
| Work in partnership with the 14-19 commissioning team to develop and enhance service provision and the range and suitability of options available to young people who are known to YOT | <p>Provide information to 14-19 team on needs and aspirations of young people</p> <p>Participate in 14-19 sub groups as necessary to represent interests of young people</p>   | Head Of Service Integrated Support | <p>Q1 Action Plan revised</p> <p>Q1 Protocols revised and in place</p> <p>Q2 Review of existing provision</p> <p>Q3 YJB performance reports completed</p>   | NI 45 Young offenders engagement in suitable EET                     | YOT Connexions Learning providers  |
| Have the necessary range of accommodation options to meet the needs and circumstances of young people  | <p>Continue to develop and enhance the supported lodgings scheme.</p> <p>Work in partnership with Catch 22 to develop dedicated tenancies and enhanced support to young people on release from custody.</p> <p>Finalise and implement the protocol with Social Care and Housing in relation to Child in Need assessments for young people who are homeless</p> | Head Of Service Integrated Support | <p>Q1 Lodgings providers approved and project operational.</p> <p>Accommodation identified for resettlement consortium scheme and operational.</p> <p>Protocol in place and operational.</p> <p>Q2/Q3/Q4 Review effectiveness and impact on outcomes.</p> | NI 46 Young offenders access to suitable accommodation               | <p>Core YOT funding</p> <p>Supporting people funding</p> <p>YJB Resettlement Consortium funding</p> <p>YJB IRS funding</p> <p>Core social care funding</p> <p>Core housing funding</p> <p>Connexions</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 undertake review of all resources allocated to ensure a more targeted approach to the most deprived areas and the most vulnerable families<br><br>Q2 Establish process to analyse CAFs to establish nature of problems identified<br><br>Q4 Develop strategy for CYPP 2011-14 | All LAA/CYPP key indicators | Base budget             |

|                         |  |   |  |  |             |
|-------------------------|--|---|--|--|-------------|
| Children's Trust        | Further develop Children's Trust infrastructure to reflect new statutory duties in ASCL act  | Service Director (Strategy and Commissioning) | <p>Q1 Review responsibilities of Children's Trust and other key bodies, esp. WSCB</p> <p>Q2 Consolidate arrangements to deliver the Trust's responsibilities in relation to Apprenticeship, Skills , Children and Learning Bill</p> <p>Q3 Develop proposal for local area planning within the overall umbrella of the Children's Trust</p> | <p>Revised Children's Trust arrangements implemented.</p> <p>Local area partnership arrangements agreed, in line with wider developments borough-wide.</p> | Base budget |
| Commissioning Framework | Develop new commissioning framework to reflect current needs and integrated working arrangements with health sector  | Service Director (Strategy and Commissioning) | <p>Q1 Review the outcomes of the programmes within the existing joint commissioning framework</p> <p>Q2 Develop outcome-focussed commissioning framework for Wigan</p> <p>Q3 Complete outcome-focussed commissioning framework for Wigan</p> <p>Q4 Ensure written framework is in place to support CYPP 2011-14</p>                        | Revised commissioning framework in place for CYPP 2011-14  |             |
| 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) | <p>Q1 Consult stakeholders, including young people, about priorities for CYPP 2011-14. Review existing consultation and participation arrangements</p> <p>Q2 Develop proposals for enhanced parental and community consultation for CYPP 2011-14</p> <p>Q3/4 Incorporate communication and consultation proposals in CYPP 2011-14</p>      | <p>Feedback from stakeholders shows increased engagement</p> <p>Increased children, young people and parent/community involvement with service design</p>  |             |

|   |  |   |   |  |  |
|---|--|---|---|--|--|
| <p>Develop Integrated Disability Services</p> | <p>Establish a multi-agency steering group to map /review current services and practices</p> <p>Implement the 0-5 year old disability pathway as a pilot project</p> <p>Use research to identify innovative practice already established in other areas</p> <p>Involve service users in identifying good practice / areas for development</p> <p>Incorporate the AHDC core standards</p> | <p>Service Manager, SEN Commissioning</p> | <p>Q1 Steering Group with terms of reference and scope of project established</p> <p>Q2 Pilot project launched</p> <p>Q2 Research / Consultation undertaken</p> <p>Q3 Report produced with recommendations for future integrated service delivery</p> | <p>Services for families of children and young people with disabilities are co-ordinated with transparent criteria for access and decision making. Parents report increased satisfaction with services (NI 54)</p> | <p>Staff time for attending Steering Group meetings and undertaking associated tasks</p> <p>Cost of current services needs to be analysed</p> <p>Cost of new service will be established through the process Staff time.</p> |
|---|--|---|---|--|--|

