

Wiltshire Children and Young People's Trust Board

Joint Area Review – Action Plan 2009

The Children Act 2004 required a Joint Area Review (JAR) to be conducted at the request of the Secretary of State for Children, Schools and Families in accordance with arrangements made by Her Majesty's Chief Inspector of Schools. This system-wide inspection covers all publicly-funded services for children and young people, including those that are directly managed or commissioned by the council, as well as services provided by health and youth justice services. The JAR also covers the leadership and management of services for children and young people and, in particular, the way that services work together to improve outcomes. Ofsted inspected children's services in Wiltshire during June and July 2008. Two additional service areas were chosen by the inspectors to be inspected. These were:

- the impact of the partners' strategy on reducing the numbers of young people who are not in education, employment or training
- the impact of partners' strategy in reducing the teenage pregnancy rate.

An Enhanced Youth Work inspection took place at the same time.

The reports were published on 18 November 2008. This document is the action plan that the Council is required to publish within 70 working days of the publication of the reports.

Many of the areas for improvement identified by the inspectors were already known and planning was already underway. Activities in this plan will be embedded in layer 2 of the Wiltshire Children and Young People's Plan to ensure coherence of approach.

This plan identifies actions and also references more detailed plans and links the actions to the Wiltshire's local agreement ambitions:

1. Resilient communities
2. Affordable Housing
3. Lives Not Services
4. Economic growth
5. Communities Safe and Feel Safe
6. Natural Environment +CO2

The plan's structure mirrors the inspection report and includes a right-hand column for RAG rating, high-level monitoring which will be regularly reviewed by the Trust Board Executive.

A glossary is included at the end of the document.

RAG Monitoring judgments:

RED = without additional intervention this will not be achieved. (Additional intervention may mean: resources; permissions; political clout.)

AMBER = there are concerns about progress but remedial action is in hand

GREEN = everything proceeding as it should be and confident that targets/ outcomes will be met.

GREEN with C = completed action

13 February 2009

Produced by Department for Children and Education, Wiltshire County Council.

Wiltshire Joint Area Review – Action Plan

Further detail can be found in supporting action plans

Safeguarding

1. Ensure all agencies are fully implementing the CAF to achieve better early intervention outcomes for children and their families.
2. Reduce variations between area social care teams in relation to the volume and timeliness of initial and core assessments
3. Improve variations in the accessibility and provision of services to vulnerable groups by CAMHS.

How will we know that we have been successful?

	Owner	Success indicator/targets with dates (dates could vary)				R A G
		Baseline	2008/09	2009/10	2010/11	
1.	RB	Increase in the number of CAFs completed [76 registered at time of JAR]	+200% of original position 07/08	+500%	All children identified with additional need to have a CAF/lead professional	
2.	HC	Improved timeliness of initial assessments [72% at time of JAR / 70.7% APA]	80%	90%	98%	
2.	HC	Improved timeliness of core assessments [80% at time of JAR / 81% APA]	80%	95%	98%	
3.	JC (NHS)	The 3 current providers of Tier 3 CAMHS are unable to meet SW Strategic health Authority ambitions for waiting times.	Develop a service specification for a single provider service	Contract with a provider by October 2009. 90% of children assessed within 8 weeks of referral Progress on meeting the proxy indicator for comprehensive CAMHS: Q4 – Score 4 on each proxy indicator	Single Provider Service established. 100% of children assessed within 8 weeks of referral	

	Priority actions (number on left links to objective above)	Completion Date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
1.	(a) Review definition and re-state expectations of use of the CAF based on national guidance.	April 2009	RB	HC CAF Project Implementation Group	ME Shared Processes Board	Dedicated lead time 7 hours per week + supplementary staff time and mtgs. 15 hours wkly.	Ambition 1 CYPP Supporting mental well-being - overcoming emotional & behavioural problems M2a (CAF)	
1.	(b) Review role of Information Sharing Co-ordinator to incorporate improved support for stakeholders and the chairing of multi-agency meetings.	April 2009	RB	HC CAF Project Implementation Group	ME Shared Processes Board	As above	As above	
1.	(c) Re-launch/re-state the importance of CAF with an emphasis on benefits and expectations on key stakeholders, and in particular schools.	Mar 2009	RB	ME Trust Shared Processes Board	CG Department Leadership Team and Trust Board Executive	37 hours	As above	
1.	(d) Provide clear information relating to the structure and processes which support the CAF and Lead Professional, including the development of a protocol for managing CAF meetings and the planned rollout of local collaborative partnerships supporting early intervention.	Feb 2009	RB MB	HC CAF Project Implementation Group	ME Shared Processes Board	100 hours	As above	
2.	(a) Resolution of technical problems associated with Care First / ICT to enable accurate and consistent data to be retrieved.	March 2009	HC	ME C&F SMT	CG Care First Board	150 hours	Ambition 1 DCE Care first	

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							Action Plan	
2.	(b) Monthly management information to ensure overview of performance at team level.	Feb 2009	DS	HC Area Services Management Group	ME C&F SMT	Linked to above process	As above	
2.	(c) Monitor application of definitional guidance with Team Managers to ensure consistency in determining the appropriateness of a core assessment.	1/4ly	RB JF JS	HC Area Services Management group	ME C&F SMT	10 hours	As above	
3.	(a) Maintain and promote the pathway referral service to improve access.	1/4ly	JC (NHS)	JC (NHS) /HC Joint Agency Procurement Board	RP Emotional Well-Being Group (Children & Young People's Trust Board)	Dedicated focus time 3 hours per month	Ambition 3 CYPP Supporting mental well-being - overcoming emotional & behavioural problems. M3d (CAMHS)	
3.	(b) Develop the specification for a single provider service.	Mar 2009	JC (NHS)	JC (NHS) Joint Agency Procurement Board	RP Emotional Well-Being Group (Children & Young People's Trust Board)	15 hours for Board mtgs. + 45 hours development work	As above	
3.	(c) Complete the contracting arrangements to secure a single service provider.	Oct 2009	JC (NHS)	JC (NHS) Joint Agency	RP Emotional Well-	As above	As above	

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				Procurement Board	Being Group (Children & Young People's Trust Board)			
3.	(d) Ensure each of the 3 Tier 3 CAMHS providers are utilising full CAPA model.	Monitor in Qtr. 4 2009/10	JC (NHS)	JC (NHS) CAMHS Service Development Group	RP Emotional Well-being Group (Children & Young People's Trust Board)	5 hours	As above	

Risks

	Description of risk for each objective	Impact 1 – 4*	Likelihood 1 – 4*	Total Score	Comment/mitigation
1.	Achieving 'buy in' to the CAF/Lead Professional process	3	2	6	Through a programme of further training and awareness raising along with critical evaluation of performance data of CAF completion across agencies to reduce the potential risks.
2.	ICT / Care First	4	3	12	Flagged as a significant risk and being addressed by Care First Board/ Corporate Leadership Team
2.	Increase in number of referrals and/or social work vacancies	4	2	8	Monitor referral/ vacancy rates. Re-align staff resources to meet requirements or review referrals. Impact of CAF implementation.

