

CHILDREN'S SERVICES IN MIDDLESBROUGH

ACTION PLAN, 2009

Including actions from the Joint Area Review (JAR), Annual Performance Assessment (APA) for 2008 and the Children and Young People's Plan for 2008/11 (CYPP) and Local Area Agreement (LAA)

Being Healthy

Evaluate the outcomes overall for children and young people who misuse substances. (JAR / long term)

Develop protocols for partnership working for young people with complex, persistent and severe behavioural and mental health needs and improve mental health (APA and CYPP)

Reduce childhood obesity (CYPP/LAA)

Reduce under 18 conception rates (CYPP/LAA)

Reduce health inequalities across neighbourhoods. (CYPP)

Staying Safe

Ensure greater rigour in auditing the thoroughness of recruitment and selection procedures in outsourced provision. (JAR / short term)

Implement the strategy to increase numbers of Middlesbrough foster carers. (JAR / short term)

Improve the quality and consistency of written assessments and reports. (JAR / medium term)

Improve the application of thresholds between children in need and children at risk. (JAR / medium term)

Develop multi-agency strategy and action plan for looked after children, including a reduction in unplanned admissions. (JAR / medium term)

Develop and strengthen preventative services. (APA)

Increase the proportion of looked after children who are placed for adoption. (APA)

Review numbers of children with child protection plans and numbers of looked after children. (APA and CYPP)

Undertake review of safeguarding arrangements in the light of Haringey and national reviews.

Tackle the harm caused to children and young people by drug and alcohol misusing parents. (CYPP)

Reduce bullying. (CYPP)

Reduce accidental injuries. (CYPP)

Enjoying and Achieving

Improve the educational attainment of looked after children at Key Stage 4. (JAR / medium term)

Reduce fixed-term exclusions. (JAR / medium term, APA and CYPP)

Develop multi-agency strategy and action plan for children with learning difficulties and/or disabilities. (JAR / medium term)

Develop data that allows robust challenge and support to secondary schools to improve progress and attainment. (JAR)

Improve school attendance, particularly in secondary schools. (APA and CYPP/LAA)

Tackle low levels of literacy. (JAR)

Raise aspiration and enhance employability. (CYPP)

Invest in early years and improve attainment at Foundation Stage and Key Stage 1. (JAR and CYPP)

Improve attainment at Key Stage 2. (CYPP/LAA)

Improve attainment at Key Stage 4. (JAR and CYPP/LAA)

Making a Positive Contribution

Evaluate the impact of young people's involvement and participation in the development of services. (APA)

Provide a strong and equal voice. (CYPP)

Reduce drug and alcohol misuse. (CYPP/LAA)

Increase youth engagement in positive activities. (CYPP)

Reduce youth offending. (CYPP/LAA)

Achieving Economic Well being

Reduce the numbers of young people who are NEET further, in particular the disproportionate number of young people from disadvantaged groups and communities in the NEET category. (JAR / medium term and CYPP/LAA)

Develop opportunities for post-16 learners with learning difficulties and / or disabilities. (JAR)

Develop consistency in the key worker role for children and young people with learning difficulties and / or disabilities. (JAR)

Increase the number of Year 11s staying in education. (JAR and APA)

Prepare young people for employment. (CYPP)

Provide stable and decent homes. (CYPP)

Reduce the number of children and young people living in poverty. (CYPP)

Service Management

Ensure appropriate dissemination of the findings of the JAR report to children and young people in the area (JAR / short term)

Develop and implement plans to achieve step change in key areas of underperformance. (JAR / long term)

Develop multi agency strategies for key vulnerable groups (JAR)

Develop capacity in some aspects of social care. (JAR)

Further develop strategies for workforce reform and joint commissioning. (APA)

Develop a comprehensive mental health service for children and young people. (APA)

Strengthen arrangements for Children and Young People's Trust in line with national requirements.

