
WARRINGTON CHILDREN AND YOUNG PEOPLE'S PLAN 2009-2011



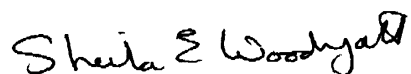
Foreword

In 2006, the Children and Young People's Strategic Partnership in Warrington produced its first Children and Young People's Plan. Covering the three years from 2006 to 2009, it was the first single, strategic, over-arching plan for all children and young people in the borough. On the 1 April 2008 the Warrington Children and Young People's Trust came into force and has developed rapidly and successfully, building on the early work of the Partnership.

The 2006 plan was ambitious, because we are ambitious for our children and young people. Our aspirations are high and we set ourselves some real challenges.

Since 2006, we have achieved a great deal and made excellent progress in many areas, with outcomes for children and young people in Warrington significantly better in 2009 than at the start of the plan. However, there is still more we want to achieve and this is reflected in this, our second Children and Young People's Plan.

Our vision in 2006 was for every child and young person in Warrington to have the opportunity to reach their full potential and this remains our vision. The key areas of focus and individual priorities may have changed, but our ultimate goal has not. We remain ambitious, and we continue to have high aspirations for all our children and young people. Through this plan, and through working together, we will continue to work to turn our vision for the children and young people of Warrington into a reality



Cllr Sheila Woodyatt
Chairman, Children and Young People's Trust



Norma Cadwallader
Strategic Director, Children's Services

Contents

1	Executive summary and purpose of this document	3
2	Children and young people in Warrington	5
3	Warrington Children and Young People’s Trust	9
4	Warrington’s response to the Lord Laming Report	12
5	Priorities for 2009-2011	13
a)	Be Healthy	13
b)	Stay Safe	16
c)	Enjoy and Achieve	19
d)	Make a Positive Contribution	22
e)	Achieve Economic Well-being	25
f)	Service Management	28
6	MANAGING PERFORMANCE	30
APPENDIX		
	Appendix 1: Glossary of terms	31

1 Executive summary and purpose of this document

The Warrington Children and Young People's Plan (the Plan) was published in 2006. It covered the three years from 2006 to 2009 and was published by Warrington's Children's Services after consultation with partner agencies and the Warrington Children and Young People's Strategic Partnership. Key objectives were set out under the Every Child Matters headings of:

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Making a Positive Contribution
- Achieving Economic Well-being

The Plan also had specific objectives relating to two key areas:

- Children and young people looked after by the local authority
- Children and young people with disabilities.

Over the three year life span of the Plan all objectives were reviewed and considerable progress was made. Progress over the first two years is detailed in the two Annual Reviews¹, and this regular reviewing and monitoring culminated in a full review of priorities and objectives in spring 2009, from which the priorities for this Plan, covering 2009-2011 were developed.

The Sustainable Community Strategy for Warrington sets out the vision that:

"By 2030, Warrington will be recognised as one of the best places to live and work in the United Kingdom, where everyone enjoys and outstanding quality of life."

In playing its part to support that ambition the Children and Young People's Trust (the Trust) will work towards ensuring that Warrington will be the best place in the United Kingdom for children and young people to live, learn and grow. Whilst the priorities we have in 2009-2011 have changed, our vision has not, **'Ensuring that every child and young person in Warrington has the opportunity to reach their potential'** remains our overriding ambition.

This Plan is intended to be a strategic, overarching plan, with the actions and activities underpinning the priorities and objectives detailed elsewhere in operational plans.

Together with neighbourhood working, the development of multi agency teams to deliver services and the increased involvement of the voluntary sector, the way in which services are being planned, developed and delivered for children, young people and their families, in Warrington is changing.

After monitoring and reviewing the 2006-2009 Plan and listening to what children, young people and their families were saying, key priorities emerged that gave a focus for working together to develop services in the longer term. These also link to the Government's

¹ Warrington Children and Young People's Plan Annual Review 2006-07
Warrington Children and Young People's Plan Annual Review 2007-08

Children's Plan published in 2008. The three main strategic intentions of the Warrington Plan are:

- eradicating child poverty
- narrowing the gap (ensuring that all children and young people have the opportunity to have good health, education and potential to get employment regardless of where they live, their family background or their ability) and
- raising aspiration/promoting success.

Our objectives have been developed under the Every Child Matters outcome headings and link to our strategic intentions. In developing our objectives, we are also committed to delivery through:

- working together (integrated working)
- getting it right first time (prevention/early intervention)
- feeling and being safe (safeguarding) and
- the improved well-being of children (enjoyment, good health, happiness and prosperity).

