



**Business Improvement Plan
2009 – 2010**

Connexions Cheshire and Warrington Limited

“This service continues to be held in high esteem by the young people it supports and by the schools with whom it works in very close partnership. It seeks to involve its range of customers in all aspects of the business and has been particularly successful in engaging with young people. It also continues to strengthen its partnership work to bring joint access to a wider range of services directly to its customers. It has recently emerged from a period of change and restructure with its quality of service enhanced. This achievement is to its great credit.”

Robin Croft, Chartermark Assessor 2008

“The Quality Management System is a mature and well implemented system. The Company are to be congratulated on the integration of the youth workers since the last visit.”

Karen Coupe, ISO 9001:2000 External Auditor 2008

‘Thank you for everything over the last couple of years... thanks for being one of the few understanding me.’

Young Person

‘You were so dedicated to this event... [it] was extremely well organised... you really went out of your way... it is great to see such enthusiasm.’

Partner

‘Thanks to [the PA] our son has now been given the opportunity to develop independence and skills for life and to further his studies.’

Parent

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Strategic Statement - Cheshire West and Chester

The Directors of Connexions - Cheshire and Warrington Limited are committed to working closely with the newly formed Cheshire West and Chester local authority to support the best outcomes for all young people.

This is our Business Improvement plan, through various and rigorous processes we have identified key activities to improve our performance in order to secure better outcomes for the young people we serve.

In producing this Business Improvement plan we have focussed on the priorities of the Cheshire Children and Young People's Plan whilst addressing the contract specification produced by Cheshire County Council.

It is our intention to develop robust and innovative partnerships with the new authorities, to build on good practice and to seek new ways of working. Our strength to date has been the effectiveness and trust developed through partnerships and alliances to the mutual benefit of young people. It is our commitment that we will maximise opportunities to further enhance this working.

The Chairman and current Board of Directors are keen to welcome the newly identified Directors from Cheshire East and Cheshire West and Chester. It is the stated intention to hold an early strategic planning event to enable a greater and shared understanding of the role and priorities required by the new authorities and the changing needs of Warrington Borough Council. This will allow the company to review its vision and mission at an early point.

The first year of the new Integrated Youth Support service has been exciting and challenging, the management team is embedded, required savings have been achieved and early successes secured.

During the first year we have built the Integrated Youth Support Service on the following vision:

- Young person centred and founded on strong tradition of active involvement of young people in determining service provision
- Highly motivated and flexible workforce
- Performance orientated culture
- Strong quality assurance
- Commitment to innovation and value for money
- Robust partnership working
- Effective leadership and management

Cross cutting focus

As a key member of the Children's trust in Cheshire we have embraced the cross cutting focus

Improving attainment in children and families from low income backgrounds

Tackling the adverse impact of alcohol on poor outcomes for children and their families

Children's trust priorities

The new unitary authorities have endorsed the Cheshire Children and Young People's Plan 2009-11; this plan will be superseded or amended to reflect the revised priorities of the new Children's trusts. Connexions has focussed on the following priorities in the development of this plan:

- Teenage pregnancy and sexual health
- Tackling bullying
- Raising achievements in targeted groups, schools and communities
- Improving Opportunities and Outcomes for Children with disabilities
- Young people's involvement in positive activities and participation as influencers and decision makers
- Increasing pro social behaviour: ensuring children and young people stay out of trouble
- Reducing alcohol, smoking and substance use/misuse
- Full entitlement to education and curriculum – targeting vulnerable young people
- Employer engagement and support for 14-19 developments
- Supporting homeless and vulnerable young people
- Excellent information advice and guidance
- Workforce development and reform
- Joined up responses including CAF, ContactPoint, Multi agency teams
- Voluntary, Community and Faith sector development

In addition to these priorities we have identified our own two critical areas for development:

Narrowing the gap – in relation to attainment and transition outcomes for looked after children and care leavers

Improving quality and access to provision of youth service activities to better meet the needs of young people

Summary of targets 2009/10

Targets and impact measures for our organisation are set and monitored by external bodies such as the Department for Children, Schools and Families (Dcsf), Local Authorities and the National Youth Agency (NYA) and are all aimed at improving the outcomes for young people. A large number of these targets e.g. Teenage mothers into employment, education and training are shared with other agencies such as health and are set and monitored in the context of the Children's Trust in each area.

Some of these are longer term targets to be met by 2011, others are more short term and monitored annually. Key targets for the organisation and the integrated youth support services that we are commissioned to deliver are a range of Public Service Agreement (PSA) targets in particular the PSA 14:

PSA 14

"Increase the number of children and young people on the path to success"

Increased participation and resilience

Indicator 1: Reduce the percentage of 16-18 year olds not in education, employment or training (NEET)

Indicator 2: More participation in Positive Activities

Tackling negative outcomes

Indicator 3: Reduce the proportion of young people frequently using illicit drugs, alcohol or volatile substances

Indicator 4: Reduce the under 18 conception rate

Indicator 5: Reduce the number of first time entrants to the Criminal Justice System aged 10-17

In addition Connexions Cheshire & Warrington also implements a wide range of other internal/external targets to monitor delivery and performance. These are very specific relating to the broad range of contracts, projects and client groups. Examples of these are Next step contracts, Positive Activities for Young People, ESF funded programmes, and Workforce development and training.