* Key Impact 1 insignificant, 2 minor, 3 moderate and 4 significant. Likelihood 1 rare, 2 unlikely, 3 possible and 4 almost certain.

Looked After Children and Young People

4. Secure value for money in services for looked after children and reduce overspend on the looked after children placement budget.
5. Improve the lack of placement choice and the disproportionate numbers of children and young people in residential care.
6. Ensure all statutory reviews for looked after children are held on time and children and young people contribute to them
7. Liaise with the courts managers to secure a speedy resolution to delayed adoption proceedings
8. Improve understanding and use of special guardianship
9. Improve the capacity of the aftercare team

How will we know that we have been successful?

	Owner	Success indicator/targets with dates (dates could vary)				R A G
		Baseline	2008/09	2009/10	2010/11	
4.	SC	PAF CF/B8 Weekly cost of LAC 2007/08 £1084	£896.04	£924.31	£933.82	
5.	SC	CH44 % LAC in residential placements 2007/08 19.7%	16%	15%	13%	
5.	SC	2054SC % LAC placed with family or friends 2007/08 9.4%	11%	12%	14%	
6.	SW	NI 66 % LAC reviews on time 2007/08 90%	100%	100%	100%	
6.	SW	PAF CF/C63 % LAC reviews contributed to by LAC 2007/08 81%	88%	93%	95%	

	Owner	Success indicator/targets with dates (dates could vary)				R A G
		Baseline	2008/09	2009/10	2010/11	
7	SC	NI 61 % LAC adopted within 12 months of best interest decision 2007/08 87.5%	90%	93%	95%	
7	SC	PAF CF/C23: Number of looked after children adopted during the year as a percentage of the number of looked after children at 31 March 2007/08 4.1%	9%	12%	12%	
7.	SC	Increase number of adopters able to meet needs of children placed from care system – currently 12 not matched	22 new adopters approved	25 new adopters recruited by March 2010	30 new adopters recruited by March 2011	
8.	SC	Increase number of special guardianship orders in respect of children in the care system or who would otherwise be in care. 3 achieved 07-08	Number of special guardianship orders (SGOs) increased to 5 by 31 March 2009	Increase SGOs to 8	Increase SGOs to 10	
9.	SC	Number of unallocated cases in the aftercare team 2007/08 50	15	0	0	
9.	KL	Capacity of after care team has been increased with creation of new accommodation officer and second deputy manager objective now to extend supported lodgings scheme	One new lodging provider by 31 March 2009	Increase lodgings providers by 5	Increase lodgings providers by 10	

	Priority actions (number on left links to objective above)	Completion Date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
4 and 5	Implement Commissioning strategy for placements for Looked after children specifically :							
4 and 5	(a) Develop therapeutic fostering scheme to reduce numbers in residential care	Nov 2009	HV	SC Fostering Reference Group	ME Corporate Parenting Group	2,500 hours staff time	Ambition 1 CYPP priority J improved placement choice for children looked after by the Council	
4 and 5	(b) Contract with Quarriers (Jan 2009) to deliver 12 placements in county and monitor delivery of contract	June 2009	KL	SC LAC Trust subgroup	ME Corporate Parenting Group	40 hours	CYPP priority J improved placement choice for children looked after by the Council	
4 and 5	(c) Reduce number in external fostering placements by increasing pool of in-house foster carers	Mar 2009	HV	SC Fostering Reference Group	ME Corporate Parenting Group	900 hours	CYPP priority J improved placement choice for children looked after by the Council	
6.	Appoint additional Independent Reviewing Officers December 2008 and review impact	June 2009	SW	HC LAC Trust Subgroup	ME Corporate Parenting Group	24 hours	CYPP Promoting resilience	

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7.	Legal services ensuring that placement orders tied in with Care Proceedings to avoid delay – evaluate impact April 2009	April 2009	HC	SC LAC Trust Subgroup	ME Corporate Parenting Group	20 hours	CYPP Promoting resilience	
8.	(a) Attend DCFS regional workshop on Special Guardianship and disseminate learning	Jun 2009	AV	SC LAC Trust Subgroup	ME Corporate Parenting Group	24 hours	CYPP priority J improved placement choice for children looked after by the Council	
8.	(b) Amplify and clarify practice guidance and procedures for special guardianship applications	Jun 2009	JDo	SC LAC Trust Subgroup	ME Corporate Parenting Group	8 hours	CYPP priority J improved placement choice for children looked after by the Council	
8.	(c) Devise system for monitoring special guardianship orders	Jun 2009	AV	SC LAC Trusts Subgroup	ME Corporate Parenting Group	8 hours	CYPP priority J improved placement choice for children looked after by the Council	
9.	(a) Appoint to new post of accommodation officer based in after care team and evaluate outcomes	Jun 2009	KL	SC LAC Trust Subgroup	ME Corporate Parenting Group	8 hours	CYPP—L reduce the number of 16/17 year olds unsuitable accommodation DCE service plan	

	Priority actions (number on left links to objective above)	Completion Date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
							objective 5b Children a objective and young people in care achieve economic well being	
9	(b) Restructure to create additional deputy manager post and evaluate outcomes	Jun 2009	KL	SC LAC Trust Subgroup	ME Corporate Parenting Group	6 hours	DCE service plan objective 5b Children a objective and young people in care achieve economic well being	

