

People & Communities Children's Service Service Action Plan

2012/13

This plan is an active document that will be reported against every six months via the Service Delivery Programme performance report. All staff that are part of the Service should have an opportunity to contribute to its creation and any new staff joining the Service should be made aware of this document as part of their induction.

Introduction

Strategic Director	Ashley Ayre
Divisional Directors	Maurice Lindsay, Tony Parker, Liz Price, Jeremy Smalley (Jo, Jane, Pamela)
Lead Portfolio Holder	Cllr Nathan Hartley
Staffing Establishment (2012/13)	418

Scope of Service (size, proportions and activities)

This Service Plan for the children's services delivered by People & Communities Department covers four divisions:

- Safeguarding, Social Care & Family Services
- Learning & Inclusion Services,
- Health Commissioning and Strategic Planning Services
- Employment & Skills Service
-

The key functions of these services are:

Safeguarding, Social Care and Family Service:

- Lead agency and provider of services to safeguard children and young people
- To lead the work of the Local Safeguarding Children Board
- Provision of statutory services for all Children and Young People in care and to Care Leavers
- Provision of Fostering Service and Adoption Service
- Provide or commission a range of services for children and young people in need, including disabled children and, as required, respite care, and range of parenting support services
- Provision of inter-agency child protection training
- Fulfil the LA statutory responsibilities in respect of Early Years education and childcare and the LA responsibilities for play
- Deliver the full range of integrated Children's Centre services for families and children under 5 years

Learning and Inclusion Services:

- To monitor, challenge, support and intervene in schools and early years settings in order to improve children's achievement and attainment (improve outcomes across Every Child Matters (ECM) with emphasis on enjoy and achieve) within the changing role of the Local Authority.

- To fulfil LA statutory responsibilities in respect of children with special educational needs, sick children and those excluded or missing from education.
- To provide or commission Specialist Behaviour Support Services
- To work with partners to identify vulnerable children and young people to ensure their educational needs are addressed and to narrow the gap between their attainment and that of all children
- To provide and /or commission Youth Services
- To provide a service for young people at high risk of offending and their parents/carers and families
- To provide statutory services for young people who have offended, their parents/carers and victims

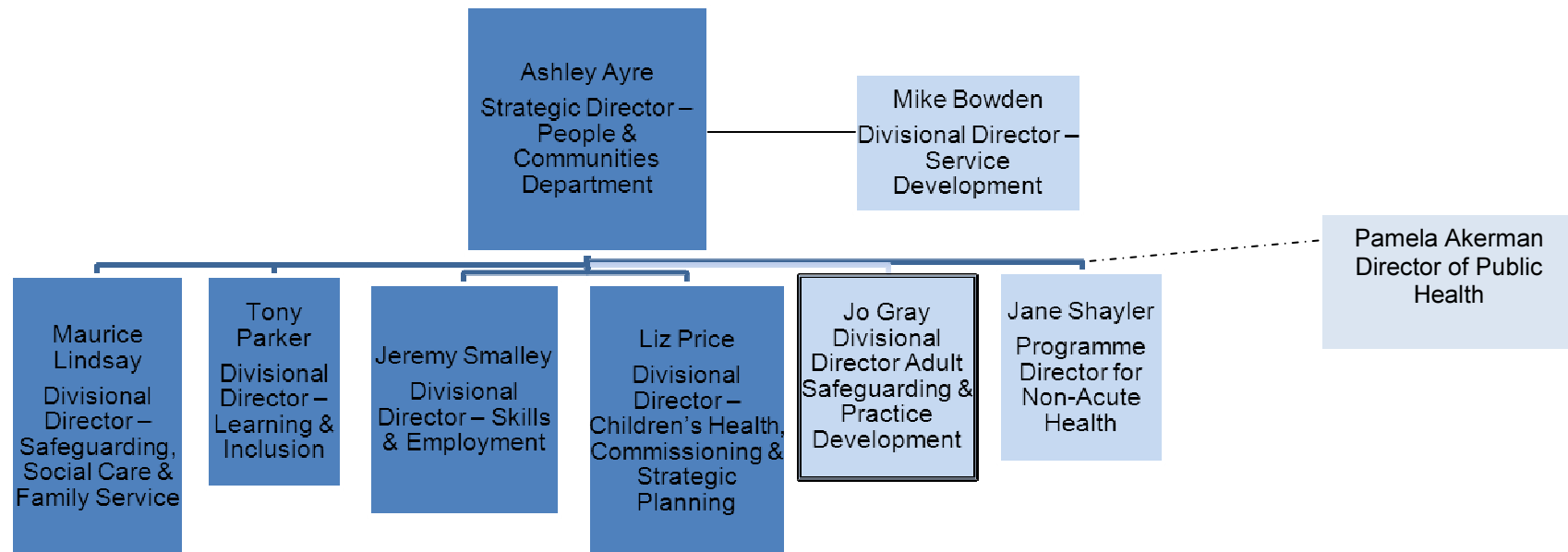
Health, Commissioning and Strategic Planning Services:

- To support the Children's Trust Board to develop and implement the Children and Young People's Plan
- To lead on Commissioning for Children's Service
- Commission the full range of services to meet children and young people's health needs including community, specialist and acute services
- Commission a range of community children's health services (including Health visiting) School Nursing, Speech and Language Therapy, Community Paediatrics and specialist children's nurses
- Commission services to improve children and young people's emotional health and well being
- Commission services for children with complex needs
- Partnership working to improve children's health (including GPs and other independent practitioners, Public Health etc)
- Ensure that health providers and commissioning structures effectively address safeguarding practice and policies
- To ensure there are sufficient early years and school places (including Post 16) in the right areas
- To secure fair school admission policies
- To arrange suitable Home to School transport for children and young people who are entitled
- Allocating spending to schools locally, taking account of the overall funding made available by Central Government and working through the Schools Forum
- To provide an Independent Quality Assurance Service
- To provide a complaints procedure and data protection service
- To lead on workforce planning and training to support Integrated Working
- To develop the Service's approach to working with Academies
- To manage schools capital projects
- To support schools in embedding the use of IT both for teaching and learning and management

Employment and skills

- To understand local labour markets and deliver activities to increase skills and employability to increase overall employment
- To tackle worklessness; that is, not just unemployment but the barriers individuals face in accessing work
- To assist in achieving the Council's Smart Growth objectives by understanding the future skills needs of business and working with schools, colleges and universities to ensure that people are trained in the right skills
- To work with colleagues in social care to ensure that young people in care get support to get jobs
- Develop an approach as an employer towards Apprenticeships, Internships and Placements
- Be an active partner in the Learning and Skills Partnership undertaking programmes and projects including promoting apprenticeships, preventing NEETS and supporting the Local Enterprise Partnership on issues relating to skills

Management Structure of Service



Divisional Director Functions			
Name of Manager	Name of Manager	Name of Manager	Name of Manager
Maurice Lindsay	Tony Parker	Liz Price	Jeremy Smalley
Safeguarding, Social Care & Family Services	Learning & Inclusion	Health Commissioning & Strategic Planning	Employment & Skills

Customer Profile
<p>Outline who your main customers are, e.g., service users, residents, other council services, officers, members, partners</p> <p>Our customers are children, young people and their families and carers particularly those who are vulnerable or in need such as through abuse or neglect, disabled, with behaviour or school attendance problems, poor school attainment or offending behaviour. Our customers are also the other professionals /agencies working with young people and their families such as preschools, schools and colleges, GPs, children’s health services, police, probation, voluntary agencies, other Council services and Members.</p> <p>For the Employment & Skills Service customers are residents on Out of Work Benefits including the unemployed claiming Job Seekers Allowance and partner organisations whose work impacts upon;</p> <p>a) Those on out of work benefit, b) Those in training, educating and advising young people and the existing workforce, c) Employers (including the Council itself) and employer representative organisations</p>
<p>Are there any specific customer needs that require your service to change?</p> <ul style="list-style-type: none"> • The relationship between schools and the Council is rapidly changing with more funding devolved to schools and an increasing number of schools becoming Academies. Our services maybe bought back by some schools or we may be asked to assist schools in procuring other services. • Our relationship with GPs is changing as their Clinical Commissioning Committee is formed and they take over the commissioning of community health services.