Timescales for JAR actions:

Short term – immediate action

Medium term – action within 6 months

Long term - action for next and subsequent years

CHILDREN'S SERVICES IN MIDDLESBROUGH

ACTION PLAN, 2009 - BEING HEALTHY

Issue	Action	By when	Who	Resource	Progress	Success Criteria
1. Evaluate the outcomes overall for children and young people who misuse substances. (JAR / long term)	1.1 Develop performance management arrangements to support the evaluation of substance misuse strategies to monitor and assess the level of impact	December 2008	SM Co-ordinator	Existing resources	Complete	<ul style="list-style-type: none"> Improved outcomes for young people who misuse substances.
	1.2 Record ECM outcomes being worked towards in individual care plans	October 2008			Complete	
	1.3 Include outcomes information in needs assessment	December 2008			Complete	
	1.4 Monitor and review	Quarterly			Ongoing	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
2. Develop protocols for partnership working for young people with complex, persistent and severe behavioural and mental health needs and improve mental health (APA and CYPP)	2.1 Commission Service to develop Self Harm Protocol and provide related training to stakeholder.	April 2009	CAMHS and Service Manager, Specialist Services	CAMHS Grant	On track	<ul style="list-style-type: none"> • A Self Harm Protocol in place following consultation with all relevant stakeholders, including young people. Relevant staff trained in operating protocol. • Services available for Looked after Children.
	2.2 Implement Joint Planning for CAMHS for Looked after Children.	March 2009	CAMHS	CAMHS Grant	Complete	
3. Reduce childhood obesity (CYPP/LAA)	3.1 Implement Healthy Town initiative: <ul style="list-style-type: none"> • Urban Farming • Play recreation and physical environment • Schools and workplace active travel • Junior health trainers 	April 2010	Director of Public Health	Grant	On track	<ul style="list-style-type: none"> • Programmes in place for each Healthy Town theme. • Schools achieving Healthy Schools Standard. • Reduction in obesity levels.
	3.2 Supporting Schools to achieve Healthy Schools Standard	April 2010	Healthy Schools Co-ordinator	Existing Resources	On track	
	3.3 Introduce Obesity Care Pathway in Primary Schools	March 2009	Director of Public Health	Existing Resources	Complete	
4. Reduce Under 18 conception rates (CYPP/LAA)	4.1 Deliver Middlesbrough Teenage Pregnancy Action Plan	March 2010	Teenage Pregnancy Co-ordinator	Area Based Grant	On track	<ul style="list-style-type: none"> • Under 18 conception rates reduced by 55% by 2010.

Issue	Action	By when	Who	Resource	Progress	Success Criteria
5. Reduce health inequalities across neighbourhoods. (CYPP)	5.1 Implement Healthy Town Initiative (see 3)	April 2010	Director of Public Health	Grant	On track	<ul style="list-style-type: none"> • Programmes in place for each Healthy Town theme.

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ACTION PLAN, 2009 – STAYING SAFE

Issue	Action	By when	Who	Resource	Progress	Success Criteria
6. Ensure greater rigour in auditing the thoroughness of recruitment and selection procedures in outsourced provision. (JAR / short term)	6.1 Establish cross-authority group	July 2008	Executive Director	Existing resources	Complete	<ul style="list-style-type: none"> • Baseline established • Procedures in use by all services • Future audits indicate continuous improvement
	6.2 Audit safeguarding arrangements for sample of commissioned / voluntary organizations	July 2008	Voluntary Sector Manager		Complete	
	6.3 Revise safeguarding procedures for commissioning and funding services in light of Serious Case Review outcome	December 2008	Voluntary Sector Manager		Complete	
	6.4 Review school arrangements for safeguarding in offsite provision	September 2008	School Adviser		Complete	
	6.5 Audit safeguarding arrangements for sample of schools	September 2008	School Adviser		Complete	
	6.6 Provide annual report to CMT & South Tees Safeguarding Children Board	June 2009	Executive Director		On track	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
7. Implement the strategy to increase numbers of Middlesbrough foster carers. (JAR / short term)	7.1 Approve phased implementation of new payment system	September 2008	JW	Existing resources	Complete	<ul style="list-style-type: none"> • Payment system agreed and implemented • More in-house foster carers recruited • Improved training and support arrangements • Review completed • Recruitment Action Plan • Regional approach agreed • Placement costs benchmarked
	7.2 Implement Phase I	October 2008	JW		Complete	
	7.3 Implement Phase II	March 2009	JW		On track	
	7.4 Review training and support	September 2008	JW		Complete	
	7.5 Formulate action plan to improve recruitment and retention	April 2009	DD Safe-guarding		On track	
8. Improve the quality and consistency of written assessments and reports. (JAR / medium term)	8.1 Revise mechanism for audits to monitor the quality and consistency of written assessments and reports	April 2008	DD Safe-guarding	Existing resources	Complete	<ul style="list-style-type: none"> • Staff trained • Regular audits carried out • Quality improving