Risks

	Description of risk for each objective	Impact 1 – 4*	Likelihood 1 – 4*	Total Score	Comment/mitigation
4	Growth in numbers of children in care Delays in recruitment to new posts partly caused by CRB clearance being delayed and reluctance of external applicants to move because of credit crunch	3 3	3 3	9 9	All new admissions to care are agreed at weekly external placement panel and only cases where threshold of risk has been met are admitted. Consider added incentives to fill posts eg plusages.
5	Growth in numbers of children in care	3	3	9	There is some improvement in proportion of children and young people in residential care but again increased in-house capacity is taken up with growth in numbers
6	Growth in number of Children in care might have an impact on capacity	1	1	1	IRO service fully staffed and there should not be capacity issues
7	Unless capacity of courts is increased there may still be delays in care proceedings	2	2	4	Liaison with Courts is established County Adoption Manager takes up post on 16 December 08 and will take lead on tracking children through the adoption process
8	Risk may be capacity in family placement and adoption support services given all the priorities to increase placement choice.	1	1	1	We have recently made 2 full time appointments to adoption support coordinator posts – adoption support has been covered by one ASC for the last year so capacity will be significantly increased from February 2009. It will be necessary to review capacity as the work develops
9	Delay in new accommodation officer taking up post because of serious delays in CRB clearance	2	2	4	Children and families are experiencing difficulties in getting CRB clearances within reasonable time frame – hold-up to be addressed with CRB

* Key Impact 1 insignificant, 2 minor, 3 moderate and 4 significant. Likelihood 1 rare, 2 unlikely, 3 possible and 4 almost certain.

Children and young people with learning difficulties and/or disabilities

10. Secure value for money in services for children with special educational needs.
11. Finalise and implement the transition strategy
12. Embed person centred planning for children with learning difficulties and/or disabilities across the partnership
13. Remove inequities in the delivery of therapeutic services across the county.
14. Address the lack of provision for those with high level LDD needs.
15. Address the lack of a specialist LDD CAMHS.

How will we know that we have been successful?

	Owner	Success indicator/targets with dates				R A G
		Baseline	2008/09	2009/10	2010/11	
10	DR	NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths 2008 56.4%	52%	50%	48%	
10	NG	NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths 2008 49.8%	47%	45%	43%	
10	ME	No established benchmarked costs for SEN services with comparator LAs and SW authorities	Wiltshire SEN Services cost clearly identified	Benchmarking cost information available 'like for like'. Service value for money review undertaken to reach the 2010/11 target	Wiltshire within bottom two quartiles for spend for SEN services with comparator LAs	
10	PW	Full time placements in primary SLCs 53% of capacity with remaining resources deployed for other SEN activity	No change – subject to formal consultation	No change – subject to formal consultation	95% occupancy primary SLCs with clear resourcing and monitoring of other SEN activity	

	Owner	Success indicator/targets with dates				R A G
		Baseline	2008/09	2009/10	2010/11	
10	PW	Average ISS fee increase 3.3%	0.5% above 08-09 SW Consortium level	0.25% above 09-10 SW Consortium level	At or below % agreed through SW Consortium	
10	ME	No service using new DCSF SEN Services Quality Standards	Every SEN service has development plan linked to Quality Standards	Internal review judges all services to be good or satisfactory	Internal review judges all SEN services to be good or outstanding	
10	JAC	66% primary schools with SLC progress SEN/LDD pupils Ofsted judgement at least good	66% primary schools with SLC progress SEN/LDD pupils Ofsted judgement at least good	LA judgement 80%, if inspected, would be good or outstanding for progress of pupils with LDD/SEN	LA judgement 100%, if inspected, would be good or outstanding for progress of pupils with LDD/SEN	
10	JAC	Ofsted judgement 66% special schools at least good	Ofsted judgement 66% at least good	LA judgement 83% , if inspected, would be good or outstanding	LA judgement 100%, if inspected, would be good or outstanding	
10	JAC	33% Special schools have specialist school status	33%	50%	66%	
10	KK	33% Independent Special Schools/non-maintained placements statement reviews attended by education focus LA staff	33%	60%	90%	
10 14	KK	101 Independent Special Schools/non-maintained placements December 08	101	95	90	
11	PW	Draft Transitions (14-25) Policy and Procedures	Transitions Board overseeing completion	Final document published. Pilots implemented in identified schools.	Policy and procedures fully implemented.	
12	PW	Limited variable practice in person centred planning	Planning group in place	Pilot in all special schools and sample secondary schools	In place all special and secondary schools	
13	ME	Three providers of speech and language therapy, commissioning strategy not established	Establish joint PCT/LA Implementation Group	Commissioning strategy agreed	Jointly commissioned service in place across Wiltshire.	

	Owner	Success indicator/targets with dates				R A G
		Baseline	2008/09	2009/10	2010/11	
13 15	JC (NHS)	Several CAMHS providers, commissioning strategy not established	Re-tendering process (Competitive Tendering) underway	Specification including meeting specific LDD needs agreed CYPTB Sept 09	Single provider of specified CAMHS in place from April 2010	

	Priority actions (number on left links to objective above)	Completion date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how?	Who is responsible for evaluating + how?	Resources	Link to Council ambitions Links to other strategic plan	R A G
10i	Confirm current costs and activity of SEN services.	March 2009	JLM	PW SEN Strategic Management	ME SEN Board	120 hours	Ambition 3 SEN Strategy Provision	
10ii 13i	All SEN services to establish actions re. 2008 Quality Standards for SEN Support and Outreach Services.	April 2009	JLM	PW SEN Strategic Management	ME SEN Board	240 hours	Ambition 3 SEN Strategy Provision	
10iii	Establish SEN services benchmark information.	July 2009	JLM	PW SEN Strategic Management	ME SEN Board	80 hours	Ambition 3 SEN Strategy Provision	
10iv	SEN services reviewed in light of benchmarking information	Dec 2009	ME	PW SEN Strategic Management	JLM SEN Board	240 hours	Ambition 3 SEN Strategy Provision	
10v 14i	Review of special schools and SLCs to enhance capacity for high level LDD needs – proposals for change agreed.	Dec 2009	PW	ME SEN Strategic Management	CG SEN Board	1000 hours	Ambition 3 SEN Strategy Provision	