- Those on Out of Work benefits furthest from the Labour Market who despite having aspirations and capabilities face multiple and complex barriers that prevent them getting into work.
- Employers who need the right skills sets to meet the future needs of their businesses.
- Young people who are currently unemployed and seeking work
- Work Programme Providers who are working with the longer unemployed who need some of our services to change to assist them in the challenge of overcoming worklessness barriers.
- Tax payers: the need to achieve more for less and shift emphasis to reducing the demand for Council services by working alongside people and communities to help them become more self sufficient
- Central Government to ensure that the implementation of initiatives such as the Work Programme, Universal Credits, Community Budgets, Youth Contract, Business Mentoring, Education Act, Localism Act, changes to HE and FE funding etc.
- In order to be able to meet customer needs it is necessary to secure resource much of which has to be 'bid' for in a competitive process and the service needs to adapt to ensure it is well position with partners in order to be able to do this.

Service Delivery

Planned improvements to service delivery in 2012/13

Learning & Inclusion

- To develop and integrated approach to the provision and commissioning of preventative services for those young people aged 11-19 who are most at risk.
- Further improve the services for young people in danger of becoming NEET (Not in Education, Employment or Training).
- Provision for disaffected young people in schools and through our Specialist Behaviour Support School.
- To close the attainment gap between free school meals and non-free school meals pupils.

Skills and Employment

- A programme of placements, volunteering, work experience will be developed and implemented targeted at those who need to develop 'work based' experience, improve their employability and overcome personal barriers that currently prevent them seeking work.
- Together with colleagues in Human Resources, develop and implement policies about the use of Apprenticeships, Placements and Internships within the Council in its role as a major local employer.
- Through the multi-agency Learning and Skills Partnership;

- 1) Promote apprenticeships to parents, young people and business
 - 2) Ensure that training and learning providers are aware of the local economy's future skills needs and adjust their provision accordingly
 - 3) That the response to circumstances; for example raised levels of NEET young people, are identified early and addressed holistically
 - 4) That bids for funding opportunities like the Regional Growth Fund, Growth and Innovation Fund etc. are coordinated and agreed
 - 5) That the Local Enterprise Partnership for the West of England are aware of the needs and opportunities of the B&NES Labour Market
- Develop a more detailed knowledge of the local labour market, understanding of future skills requirements and develop plans for how to deliver a fit for purpose labour market from within our own communities

Health Commissioning & Strategic Planning

- Working with voluntary sector partners on managing commissioning in the economic climate and improving contract monitoring
- Re-commission young people's substance misuse services.
- Further develop the training team to coordinate training across children's services

Safeguarding Social Care & Family Service

- Embedding the redesigned social care team structure and new model of working
- Planning for the impact of revised statutory guidance ('working together') in relation to child protection and safeguarding following the Munro review.

All

- The People and Communities Department (incorporating Adult Social Care Commissioning and Housing, Community Health Services Commissioning and Public Health and well as Children's Service) needs to develop a future organisational structure and systems to maximise the opportunities of bringing these services together. In particular it can promote positive lives and improved outcomes for people by working in a more community and family-oriented way; improving transitions between child and adult services and improves pathways to employment and wellbeing.

Areas of the Service that are to be stopped or reduced in 2012/13 (due to budget pressures / change in focus etc)

- The extent of change to schools support services is currently unclear but we will continue to work with all schools including Academies to plan transition for delegation of services as appropriate.

External influences / pressures that could impact on service delivery during 2012/13 (excluding budget pressures)

Skills & Employment

A worsening macro economy that results in more people being out of work.

The Work Capability Assessments (DWP) presenting a shift of people from Out of Work benefits (e.g. Incapacity Benefit) onto the Unemployment Register (Job Seekers Allowance claimants).

With the introduction of the Youth Contract from April 2012 (effectively subsidising employers to employ young people) older workers could be pushed out of work.

The Work Programme business case incentives are not sufficient to ensure that those with most complex problems are adequately supported into employment by the Work Programme Providers.

Continuing changes welfare systems and benefits which may result in unintended consequences for children, young people and families.

Government changes to social work reform and the 'Working Together' guidance re: Children in Need and Safeguarding.

