



Wigan Children and Young People's Strategic Partnership

Children and Young People's Plan

Review 2010

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1 Background

1.1 Wigan CYPP in context

Wigan Children and Young People's Plan sets out the major areas of work being undertaken across the partnership to improve outcomes for children and young people in Wigan. It links closely with the plans of the Council and its partner organisations. It is closely aligned with the Sustainable Communities Strategy, and the Local Area Agreement. The Local Area Agreement is the delivery mechanism for the Sustainable Communities Strategy, and the CYPP delivers the elements of the LAA relating to children and young people.

1.2 Purpose of review


This review was carried out in order to assess the outcomes of the CYPP for 2009-10 and to consider any amendments that may be needed to the CYPP in the light of these outcomes or other significant developments.

1.3 Evidence base

A wide range of evidence has been considered in the preparation of this document. Among the most significant of these were:

- Findings of the Children's Services CAA rating 2009
- Outcomes of the 2009 Priorities Meeting
- 2009-10 performance in CYPP performance indicators and targets
- Progress made against 2009-10 milestones for the 8 priority outcomes of the CYPP
- Progress made in 2009-10 in the implementation of the 7 key changes identified in the CYPP as central to the transformation of services to children, young people and families
- Joint Strategic Needs Assessment
- Audit Commission School Survey 2009
- Tellus4 survey 2009


For the key performance measures of the CYPP, the tables for each key outcome use several symbols to help interpret performance, as follows:

-  Performance better than target range
-  Performance within target range
-  Performance worse than target range
-  No formal local target for this indicator currently
-  Performance was better than the year before where 'smaller is better'
-  Performance was better than the year before where 'bigger is better'
-  Performance was worse than the year before where 'smaller is better'
-  Performance was worse than the year before where 'bigger is better'
-  Performance is the same as last year
-  Unable to compare with last year

2 Review of outcomes 2009-10

2.1 CYPP Priorities

2.1.1 CYPP1 Reduce teenage pregnancy and improve access to sexual health services

Key Performance Measure	LAA	2008-09 performance		2009-10 performance			
		Target	Actual	2009-2010	2009-10 Target	2009-10 Actual	Comment
NI 112 Percentage change in number of under-18 conceptions	X	-13%	+0.6%		-16%	-6.9%	Although not achieving the very challenging target, this performance represents the greatest decrease in teenage conceptions since the baseline was set in 1998.

The data from the Office for National Statistics (relating to 2008 performance) confirmed our view (based on local information) that improvement has been taking place in recent years as a result of the Teenage Pregnancy strategy and the targeted intervention it has deployed. A National Support Team visit also confirmed that effective work is being done in Wigan. Although we are unlikely to reach the very challenging 2010 target, local data suggests that further encouraging progress is being made. In recognition of the level of challenge in the original target, agreement has been reached with GONW to remove this indicator from the Performance Reward Grant element of the Local Area agreement.

Evaluation returns suggest that effective work has taken place in 2009-10 to:

- Use data to develop models of targeted intervention work for young people
- Ensure social marketing informs delivery
- Develop a broad range of universal and targeted sexual health services
- Ensure delivery of high quality and consistent sex and relationship messages through a multi-agency approach

Tellus4 data suggests that 55% of Wigan young people find the information and advice they receive on sex and relationships helpful – this is slightly above the national average, but also suggests that we are right to continue to prioritise this issue.

In October 2009 this area of work was confirmed by the Children's Trust as a continuing priority until at least March 2011. This decision was endorsed in discussion with our DCSF/GONW Children and Learners Strategic Adviser on 3 December 2009.

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Enhance availability and access to young people focused contraception and sexual health services
- Develop dataset to better inform planning and targeting of the strategy and performance management of delivery.
- Develop and implement a Teenage Pregnancy communications plan.

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

Key Performance Measure	LAA	2008-09 performance		2009-10 performance			
		Target	Actual	2009-2010	2009-10 Target	2009-10 Actual	Comment
NI 55 Obesity in Primary School Age Children in Reception Year		10.3%	9.9%	★✓	10.3%	9.2%	Slight improvement in performance, ahead of target and better than comparators
NI 56 Obesity among primary school age children in Year 6	X	16.9%	18.01%	▲✗	16.91%	18.4%	Slight decline in performance in 2009-10. However, there are now appropriate interventions in place for healthy weight, overweight & obese children. This will improve future outcomes
NI 53 Prevalence of breastfeeding at 6-8 weeks from birth		30%	14.74%	●✓	19.30%	19.34%	Improvement in performance, in line with targets.