The majority of these targets and indicators are monitored on a monthly basis, with further ones monitored quarterly or annually. They are monitored through a series of Report Cards that are published monthly and have been devised using the "Results Based Accountability" model.

The TOP TEN targets for 2009-10 are as follows, and these will be monitored via a series of reporting cards:

TOP TEN TARGETS 2009-10

1. Participation in Learning and NEET
2. Youth Work Participation and Accreditation
3. Substance Misuse
4. Teenage Mothers into EET
5. Young Offenders into EET
6. Care Leavers and Looked after Children
7. Learning Difficulties and Disabilities
8. Positive Activities
9. Participation and Involvement
10. Education Business Links

Key Issue: Universal Services – Youth Offer

Aim: To provide high quality universal services

Impact Measures: Best Value Performance Indicators – Contact with 25% of 13-19 population; Participation – 15% of 13-19 population to participate; Recorded Outcomes – 60% of participants to gain a Recorded Outcome; Accredited Outcomes – 30% of participants to gain an Accredited Outcome
Levels of funding for Voluntary Sector to meet key indicators
Increase take up of volunteering by 5%

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|---|--------------------------------|------------|
| Implement and embed Youth Work Strategy | <ul style="list-style-type: none"> Robust recording of BVPI's by all. Positive activity/ Marketing/ Recording Delivery Report produced. Produce and implement Youth Work Quality Mark Action Plan. Increase volunteering of young people by 5% (Establish baseline). Set up Local Implementation Teams. Monitor and report on activity. | April 09 April 09 August 09 April 09 September 09 | Youth Work Development Manager | CE CWAC |
| Review Youth Service provision, realign and monitor in line with needs/ demands of young people | <ul style="list-style-type: none"> Consult with young people on their service requirements, training staff and partners. Identify service requirements. Map against provision. Increase provision. Identify training requirements of staff Focus on NEET pockets | April 09 June 09 June 09 August 09 | Youth Work Development Manager | |
| Review and improve capacity building for the Voluntary Sector | <ul style="list-style-type: none"> Set up meetings with key partners Review work to date and impact Plan new provision and set outcomes Monitor and review quarterly | April 09 April 09 June 09 June 09 onwards | Youth Work Development Manager | |
| Review and implement robust funding and monitoring arrangements for YOF/ YCF/ VCFS Funding | <ul style="list-style-type: none"> Ring fence funding for specific groups, e.g. LAC/ YOT/ TP/ LDD/ Low Income Groups/ D of E. Procedure embedded. | April 09 April 09 | Youth Work Development Manager | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|--|--|----------|
| | <ul style="list-style-type: none"> • Early allocation of funding. • Application process reviewed. • Monitoring in place. • Clear audit achieved. | <p>April 09</p> <p>August 09</p> | | |
| Produce and implement Accreditation Strategy | <ul style="list-style-type: none"> • Write strategy • Consult with stakeholders. • Implement Strategy. • Increase number of accredited outcomes. • Produce monthly reports. | <p>April 09</p> <p>June 09</p> <p>June 09</p> <p>March 10</p> <p>June 09</p> | Outdoor Education/Accreditation Manager | |
| Develop and increase participation in outdoor activities. | <ul style="list-style-type: none"> • Produce brochure. • Grow from 30 to 125 person days • Increase turnover from £24k – £63k. | <p>April 09</p> <p>March 10</p> <p>March 10</p> | Outdoor Education/Accreditation Manager | |
| Raise awareness of E Safety with young people/ parents/ partners | <ul style="list-style-type: none"> • Set up Working Group. • Involve young people on group. • Produce E Safety Awareness publicity documentation for young people and parents. | <p>April 09</p> <p>June 09</p> | Chief Executive | |
| To continue to develop and implement CAF and the role of the lead professional | <ul style="list-style-type: none"> • All appropriate delivery staff trained and integrating CAF into their work processes. • C/APIR System introduced and staff trained. | <p>September 2010</p> <p>May 2009</p> | Guidance Development Manager/IT Development Mgr | |
| Publish online Practitioners Handbook for all Personal Advisers and Youth Workers | <ul style="list-style-type: none"> • Scope of document completed • Draft for consultation • Implemented | July 2009 | SMT/PDM | All |
| Review the provision of information to underpin impartial and high quality IAG for professionals, young people and carers | <ul style="list-style-type: none"> • Produce a review and action plan to include consideration of • Access Points • E-Activity • Publications • Individual's awareness and knowledge development | July 2009 | Director of Operations/ Director Corporate services | |

Key Issue: Information, Advice and Guidance (IAG)

Aim: To provide high quality impartial information advice and guidance

Impact Measures: 75% of learning establishments participating in Investors in Careers (IiC)
100% of learning providers to have a current Partnership Agreement in place