Issue	Action	By when	Who	Resource	Progress	Success Criteria
	8.2 Implement mandatory training programme to provide further training to social care staff on initial assessments, core assessments and child protection conference reports with specific reference to gathering the views, wishes and feelings of children and young people, recording and reporting how and when their views have been responded to	September 2008	DD Safe-guarding		Complete	
	8.3 Implement monthly sampling exercise to check quality and consistency	August 2008	Team Managers		Ongoing	
	8.4 Implement monthly review by managers	August 2008	Team Managers Group		Ongoing	
	8.5 Provide quarterly report to SMT and to the South Tees Safeguarding Children Board	Quarterly	DD Safe-guarding		Ongoing	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
9. Improve the application of thresholds between children in need and children at risk. (JAR / medium term)	9.1 Agree the framework for review with the STSCB, including: <ul style="list-style-type: none"> - structure; - content; - performance framework; - training/support; - procedural implications - review mechanism and - reporting 	July 2008	DD Safe-guarding/ LSCB Manager	Existing resources	Complete	<ul style="list-style-type: none"> • Framework agreed • Review undertaken • Improvement in the application of thresholds between children in need and children at risk
	9.2 Review thresholds at all stages using a multi-agency mechanism	September 2008	DD Safe-guarding/ LSCB Manager		Complete	

CHILDREN'S SERVICES IN MIDDLESBROUGH

ACTION PLAN, 2009 – STAYING SAFE

Issue	Action	By when	Who	Resource	Progress	Success Criteria
10. Develop multi-agency strategy and action plan for looked after children, including a reduction in unplanned admissions. (JAR / medium term)	10.1 Develop Part 1 of LAC Strategy to: - reduce the number of looked after children and unplanned admissions - extend the range - improve practice in relation to Permanency	March 2008	DD Safe-guarding	Existing resources	Complete	<ul style="list-style-type: none"> • Strategy developed and implemented • Number of LAC reduced • Unplanned admissions reduced • Number of adoptions increased • Attainment levels improved
	10.2 Implement Part 1 of Strategy	June 2008	DD Safe-guarding		Ongoing	
	10.3 Develop Part 2 of LAC Strategy to address: - LAC education and attainment - Health - Leisure/Culture/Sport - Accommodation - Care Matters	August 2008	DD Safe-guarding		Complete	
	10.4 Implement Part 2 of Strategy	September 2008	DD Safe-guarding		Ongoing	
11. Develop and strengthen preventative services. (APA)	11.1 Review and develop preventative services (see 13)	April 2010	DD Safe-guarding	Existing resources	In progress	<ul style="list-style-type: none"> • Numbers in care and subject to child protection plans reduced