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10 vi	Review funding formula for special schools and SLCs	Oct 2009	KK	RP Department SEN Finance Group	PW SEN Strategic Management	102 hours	Ambition 3 SEN Strategy Provision	
10vii	Introduce CASPA to all special schools, primary schools with SLC and pilot secondary schools. Roll out to other schools as appropriate.	March 2011	JH	JLM SEN Strategic Management	ME SEN Board	3670 hours	Ambition 3 SEN Strategy Data and Monitoring	
10viii	Introduce Audit Commission's Value for Money SEN Tool across schools to inform activity of schools and services.	March 2011	PC	JLM SEN Strategic Management	ME SEN Board	3400 hours	Ambition 3 SEN Strategy Data and Monitoring	
10ix 14ii	Increased emphasis in LA and SIP programme on monitoring and challenge re. standards and outcomes for SEN in all schools.	March 2011	LL	JAC Strategic Improvement Team	SND Department Leadership Team	510 hours	Ambition 3 SEN Strategy Provision	
10x 14iii	Review internal decision making process for independent placements. To include consideration of pooled budgets.	July 2009	ME	CG Department Leadership Team	CG CYPTB Executive	204 hours	Ambition 3 Joint Commissioning Framework	
10 xi 14iv	Targeted approach to attendance at annual reviews for CYP with high cost SEN placements	April 2010	JHi	KK Central SEN Management	PW SEN Strategic Management	1000 hours	Ambition 3 SEN Strategy Provision	
11i	Publish Transitions 14-25 Strategy (Policy and Procedures)	April 2009	ST	PW Transitions Board CYPTB	CG CYPTB Executive	8036 hours	Ambition 3 CYPP Including Disabled CYP	

	Priority actions (number on left links to objective above)	Completion date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how?	Who is responsible for evaluating + how?	Resources	Link to Council ambitions Links to other strategic plan	R A G
11ii 12i	Engage parents, carers and young people in work of Transitions Strategy so it addresses their needs	April 2009	ST	PW Transitions Board CYPTB	CG CYPTB Executive	See 11i above	Ambition 3 CYPP Including Disabled CYP Joint Commissioning Framework	
11iii 12ii	Develop and consult on handover policies and procedures for all agencies and services for young people with severe and complex needs	March 2010	ST	PW Transitions Board CYPTB	CG CYPTB Executive	See 11i above	Ambition 3 CYPP Including Disabled CYP	
11iv 12iii	Implement policies and procedures for all agencies and services in support of young people with severe and complex needs	March 2011	ST	PW Transitions Board CYPTB	CG CYPTB Executive	See 11i above	Ambition 3 CYPP Including Disabled CYP Joint Commissioning Framework	
11v 12iv	Develop person centred planning for young people with severe and complex needs	March 2011	ST	PW Transitions Board CYPTB	CG CYPTB Executive	See 11i above	Ambition 3 CYPP Including Disabled CYP SEN Strategy Communication	
10xiii 13ii	Re-commission Speech and Language Therapy Service	Sept 2009	PW	JC (NHS) SLCN Implementation Group	CG CYPTB Executive	1668 hours	Ambition 3 SEN Strategy Joint Agency Joint Commissioning	

	Priority actions (number on left links to objective above)	Completion date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how?	Who is responsible for evaluating + how?	Resources	Link to Council ambitions Links to other strategic plan	R A G
							Framework	
10xiv 13iii 14v	Establish current provision pattern for occupational therapy and physiotherapy across Wiltshire.	Sept 2009	JC (NHS)	ME Disability Group CYPTB	CG CYPTB Executive	150 hours	Ambition 3	
10xv 13iv 14vi 15i	Include improving access to mental health support within new service specification for CAMHS	April 2010	JC (NHS)	HC Emotional Wellbeing and Mental Health Group CYPTB	JS CYPTB Executive	7 hours	Ambition 3 Emotional Wellbeing/Mental Health Commissioning Strategy CYPP Overcoming emotional and behavioural problems SEN Strategy Joint Agency	
10xvi 13v 14vii	Increase investment in the Children's Learning Disability Nursing Service to enable families across the county to access support at Tier 2	July 2009	JC (NHS)	ME Disability Group CYPTB	CG CYPTB Executive	14 hours	Ambition 3 CYPP Including Disabled CYP	

Risks

	Description of risk for each objective	Impact 1 – 4*	Likelihood 1 – 4*	Total Score	Comment/mitigation
10	Independent special school placement costs per pupil increase significantly due to economic situation.	3	4	12	Recession pressures. Emphasis has to be on: own provision developments, case monitoring, and, individual placement challenge

	Description of risk for each objective	Impact 1 – 4*	Likelihood 1 – 4*	Total Score	Comment/mitigation
11	Insufficient/inaccurate data in DCE to inform transition work with Adult Services	2	3	6	Maintain close working links between Adult Services and DCE. Ensure data remains priority for Transitions Board.
12	Lack of engagement in Person Centred Planning by schools and other services	3	4	12	Due to competing priorities this is an almost certain difficulty in some cases. Good communication with schools and services is essential to ensure initial engagement and shared ownership of the priority. This is a key responsibility of the Transitions Board.
13 14 15	Therapeutic service specifications once implemented are found to have weaknesses e.g. service too thinly spread.	4	2	8	Clear monitoring and performance measures to be established from outset. Timely review of delivery of each service.
10 14	Shortage of funding to implement agreed vision for special schools and SLCs	4	3	12	Vision has to reflect probable means available. Need to access as wide a range of resources as possible e.g. creative work with schools, post 16 provision, BSF

* Key Impact 1 insignificant, 2 minor, 3 moderate and 4 significant. Likelihood 1 rare, 2 unlikely, 3 possible and 4 almost certain.

The impact of the partners' strategy on reducing the numbers of young people who are not in education, employment or training

16. Map, plan and extend the range of provision from Key Stage 4 to post-16, to meet the needs of all young people, including those with learning difficulties and/or disabilities.

How will we know that we have been successful?

	Owner	Success indicator/targets with dates (dates could vary)				R A G
		Baseline	2008/09	2009/10	2010/11	
16.	MW	NI 117 16 to 18 year olds who are not in education, training or employment 2007/08 5.8%	LAA target 4.1%	LAA target 4.1%	LAA target 4.1%	
	TH	Decrease premature leaving - NI 91 Increase 17 year olds participation 2007 78%	81%	83%	85%	
	MW	Number with suitable plans for transition increases - 16/17 year olds with offer of learning (Sept Guarantee) 2007 85%	90%	93%	95%	
	MW	Number staying in learning at 16 increases - 16 year olds destination in learning (Annual Connexions Activity survey) 2007 84% (Nov)	85%	86%	87%	
	MW	Number with LDD staying in learning at 16 increases - 16 year olds LDD destination in learning 2007 – n/a – new measure (Nov)	75%	77%	80%	
	TH	Increase in work based learning - Increase in apprenticeship <u>starts</u> 2007 – n/a – new measure (data in 2009)	675	775	875	
	MW	Increase total number in learning - Total 16-18 in learning 2007 76% (Dec)	78%	79%	80%	