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|--|--|----------|
| Ensure excellent IAG across Cheshire and Warrington to raise the aspirations of young people | <ul style="list-style-type: none"> • Clear IAG lead in two new authorities and 14 – 19 Partnerships • Revise existing Partnership Agreements with education institutions • Develop an action plan for each local authority area utilising IAG audit findings • Implement IAG action plans in partnership with 14-19 groups • Implement a Quality Assurance monitoring system • Implement early intervention IAG package | <p>April 2009</p> <p>April 2009</p> <p>May 2009</p> <p>June 2009</p> <p>September 2009</p> | Guidance Development Manager | |
| Review work with parents to ensure timely and appropriate information is provided | <ul style="list-style-type: none"> • Analysis of work with parents with recommendations completed • Parent/Carers strategy produced and implemented • Review of publications and information resources for parents/carers | <p>June 2009</p> <p>August 2009</p> | <p>Director of Operations</p> <p>Information & Marketing Manager</p> | |
| Raise the skill and profile of Youth Workers and Community Personal Advisers in the delivery of IAG | <ul style="list-style-type: none"> • Review of PAE role conducted • Recommendations from review implemented • Implement enhanced Quality of Professional Practice procedures • Review, enhance and refresh information resources and branding through Connexions rooms in education | <p>June 2009</p> <p>September 2009</p> <p>April 2009</p> <p>July 2009</p> | <p>Guidance Development Manager</p> <p>Director of Operations</p> <p>Information & Marketing Manager</p> | |
| Fully implement the common Application system and integrated information e- | <ul style="list-style-type: none"> • Communication and Training • Updating of WayAhead with prospectus data by schools and colleges | <p>March – June 2009</p> <p>July – August 2009</p> | Information & Marketing Manager | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|--|--|---|------------------------------|-----------------|
| services strategy | <ul style="list-style-type: none"> • System Live and launch events • CAP process underway for yr 11 | September 2009 | | |
| Identify and develop IAG Skills Profile for Youth Workers and PA1/2 (Community) | <ul style="list-style-type: none"> • Review role and understanding of staff • Developments in place | July 2009 December 2009 | Guidance Development Manager | |
| Contribute to the development of a strategy that responds to government policy to increase the participation age to 18 by 2014 | <ul style="list-style-type: none"> • Produce Connexions "Position Report" including data analysis, opportunities and challenges. • Establish close link with key local authority personnel • Raise profile of this issue through Children and Young Peoples Strategic Partnerships in each local authority • Contribute to development of strategy | July 2009 September 2009 September 2009 March 2010 | Director of Operations | |
| Develop and embed delivery and profile of IAG and Next Step services for Adults | <ul style="list-style-type: none"> • Produce and consult upon IAG for Adults strategy in conjunction with key partners • Enhance model of delivery for targeted services in order to meet contracts • Implement robust quality assurance mechanisms • Implement Partnership Agreement with Job Centre Plus • Implement clear transition from Connexions to Nextstep | June 2009 June 2009 June 2009 April 2009 April 2009 | Guidance Development Manager | |

Key Issue: NEET and Not Known

Aim: To reduce the number of young people who are or maybe at risk of becoming NEET

Impact Measures: Reduce 16-18 NEET to 4.4% in Cheshire East, 4.0% in Cheshire West and Chester and 5.9% in Warrington by 2010 (PSA Target)
 Reduce 16-18 Not Knowns to 4% in Cheshire East, 4% in Cheshire West and Chester and 5% in Warrington by 2010 (PSA Target)
 Increase Year 11 leavers moving into EET to 94% in Cheshire West and Chester, 94.5% in Cheshire East and 93% in Warrington by October 2009
 98% of Year 11 leavers and 90% 17 year olds GUARANTEED the offer of a place in learning by September 2009