Issue	Action	By when	Who	Resource	Progress	Success Criteria
12. Increase the proportion of looked after children who are placed for adoption. (APA)	12.1 Improve planning for children by ensuring 'best interest' decision is made at 2 nd review	March 2009	Locality Team Managers	Existing resources	On track	<ul style="list-style-type: none"> • Numbers placed for adoption increased • PP meetings held for each child within one month of Permanence decision being made • Matching meetings to take place for every child being placed permanently with alternative carers
	12.2 Continue the practice of holding permanence process meetings at point of the making of a best interest decision		Senior Practitioner, Adoption	Existing resources		
	12.3 Introduce matching meetings to formalise the outcome of family finding process		Senior Practitioner, Adoption	Existing resources		
13. Review numbers of children with child protection plans and numbers of looked after children. (APA and CYPP)	13.1 Review and develop preventative services (see 11)	April 2010	DD Safe-guarding	Existing resources	In progress	<ul style="list-style-type: none"> • Numbers in line with those of statistical neighbours

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ACTION PLAN, 2009 – STAYING SAFE

Issue	Action	By when	Who	Resource	Progress	Success Criteria
14. Undertake review of safeguarding arrangements in the light of Haringey and national reviews.	14.1 Introduce additional monitoring arrangements	January 2009	Executive Director	Existing resources	Ongoing	<ul style="list-style-type: none"> National and local reviews reflected in practice
	14.2 Quarterly reports to Lead Member	March 2009	Executive Director		Ongoing	
	14.3 Review implications of national reviews	April 2009	Executive Director		On track	
15. Tackle the harm caused to children and young people by drug and alcohol misusing parents. (CYPP)	15.1 Establish systems to identify the numbers of young people who are recorded on NDTMS, as living with adults who are in treatment with adult drug and alcohol services.	April 2009	SM Co-ordinator	Existing resources	On track	<ul style="list-style-type: none"> Systems in place in relation to adult <u>drug</u> users and to adult <u>alcohol</u> misusers in treatment. Pre-CAF checklists completed
	15.2 Establish systems to ensure that pre-CAF checklists are completed by adult drug and alcohol treatment services, to identify young people who may need to enter the CAF process.	June 2009	SM Co-ordinator		On track	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
	15.3 Identify gaps in services.	October 2009	SM Co-ordinator		On track	<ul style="list-style-type: none"> • Services developed to support young people and drug and alcohol misusing parents. • Quarterly reports to South Tees Safeguarding Children Board
	15.4 Monitor and Review through the Drug and Alcohol Development Group and ensure information is passed to LSCB on a quarterly basis.	July 2009	SM Co-ordinator		Ongoing	
16. Reduce bullying. (CYPP)	16.1 Implement policy for dealing with incidents of bullying against children in Local Authority care.	September 2008	CLA Manager	Existing resources	Complete	<ul style="list-style-type: none"> • Surveys show children feel safer
17. Reduce accidental injuries. (CYPP)	To be determined		Director of Public Health			

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ACTION PLAN, 2009 – ENJOYING AND ACHIEVING

Issue	Action	By when	Who	Resource	Progress	Success Criteria
18. Improve the educational attainment of looked after children at Key Stage 4. (JAR / medium term)	18.1 Use improved tracking system to ensure that identified children are known and monitored	August 2009	DD Achievement	Existing resources	On track	<ul style="list-style-type: none"> • Processes in place • Outcomes improve to target level
	18.2 Create a capacity as a 'Virtual Head' to monitor children in Key Stage 4	Sept 2009				
	18.3 Agree interventions for LAC who are off trajectory	Sept 2009 onwards				
19. Reduce fixed-term exclusions. (JAR / medium term, APA and CYPP)	19.1 Review the effectiveness of current strategies for reducing fixed term exclusions.	August 2009	DD Achievement	Existing resources	On track	<ul style="list-style-type: none"> • Agreement reached with schools on SWOT of current provision • Strategy agreed and implementation begun
	19.2 Develop a medium term strategy to build on and improve existing provision whilst developing other opportunities	December 2009				