2 Children and young people in Warrington

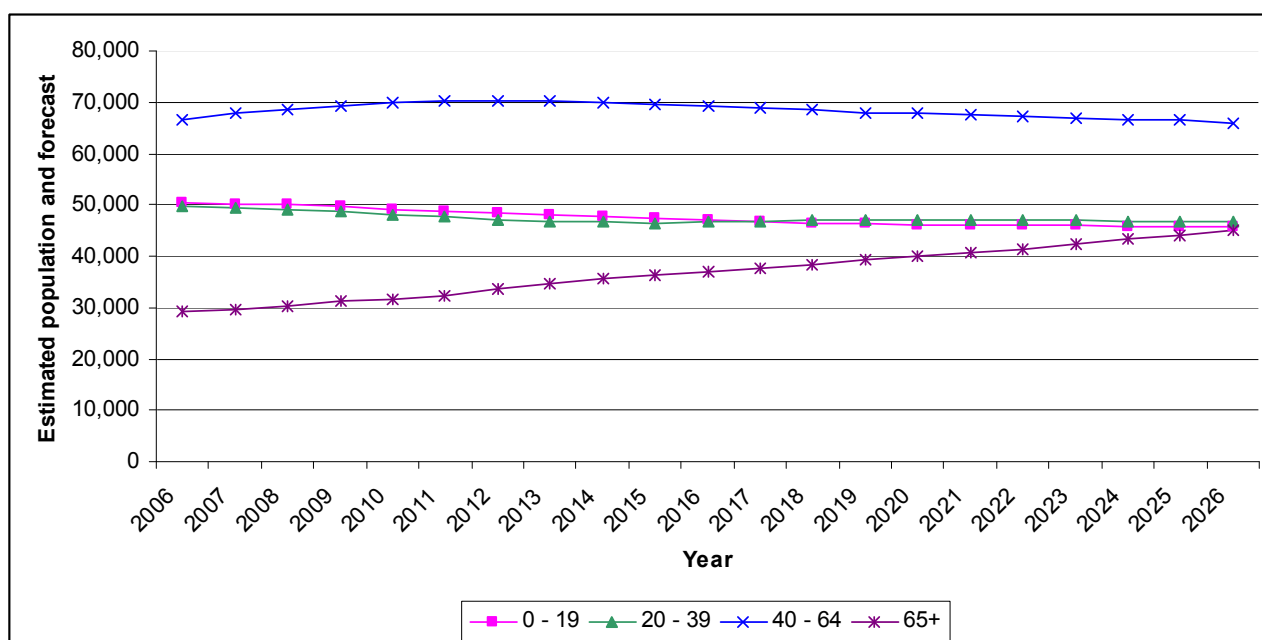
The borough of Warrington covers 182 square kilometres and lies at the centre of the North West region's communications network. In a total population of 195,200 living in 85,000 households², 48,200 (24.6%)³ are children and young people aged 0 -19. 6.2% of children and young people are of ethnic minority origin⁴.

In January 2009, there were 31,200 pupils attending schools in Warrington. On any given day, there are

- around 6,200 children with special educational needs (SEN) of whom 5,900 (95%) are in mainstream schools
- 230 and young people are looked after and
- 90 have a Child Protection Plan.

Warrington is a borough of contrasts having rural villages together with industrial heritage and landscapes. The town of Warrington in the centre of the borough is the largest and most densely populated, with outlying villages such as Lymm, Culcheth and Burtonwood having their own range of shops and services. The population has risen rapidly over the last 30 years with the development of the new town. Current population forecasts suggest that the overall population will grow by 3% by 2026, particularly for the 65+ age group, but that during the same period the number of children and young people in the borough is forecast to fall by 8%.

Figure 1: Population estimates and forecasts 2006 to 2026 by age groups (Persons)⁵