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|--|---|--|----------|
| Achieve the 2010 NEET target in each local authority area | <ul style="list-style-type: none"> NEET strategy and action plan revised Establish smoother, more effective referral processes and data transfer Review and enhance existing policies and procedures Review of NEET analysis data to inform deployment of resources Year 11 leaver targets established, and NEET schools Investigate all sources of external funding to support provision Ensure close links and awareness raising with key local authority personnel | April 2009 April 2009 April 2009 April 2009 April 2009 Ongoing April 2009 | Director of Operations External Funding Manager | |
| Further embed and enhance the September Guarantee, for all 17 year-olds | <ul style="list-style-type: none"> Utilise NW NEET Toolkit to review and enhance practice, review undertaken Production and dissemination of updated NW NEET toolkit in conjunction with LSC Ensure close links and awareness raising with key local authority personnel especially in light of LGR and MOG Implement September Guarantee plans as agreed by 14-19 partnerships | April 2009 May 2009 April 2009 April 2009 | Director of Operations | |
| Develop and pilot ward level multi agency teams to address NEET and contribute to | <ul style="list-style-type: none"> Contribute/align to existing models e.g. MAPT, neighbourhood teams, family support and family | June 2009 June 2009 | Director of Operations/Connexions Managers/ Partnership | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|--|--|---|--|-----------------|
| Targeted Youth Support | <ul style="list-style-type: none"> intervention Review resource deployment in wards and specific hot spot areas Produce an implementation plan linked to the Preventative Strategy | June 2009 | Development Manager | |
| Establish accredited and enhanced support packages for Jobseekers in partnership with other agencies | <ul style="list-style-type: none"> Devise and implement menu of support packages aimed to ensure young people are work ready Review and enhance PA role in Connexions centres in relation to Job Seekers Seek external funding | April 2009 April 2009 June 2009 | Director of Operations External Funding Manager | |
| Increase number of young people going into jobs with training and apprenticeships | <ul style="list-style-type: none"> Plan produced to increase take up in conjunction with key partners e.g. LSC, Job Centre Plus Develop links and joint working practices with LSC and NAS in relation to new Vacancy Matching Service Employer related marketing materials revised Employer Week aimed at vacancy generation held | April 2009 June 2009 May 2009 May 2010 | Employer Engagement Manager | |
| Establish a strategy to ensure smooth and effective transition at Year 11 and during post 16 education | <ul style="list-style-type: none"> Review and extend level of support for young people at key transition points in conjunction with key partners (i.e. Schools, colleges, LSC and LA) Implement robust transition reporting mechanisms and transition planning Train and disseminate internally and externally Review and enhance data reporting on early leavers post 16, in partnership with the LSC | May 2009 May 2009 May 2009 July 2009 | Guidance Development Manager/ Operations Managers Guidance Development Manager | |

Key Issue: Looked After, Care Leavers and other Vulnerable Groups

Aim: To ensure that the above groups have targeted access to our services

Impact Measures: 75% of 19 year old care leavers as a percentage of all 19 year olds into EET
 95% of 13-16 looked after children in compulsory education in EET
 75% of 16-18 year old looked after children/care leavers as a percentage of all 16-18 year olds into EET
 The progression of Year 11 leavers in care mirrors the progression of the general Year 11 cohort

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|--|---|-----------------|---|----------|
| Ensure that outcomes for Looked after children and care leavers are equal to or better than their peers | • Intensive support delivered to ensure improved outcomes at the end of year 11 and post-16 | March 2010 | Chief Executive | |
| | • Delivery of post-16 services to be reviewed and changed implemented | March 2010 | Partnership Development Manager | |
| | • Delivery micromanaged monthly | March 2010 | Partnership Development Manager | |
| Work with Children's Services to ensure that all LAC and Care leavers have equal access to good quality work experience and enhanced access to employment and training opportunities | • Needs of LAC identified in preparation for work experience | March 2010 | Employer Engagement Manager | |
| | • Local authorities to develop an apprenticeship scheme for LAC/CL. • Monitoring system implemented | March 2010 | Partnership Development Manager | |
| Implement the entitlement for Looked After Children and care leavers | • Three year Social Care and Connexions strategy implemented • Multi-agency training sessions delivered to raise awareness of the issues and needs of LAC and Care Leavers | April 09 | Operations Managers (Youth Work) Partnership Development Manager | |
| Implement an action plan in partnership with the local authorities targeting activity at LAC/CL who are at risk of offending or re-offending | • Local plans drawn up to deliver appropriate diversionary activities and 1:1 support to young people identified • All LAC supported to access local Youth Work provision | March 2010 | Operations Managers (Youth Work) Partnership Development Manager | |
| Work with Children's Services to improve the accuracy of the data with regard to LAC/CL | • Joint processes with Children's Services implemented to ensure that data is accurate at all times | April 09 | Team Managers Corporate Services. | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|------------------------------|---|-----------------|
| Introduce Foster carers to the services offered by Connexions | <ul style="list-style-type: none"> Awareness raising events delivered annually in all districts in association with Children's Services | March 2010 | Operations Managers (Youth Work)/ Partnership Development Manager | |
| Develop joint working practices to target resources at children on the edge of care | <ul style="list-style-type: none"> Bi-monthly meeting established. Joint intervention packages developed. Regular review and monitoring of interventions | March 2010 | Operations Managers (Youth Work) | |
| Looked after children and care leavers to be enabled to have a voice in the design and delivery of services | <ul style="list-style-type: none"> LAC/CL involved in UKYP election process Children in Care Council fully established with the support of Connexions Young people involved in mainstream participation activities | March 2010 | Participation Manager Community Managers (Youth Work) | |
| Vulnerable young people identified as being at risk of domestic abuse or potential perpetrators to have access to appropriate interventions | <ul style="list-style-type: none"> The development of healthy relationships and self-respect to be included in Youth Work delivery Targeted sessions to be delivered by the domestic abuse partnership in association with Connexions | March 2010 March 2010 | Operations Managers (Youth Work) Partnership Development Manager | |

Key Issue: Improving Behaviour, Reducing Crime

Aim: Support Young Offenders to participate in EET

Impact Measures: 90% of young people 13-18 with a YOT order to be in EET by the end of their YOT order
Support YOT to reduce the percentage of young people entering the criminal justice system for the first time by 4%.