SEN legislation to implement a single assessment and plan, introduce personalisation and improve transition into adulthood.

Changes to consolidate the legislative framework for adult social care which may have implications for the organisation and delivery of children's social care and SEN services.

Health and Social Care Bill, the development of CCGs and the demise of Primary Care Trusts in April 2013.

Service Costs

Explanation of Service costs (including areas of high spend and growth / investment)

Children's service has observed increasing costs on social care in recent years due to an increasing population of looked after children (rising from 125 to 160) in the past 3 years. Our service financial plan has provided additional budget to these areas in recent years and further budgetary growth has been allocated for 2012-13. Most other service areas have had stable or reducing budgets with

significant reductions in some areas affected by grant income changes.

Several budget areas are demand driven in particular Home to School transport and Pension and redundancy costs in schools and whilst significant efforts have been made to control and diminish pressures on these headings they still make up a significant proportion of the department's budget, making achievement of the department's savings target more difficult.

Value for Money improvements - planned efficiencies / savings to be made during 2012/13

The department is constantly reviewing its value for money on all its service areas, and from the latest audit commission statistics benchmarking the service against like authorities the vast majority of service areas are viewed as low cost/ high performance. The service regularly reviews its budgetary costs in service areas as grant changes and other service area impacts create a need for service review. In recent years the department has reviewed spend on several large service areas including the Youth service, School Improvement. In the last few months a review and retendering process of the HTST budget has generated a £200k saving that has been incorporated into our service plan. We will be undertaking a further review of school transport in 2012/13.

Other reviews of services providing support to schools have identified savings incorporated into our service plan as the impact of the academy programme has amended the service provision the department intends to provide to schools in general. We will be looking with other departments across the Council about the use of the Governments community budget initiative to increase efficiencies, flexibilities and improve services.

Summary from Medium Term Service & Resource Plan [\(add hyperlink to relevant web page for more detailed information\)](#)

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	21,180	24,117	21,149	20,971
Removal of one-offs		(2,840)		
Service Proposed Base Reductions to Balance Budgets		(588)	?	?
Service Proposed Growth		460	?	?
Proposed Base Budget	21,180	21,149	21,149	20,971
Target Budget		21,149	20,971	20,389

Deficit / (Surplus)			178	582
Additional Stretch Reductions				
In Year Adjustments	2,937			
Proposed Overall Budget	24,117	21,149	20,971	20,389

Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive or exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Workstreams.

Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if your service has developed a specific workforce plan, attach as an appendix to this Service Plan.

<p>Organisational Development: Implementation of 'future organisational model':</p> <ul style="list-style-type: none"> • <i>How are you developing new workforce structures/ways of working to support the 'future council' organisational model?</i> • <i>What alternative service delivery arrangements are planned/anticipated?</i> <p><i>Are you considering job redesign? If so how/what</i></p>	<p>People and Communities as a Directorate are undertaking a whole service review, taking account of the Council model of Core/Commissioner/Provider roles and in response to legislative and policy changes, e.g. the Academies Act. As part of this we are:</p> <ul style="list-style-type: none"> • Reviewing preventative services for 11-19 year olds • Social care services have undertaken a lean review process and are currently being redesigned. • Reviewing how support services to schools could be delivered <p>We anticipate this will lead to a formal consultation process on the structure and design of jobs in May-July 2012. Changes to the nature of the business will be reflected in some changed job roles</p>

Leadership and Management Development:

- *What plans do you have for developing leaders in the new context?*
- *Do you have a programme to assess and develop manager competency and meet gaps?*

Have you identified new manager skills that will be necessary in the 'future council'

As part of the overall Directorate redesign, one component is to establish a skills matrix of future requirements against current position, from which will emerge a training and development plan This will include:

- A group of 3 managers have been taking part in a succession planning programme for children services in the SW region. The next tranche of managers is due to start next year.
- A programme of training for children's social care managers will be arranged in response to the implementation of Munro.
- The change programme on core commissioning is planning to provide training on all aspects of commissioning.