2009-10 saw some improvements to outcomes in this area. Obesity at age 5 has reduced, and Wigan’s performance is better than comparators. Obesity at 11 has increased slightly. Although this is still in line with comparators, action is in progress to improve the coverage of the Health Weight programmes so that they reach all children, not just those who have been identified as obese. Breastfeeding rates, though still very low, are improving. Wigan has above average numbers of physically active children, and emotional health of children and young people appears now to be above average.

Evaluation returns suggest that effective work has taken place in 2009-10 to:

- Establish an alcohol service for young people covering prevention, harm reduction and treatment
- Fully review and redesign the weight management service to meet a new service specification
- Support all settings to work towards Healthy Schools Plus standards



Tellus4 data suggests that, although they are emotionally healthy and physically active (especially in terms of participation in organised sport) , young people in Wigan eat less fruit and vegetables than their peers elsewhere.

In October 2009 this area of work was confirmed by the Children's Trust as a continuing priority until at least March 2011. This decision was endorsed in discussion with our DCSF/GONW Children and Learners Strategic Adviser on 3 December 2009.

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Undertake service-redesign of children and young people's alcohol and substance misuse treatment service
- Develop an integrated Healthy Weight pathway for Tiers 1-4 that is aligned with the sub-regional pathway
- Develop a whole systems approach of joint working to improve breastfeeding rates across the borough
- Development of Targeted Mental Health in Schools (TaMHS) project plan

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

Key Performance Measure	LAA	2008-09 performance		2009-10 performance			
		Target	Actual	2009-2010	2009-10 Target	2009-10 Actual	Comment
NI 60 Core Assessments completed within 35 working days	X	75.1%	83.0%		77.0%	83.8%	Good performance over the past 2 years – improvement action plan successfully implemented and good performance sustained in 2010-11
NI 64 Child Protection Plans lasting 2 years or more		3%	1.1%		3%	2.7%	Small increase in rate in 2009-10, but good performance still maintained

Good progress has been made in 2009-10 to strengthen safeguarding in Wigan. The unannounced inspection of contact, referral and assessment included areas for development, but no priority areas for action. A significant programme has been in progress throughout 2009-10 to improve safeguarding, including contact, referral and assessment processes. A project is also in progress to deliver better management information and more effective deployment of the Integrated children's system – and this has already resulted in improvements to the timeliness and quality of information available to managers.

Evaluation returns suggest that effective work has taken place in 2009-10 to:

- Develop a coherent parenting support service Tiers 1-4 locality based
- Deliver Wigan Safeguarding Children Board Action Plan (Including recommendations from the Laming Report)
- Re-configure social care services to minimise changes of social worker and deliver a greater range of services from an area base
- Develop strategies to reduce the number of young people missing from home

Tellus4 data suggests that significantly more Wigan young people than average feel safe in school and in their local area. They also report less bullying than average, and say they find the advice they are given about staying safe helpful.

In October 2009 this area of work was confirmed by the Children's Trust as a continuing priority until at least March 2011. This decision was endorsed in discussion with our DCSF/GONW Children and Learners Strategic Adviser on 3 December 2009.

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Improve the timeliness of decision making
- Improve the timeliness of Initial Assessments
- Increase the proportion of ICP conferences held within 15 days of the strategy meeting
- Develop a more effective response to children living with domestic violence
- Develop a range of training / mentoring options to improve the quality of assessments
- Improve safeguarding in schools/ and integrated support settings

2.1.4 CYPP4 Improve outcomes for Children in Care

Key Performance Measure	LAA	2008-09 performance		2009-10 performance			
		Target	Actual	2009-2010	2009-10 Target	2009-10 Actual	Comment
NI 101 Children in Care achieving 5 or more GCSEs at A*-C	X	24%	5.6%		27.3%	14.7%	Not yet reaching targets, but considerably improved from 0% in 2007 and 5.6% in 2008
NI 62 Stability of Placements of looked after children: number of moves		9.0%	10.9%		9.0%	8.1%	Good performance, exceeding target.
NI 63 Children in Care Stability of Placements: length of placement	X	75%	65.8%		77%	70.1%	Performance improved since last year, but is still being affected by the increase in numbers of children in care putting pressure on placements