	Owner	Success indicator/targets with dates (dates could vary)				R A G
		Baseline	2008/09	2009/10	2010/11	
	MW	Increase LDD participation - 16-19 LDD EET 2007/8 79% (Nov/Jan)	80%	82%	84%	

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16(i)	<i>Ensure sufficient and accessible provision to meet the needs of all young people in the 13-19 phase by:</i>							
16(i)	(a) Develop improved procedures to assess the needs of learners in consortium areas including learner population, destination and intentions data	April 09	MPe	NG IMEG	JAC PFSG	170 staff hrs	Ambition 4 13 (14) – 19 Strategy and Implementation Plan SBSP NEET reduction Strategy	
16(i)	(b) Develop curriculum (including Young Apprenticeships) planning arrangements within 13-19 area consortia	Sept 09	Area co-ordinators	MPe IMEG	NG 13-19 Board	150 staff hrs	As above	
16(i)	(c) Establish a full 13-19 Commissioning Plan	Dec 09	JAC for WCC JD for LSC	SD Commissioning PFSG	CG 13-19 Board	600 staff hrs	As above	

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16(i)	(d) Involve partners in the implementation of engagement programmes reflecting current learner needs	Sept 09	PQ	NG IMEG	MP 13-19 Board	90 staff hrs	As above	
16(i)	(e) Develop timelined plan for enhanced facilities and provision for post 16 learners with LDD	Jan 09	KK	NG and JAC IMEG & PFSG	PW LDD Transition Board and 13-19 Board	50 staff hrs	As above LDD Transition Strategy	
16(ii)	<i>Ensure continued development and implementation of 13-19 reform curriculum elements by:</i>							
16(ii)	(a) Implement Diploma proposals in each consortium area: Complete implementation Gateway 2 Implement Gateway 3 Develop Gateway 4 proposals	Sept 09 Sept 10 Nov 09	Area co-ordinators	MP IMEG	NG 13-19 Board	900 staff hrs	Ambition 4 13 (14) – 19 Strategy and Implementation Plan SBSP NEET reduction Strategy	
16(ii).	(b) Develop 4 Foundation Learning tier progression pathways, including supported employment or independent living for LDD	Sept 2010	TH for LSC TP for WC	NG IMEG	PW 13-19 Board	800 staff hrs	As above	
16(ii)	(c) Lead Apprenticeship application process in conjunction with National Apprenticeship Service and local business	April 09	MPa for LSC JWW for WC	TP IMEG	MW 13-19 Board	250 staff hrs	As above	
16(iii)	<i>Ensure suitable arrangements to enable young people</i>							

	Priority actions (number on left links to objective above)	Completion date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
	to access appropriate provision							
16(iii)	a) Improve on line prospectus content and usage as a comprehensive source of opportunity information	June 09	MD	MW IMEG	MP Evaluation report to Steering Group	750 staff hrs	13 (14) – 19 Strategy and Implementation Plan NEET Strategy	
16(iii)	b) Implement revised September Guarantee in accordance with Govt guidance	Sept 09	JWW	TE Reports to DCSF	MW NEET Strategy Group	300 staff hrs	As above	
16(iii)	c) Implement common application pilot scheme in W Wilts schools (as basis for plans to roll out in all areas)	Sept 09	MPe	SB IMEG	NG 13-19 Board	400 staff hrs	As above	

Risks

	Description of risk for each objective	Impact 1 – 4*	Likelihood 1 – 4*	Total Score	Comment/mitigation
16(i)	<p>Ensure sufficient and accessible provision to meet the needs of all young people in the 13-19 phase</p> <ul style="list-style-type: none"> Declining economic situation reduces employment & training opportunities for young people Lack of accuracy or availability of data for planning/ commissioning purposes Planning and commissioning provision including engagement programmes and involving partners is not coherent and effective 	4	4	16	Developing with partners other provision that is not dependent on employment(e.g. mid-year starts at FE) Need to ensure cohort is aware of situation and is prepared to consider non-employed options
		2	3	6	Intentions can only ever be indicative – all partners are aware. However, if planning cycles get longer and require earlier intentions data, then the data is even more formative. Can be balanced by reviewing past demand/destinations/intentions
		4	1	4	Although would be a significant impact if the process and involvement of partners was not forthcoming, it is unlikely as partners are engaged; processes are in place for LAs and LSCs to work together to hand over commissioning and NEET partnership working is on all agendas

	<ul style="list-style-type: none"> Delays in development of in-County LDD provision 	3	2	3	Policy development and partner engagement is progressing well and likely to remain on track
16(ii)	<p>Ensure continued development and implementation of 13-19 reform curriculum elements</p> <ul style="list-style-type: none"> Development of the diploma lines is not successful, coherent or effective, leading to poor availability or take-up Development of Foundation Learning Tier is not coherent and effective, leading to it not addressing the needs of some clients Development of apprenticeships and National Apprenticeship Service does not deliver expected outcomes in terms of number of apprenticeships and employer engagement 	3	1	3	Unlikely when considering how partners are currently working to develop this. Not likely to be the preferred option for all the cohort
		3	2	6	At present there are concerns about the FLT addressing the needs of the current E2E cohort, and those needing support to access apprenticeships. These should be addressed by roll-out in 2010
		3	3	9	Roll-out for April 2009, with local pilot from Jan 2009. Short time-scale is compounded by current economic downturn. See above ref informing cohort and encouraging non-employment options
16 (iii)	<p>Ensure suitable arrangements to enable young people to access appropriate provision</p> <ul style="list-style-type: none"> On-line prospectus content not accurate and comprehensive leading to low usage, narrowing of young people's choices through lack of information and their making inappropriate and unsustainable learning decisions Government Guidance on September Guarantee is late. Guidance is not adhered to locally Common Application Process pilot identifies both IT and resource/IAG issues and is delayed or requires changes to IAG delivery 	4	3	12	Prospectus group of LA, CX, school consortia, college and wbl representatives (including yp feedback and focus groups) meets bi-monthly to progress issues with S-Cool (the contractor) and content issues with learning providers. Existing methods – individual institution prospectuses, LSC apprenticeships booklet – still in use. Linkage between AWP and NAVMS still to be ascertained with LSC
		1	1	1	WCC has contributed to DCSF working group to review SG guidance. Draft guidance already issued. SG local working convened to review 08 SG and plan 09 SG
		2	4	8	Institutions can maintain existing applications procedures if CAP national roll-out is delayed due to development issues. Pilot has already identified issues around IT, PA capability to respond to IAG requests from the whole cohort (as set up by the system to be used) and school/parent involvement. However, the CAP offers potential to track intentions, applications and SG offers and provide a better 'picture' of progression activity than present, subject to PA resource

* Key Impact 1 insignificant, 2 minor, 3 moderate and 4 significant. Likelihood 1 rare, 2 unlikely, 3 possible and 4 almost certain.