Skills & Competencies

- *Have you identified new skills/competencies that will be necessary for success in the new working environment/context?*
- *Do you think you have a significant skills gap, if so what and how might it be addressed?*
- *Have you identified that these skills might be missing/in short supply in the workforce as a whole?*

As well as flexibility and competency in their professional practice we have identified staff will need additional training in leadership and commissioning. These are addressed in the training described above. Indications of the kind of skills People and Communities will need to strengthen in future are;

- Procurement, commercial management and market place facilitation (to support the Commissioning Leads)
- Data/Intelligence/Best Practice/Survey results assimilation (to support role of strategic planning and commissioning)
- Communication: development of strategy, partnership development, community development, engagement, consultation and information giving. In particular developing an awareness of knowledge sharing (knowledge platform)
- Bid writing and presentation to reflect the current position of the requirement to bid for funding
- Negotiation skills with partners and other agencies to take forward the increased need for alignment and pooling of resources
- As part of the overall Directorate redesign, one component is to establish a skills matrix of future requirements against

	<p>current position, from which will emerge a training and development plan.</p> <ul style="list-style-type: none"> - Political awareness and ability to negotiate through complex political processes
<p>Recruitment & Retention</p> <ul style="list-style-type: none"> • Do you anticipate any recruitment difficulties in the current financial climate? • Are you undertaking any activity with partner organisations etc to address current/future skills shortages <p><i>Is removal of the default retirement age likely to impact on you workforce?</i></p>	<ul style="list-style-type: none"> • No recruitment difficulties anticipated. • We expect to have to develop skills /competencies within existing workforce to deliver services differently in future.
<p>Identified needs that cannot be addressed at service level/may be more difficult to address at this level</p>	

<p>Equalities</p> <p>We are committed to the Council's core value of ensuring there is equality of opportunity through employment and service delivery. We are committed to promoting equality and eliminating discrimination on the grounds of age, disability, faith/religion or belief, gender including transgender, marital / civil partnership status, race, colour, ethnic or national origin and sexual orientation. Equality Impact Assessments (EIA) are carried out on all service changes and actions to mitigate impacts.</p> <p>Please follow the link to the appropriate EIA . equality impact assessment: financial plan</p>
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Key Service Priorities 2012/13		
<p>It is important to show how each service priority links to the new Corporate Plan, in particular the four strategic objectives and high level outcomes set out in the table below. At the end of each priority, services must indicate whether it will contribute to an objective and add the reference letter for each outcome it will help to deliver.</p>		
Objectives	Outcomes	Ref
1. Promoting independence and positive lives for everyone	Children and young people enjoy their childhood and are prepared for adult life.	A
	Schools develop and extend their role in the local community	B
	Youth Service works with the community to provide opportunities to support and develop young	C

	people	
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
2. Creating neighbourhoods where people are proud to live	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
3. Building a stronger economy	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
4. Developing resilient communities	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

Priority : 1

Details of Service Priority	Multi-agency delivery of the Children & Young People's Plan 2011-14 in times of major change. Recognition of the importance of maintaining partnership working across agencies to achieve improved outcomes for children and young people.
Impact on local community	Positive impact on vulnerable children and young people and their families if all priorities in plan improve outcomes.

Groups of service users affected	All vulnerable children and young people.	
Key Activities (add more lines as appropriate)	Timescales	Performance Measures
The Children & Young People's Plan is the key multiagency document containing the priority improvements for 2011-14. This work is on-going but the following have been identified as needing some extra work in 2012-13		
1. Reducing childhood obesity through implementation of Healthy Weight Strategy & Action Plan. This is a longer term activity which needs agencies to be working well together on many levels to tackle the issues. Whatever we can do locally the outcomes will depend on cultural changes to lifestyle choices such as around eating and exercise.	March 2013	Prevalence of healthy weight among primary school age children in Reception Year Prevalence of healthy weight among primary school age children in Year 6
2. Reducing health, education and social inequalities in children from BME communities. We have identified that BME children make proportionately less progress at school.	March 2013	Key Stage 2 attainment for Black and minority ethnic groups: percentage gap between an ethnic group and all pupils. (NI 107) Key Stage 4 attainment for Black and minority ethnic groups: percentage gap between an ethnic group and all pupils. (NI 108) Groupings used: White; Mixed; Asian; Black; Chinese. Results are reported if there are enough results for the group, usually 30 pupils.
3. Reducing health, education and social inequalities in children eligible for Free School Meals.. We have identified through benchmarking that our gap is bigger than other similar local authorities.	October 2012	Early Years Foundation Stage Profile attainment for children eligible for Free School Meals