Issue	Action	By when	Who	Resource	Progress	Success Criteria
20. Develop multi-agency strategy and action plan for children with learning difficulties and/or disabilities. (JAR / medium term)	20.1 Develop the education inclusion framework	September 2008	DD Achievement	Existing resources	Complete	<ul style="list-style-type: none"> • Framework identified, agreed and implemented • Strategy agreed and implemented
	20.2 Identify all plans, policies, strategies and procedures that fit into the education inclusion framework	October 2008	DD Achievement		Complete	
	20.3 Implement the action plans that sit within the inclusion framework.	October 2008	DD Achievement		Complete	
	20.4 Create a multi-agency group to develop multi-agency	December 2008	DD Achievement		Complete	
	20.5 Implement the strategy through the relevant agencies	March 2009 onwards	DD Achievement		Complete	
21. Develop data that allows robust challenge and support to secondary schools to improve progress and attainment. (JAR)	21.1 Add capacity to the data team in order to achieve the new data system	September 2008	DD Achievement	Existing resources	Complete	<ul style="list-style-type: none"> • Key questions agreed with SIPs/Heads • Staff trained • SEIP have agreed and implemented Stage 1 of data work • SIP process agreed
	21.2 Import data and reporting tools to aid target setting and identification of intervention groups and train key staff	December 2008	DD Achievement		Complete	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
	21.3 Agree an improved data system for secondary schools which allows the analysis for LDD and other vulnerable groups as well as significantly improving the overall data analysis. 21.4 Agree with heads and SIPs and SI process and the importance of challenge in the education of vulnerable groups	October 2008 October 2008	DD Achievement DD Achievement		Complete Complete	

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ACTION PLAN, 2009 – ENJOYING AND ACHIEVING

Issue	Action	By when	Who	Resource	Progress	Success Criteria
22. Improve school attendance, particularly in secondary schools. (APA and CYPP/LAA)	22.1 Continue to deliver in accordance with National Strategy requirements particularly relating to persistent absentees (PAs)	Ongoing	DD Achievement	Existing resources	Ongoing	<ul style="list-style-type: none"> • Targets for secondary PAs are achieved • Primary targets agreed
	22.2 For secondary schools convene a borough wide task group to look at both support and challenge, including use of EWS, and working with SEIP. Agree ways to reduce PAs.	August 2009			On track	
	22.3 Implement agreed actions	From Sept 2009			On track	
	22.4 For primary schools, work with PEIP to look at underlying issues in preparation for likely national focus on Primary PA	December 2009			On track	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
23. Tackle low levels of literacy. (JAR)	23.1 Refocus resources within CFL to deliver support for literacy for learning	August 2008	DD Achievement	Existing resources	Complete	<ul style="list-style-type: none"> • Strategy agreed and resources identified • Current initiatives evaluated • Future plans agreed • Impact on outcomes monitored
	23.2 Develop a cross phase literacy strategy, setting targets for KS1 to KS3 progress as well as for wider literacy skills	August 2009	DD Achievement		On track	
24. Raise aspiration and enhance employability. (CYPP)	24.1 Reduce duplication by identifying what is currently happening at school, college, provider, CFL and other levels to contribute to this	December 2009	DD Achievement	Existing resources	On track	<ul style="list-style-type: none"> • Range of actions identified and agreed
	24.2 Identify gaps and build into strategy for relevant age group	April 2010				
25. Invest in early years and improve attainment at Foundation Stage/Key Stage 1. (JAR and CYPP)	25.1 Develop a new early years strategy/framework with a greater focus on learning	September 2008	DD Achievement	Existing resources	Complete	<ul style="list-style-type: none"> • Strategy implemented • Improved attainment at Foundation/KS1 • Evidence of improved multi-agency working • Improved outcomes in EYFS
	25.2 Establish 0-7 Partnership	Summer 2008	DD Achievement		Complete	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
26. Improve attainment at Key Stage 2. (CYPP/LAA)	26.1 Maximise the effective use of the Supporting School Success process to identify schools where most impact needed	September 2009	DD Achievement	Existing resources	On track	<ul style="list-style-type: none"> • Strategy Plans agreed with NS • SIP reports show improved school scores • Fewer schools identified through SSS • KS2 outcomes improve
	26.2 Maximise the use of National Strategy programmes to ensure impact at school, classroom and individual level	September 2009			On track	
	26.3 Ensure effective tracking to make sure trajectory is maintained	September 2009			On track	
27. Improve attainment at Key Stage 4. (JAR and CYPP/LAA)	27.1 Implement an improved data tracking system to allow better target setting, better monitoring at individual and group level, enabling earlier intervention.	Stage 1 October 2008	DD Achievement	Existing resources	On track	<ul style="list-style-type: none"> • SEIP have agreed and implemented Stage 1 of data work • Stage 2 completed. • Process agreed with SIPs. • Audit complete. • Range of options agreed for the future.
		Stage 2 August 2009	DD Achievement		Complete	
	27.2 Working with HTs and SIPs, sharpen up the school improvement cycle.	July 2008	DD Achievement		Complete	
	27.3 Audit the current range of 'other providers' and QA.	March 2009	SEIP		On track	
	27.4 Increase the range of options available to reduce non qualifications	September 2009	14-19 Partnership		On track	