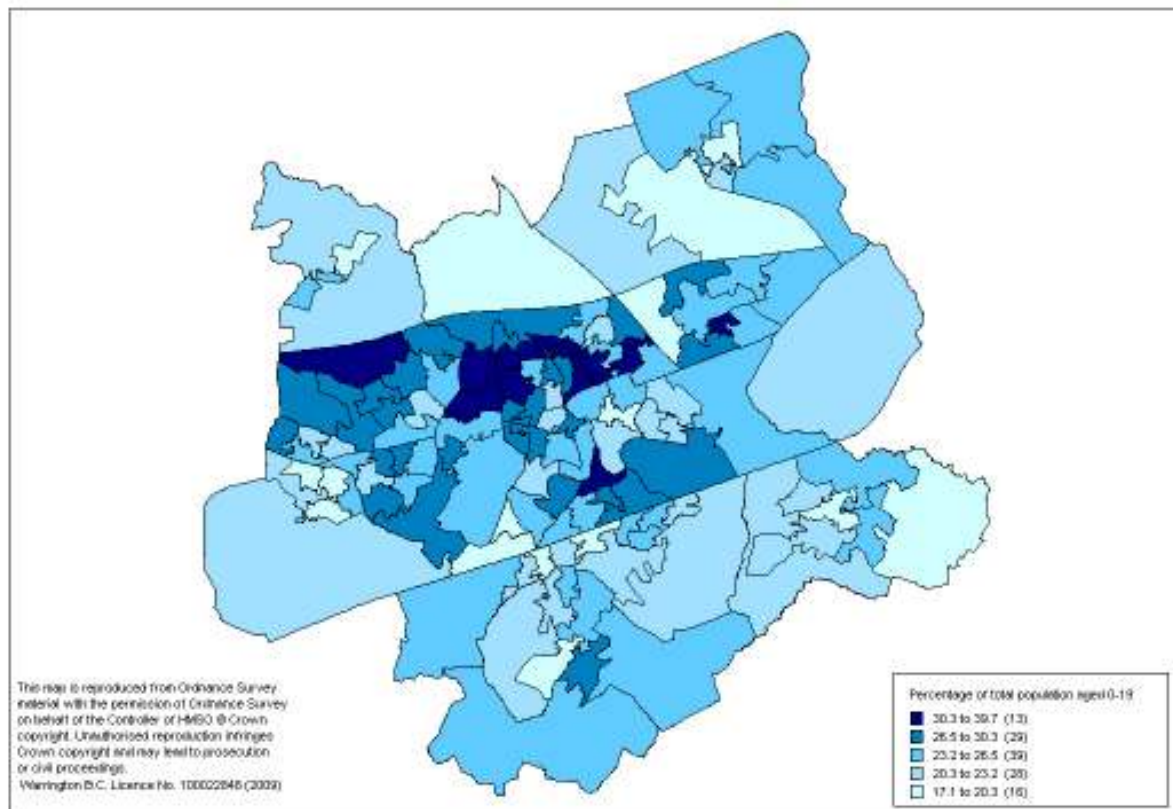
² Registrar General Midyear estimates 2007, National Statistics

³ Registrar General Midyear Estimates 2007, National Statistics

⁴ School Census 2008

⁵ 2006 - Registrar General Mid Year Estimates, www.statistics.gov.uk, Crown Copyright material reproduced with permission of the Controller of HMSO. 2011 onwards – Warrington Population Forecasts, Cheshire County Council Research and Intelligence Unit, produced on behalf of Warrington Borough Council under demographic agreement.

Figure 2: Population aged 0-19 as a percentage of total population



Overall Warrington is a good place for children and young people to grow up. 800 hectares of publicly owned parkland and open space, from Victorian gardens to local nature reserves, alongside a range of cultural opportunities for children and young people, such as the museum and art gallery, arts and entertainment centre, and leisure and fitness centres provide opportunities and facilities that can be used by children, young people and their families.

Education in Warrington is provided in 70 primary schools, 12 secondary schools, 3 special schools, 1 nursery school and 1 Pupil Referral Unit. 6 schools have special units and there is nursery provision in 27 primary schools. All 3-4 year olds can access an early years education through a range of maintained, private and voluntary organisations. 11 children's centres are established and designated and whilst all schools provide an extended services programme to some degree, 71% (61 schools) are meeting the full core extended service offer. Post-16 education and training is provided by one Generic Further Education (GFE) college, one 6th Form College, seven school 6th forms and a range of work-based training providers.

Overall outcomes for children and young people are good, across all key areas⁶ and in many cases, better than national and regional averages. Health levels are good, educational achievement ranks among the best in the country, and there are high levels of attendance and participation. Children and young people's feedback is also generally positive. According to the Tellus 3 survey of a sample of children in Years 6, 8 and 10, Warrington pupils had many positive views about themselves and their environment. Fewer Warrington pupils worry about getting into trouble, or worry about their parents,

⁶ Revised Every Child Matters Outcomes Framework, DCSF April 2008 Ref. DCSF-00331-2008

family or somebody else, than their national counterparts. Children in Warrington are also less those nationally about being bullied, being healthy, money, friendships, their future and crime. Young people in Warrington want to get involved in future decision making processes regarding their local area, for example they said they wanted *'more of a say in youth provisions,'* and that *'young people should have a bigger say in council issues'*⁷:

However, these strong overall outcomes mask inequalities within the borough.

The key negative defining feature of Warrington in 2009 is the marked difference in prosperity and quality of life within the borough. Stark contrasts exist between the hard-pressed inner wards and the leafier suburbs and villages on the outskirts of the town. 18 specific neighbourhoods (called Super Output Areas – SOAs), mostly concentrated around the town centre and housing around 28,400 residents (of whom 25% are children and young people), are amongst the 20% most deprived areas in the country, measured by a national index of multiple deprivation. Of these areas, 11 rank within the 10% most deprived nationally, with two areas, one in Bewsey and one in Orford, amongst the 3% most deprived.