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|---|---------------------------------------|----------|
| Review effectiveness of PAYP provision and implement revisions | <ul style="list-style-type: none"> Menu of activities provided Brief staff and partners of focus/ activities Review staffing allocation Establish report card Review and produce report on a quarterly basis | April 2009 | Director of Inclusion and Development | |
| Review deployment and enhance PA practice in YOT to achieve EET targets | <ul style="list-style-type: none"> Review level of staffing to YOT from East and West Ensure staff are briefed on role Re-establish quarterly PA meetings Review report card | April 2009 April 2009 May/Aug/Nov/Mar April 2009 | Director of Inclusion and Development | |
| Develop community responses to A.S.B. involving Local Authority elected members, key agencies and residents | <ul style="list-style-type: none"> Set up partnership meetings/ align with existing Involve UKYPs and deputies in discussions Identify hotspot areas Re-deploy PAYP activities, detached working to those hotspots | May 2009 May 2009 May 2009 May 2009 | Director of Inclusion and Development | |
| Reduce first time entrants to the Criminal Justice System | <ul style="list-style-type: none"> Target siblings of offenders (identify with YOT) SLA with police to ensure referrals of potential offenders Case studies on above best practice Put PAYP activity into place Ensure each referred young person has a PA or Key Worker | June 09 July 09 July 09 & quarterly June 09 | Director of Inclusion and Development | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|--|---|-----------------|---------------------------------------|----------|
| Review support and embed activity in schools with potential first time entrants to CJS | <ul style="list-style-type: none"> • Identify top 5 schools in each authority • Identify young people from each school • Ensure targeted PA support in school • PAYP and diversionary activity in place to support young people | | Director of Inclusion and Development | |
| Provide and promote activities with YOT, Police and Fire Service to address Youth Offending, A.S.B. and first time entrants to CJS | <ul style="list-style-type: none"> • Set up Partnership Meeting • Involve UKYPs and deputies in discussions • Identify hotspot areas • Re-deploy PAYP activities, detached working to those hotspots | | | |

Key Issue: Teenage Pregnancy

Aim: To support teenage parents into EET and reduce conception rate

Impact Measures: To contribute to the reduction of the number of teenage conceptions by 50% by 2010
 60% of teenage mothers 16 – 19 known to Connexions to be in EET by 2010
 To increase the number of teenage mothers known to Connexions to 85%
 To increase take up of Care 2 Learn in Cheshire and Warrington from 54 to 60 young people

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|--|---|---|----------|
| Secure higher profile and accountability with Cheshire LA's in respect of TP Strategy | <ul style="list-style-type: none"> Develop internal strategy around TP and Sexual Health Establish relationship with key people in new LA Provide timely and accurate data showing outcomes Ensure funding for support | May 09 May 09 April 09 onwards April 09 | Director of Inclusion and Development External Funding Manager | |
| Secure data in respect of termination rates at school level in Cheshire and Warrington to determine deployment of staff and prevention activity | <ul style="list-style-type: none"> Partnership and Data Sharing Agreement with PCTs Train specialist staff in respect of contraception and sexual health Meet with identified schools Deploy staff and relevant activity in schools to implement prevention strategies | April 09 May 09 May 09 May 09 | Director of Inclusion and Development. Workforce Development Manager. Area Managers | |
| Implement a revised TP Strategy for Cheshire and Warrington in respect of contraception advice and prevention | <ul style="list-style-type: none"> Development of contraception advice to be included in Teenage Pregnancy Strategy Train specialist staff in respect of contraception and sexual health matters | May 09 August 09 | Director of Inclusion and Development. Workforce Development Manager | |
| Increase numbers of teenage mothers 16-19 known to Connexions to 85%, and achieve EET target of 55 % by March 2010 | <ul style="list-style-type: none"> Understand individual school data Revise report card Data Sharing Agreement in place with PCTs Deploy staff to identified schools | April 09 April 09 July 09 September 09 | Director of Inclusion and Development | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|--|---|--|---|----------|
| Review activity and support given to Teenage Parents and Pregnant, and extend to current non-users, and target delivery to young men | <ul style="list-style-type: none"> • Map activity and outcomes • Identify young people who do not access provision • Market provision to young people • Increase numbers of young people, including males, using provision by 10% based on March 09 figures | <p>May 09</p> <p>July 09</p> <p>September 09</p> | Director of Inclusion and Development Area Managers | |

Key Issue: Identification and referral of Young People with Substance Misuse needs

Aim: Reduce the use of class A drugs and the frequent use of illicit drugs amongst young people
Reduce the incidence of alcohol.