There has been a continued increase in the numbers of children in care in 2009-10, prompting a need to work intensively to support placement stability and to secure sufficient good quality appropriate placements. In this context, it is pleasing that placement stability has improved overall, but we have been working urgently to strengthen early intervention and prevention to try to address the increases in children becoming looked after. To improve a key aspect of placement quality, during 2009-10 a series of performance clinics focussed on the local authority residential homes for children in care, increasing those rated good or better from 43% to 71% putting us above statistical neighbour averages. (There have been further improvements in the early weeks of 2010-11 and we are confident of achieving 100% good or better). In addition, an important step forward was made in spring 2010 when a virtual school headteacher was appointed to improve the educational outcomes for children in care

Evaluation returns suggest that effective work has taken place in 2009-10 to:

- Deliver the Care Matters Action Plan
 - Corporate Parenting Strategy developed
 - Participation of Children and Young People
 - Placement Stability
 - Deliver a First Class Education
 - Promote health and well being
 - Implement strategies to reduce the number of children in care missing more than 25 days absence from school
 - Sustainable training and employment opportunities
 - Develop a range of suitable accommodation options for care leavers

- Implement strategies to reduce the number of CiC missing more than 25 days absence from school

In October 2009 this area of work was confirmed by the Children's Trust as a continuing priority until at least March 2011. This decision was endorsed in discussion with our DCSF/GONW Children and Learners Strategic Adviser on 3 December 2009.

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Deliver the Sufficiency Audit Action Plan
- Implement the development plan for the Head of the Virtual School for Children in Care
- Implement the FromCare2Work delivery plan
- Further reduce number missing more than 25 days of education
- Demonstrate significant reductions in offending by Children in Care and care leavers
- Increase number of children in care participating in a range of positive activities
- Increase the % participating in education, training and employment

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

Key Performance Measure	LAA	2008-09 performance		2009-10 performance			
		Target	Actual	2009-2010	2009-10 Target	2009-10 Actual	Comment
NI 92 Narrowing the gap between the lowest achieving 20% in the EYFSP and the rest	X	29.3%	31.6%		28.7%	32.5%	Data shows a widening in this attainment gap for 2009 following progress in recent years
NI 102i Achievement gap FSM KS2 (English and Maths)	X	20%	21.1%		18%	24%	After several years of narrowing, the gap has widened. Recent data (not available when the target was set) showed that this was likely.
NI 102ii Achievement gap FSM KS4	X	24%	32.6%		25%	32%	This gap has remained similar to that in 2008. Particular attention is being given to action to improve mathematics performance at GCSE

Performance in our key targets to narrow attainment gaps was disappointing in 2009. This is in the context of the fact that, particularly at primary school, our young people on free school meals have been making better progress than their peers nationally over the last 3 years (Fischer Family Trust data). Young people with special educational needs also did well in Wigan compared with their counterparts elsewhere. Although it seems unlikely that we will be able significantly to narrow the gaps as intended during the life of this CYPP, work will continue energetically to target improvements in progress for vulnerable groups. This should be strengthened by the fact that school effectiveness is improving - overall inspection grades for Wigan schools have increased significantly in 2009-10, with 80% of secondary, 70% of primary and 86% of special schools graded good or better.

Evaluation returns suggest that effective work has taken place in 2009-10 to:

- Deliver the Early Years Outcomes Duty
- Implement strategies to reduce the level of persistent absence (PA) in secondary schools and primary schools
- Support schools in accelerating the progress of students through upgraded methods of tracking and intervention
- Support schools to improve the outcomes of pupils with FSM through specific interventions with targeted schools in deprived areas

Tellus4 data suggests that young people think their lessons are often fun and interesting, and feel they get enough help with learning.

In October 2009 this area of work was confirmed by the Children's Trust as a continuing priority until at least March 2011. This decision was endorsed in discussion with our DCSF/GONW Children and Learners Strategic Adviser on 3 December 2009.