The impact of partners' strategy in reducing the teenage pregnancy rate

17. Update the outdated baseline teenage pregnancy strategy document.
18. Address the under-developed governance arrangements for joint working between health and district councils

How will we know that we have been successful?

	Owner	Success indicator/targets with dates (dates could vary)				R A G
		Baseline	2008/09	2009/10	2010/11	
17.	IL	Reduction in Under 18 conception rate per 1,000 (baseline 1998 32.1) 2006 rate 30.7 2007 local PCT data 310, rate 33.8 est Jan to Nov 08 data 274	27% reduction (LAA Target) Rate 23.4 calendar year 2008	39% reduction (LAA Target) Rate 19.7 calendar year 2009	50% reduction (LAA Target) Rate 16.1 calendar year 2010	
17.	IL	Increase numbers of young mothers in education, training and employment 36% Nov 2008	45%	60% of young mothers in EET by 2010	60%	

	Priority actions (number on left links to objective above)	Completi on Date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
17.	Review and update Strategy document	May 2009	KC EL (NHS)	IL Teenage Pregnancy Board	RP Targeted support Management team	30 hours	Ambition 3 CYPP Improving Sexual Health	

	Priority actions (number on left links to objective above)	Completi on Date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
17	Implement the local Teenage Pregnancy action plan	April 2010	KC	IL Teenage Pregnancy Board	RP Targeted support Management team	770 hours	As above	
17	Develop teenage pregnancy hotspots work so that every area has: a No worries surgery and pharmacy; A minimum of 1 school in each hotspot area has a multi-agency sexual health drop-in; each of Wiltshire's 4 main college campuses has sexual health advice service and is working towards a full sexual health clinic.	April 2011	KC	IL Teenage Pregnancy Board	RP Targeted support Management Team	600 hours	As above + Teenage Pregnancy Action plan CYPP Improving Sexual Health	
17	Ensure strong learning pathways exist for Wiltshire young people by: Cultivating appropriate and supported learning outcomes for young people; Encourage referrals of young parents from key agencies to connexions for further targeted referral and support; support providers through sharing of best practice and joint working at the learning provision for young parents group	March 2010	KC	IL Teenage Pregnancy Board	RP Targeted Support Management Team	600 hours	As above + CYPP Improving Sexual Health NEE Strategy	
17.	Review and update action plan in light of National Support Agency visit March 2009	June 2009	KC	IL Teenage Pregnancy Board	RP Targeted Support Management Team	20 hours	Ambition 3 CYPP Improving Sexual Health	
18.	Teenage pregnancy co-ordinator post increased from 0.6fte to full time and evaluate outcomes	June 2009	IL	IL Targeted support Management team	RP Teenage Pregnancy Board	770 hours	As above	
18.	Review effectiveness of Teenage Pregnancy Board and arrangements for agencies to work together	June 2009	IL	RP Teenage Pregnancy Board	CG CYPTB Executive	300 hours	As above	

Risks

	Description of risk for each objective	Impact 1 – 4*	Likelihood 1 – 4*	Total Score	Comment/mitigation
17.	Teenage conception target rates not met	3	4	12	Strategy and action plan in place
17.	Failure to gain commitment of schools to host drop-ins	3	2	6	Member and Director intervention. Alternative venues close to schools would be sought

* Key Impact 1 insignificant, 2 minor, 3 moderate and 4 significant. Likelihood 1 rare, 2 unlikely, 3 possible and 4 almost certain.

The management of services for children and young people

19. Strengthen performance management arrangements by ensuring that all service/delivery plans have specific, measurable and timely objectives and are consistent with the priorities of the CYPP
20. Improve the current capacity of management to secure delivery of an ambitious agenda.

How will we know that we have been successful?

	Owner	Success indicator/targets with dates (dates could vary)				R A G
		Baseline	2008/09	2009/10	2010/11	
19.	CG/ME/ SND/RP	<ul style="list-style-type: none"> • There is a lack of consistency in the quality of service/delivery plans • Links to CYPP priorities are not always explicit • Objectives do not always have SMART indicators and are subsequently not always understood • The connection between service and financial planning is not secure in all plans • Performance management is not consistently robust – management information is not used consistently • The Trust Board is not able to effectively project manage in all cases 	<ul style="list-style-type: none"> • By April 2009 all service and deliver plans have SMART indicators to enable proactive monitoring and prompt action where progress is not being made • By April 2009 the Trust Board is clear what success will look like for all priorities, including the impact for children and young people and families • By April 2009 PM arrangements are clear and monitoring events are scheduled to check progress • By 2009 all appraisal targets can be tracked to indicators in the CYPP and DCE Plan 	<ul style="list-style-type: none"> • By April 2010 the vast majority of success indicators within the CYPP and the DCE plan have been achieved, and where they have not a robust recovery plan is in place. There is demonstrable impact on outcomes for children and young people • By December 2009 both internal and external evaluations show that the contribution of services to improving outcomes for children and young people is good in at least 3 of the 5 ECM outcome areas 	<ul style="list-style-type: none"> • By April 2011 all of the success indicators within the CYPP and the DCE plan have been achieved, with demonstrable impact on outcomes for children and young people • By December 2010 both internal and external evaluations show that the contribution of services to improving outcomes for children and young people is at least good in all of the 5 ECM outcome areas 	
20.	CG/ME/ SND/RP	<ul style="list-style-type: none"> • There is a poor track record in delivering improvement in some key service areas, eg SEN, LAC 	<ul style="list-style-type: none"> • Consultation to reorganise structure of DCE 	<ul style="list-style-type: none"> • New structure in place for DCE by September 2009 which addresses weaknesses within 	<ul style="list-style-type: none"> • By December 2010 external evaluation judges service management and the capacity to 	