Impact Measures: Increase the number of young people receiving Tier 2 interventions (targeted) by 25%

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|------------------------------|--|----------|
| Implement the preventative strategy in order to develop universal and targeted substance IAG services in schools, building based work and the community | <ul style="list-style-type: none"> Schools identified as a priority for the delivery of specialist 1:1 and group work Youth work plans to include substance misuse delivery | July 09 | Area Managers Operations Managers Operations | |
| Ensure that all young people have equal access to information, advice and 1:1 guidance at Tier 1 and 2 in order to reduce their use of illegal substances and alcohol | <ul style="list-style-type: none"> Young people, parents/carers and other agencies to be made aware of services available Trained staff to be available at all venues Information provision reviewed | July 09 September 09 | Operations Managers (Youth Work) | |
| To train all operational staff to recognise signs of substance misuse. | <ul style="list-style-type: none"> All staff trained in localities by the specialist substance misuse workers All staff trained to use Screening Tool and operate at Level 1 PA (C) and Youth Workers trained to operate at Tier 2 | July 09 | Operations Managers | |
| To develop six peer education projects across Cheshire East and West | <ul style="list-style-type: none"> Schools identified jointly by AMT's and Healthy schools Peer groups developed and the work evaluated at the end of the academic year | April 09 September 09 | | |
| Establish relationships with new LA's through DAAT boards and the Young Peoples substance misuse group | <ul style="list-style-type: none"> New agreements drawn up and implemented New grants monitored | May 09 September 09 | Director of Inclusion & Development Partnership | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|---------------------------------------|---------------------------------|-----------------|
| | | | Development Manager | |
| To deliver substance misuse awareness training (Discovery pack) and the use of the screening tool to statutory (including schools/colleges) and voluntary organisations | <ul style="list-style-type: none"> • Training publicised to voluntary and statutory organisations • Training co-ordinated by the training team • Training delivered by the substance misuse specialist workers • Uptake monitored by school/ provider | <p>March 2010</p> <p>October 2009</p> | Partnership Development Manager | |
| To support the KOOTH on-line counselling service with regard to substance misuse | <ul style="list-style-type: none"> • Specialist substance misuse workers to deliver services as specified in the DAAT agreement | March 2010 | Partnership Development Manager | |

Key Issue: Diversity and Inclusion

Aim: To ensure that all young people are supported to achieve their potential and that staff are equipped to provide support and/or able to refer to specialist assistance

**Impact Measures: 100% of statemented young people with Section 139a completed
90% of young people with LDD are in EET
95% of 13 – 19 year olds with recorded ethnicity information**

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|--|--------------------------------|--|----------|
| Improve levels of young people with Learning difficulties and Disabilities moving into employment, education or training in conjunction with key partners | <ul style="list-style-type: none"> Analysis of young people in special schools moving into EET completed and action plan produced/targets agreed Analysis of young people 16-19 with LDD completed and action plan/targets set | May 2009 June 2009 | Guidance Development Manager | |
| Embed diversity and inclusion understanding across all staff groups and practices | <ul style="list-style-type: none"> Action plan produced and agreed Action plan implemented and reviewed | April 2009 Dec 2009 | Guidance Development Manager | |
| Further enhance our support for Statemented young people in partnership with other agencies | <ul style="list-style-type: none"> New LSC guidance informs action plan Monitoring and review strategy implemented | December 2009 December 2009 | Guidance Development Manager | |
| Ensure positive recruitment practice in relation to Diversity and Inclusion | <ul style="list-style-type: none"> Implement recommendations from Recruitment & Selection review HR Sub-Group to agree strategy | December 2009 | HR Director | |
| Ensure funding allocated by Connexions is representative of Diversity and Inclusion issues and meets their needs | <ul style="list-style-type: none"> Contracting agreement reviewed and amended Diversity monitored | May 2009 August 2009 | Guidance Development Manager | |
| Ensure that all premises are accessible to minority groups | <ul style="list-style-type: none"> Audit tool amended for Youth Work settings Audit completed | May 2009 January 2010 | Guidance Development Manager and Team Managers | |

Key Issue: Young Peoples Active Involvement

Aim: Enable the voice of young people to be heard, including helping them to influence decisions

**Impact Measures: Increase votes cast in UKYP to 16,000
Achieve "established" standard of Hear by Rights**

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|---|---|----------|
| Produce and implement a strategy to support young peoples involvement in governance, design, planning and management of Connexions services | <ul style="list-style-type: none"> Write strategy in partnership with groups of young people who reflect their community Consult on strategy with stakeholders Implement Strategy | <p>April 09</p> <p>July 09</p> <p>July 09</p> | Participation and Active Involvement Manager | |
| Market Active Involvement Team support to partners (particularly new Local Authorities) to ensure young people are involved in their service delivery | <ul style="list-style-type: none"> Identify key personnel and partners Undertake gap analysis Identify activities/support services Produce Marketing Plan Produce directory of support services Distribute & actively market directory of support services | <p>May 09</p> <p>July 09</p> <p>August 09</p> | Participation and Active Involvement Manager | |
| Build on the success of previous UK Youth Parliament Elections | <ul style="list-style-type: none"> Implement recommendations from 2008 residential evaluation Produce calendar of activity Increase votes by 5% based on number of votes made in February 09 Increase number of locations from 45 to vote to 55 Ensure that young people involved in process reflect their community | <p>May 09</p> <p>June 09</p> <p>February 10</p> <p>February 10</p> <p>February 10</p> | Participation and Active Involvement Manager | |
| Young people involved in design of products/ Work Based Learning/ Employer Provision EBP | <ul style="list-style-type: none"> Design brief Identify young people Complete produce and service review Recommend/implement changes | <p>June 09</p> <p>September 09</p> | Participation and Active Involvement & Employer Engagement Managers | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|--|--|-----------------|
| Ensure that young people actively involved with Connexions are accredited appropriately | <ul style="list-style-type: none"> Identify appropriate accreditation programmes Support young people to gather and present evidence of involvement Celebrate achievement of young people | <p>April 09</p> <p>January 10</p> <p>March 10</p> | Participation and Active Involvement Manager | |
| Achieve "Hear By Rights" Standard within the organisation and provide support to partners to work towards "emerging" standard | <ul style="list-style-type: none"> Produce and implement plan Achieve "established" level of the standard Market Hear by Rights standard to partners Support 2 partner organisations to achieve "emerging" standard | <p>May 09</p> <p>August 09</p> <p>September 09</p> <p>March 2010</p> | Participation and Active Involvement Manager | |