## 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 2010-11 | Head of Service Learning  | Q1 actions delivered (see EYCC Action Plan 10-11)<br>Q2 actions delivered (see EYCC Action Plan 10-11)<br>Q3 actions delivered (see EYCC Action Plan 10-11)<br>Q4 actions delivered (see EYCC Action Plan 10-11) |   | Sure Start General Grant |
| Early intervention and prevention  | Develop and implement Think Family approach                            | Head of service Health and Wellbeing Strategy and Commissioning | Q1 Launch Think Family approach<br>Q2 Finalise 0-11 offer<br>Q3 Implement Think Family 0-11 offer  |   |                          |
| Extended Schools                   | Full core offer available in all localities                            | Head of service Health and Wellbeing Strategy and Commissioning | Q1<br>Q2 Initial arrangements in place for localities working delivered through extended schools<br>Q3 Beginning of implementation of localities working through extended schools<br>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              |
| Develop integrated front line delivery  | <p>Ensure integrated front line delivery is a key principle in our commissioning framework</p> <p>All relevant service specifications to include integrated front line delivery</p>       | Service Director (Strategy and Commissioning) | <p>Q1 Establish Total Place approach</p> <p>Q2 Identify key partners</p> <p>Q3 Develop and implement models of co-location and integration</p> <p>Q4 Develop and implement models of co-location and integration</p> |   | Budgets of Children's Trust partners |
| Locality based partnership models   | Design and pilot locality partnership model in one area.  | Service Director (Strategy and Commissioning) | <p>Q1 Agree approach with secondary sector and other partners</p> <p>Q2 Establish pilot project</p> <p>Q3 Implementation of pilot</p>  |   |                                      |
| Locality Working-Restructure  | <p>CYPS restructure that facilitates the "Change team" around the child and the use of common processes.</p> <p>CYPS operational service delivery to reflect the five locality model.</p> | Heads of Service and Service Managers         | <p>Q1 social care locality teams in place</p> <p>Q2</p> <p>Q3 pilot work on locality planning in progress</p> <p>Q4</p>  | 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>Develop systems to prevent Children in Need entering the CP System PLO or LAC</p> <ul style="list-style-type: none"> <li>Analyse the Children in Need in each locality and identify services needed to meet needs and prevent escalation</li> <li>Revise procedures to support Children in Need processes</li> </ul> | <p>Contribute to 'Think Family' approach support the role of Lead Professional</p> <p>In partnership with CAF Co-ordinator and Locality Board</p>   | MB / LF                                       | <p>Q1 Processes developed</p> <p>Q3</p>  | <p>Decrease in CP plans</p> <p>Reduction in number of children on CP Plan subject to PLO or to Care Proceedings</p>   |                                      |

| 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>Numbers of CAFs completed</p> <p>Completion by geographical area, and by professional grouping</p> <p>Quality of assessments and outcomes</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 |
| Children's Integrated Workforce Strategy                        | Strategic Objective 1: Recruitment, Retention and Career Pathways | <p>For CYPS:</p> <p>Service Director (Strategy and Commissioning)</p> <p>Service Director (Service Transformation)</p> | <p>Q1 identify tasks</p> <p>Q2 complete Project Initiation documents for strategic objective</p> <p>Q3 actions completed</p> <p>Q4 actions completed</p> | TBC                |                         |
|   | Strategic Objective 2: Workforce Development                      | <p>For CYPS:</p> <p>Service Director (Strategy and Commissioning)</p> <p>Service Director (Service Transformation)</p> | <p>Q1 identify tasks</p> <p>Q2 complete Project Initiation documents for strategic objective</p> <p>Q3 actions completed</p> <p>Q4 actions completed</p> | TBC                |                         |

|  |  |   |   |     |  |
|--|--|---|---|-----|--|
| Children's Integrated Workforce Strategy (continued) | Strategic Objective 3: Workforce remodelling                           | For CYPS:<br>Service Director (Strategy and Commissioning)<br>Service Director (Service Transformation) | Q1 identify tasks<br>Q2 complete Project Initiation documents for strategic objective<br>Q3 actions completed<br>Q4 actions completed | TBC |  |
|  | Strategic Objective 4: Leadership, Management and Commissioning Skills | For CYPS:<br>Service Director (Strategy and Commissioning)<br>Service Director (Service Transformation) | Q1 identify tasks<br>Q2 complete Project Initiation documents for strategic objective<br>Q3 actions completed<br>Q4 actions completed | TBC |  |
|  | Strategic Objective 5: Joint and integrated working across sectors     | For CYPS:<br>Service Director (Strategy and Commissioning)<br>Service Director (Service Transformation) | Q1 identify tasks<br>Q2 complete Project Initiation documents for strategic objective<br>Q3 actions completed<br>Q4 actions completed | TBC |  |
|  | Strategic Objective 6: Regulation and quality improvement              | For CYPS:<br>Service Director (Strategy and Commissioning)<br>Service Director (Service Transformation) | Q1 identify tasks<br>Q2 complete Project Initiation documents for strategic objective<br>Q3 actions completed<br>Q4 actions completed | TBC |  |