	<p>placements, and the high spend in these areas is threatening the achievement of CYPP priorities</p> <ul style="list-style-type: none"> • The relationship between cost and performance is not consistently well understood • PM and project management is not strong enough • There are gaps in some areas, eg commissioning and in other areas, functions are not sufficiently well co-ordinated, eg performance management 	<p>the current structure</p> <ul style="list-style-type: none"> • By December 2009 external evaluation judges service management and the capacity to improve to be good • By April 2009 clear commissioning and project plans are in place to address the weaknesses related to SEN/LDD and LAC 	<p>improve to be outstanding</p>
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	Priority actions (number on left links to objective above)	Completion Date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
19.	Secure agreed understanding and expectations across the Council's extended leadership team and the Children's Trust Executive of the key components of effective planning	March 2009	HS	ME, SND, RP Leadership Teams	CG Trust Board	30 Hours £60 K consultancy support	Low cost effective services	
19	Provide support and challenge to ensure that the DCE plan meets agreed expectations, and that indicators are SMART	Apr 2009	Named members of ELT for each objective	As above	CG DLT	500 hours	As above	
19	Provide support and challenge to ensure that indicators within the CYPP, including Level 2 plans are SMART	Apr 2009	CYPP priority leads	PF Trust Executive	CG Trust Board and WCC Cabinet	50 hours	CYPP	
19	Schedule regular monitoring events for JAR action plan, DCE plan and CYPP and ensure that plans are in place to remediate	Schedule in place by Feb	LCC, PF, WCC leads within	Service Directors, Trust	CG	40 hours	Low cost effective services	

	Priority actions (number on left links to objective above)	Completion Date	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
	unsatisfactory progress	2009	plans	Executive, WCC Children's Services Scrutiny	Trust Board and WCC Cabinet			
20.	Implement the DCE re-structure	Sept 2009	CG	KR	Lead Members Cabinet	100 hours £100K revenue requested	Low cost effective services	
20.	Through supervision and appraisal provide support and challenge to ensure that management action is focused on achieving agreed priorities and ensure follow-up action where it is not – evaluate success of processes	Jan 2010	SND, ME, PR Service Directors	CG DLT	KR CLT	20 hours	Low cost effective services	

Risks

	Description of risk for each objective	Impact 1 – 4*	Likelihood 1 – 4*	Total Score	Comment/mitigation
19.	Training/QA does not impact on the quality of planning, PM remains underdeveloped and outcomes do not improve	4	2	8	Ensure high quality training and ownership through ELT Ensure QA leads to further support and challenge as needed, including HR processes.
	Partners do not support the priority given to improving planning and PM	4	2	8	Ensure sign up through the Trust Executive and the wider partnership co-ordinating group
20.	Additional resources to implement the re-structure are not available	4	3	12	Ensure plans are in place to restructure on a phased basis as necessary. Identify the most urgent changes needed and implement these to secure delivery of priorities first

* Key Impact 1 insignificant, 2 minor, 3 moderate and 4 significant. Likelihood 1 rare, 2 unlikely, 3 possible and 4 almost certain.

Youth Development Services

21. Improve standards of achievement and quality of practice.
22. Enable full-time workers to more effectively mentor and support front-line workers.
23. Apply needs analysis more effectively in planning provision and in allocating resources.
24. Put in place strategies to manage competing priorities in respect of short and long-term planning.

How will we know that we have been successful?

	Owner	Success indicator/targets with dates				R A G
		Baseline	2008/09	2009/10	2010/11	
21	DW	<p>Standards of achievement and quality of practice are rated as adequate both within OFSTED Framework.</p> <p>81% of quality assurance inspections the quality of practice is satisfactory or better.</p> <p>86% of quality assurance inspections the standards of achievement are satisfactory or better</p> <p>72% of participants in youth work gain recorded outcomes. (YS12BV221a)</p> <p>17% of participants in youth work gain an accredited outcome.(YS12BV221b)</p>	<p>95% of quality assurance Inspections the quality of practice is satisfactory or better.</p> <p>90% of Inspections the standards of achievement are satisfactory or better.</p> <p>80% of participants in youth work gain recorded outcomes.</p> <p>35% of participants in youth work gain an accredited outcome</p>	<p>95% of Inspections the standards of achievement are satisfactory or better.</p> <p>95% of Inspections the standards of achievement are satisfactory or better</p> <p>80% of participants in youth work gain recorded outcomes.</p> <p>35% of participants in youth work gain an accredited outcome.</p>	<p>95% of Inspections the standards of achievement are satisfactory or better.</p> <p>95% of Inspections the standards of achievement are satisfactory or better</p> <p>80% of participants in youth work gain recorded outcomes.</p> <p>35% of participants in youth work gain an accredited outcome.</p>	
22	DW	<p>16 % of assistant youth workers are qualified at NVQ Level 3(31st March '08)</p> <p>Lack of capacity of experienced full time workers to provide day to day support and mentoring to less experienced workers</p>	<p>25% of assistant youth workers to be qualified at Level 3 or equivalent.</p> <p>Youth Development Co-ordinators time to be prioritised to result in 40% of hours to be worked alongside assistant youth workers in youth work delivery.</p>	<p>35% of assistant youth workers to be qualified at Level 3 or equivalent.</p> <p>Youth Development Co-ordinators time to be prioritised to result in 50% of hours (Team leaders 30%) to be worked alongside assistant youth workers in youth work delivery.</p>	<p>35% of assistant youth workers qualified at Level 3 or equivalent.</p> <p>Youth Development Co-ordinators time to be prioritised to result in 50% of hours (Team leaders 30%) to be worked alongside assistant youth workers in youth work delivery.</p>	

	Owner	Success indicator/targets with dates				R A G
		Baseline	2008/09	2009/10	2010/11	
23	DW	Pace of change is being impeded by weaknesses in the assessment of need and largely historical allocation of resources.	Consultation with staff and partners on the development and implementation of a Staffing Funding Formula. All Locality Plans (8) based on Community Needs Assessment.	Implementation of Staffing Funding Formula. All Locality Planning is based on a survey of young people and Service users and contribute to Community Area Board Plans.	Impact review of the implementation of the Staffing Funding Formula. All Locality Planning is based on a survey of young people and Service users and contributes to Community Area Board Plans.	
24.	DW	There are no measures to manage increasing and competing demands which are putting pressure on service's ability to carry out local authority's expectations in respect of its universal provision. 32% of young people in the TellUs survey report engagement in organised activities run by adults.	36% of young people in the TellUs survey report engagement in organised activities run by adults.	40% of young people in the TellUs survey report engagement in organised activities run by adults.	45% of young people in the TellUs survey report engagement in organised activities run by adults.	