Key Issue: Employer Engagement

Aim: To engage with a wider range and number of employers to ensure young people are successful in the world of work

**Impact Measures: Increase number of new employers known to Connexions by 10%
Increase vacancies notified by 10%
Increase number of Training Providers notifying of vacancies by 10%**

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|--|---|---|---|----------|
| Ensure the Employer Engagement strategy is fully embedded across the organisation | <ul style="list-style-type: none"> Employer Engagement Strategy produced and consulted Implementation plan agreed for strategy Ensure key partner organisations are involved and consulted | <p>April 2009</p> <p>April 2009</p> <p>May 2009</p> | Employer Engagement Manager | |
| Establish and develop the newly formed Education Business Links department | <ul style="list-style-type: none"> Produce Area focused team targets, priorities and action plans Complete 'cross functional' briefing and training Complete EBL Area Performance review and development planning | <p>April 2009</p> <p>June 2009</p> <p>August 2009</p> | <p>E.E. Manager</p> <p>EBL Team Leaders</p> <p>E.E. Manager</p> | |
| Review and enhance Vacancy Matching and generation services in order to meet the needs of young people and employers | <ul style="list-style-type: none"> Ensure staff and delivery partners understand the inter-relationship between the new NAS and vacancy matching service and Vacancy Line Integrate and cross-promote Vacancy and WRL services through EBL and Area teams | <p>June 2009</p> <p>September 2009</p> | <p>Ops Director/E.E Manager</p> <p>E.E. Manager</p> | |
| Improve the provision and quality of systematic Labour Market Information to support IAG activity | <ul style="list-style-type: none"> Understand the range of internal customer needs for LMI Identify LMI generated through EBL activity and improve systems to capture and distribute this information. Identify LMI gaps and source externally | <p>April 2009</p> <p>August 2009</p> <p>August 2009</p> | <p>Operations Director</p> <p>E.E. Manager</p> <p>Ops Director/Info and Marketing Manager</p> | |
| Develop and promote a menu of work related learning and related employer and teacher | <ul style="list-style-type: none"> Develop recommendations from local consultations into a menu of EBL provision | <p>April 2009</p> <p>April 2009</p> | E.E. Manager Projects Development | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|--|--|---|-----------------|
| support services that provide flexible options for employer engagement | <ul style="list-style-type: none"> • Prepare a product development plan based on recommendations • Expand the Diplomanet Network to cover additional C&M Diploma Consortia • Develop provision in response to commissioning plans and local needs | September 2009 Ongoing | Manager WRL Development Manager E.E. Manager | |
| Enhance the collection and use of data to inform and support effective and efficient employer engagement | <ul style="list-style-type: none"> • Trial use of Diploma Crib sheets and data capture on WEX • Consult with internal and external stakeholders re: data requirements and processes for a centrally managed employer engagement database • Secure funding from LAs to develop and administer a central employer engagement database | June 2009 November 2009 March 2010 | WRL Dev Manager E.E. Manager Ops Director/E.E. Manager | |
| Improve consultation with service users (employers, schools, young people, parents/carers) to inform service development and delivery | <ul style="list-style-type: none"> • Establish two EBL consultation groups (employers; young people) • Complete service review meetings with all current education sector customers • Survey the views of employers and parents/carers | May 2009 July 2009 December 2009 | WBL Development Manager EBL Team Leaders WRL Development Manager | |