## 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) | Q1 Incorporate equality monitoring element into CYPP review and quarterly performance monitoring<br>Q2 Report first phase equality monitoring to CYPS SMT<br>Q3 Audit embedding of impact assessments in operational procedures and identify areas for improvement<br>Q4 Some pilot elements of phase 2 and 3 equality monitoring (outcomes and service uptake by group) in place | 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) | Q1 Audit CYPS practice against framework<br>Q2 Identify areas for improvement<br>Q3 Develop action plan to ensure compliance by 2011<br>Q4 Commence implementation of action plan   |   |                         |
| Core equality and diversity objectives for CYPP 2011-14 | Reconcile the 6 different sources of CYPS equality objectives to inform CYPP 2011-14 | Service Director (Strategy and Commissioning) | Q1 Collate sources of data/priorities<br>Q2 Identify common threads and core objectives<br>Q3 Identify level of planning for each core objective  | Comprehensive single system in place for identification and implementation of equality objectives in CYPP 2011-14 |                         |

|               |  |   |  |   |  |
|---------------|--|---|--|---|--|
|               |  |   | Q4 Establish objectives in appropriate implementation plans/procedures   |   |  |
| Child Poverty | Develop and publish a Child Poverty Strategy for Wigan | Service Director (Service Transformation) | Q1 Begin needs assessment<br>Q2 Complete needs assessment<br>Q3 Consult with key stakeholders<br>Q4 Publish Child Poverty Strategy | Child Poverty Strategy in place, and agreed by key stakeholders, for implementation from April 2011 |  |

### 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 2010-11 | Service Director (BSF) | Q1 PCS actions completed (see PCS)<br>Q2 PCS actions completed (see PCS)<br>Q3 PCS actions completed (see PCS)<br>Q4 PCS actions completed (see PCS) |                    | Primary Capital Strategy |

### Risk Management

See CYPS Risk Register 2010-11

# Appendix A

## A revised model for commissioning and delivering children and young people's services in Wigan: outline

### Introduction

We remain committed to the principle that early intervention is the best way to prevent the need for specialist services.

Early intervention requires a longer-term shift to focusing on the causes rather than symptoms. Investment in prevention and early intervention will reduce the demand on specialist services, reducing costs in the long-term so we cannot afford to reduce these services as the sole solution to the budget challenges.

In order for an early intervention programme to achieve the necessary impact and be sustainable, the commitment and participation of all partners across the Children's Trust is essential.

We recognise that there is an urgency to undertake the changes and so we will learn from other Local Authorities who have already embarked upon these programmes and look at how they have used concepts like systems theory and Total Place to involve users in co-designing new ways of working in local areas. The focus will be on solutions rather than services.

We will work within areas (area management) to tackle intergenerational issues by focusing on families with longstanding and complex needs who impact on a number of services across the LSP. We will work together with adult services to develop the commissioning of services to adults with problems i.e. drugs, alcohol, domestic violence who are also parents, and with economic regeneration to support families into work and out of poverty. We will also seek to undertake co-commissioning with other commissioning partners.

We will be rigorously evidence based in our approaches and link commissioning to outcomes through evaluation, target setting and monitoring both inside and outside the main agencies. We will set up a list of approved approaches/programmes which are already evidence based and be clear about the things which make them a success e.g. programme fidelity. We will decommission those services which do not provide evidence of effectiveness against our priorities.

## **Universal Services**

We will move away from providing widespread universal services and focus on facilitating and encouraging parents and carers to have access to good information and advice about what is available in the local community e.g. sports, leisure, music, arts etc.

We will encourage the development of social enterprise approaches (e.g. Active Synergy) and support delivery through the community and voluntary sector. We will seek to maximise the use of volunteering to enhance the development of children and their families.

We will support a model of proportionate universalism which focuses on the most vulnerable and deliver diversionary and restorative activities with specific objectives and measurable outcomes. We will encourage new and innovative ways of working as well as tried and tested models but these will have to be within an evaluation framework.

We will devolve responsibility for school improvement and related services to schools and clusters of schools whilst maintaining a brokering role and working with other local authorities.

## **Targeted Services**

There will be a move to improved targeting rather than maximising reach across the whole community - we will use MOSAIC and other tools to assist in this.

We will improve our targeting of assessment, need analysis and intervention from -9 months to 2 years based on the evidence that this is the most effective in cost and outcome terms but this will be jointly undertaken with health.

We will deliver services to those with additional needs who are very likely to have difficulties (rather than those who *might* have difficulties) through co-located teams whose members are children's workers first and foremost with skills and knowledge specialisms within the team to call on. We will use a single journey pathway, one referral form, and support from evidence based programmes accessed after a needs assessment. This will drive out duplication by multiple workers addressing issues through specialist/single issue contacts and better match needs and resources. The emphasis will be on tackling the complex causes of problems rather than the symptoms

We will create pathways for vulnerable young people to progress in to appropriate training, education or employment.

## **Specialist Services**

For those in greatest need we will develop a proactive approach to increasing the range of cost effective resources e.g. specialist programmes, number of local foster carers. We will implement efficient procurement systems for placements out of the area and seek efficiencies with other local authorities by jointly commissioning or delivering services.

We will reduce the bureaucratic and process burden on front line workers so that they are better able to manage risk.

There will be a link between the profile of what is going to the specialist services and what is offered by this targeted service with advice and guidance supporting risk management and threshold understanding similarly there will be a link into universal services. The overall objective being to provide services as early as possible and prevent movement up the system or to return those with additional needs down through the system