	Priority actions with dates (number on left links to objective above)	Date of action	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
21	Fully implement QES in order to increase to 80% the participants in youth work who gain recorded outcomes. Implement accredited status for the 'Wiltshire Award' in order to increase to 35% the participants in youth work who gain an	April 2010 April 2010	KS MH-S	PB Ops group KS Ops group	DW Youth Development Management Team PB YDMT	376 Hours	CYPP – Things to do – places to go – people to talk to. Youth Work Plan	

	Priority actions with dates (number on left links to objective above)	Date of action	Who is responsible for leading within which agency?	Who is responsible for monitoring + how? (Officer and group)	Who is responsible for evaluating + how? (Officer and group)	Resources	Link to Council ambitions Links to other strategic plans (name plan and ref section /page)	R A G
	accredited outcome. Review QA Inspection Framework and Sessional Recordings to ensure that young people's learning through youth work interventions is evidenced.	April 2009	PB	DW YDMT	DW YDMT		Youth Work Plan	
22	Train additional 7 A1 Assessors to support development of unqualified workers to achieve NVQ Level 3. Review and prioritise workload of YDC	Sept 2010 Sept 2009	KS KS	PB Ops group PB Ops group	DW YDMT DW YDMT	1664 Hours + 8K training	Youth Work Plan	
23	Ensure all Community Plans are updated annually to inform Locality Planning. Carry out Survey of young people's Satisfaction with the Service to inform Locality Planning. Implement the " Staffing Funding Formula" to ensure staffing resources are allocated according to need rather than current historical base	April 2009 April 2010 April 2010	Locality Team Leaders DH DW	KS Ops group PB Ops group KS Ops group	DW YDMT DW YDMT DW YDMT	208 Hours + Survey -2K	CYPP – Things to do – places to go – people to talk to. Youth Work Plan Youth Work Plan	
24.	Service and Locality planning will focus on a limited number of SMART priorities to ensure Service targets are met.	May 2009	PB	KS Ops Group	DW YDMT	104 Hours	Youth Work Plan	

Risks

	Description of risk for each objective	Impact 1 – 4*	Likelihood 1 – 4*	Total Score	Comment/mitigation
21	Focus on Recorded and Accredited outcomes reduces the overall numbers of young people reached by Service	2	3	6	This is a known risk and current working practice is aware and we monitor it through quarterly returns to ensure balance.
22	Additional support to assistant youth workers will reduce the amount of time full time staff have available to get involved in partnership work	3	4	12	Stated Council policy of delivering a universal service within existing resources. Recognition that this is our core business.
23	Resistance to change from the historical allocation of resources to a needs based approach as some communities will “lose” service to other areas.	3	4	12	Will be able to show that resources have been allocated fairly and to an agreed formula
24	Discontent within communities that the Service is not able to respond to demands to support other initiatives; this may affect support for service.	3	4	12	Strategic Priorities will be agreed at Senior Level so there should be buy-in from politicians and managers of other strands.

* Key Impact 1 insignificant, 2 minor, 3 moderate and 4 significant. Likelihood 1 rare, 2 unlikely, 3 possible and 4 almost certain.

Glossary of Acronyms

WHO

AV	Andrea Viner
CG	Carolyn Godfrey
DS	Debbie Starr
DW	David Whewell
EL (NHS)	Elizabeth Lee
HC	Heather Clewett
HS	Hilary Sumpter
HV	Helen Vennard
IL	Ian Langley
J Do	Jane Dobson
JAC	Julie Cathcart
JC (NHS)	Julia Cramp
JD (LSC)	Jan Downie
JF	Jeremy Fletcher
JH	Jayne Hartnell
JHi	Jane Hill
JLM	Julie Le Masurier
JS	John Stoddart
JWW	Jonathan Whitehead-Whiting
KK	Karina Kulawik
KL	Kathy Longshaw
KR	Keith Robinson
KS	Kevin Sweeney
LCC	Lynda Cox
LL	Lindsay Long
MB	Mark Brotherton
MD	Maggie Dalton
ME	Maurice Emberson
MHS	Mark Hobbs-Shoulder
MPa (LSC)	Melvyn Packer
MPe	Mike Perry
MW	Merfyn Williams
NG	Nick Glass
PB	Pam Brookes
PC	Phil Cooch
PF	Peter Fanshawe
PQ	Paul Quantick
PW	Phil Ward
RB	Rebecca Barson
RP	Richard Parker
SB	Sue Broughton
SC	Shannon Clarke
SND	Stephanie Denovan
ST	Susan Tomes
SW	Sarah Webb
TE	Toby Eliot
TH (LSC)	Tom Hilton
TP	Tina Pagett

WHAT

APA	Annual Performance Assessment
ASC	Adoption Support Co-ordinator
AWP	Area Wide Prospectus
BSF	Building Schools for the Future
C&F	Children and Family
C&YP (CYP)	Children and Young People
CAF	Common Assessment Framework
CAMHS	Children and Adult Mental Health Service
CAP	Common Application Process
CASPA	Comparison and Analysis of Special Pupil Attainment
CPG	Corporate Parenting Group
CRB	Criminal Records Bureau
CX	Connexions
CYPP	Children and Young People's Plan
CYPTB	Children and Young People's Trust Board
DCE	Department of Children and Education
DCSF	Department for Children, Schools and Families
DLT	Department Leadership Team
E2E	Entry to Employment
ECM	Every Child Matters
EET	Education, Employment and Training
ELT	Extended Leadership Team
FE	Further Education
FLT	Foundation Learning Tier
HR	Human Resources
IAG	Information, Advice and Guidance
ICT	Information Communication Technology
IMEG	Implementation, Monitoring and Evaluation Group
IRO	Independent Reviewing Officer
JAR	Joint Area Review
LA	Local Authority
LAA	Local Area Agreement
LAC	Looked After Children
LDD	Learning Difficulties and/or Disabilities
LSC	Learning and Skills Council
NAVMS	National Apprenticeship Vacancy Matching Service
NEET	Not In Education, Employment or Training
PA	Personal Adviser
PCT	Primary Care Trust
PFSG	Planning and Finance Sub Group
PM	Performance Management
QA	Quality Assurance
SBSP	Schools Branch Strategic Plan
SEN	Special Educational Needs
SG	September Guarantee
SGO	Special Guardianship Orders
SIP	School Improvement Partner
SLC	Special Learning Centre
SLCN	Speech, Language and Communication Needs
SMART	Specific, Measurable, Achievable, Realistic, Timely
SMT	Senior Management Team
SW	South West
TP	Teenage Pregnancy
WCC	Wiltshire County Council
WBL	Work Based Learning
YDC	Youth Development Centre
YDMT	Youth Development Management Team