Key Issue: Structure Delivery and Management

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|---|------------------------|--------------------------------|-----------------|
| Review Vision and Mission for IYSS organisation in light of revised membership | <ul style="list-style-type: none"> • Board Away Day • Area Consultations with staff • Stakeholder consultations • Business Strategy produced | June 2009 | Chief Executive | All |
| Produce and implement a business planning tool to aid business growth and income generation across Directorates | <ul style="list-style-type: none"> • Company Vision and Mission agreed • Establish Core Group • Produce Template to aid business growth • Business Development Plan agreed | July 2009 | Chief Executive | All |
| Review specialist roles in the organisation – the leadership, co-ordination and resource allocation | <ul style="list-style-type: none"> • Analysis of current specialisms including implications of new authorities delivery structures • Implementation plan including resource allocation and professional development/supervision needs agreed | September 2009 | SMT | |
| Identify and implement an integrated Payroll/HR database to improve effectiveness and Management Information | <ul style="list-style-type: none"> • Produce a project plan to identify risks and opportunities including: • Product analysis • Cost implications and opportunities • Implement plan and monitor effectiveness | December 2009 | Director of HR | |
| Investigate and implement a GIS system to enable better planning and monitoring | <ul style="list-style-type: none"> • Identify appropriate systems and produce options paper with recommendations • Implement system • Train appropriate staff in use of system • Revise Management Information packs as appropriate and integrate into Research projects. | October 2009 | Director of Corporate services | |
| Investigate the new CareerVision IYSS product | <ul style="list-style-type: none"> • Establish review team of IYSS users • Report produced on product benefits, costs and alternatives • Decision and implementation plan | May 2009 | Director of Corporate Services | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|---|--|-----------------|--|----------|
| | produced | | | |
| Increase staff's involvement in self assessment and business plan process | <ul style="list-style-type: none"> Increase involvement in Connexions Driver from 50% to 66% Self assessment findings published to Board and Staff | November 2009 | Director of Corporate Services | |
| Implement a revised Quality of Professional Practice procedure | <ul style="list-style-type: none"> Identify scope and current status of quality processes Draft procedure produced Procedure implemented | August 2009 | SMT | |
| Implement a Strategic Marketing Plan | <ul style="list-style-type: none"> Three year strategy produced and integrated into business improvement plan | April 2009 | Director of Corporate Services | |
| Produce a communications strategy to enable the organisation to be positioned ready for a commissioning environment | <ul style="list-style-type: none"> Review of roles and responsibilities in relation to PR, events, communication channels Marketing plan produced and implemented | April 2009 | Chief Executive | |
| Produce property utilisation strategy recognising emergent Government policy and company strategy | <ul style="list-style-type: none"> Following review of company strategy review premises to include Raising of participation age implications Financial opportunities and constraints DDA Audits completed or reviewed for all properties Leases reviewed Access – Saturdays, evenings etc. | May 2009 | Chief Executive/Director of Corporate Services | |
| Implement revised Internet and Intranet products | <ul style="list-style-type: none"> Implementation plan agreed Workforce Development strategy integrated into on-line learning On-line recruitment integrated | May 2009 | Director Corporate services | |
| Implement area budgets, cost centres and MI reporting in relation to Finance and HR deployment | <ul style="list-style-type: none"> Reports produced on time Managers review reporting system Impact measures agreed | April 2009 | Director of Corporate Services | |
| Implement workforce retention strategy | <ul style="list-style-type: none"> Research and benchmarking completed Retention strategy produced Targets agreed | December 2009 | Director of HR | |
| Implement revised IYSS | <ul style="list-style-type: none"> Produce recommendations to review | December 2009 | Director of HR | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|--|---|-----------------------------|--------------------------------|-----------------|
| professional development review system | <ul style="list-style-type: none"> PDR system in light of IYSS Trade Union and staff consulted on proposals Monitor and review implementation and impact | | | |
| Produce individual business development plans for business units | Plans produced and implemented including costings, income targets for <ul style="list-style-type: none"> Accreditation Centre, Outdoor Education, Involving Young People, IT/CCIS Assessment Centre | April 2009 | Chief Executive | |
| Establish a framework to monitor and measure effectiveness of management teams | <ul style="list-style-type: none"> 360° Degree reviews explored. Supervision monitoring Safeguarding requirements implemented and monitored. Workforce development – essential management course implemented. | December 2009 March 2009 | Director of HR | |
| Achieve Customer Service Excellence award | <ul style="list-style-type: none"> New processes and standards understood Mapping of current status against new standards Action plan produced Assessment completed | November 2009 | Director of Corporate Services | |
| Develop project management framework based on Prince 2 principles | <ul style="list-style-type: none"> Framework developed Implementation plan produced Awareness raising completed Framework integrated into company policies and procedures | June 2009 | Director of Corporate Services | |
| Produce 3 year ICT strategy based on strategic aims of the company | <ul style="list-style-type: none"> Understand technological opportunities Research market Investigate mobile and remote working opportunities Produce strategic options | October 2009 | Director of Corporate Services | |
| Implement all revised Health & | <ul style="list-style-type: none"> Implement revisions | July 2009 | Director of HR | |

| Objective | Milestone | Completion Date | Accountable Person | Contract |
|--|--|------------------------|---|-----------------|
| Safety procedures | <ul style="list-style-type: none"> • Awareness raising sessions with all staff • Impact measures and reporting process to inform • Ensure inclusion within induction | | | |
| Establish appropriate relationships and links with new authorities | <ul style="list-style-type: none"> • Membership of Children's trusts • Elected member communication • Regular meetings to review performance and opportunities with Directors of Children's services/ Head of Service | April 2009 | Chief Executive | |
| Carry out market research project with young people to ensure views are representative | <ul style="list-style-type: none"> • Methodology identified • Project plan produced • Research completed • Findings reported • Action plan produced | September 2009 | Director of Corporate Services/ Information & Marketing Manager | |