CHILDREN'S SERVICES IN MIDDLESBROUGH

ACTION PLAN, 2009 – MAKING A POSITIVE CONTRIBUTION

Issue	Action	By when	Who	Resource	Progress	Success Criteria
28. Evaluate the impact of young people's involvement and participation in the development of services. (APA)	28.1 Peer led Year 11 Attendance Project	Pilot completed by September 2009	Manager, Communications and Engagement	Existing resources	On track	<ul style="list-style-type: none"> • Year 11 pupils influence Attendance Strategy. • Reductions in persistent non-school attendance. • Views of pupils incorporated in BSF designs. • Surveys show high satisfaction once buildings complete. • Consultation on service developments • Surveys show high satisfaction or service developments
	28.2 Pupil involvement in BSF designs	April 2008 December 2008 September 2009	BSF Team		On track	
	28.3 Electronic Consultation Portal	January 2009	Manager, Communications & Engagement		Complete	
29. Provide a strong and equal voice. (CYPP)	29.1 Involve vulnerable groups of children and young people	April 2009	Manager, Communications & Engagement		On track	<ul style="list-style-type: none"> • Vulnerable groups more engaged in consultation. • Surveys show high satisfaction on service developments • Effective school councils engaged in school improvement, Locality Forums and Youth Council
	29.2 School Council Toolkit	April 2009	Manager, Communications & Engagement		On track	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
	29.3 Early Years Involvement Action Plan 2008-09	December 2008	Manager, Communications & Engagement		Complete	<ul style="list-style-type: none"> • 'Child's Eye View' reflected in development and review of services • Involvement of children and young people in development, delivery and review of services promoted
	29.4 Children's Trust Involvement Award	November 2009	Manager, Communications & Engagement		On track	
30. Reduce drug and alcohol misuse. (CYPP/LAA)	30.1 Evaluate the needs of young people relating to drug and alcohol services	February 2009	SM Co-ordinator	Existing resources	Complete	<ul style="list-style-type: none"> • Comprehensive needs assessment completed • Draft substance misuse plan produced • Review of Platform completed
	30.2 Evaluate effectiveness of current service provision	June 2009	SM Co-ordinator	Existing resources	On track	
31. Increase youth engagement in positive activities. (CYPP)	31.1 Secure funding for myplace.	March 2009	Voluntary Sector Liaison Manager	Grant/Big Lottery	On track	<ul style="list-style-type: none"> • Myplace in Customs House providing youth led activities • Young people accessing activities • Targeted youth support for vulnerable young people
	31.2 Develop Targeted Youth Support	April 2009	Youth Service Manager	Existing resources	On track	
	31.3 Link area based Youth Forums to town wide Youth Council	April 2009	Youth Service Manager	Existing resources	On track	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
32. Reduce youth offending. (CYPP/LAA)	32.1 Reduce first time entrants to the youth justice system by 2% per annum	Annually	STYOS Manager	YOS Prevention Funds PAYP YCAP	Ongoing	<ul style="list-style-type: none"> Improved take up of ETE/health/substance misuse services for youngsters in Youth Justice System
	32.2 Reduce proven re-offending by 3% per annum for 2008/09 and 2009/10 and 4% in 2010/11	Annually	STYOS Manager	ISSP RAP	Ongoing	
	32.3 Implement YCAP to further recent improvement	April 2009	STYOS Manager	YCAP	Ongoing	