	<p>(FSM) by reducing the numbers in the bottom %20 and increasing the number of children eligible for FSM who achieve a “ good level of development” across the scores of the EYFS profile</p> <p>Key Stage 2 Attainment at Level 4+ in English and Mathematics combined, the percentage gap between FSM and Non FSM pupils (NI 102a)</p> <p>Key Stage 4 The percentage gap between FSM and Non FSM students achieving 5 A*-C including English and Mathematics (NI 102b)</p>
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Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	A,B,C,
2. Creating neighbourhoods where people are proud to live	N	
3. Building a stronger economy	N	
4. Developing resilient communities	Y	A

Priority 2:

<p>Details of Service Priority</p>	<p>People and Communities Department Restructure to integrate adult social care and community health service commissioning, housing, public health, children’s</p>
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	services, employability and skills.
Impact on local community	Improved focus on community development and engagement, personalisation, ability to respond to community right to challenge, priority position lives for all.
Groups of service users affected	All children and adults in need of housing, social care and community health services, families and communities.

Key Activities	Timescales	Performance Measures
Staff engagement and informal consultation to influence department design.	Up to April 2012	Design agreed and consultation complete.
Engage with schools, GP's and other key stakeholders to influence department design.	Up to April 2012	Design agreed and consultation complete.
Formal Staff and Union consultation on changes.	May-July 2012	Consultation complete.
Implementation of new structure	Sept 2012 onwards	Staff appointed to posts.
Complete redesign in preparation for Public Health transfer of responsibilities and CCG authorisation.	April 2013	New department fully functional.

Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	A – E
2. Creating neighbourhoods where people are proud to live	Y	A, B, E
3. Building a stronger economy	Y	A
4. Developing resilient communities	Y	A, B, C

Priority 3:

Details of Service Priority	To develop and integrated approach to the provision and commissioning of preventative services for those young people aged 11-19 who are most at risk.
Impact on local community	Clearer and shared understanding of the factors that contribute to vulnerability, more integrated service provision and better outcomes for vulnerable young people.
Groups of service users affected	All vulnerable young people, especially those vulnerable: <ul style="list-style-type: none"> • Disengagement and disaffection at school/college • Family breakdown • Abusing drugs and alcohol • Offending • Becoming pregnant • Suffering from mental health problems • Becoming homeless

Key Activities	Timescales	Performance Measures
Map the current range of Pathways to access services for young people aged 11-19.	April 2011	For cohorts of young people: Few teenagers: <ul style="list-style-type: none"> • Offending • With Child Protection Plans • Needing to enter the Care system • Being excluded from school/college • Misusing substances • Being treated at Accident and Emergency • Becoming parents • Living in unsatisfactory accommodation
Progress four detailed work streams: <ul style="list-style-type: none"> • Workforce • Commissioning • Pathway • Decision Making 	Jan 2012	
Publish and widely publicise protocols and good practice as outcome of this project.	April 2012	
Agree and set out how services will be commissioned and delivered in the future.	April 2012	
Commission new service model	April 2012- April 2013	

Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	<ul style="list-style-type: none"> • Less young people NEET • Less teenage pregnancies • Lower offending rates
2. Creating neighbourhoods where people are proud to live	N	
3. Building a stronger economy	N	
4. Developing resilient communities	N	

Priority 4:

Details of Service Priority	Improve provision for disaffected young people in schools and through our Specialist Behaviour Support Service.		
Impact on local community	More engagement by young people, better progression rates to employment and further Education and Training and less anti-social behaviour.		
Groups of service users affected	Young people and their families.		
Key Activities	Timescales	Performance Measures	
Review, evaluate and remodel Behaviour and Attendance Partnerships	Jan – March 2012	<ul style="list-style-type: none"> • Effective Behaviour and Attendance Partnerships engage the key 	
Review the Pupil Retention Grant and propose a remodelled 'Levy' system for all schools.	Jan – March 2012		