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Deliver the Early Years outcomes duty
- Deliver the Wigan Primary Strategy
- Deliver the Wigan Secondary Strategy
- Deliver the Narrowing the Attainment Gap Strategy
 - Develop a strategic plan for narrowing attainment gaps, with universal, targeted and specialist elements.
 - Be able to demonstrate reduction in attainment gaps for disadvantaged localities and groups
 - Secure commitment from all key stakeholders to directing resources to meet the needs of our most vulnerable groups.
 - 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
 - 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
- Implement SEN Narrowing the Attainment Gap Plan
- Reduce attainment gap for EAL for KS2 SATs and GCSE results
- Develop an SEN and Inclusion Strategy reflecting recommendations from the Lamb Inquiry

2.1.6 CYP6 Reduce children and young people's involvement in anti-social behaviour and offending

Key Performance Measure	LAA	2008-09 performance		2009-10 performance			Comment
		Target	Actual	2009-2010	2009-10 Target	2009-10 Actual	
NI 19 Rate of proven reoffending by young offenders			0.86	N/A	0.81	N/A	Data not yet available
NI 45 Young offenders engagement in suitable education employment or training (EET)		75%	53.6%	▲ ✘	85%	41.2% (prov)	A series of performance clinics have been held and an action plan is being implemented to improve performance.
NI 111 First time entrants to youth justice system	X	1440 (per 100k)	1290 (per100k)	★ ✔	82	45 (prov)	Continued reduction, ahead of target. Figures need to be verified against Police National Computer data.

Good progress has been made this year in reducing offending, and local data suggests that reoffending has also reduced. The Youth Offending team continues to deliver effective support to offender and to victims of crime through processes including restorative justice. The area of concern in this priority is the low percentage of young offenders engaged in suitable education, employment and training. Work is in progress to improve engagement of young offenders, and to improve our systems for recognition of the young people's engagement.

Evaluation returns suggest that effective work has taken place in 2009-10 to:

- Review strategies/action plans jointly with other agencies to deliver the YJB capacity and capability assessment /plan and secure improvements in key outcome measures
- Develop and deliver the seven elements of the Youth Crime Action Plan
- Develop protocols between CYPS, Housing, Police and Neighbourhood Services
- Develop Service Level Agreements and protocols in relation to the delivery of services in Hindley YOI
- Deploy Street Based Teams in identified Anti-social Behaviour Hotspot areas

In October 2009 this area of work was confirmed by the Children's Trust as a continuing priority until at least March 2011. This decision was endorsed in discussion with our DCSF/GONW Children and Learners Strategic Adviser on 3 December 2009.

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Reduce re-offending rates for young people
- Reduction in first time entrants to the criminal justice system and improved public confidence in the youth justice system
- 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.
- Have the necessary range of accommodation options to meet the needs and circumstances of young people
- Demonstrate significant reductions in the use of custody by courts

2.1.7 CYP7 Improve the range and accessibility of positive activities for all children and young people

Key Performance Measure	LAA	2008-09 performance		2009-10 performance			Comment
		Target	Actual	2009-2010	2009-10 Target	2009-10 Actual	
NI 110 Young people's participation in positive activities	X		64.8%	✓		65.4%	Small improvement in performance in Wigan, in the context of reducing scores in most LAs. Now close to NW (64.7%) and national (65.8%) averages

During 2009-10 the Young People's Cabinet met regularly with Council Officers and Partners to consider and contribute to a wide range of issues including the Town Centre Development, The Youth Offer, Workforce Development, Equality Priorities and involvement in the Police Independent Advisory Group. During Local Democracy Week the Cabinet hosted a U-Spend Event with Young people and Officers / Partners and in the UK Youth Parliament Elections were successfully held. At grass roots level both Communik8 and Youth Councils continue to develop and address and have impact on local issues. The Meadows Youth Facility reached the end of its major construction phase in 2009-10. It has been a successful transformation of a once neglected building and will be both a locality Team base and a significant provider of Positive Activities to Local Young People.

Evaluation returns suggest that effective work has taken place in 2009-10 to:

- Develop a new Neighbourhood Youth Facility in an Area of identified need in partnership with young people
- Increase the range and provision of Positive Activities to young people on Friday and Saturday Evenings
- Implement the participation structure in order to recognise children and young people's role in scrutiny and decision making




Tellus4 data suggested that although a significant number of young people in Wigan participate in positive activities – especially sport – they would still like more things to do and places to go, especially on Friday and Saturday evenings

In October 2009 this area of work was confirmed by the Children's Trust as a continuing priority until at least March 2011. This decision was endorsed in discussion with our DCSF/GONW Children and Learners Strategic Adviser on 3 December 2009.