CHILDREN'S SERVICES IN MIDDLESBROUGH

ACTION PLAN, 2009 – ACHIEVING ECONOMIC WELLBEING

Issue	Action	By when	Who	Resource	Progress	Success Criteria
33. Reduce the numbers of young people who are NEET further, in particular the disproportionate number of young people from disadvantaged groups and communities in the NEET category. (JAR / medium term and CYPP/LAA)	33.1 Revise NEET Strategy with widespread consultation and ownership from stakeholders	September 2008	14-19 Partnership	Existing resources	Complete	<ul style="list-style-type: none"> • Strategy agreed including performance monitoring. • Monitoring process securely in place. • Agreed roles and responsibilities. • NEET outcomes in vulnerable groups reduced to target levels in action plans.
	33.2 Implement action plans related to requirements of the 16-17 year old September Guarantee	September 2008	14-19 Partnership		Complete	
	33.3 Agree the role of IAG/Connexions in KS3 and KS4.	Summer 2008	Connexions Manager and Schools		Complete	
	33.4 Develop action plans for improving NEET outcomes for key vulnerable groups and geographic areas under NEET Reduction Strategy to include: <ul style="list-style-type: none"> • LDD • Women • BME • Inner Wards 	September 2008 onwards	14-19 Partnership		Complete	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
34. Develop opportunities for post-16 learners with learning difficulties and / or disabilities. (JAR)	34.1 Revise the SLDD group within the 14-19 framework with a remit to look at the range of options available for post 16 learning	July 2008	DD Achievement	Existing resources	Complete	<ul style="list-style-type: none"> • SLDD group reconfigured • Plan for future options to the MLP • Included in NEET Strategy
	34.2 Ensure that advice and guidance is available so that all young people with LDD are guided to appropriate provision.	March 2009	Connexions Manager		Ongoing	
35. Develop consistency in the key worker role for children and young people with learning difficulties and / or disabilities. (JAR)	35.1 Revise key worker system	September 2008	DD Achievement	Existing resources	Complete	<ul style="list-style-type: none"> • Policy and resources agreed and in place.

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ACTION PLAN, 2009 – ACHIEVING ECONOMIC WELLBEING

Issue	Action	By when	Who	Resource	Progress	Success Criteria
36. Increase the number of Year 11s staying in education. (JAR and APA)	36.1 Increase EETs (see 24 and 33)	See 33	14-19 Partnership	Existing resources	Ongoing	<ul style="list-style-type: none"> Improvement in EETs
37. Prepare young people for employment. (CYPP)	37.1 Improve outcomes at all key stages (see 26, 27 and 36) 37.2 Continue to reduce NEETs (see 33) 37.3 Ensure high quality advice and guidance through Connexions	April 2010	14-19 Partnership	Existing resources	Ongoing	<ul style="list-style-type: none"> Improved outcomes at all key stages measured in other action plans Success in NEET reduction (33) Good feedback from students and schools
38. Provide stable and decent homes. (CYPP)	38.1 Develop Youth Homelessness strategy	September 2009	Commissioning & Development Officer	Existing resources	On track	<ul style="list-style-type: none"> Strategy in place
39. Reduce the number of children and young people living in poverty. (CYPP)	39.1 Undertake review of CYPP from perspective of child poverty	April 2010	Trust Manager	Existing resources	On track	<ul style="list-style-type: none"> Strategies in place to reduce child poverty