Review examples of school based inclusion support activities for those with more challenging behaviours and consider 'in school' units in a number of schools	Starting pilot in Broadlands Jan 2012 Bath from May 2012	professionals so that speedy discussions are made and no young person is out of school for more than 10 days. <ul style="list-style-type: none"> • Every disaffected young person receives full-time education tailored to their needs. • Every young person at The Link/SBS has a placement/employment with training for the September following their 16th birthday.
Review and evaluate the existing off-site provision (SOLO; Way to Go)	March – May 2012	
Review and evaluate The Link provision (NB including excellent practice with partners such as Barnados)	March – May 2012	
Clarify (in documented form for all partners) the full range of all provision (school: The Link/SBS; specialist placements) and propose additional provision to further improve outcomes	Jan – March 2012	
Review and evaluate day 6 provision	Jan – March 2012	
Develop a pathway approach with clear entry criteria for accessing alternative provision	April – July 2012	

Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	Reduce teenage pregnancy; offending; exclusions from school.
2. Creating neighbourhoods where people are proud to live	N	
3. Building a stronger economy	N	
4. Developing resilient communities	N	

Priority 5:

Details of Service Priority	Further improve service for Young People in danger of becoming NEET.		
Impact on local community	Reduction in number of young people NEET and therefore more positive outcomes for young people.		
Groups of service users affected	Young People aged 16-19.		
Key Activities	Timescales	Performance Measures	
Joint Councillor and Officer Strategy Group.	Launch Dec 2011 – on going.	Reduction in number of NEET aged 16-18 (5.2% Nov 2011).	
Record numbers of NEET young people 16-19 instead of 16-18 from December 2011 onwards.	Dec 2012 on going		
Information EET Group (existing) to review all actions and propose additional activities and access all available funding (e.g. proposal to LAA reward grant).	Jan 2012		
Action plan to joint officer group and People and Community Leadership Team.	Jan 2012 to March 2012		
Implement Action Plan	April 2012 to Sept 2013		
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:			
Strategic Objective	Contributes – Y/N?	Relevant Outcomes	
1. Promoting independence and positive lives for everyone	Y	More young people in Employment, Education and Training.	
2. Creating neighbourhoods where people are proud to live	N		
3. Building a stronger economy	N		
4. Developing resilient communities	N		

Priority: 6

Details of Service Priority	Develop a supported programme of work placements, volunteering and work experience opportunities for Out of Work Benefit claimants
Impact on local community	A number of residents, currently on Out of Work Benefit, get opportunities to develop their skills, experience and work ready skills which will have the benefit of improved self-sufficiency/confidence and a higher likelihood of securing a job. In addition, through a supported 'offer' it should reduce the number of complex interactions with multiple agencies that such residents currently face
Groups of service users affected	Out of Work Benefit Claimants

Key Activities (add more lines as appropriate)	Timescales	Performance Measures
Employer engagement (including internal) to establish placement opportunities	First phase ready to launch by April 12. Subsequent phases throughout the year	100 commencements
Pathway Plan developed for each person undertaking a placement which highlights other necessary interventions/interactions required to overcome their barriers to work	Throughout the year at the commencement of each placement	100% of people taking up a Placement Offer

Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Yes	D, E
2. Creating neighbourhoods where people are proud to live	No	

3. Building a stronger economy	Yes	A
4. Developing resilient communities	Yes	A

Appendix 1 – Key Performance Measures and Targets 2012/13

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
1	Reducing childhood obesity.	New national measures and targets to be announced.	1,4	
2	Staff engagement and consultation to influence department design.	Formal consultation on agreed structure. Implementation by March 2013.	1,2,3,4	
3	Commission a new preventative service model for 11-19 year old	Service redesign and implementation.	1	
4	Review and remodel Behaviour and Attendance Partnerships	Complete review and implement redesign pathway/services.	1	
5	Implement Service for Young People in danger of becoming NEET Action Plan	% 16-18 year olds who are not in education, employment or training. Reduce to under 117.	1	
6	Pathway Plan developed for each person undertaking a placement which highlights other necessary interventions/interactions required to overcome their barriers to work	Pathway plans completed.	1,3,4	