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Develop of a Young Person's Media Strategy
- Develop innovative use of communication and technology to ensure effective promotion of places and activities
- Increase numbers of young people with LDD accessing positive activities
- Put structures and processes in place to support young people to influence 5% of budget spent on positive activities

2.1.8 CYP8 Increase participation and attainment in education, employment and training for 14-19 year olds

Key Performance Measure	LAA	2008-09 performance		2009-10 performance			Comment
		Target	Actual	2009-2010	2009-10 Target	2009-10 Actual	
NI 79 Achievement of a Level 2 qualification by the age of 19		71%	70%		72.9%	72%	Continued steady improvement, from 61.6% in 2003-04
NI 80 Achievement of a Level 3 qualification by the age of 19		42%	40.1%		42.8%	43%	Continued steady improvement, from 33.5% in 2003-04
NI 117 NEET	X	7.8%	8.5%		7.3%	6.8%	Successful achievement of target, in spite of economic downturn – with improvement sustained into 2010-11

Encouraging progress was made on key indicators in 2009-10 – especially the reduction in the percentage of young people not in education, employment or training (NEET) which was particularly pleasing in the context of the economic downturn. Provision has been commissioned through European Social Fund which has had a significant impact on reducing the NEET. Further funding was also secured through Working Neighbourhoods Fund to develop Programme Led Pathways for young people seeking Apprenticeships.. In the context of budget pressures, it will be important to ensure that provision continues to be available for these young people. Good progress was also made in diploma implementation, and the transfer of former Learning and Skills Council responsibilities to the Local Authority through the Machinery of Government process.

Evaluation returns suggest that effective work has taken place in 2009-10 to:

- Implement the 2009 diploma programme, and prepare for 2010 starts
- Increase the number of participants from vulnerable groups who can access vocational and academic learning opportunities
- Increase the number of 16-18 year olds who undertake an Apprenticeship programme
- Implement action plan to reduce the number of 18 year old NEETs
- Ensure September Guarantee is met for all 16/17 year olds
- 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.

Tellus4 data suggests that the great majority of young people in Wigan schools plan to continue in learning post 16, with above average numbers considering work-based routes, but slightly fewer than average intend to continue to higher education.

In October 2009 this area of work was confirmed by the Children's Trust as a continuing priority until at least March 2011. This decision was endorsed in discussion with our DCSF/GONW Children and Learners Strategic Adviser on 3 December 2009.

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Continue diploma implementation
- 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
- Increase further the number of participants from vulnerable groups who can access vocational and academic learning opportunities
- 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.
- Contribute to the development and implementation of the Borough's IAG Strategy
- Increase the number of 16-18 year olds who undertake an Apprenticeship programme
- Lead on the reduction of in the proportion of 16-18 year old young people who are NEET
- Ensure September Guarantee is met for 16/17 year olds in September 2010
- Reduce the number of young people with LDD considerations who are NEET

2.2 CYPP Key Changes

2.2.1 Key Change 1

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

During 2009-10, the Wigan Borough Partnership for Children, Young People and Families (Children's Trust) has:

- Further developed early intervention and prevention, particularly in relation to the Think Family approach
- Further developed the Children's Trust infrastructure
- Implemented a borough-wide joint commissioning framework, with a single team led by a jointly appointed manager
- Made significant progress in developing a Child Poverty Strategy for Wigan

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Further develop the Children's Trust infrastructure
- Consolidate new commissioning framework to reflect current needs and integrated working arrangements with health sector
- Develop enhanced communication and consultation strategy
- Develop and pilot Integrated Disability Services
- Redesign the 0-11 Pathway for children in Wigan
 - Mapping of current provision/pathway
 - Drawing up proposals for improved pathway
 - Planning to ensure responsiveness to the needs of users
 - Developing a plan for service redesign
 - Using common processes to support delivery
- Redesign the 11-19 Pathway for young people in Wigan
 - Mapping of current provision/pathway
 - Drawing up proposals for improved pathway
 - Planning to ensure responsiveness to the needs of users
 - Developing a plan for service redesign
 - Using common processes to support delivery

Key Change 2: Extended Services

During 2009-10, the Wigan Borough Partnership for Children, Young People and Families (Children's Trust) has:

- Delivered the Early Years and Childcare Strategy Action Plan for 2009-10
- Established and fully implemented Phase 3 Children's Centres
- Extended the full core offer to all localities
- Established Extended Services Clusters

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Deliver the Early Years and Childcare Strategy Action Plan for 2010-11
- Develop and implement family-centred approaches to early intervention and prevention

Key Change 3: Integrated Front-Line Delivery

During 2009-10, the Wigan Borough Partnership for Children, Young People and Families (Children's Trust) has:

- Implemented locality working across a significant proportion of the service (including social care, integrated youth support, school improvement)
- Established integrated front line delivery as a key principle in our commissioning framework
- Begun to ensure that relevant service specifications include integrated front line delivery

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Further develop integrated front line delivery
- Develop locality based partnership models
- Further implement service redesign to enable locality working
- Analyse the Children in Need in each locality and identify services needed to meet needs and prevent escalation
- Revise procedures to support Children in Need processes

Key Change 4: Change for Children

During 2009-10, the Wigan Borough Partnership for Children, Young People and Families (Children's Trust) has:

- Significantly increased the uptake of the Common Assessment Framework
- Implemented a major project to strengthen the Integrated Children's System
- Made significant progress in delivering the ContactPoint system (until the recent announcement)

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Fully adopt and implement remaining elements of the Change for Children system
- Review all non statutory assessment frameworks and replace with CAF
- Review procedures and future options following the scrapping of the ContactPoint system at national level

Key Change 5: Workforce Development

During 2009-10, the Wigan Borough Partnership for Children, Young People and Families (Children's Trust) has:

- Delivered the Schools Workforce Development Plan for 2009-10
- Delivered the Early Years Workforce Development Strategy for 2009-10
- Delivered the action plan for transfer of staff and responsibilities from LSC to LA
- Review and update the children's workforce strategy in the light of government guidance (Laming, etc)
- Developed a Children's Integrated Workforce Strategy

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Implement the Children's Integrated Workforce Strategy for 2010-11

Key Change 6: Equality, Diversity and Community Cohesion

During 2009-10, the Wigan Borough Partnership for Children, Young People and Families (Children's Trust) has:

- Developed and begun to implement an equality outcomes monitoring framework for the CYPP
- Identified actions necessary for CYPS and plan implementation

During the first two years of the CYPP children's services played a significant part in the Council's work to secure Level 3 of the Equality Standard for Local Government. Equality and Diversity has been successfully integrated into planning systems, and Equality Impact Assessments have now been applied across the work of children's services in Wigan.

Following evaluation of the second year of the CYPP, the following workstreams were identified for Year 3 (though these are subject to review as a result of policy changes and budget reductions following the change of government):

- Develop and implement an equality outcomes monitoring framework for the CYPP
- Identify actions necessary for CYPS and plan implementation
- Reconcile the 6 different sources of CYPS equality objectives to inform CYPP 2011-14
- Develop and publish a Child Poverty Strategy for Wigan

Key Change 7: Capital Strategy

During 2008-09 significant progress was made in putting in place the infrastructure of the Capital Strategy, and in the partnership work with Salford Local Authority to deliver Building Schools for the Future (BSF). Work has been progressing on a number of key delivery projects in 2009-10, including the building of the new Abraham Guest High School, which were the testbed for many of the transformation projects later planned to be rolled out borough wide. However, the recent announcement of the cancellation of Wigan's Building Schools for the Future programme means that a fundamental review of local plans will need to be undertaken during 2010-11

3 Conclusion

Good progress has been made in the implementation of the CYPP 2008-11. Nevertheless, important challenges remain. We are committed to maintaining the focus on sustaining school improvement across all key stages, to continuous improvement of children's social care provision, and to promoting the health and wellbeing of all children and young people. Our areas for improvement can be summarised as follows:

- Reduction in attainment gaps for young people in deprived areas of the Borough
- Reduction in attainment gaps for young people with SEN and LDD
- Reduction in levels of teenage conceptions, and improvement in teenage sexual health
- Increasing the participation in health assessments by LAC and improving their school attendance and educational attainment.
- Strengthening the quality and effectiveness of prevention and early intervention in all areas of service
- Full implementation of the 14-19 strategy to ensure the planned entitlement of 14-19 pathways is delivered on time, and with high quality, to all groups of young people, so that outcomes for young people improve and educational/training standards are raised
- Implementation of effective joint commissioning and other children's trust arrangements, building on solid partnership foundations, to improve the quality and accessibility of services to the most vulnerable
- Consolidating arrangements to support vulnerable families through integrated, multi-agency teamwork
- Reducing child poverty by developing and implementing a local strategy shared by all key partners

Preparations are now in progress for a new plan from April 2011. This is being prepared, and will be delivered, in a very different policy and budgetary context from the 2008-11 plan. In particular, we are aware that our approach to delivering services will change. Significant discussions are taking place in the Children's Trust about our future approach. Appendix A outlines the overall direction agreed by key partners:

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