CHILDREN'S SERVICES IN MIDDLESBROUGH

ACTION PLAN, 2009 – SERVICE MANAGEMENT

Issue	Action	By when	Who	Resource	Progress	Success Criteria
40. Ensure appropriate dissemination of the findings of the JAR report to children and young people in the area (JAR / short term)	40.1 Information on Mgrid	February 2008	Trust Manager	Existing resources	Complete	<ul style="list-style-type: none"> • Children and young people contribute to service planning
	40.2 Leaflet for schools and youth centre	February 2008	Trust Manager		Complete	
41. Develop and implement plans to achieve step change in key areas of underperformance. (JAR / long term)	41.1 Reflected in a range of other issues/actions.			Existing resources		
42. Develop multi agency strategies for key vulnerable groups (JAR)	42.1 Agree definition of vulnerable groups	May 2008	SMT		Complete	<ul style="list-style-type: none"> • Consistent list used. • Resource statement • Resources aligned • Review at CT Partnership Board
	42.2 Review of budgets for vulnerable groups	January 2009	Strategic Accountant		Complete	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
	42.3 Include priority for vulnerable groups in CYPP and establish a set of strategic plans to cover all groups.	December 2008	Trust Manager		Complete	
	42.4 Ensure all new or replacement policies, plans and procedures give appropriate weight to vulnerable groups	September 2009	Perf. Manager		Ongoing	
43. Develop capacity in some aspects of social care. (JAR)	43.1 Restructure service management arrangements	March 2009	Director	Existing resources	On track	<ul style="list-style-type: none"> • Appointments made
44. Further develop strategies for workforce reform and joint commissioning. (APA)	44.1 Establish Children's Workforce Steering Group (sub-group of Trust)	September 2008	Trust Manager	Existing resources	Complete	<ul style="list-style-type: none"> • Steering Group established and meeting regularly with multi-agency representation • Officer in post • OCWT completed and feedback received from CWDC • Revised workforce strategy approved by Trust Board
	44.2 Recruit Workforce Development Officer	June 2009	Trust Manager		On track	
	44.3 Complete One Children's Workforce Tool (OCWT) self-assessment	June 2009	Trust Manager	Existing resources	On track	

Issue	Action	By when	Who	Resource	Progress	Success Criteria
	44.4 Revise Children's Workforce Strategy (CWS) to reflect results of OCWT	June 2009	Workforce Development Officer	Existing resources	In progress	<ul style="list-style-type: none"> • JCG established • Revised Commissioning Strategy approved by Trust Board • Joint Commissioning Framework approved by Trust Board • Arrangements in place
	44.5 Establish working groups to take forward action plans to implement the CWS	September 2009	Workforce Development Officer	Existing resources	In progress	
	44.6 Establish Joint Commissioning Group (JCG) as sub-group of Trust	June 2009	Commissioning Manager & Trust Manager	Existing resources	In progress	
	44.7 Revise Joint Commissioning Strategy in line with revised CYPP	June 2009	Commissioning Manager	Existing resources	In progress	
	44.8 Develop Joint Commissioning Framework	June 2009	Commissioning Manager	Existing resources	In progress	
	44.9 Development and implementation of Section 10 or 75 Agreements where appropriate	March 2010	JCG & Trust Board	Existing resources		

Issue	Action	By when	Who	Resource	Progress	Success Criteria
45. Develop a comprehensive mental health service for children and young people. (APA)	45.1 Commission Service to develop Self Harm protocol and provide related training to stakeholder (see 2)	April 2009	Commissioned from CAMHS and Service Manager, Specialist Services	CAMHS Grant	On track	A Self Harm Protocol will have been produced through consultation with all relevant stakeholders, including young people. The protocol will have been introduced through training events.