At the other end of the scale, 40 SOAs are ranked amongst the 20% most affluent nationally. These affluent areas make up most of South Warrington, and together with areas in Westbrook, Sankey, Croft and Rixton, represent around one-third of Warrington's Population (64,210).

This contrast is mirrored in terms of outcomes for children and young people. The Joint Strategic Needs Analysis conducted across a wide range of outcomes shows that the inner wards fare less well than other wards in the borough. In health, the inner wards have higher obesity levels, poorer oral health for 5 and 10/11 year olds and higher rates of teenage conceptions.

Children living in the inner wards of Warrington experience higher income deprivation levels than the more affluent outer areas of Warrington. They also have the highest rates of 16–18 year olds not in employment, education or training and the largest numbers of referrals to social care, children in need, children on the child protection register and children looked after.

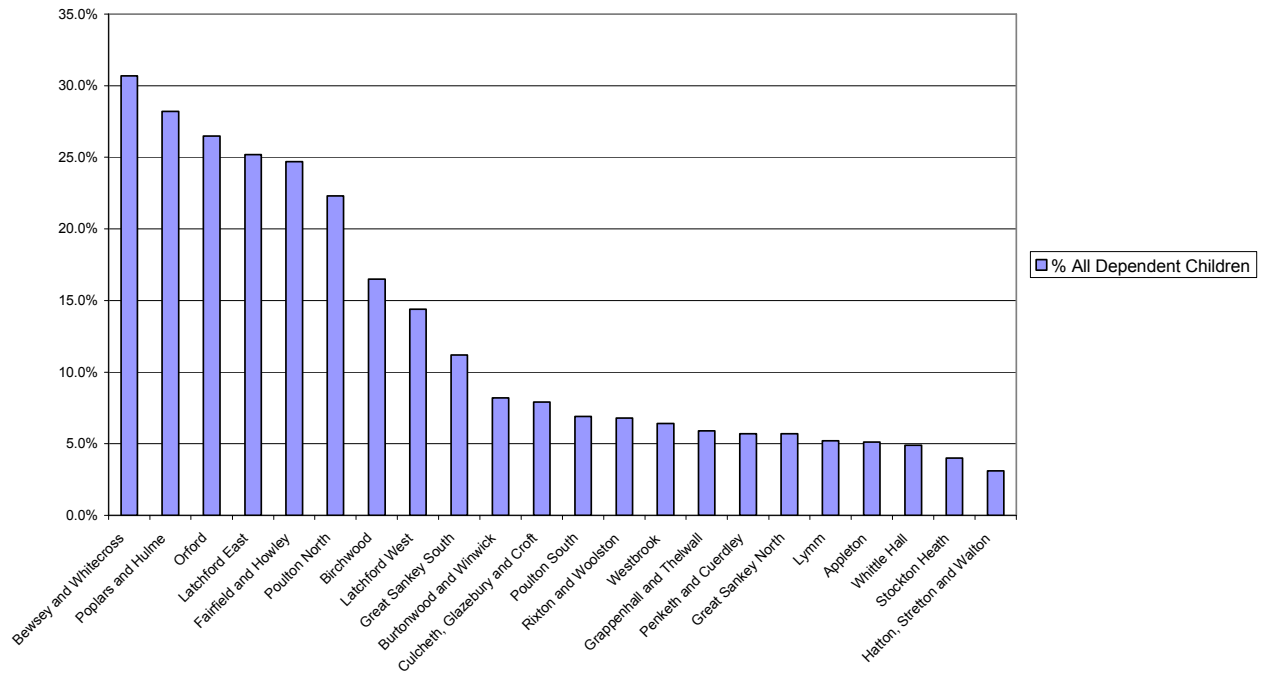
In terms of educational achievement, across all key stages from the Foundation Stage to GCSE, levels of performance in the inner wards are lower than those seen elsewhere.

The above indicates that, despite our overall successes and strong outcomes for children and young people, there are some large differences and areas of disadvantage. This Plan has at the heart of it key priorities that place a strong focus on narrowing these gaps to ensure all children and young people can have the opportunities to reach their potential.

A new focus for this Plan is reducing the numbers of children living in poverty. Work has been undertaken to analyse the data and understand the situation in Warrington. This shows that 5,245 children aged 0 -15 are living in poverty in Warrington reflecting 13.8% of the population.

⁷ Our Town – Our Time – Our Voice – Conference Report 2008

% Children in households dependent on Workless Benefits, 2007



3 Warrington's Children and Young People's Trust

Warrington's Children and Young People's Trust (the Trust) came into force on 1 April 2008, and since then, has developed rapidly and successfully, building from the early work of Warrington's Children and Young People's Strategic Partnership.

In its first year, some of the key achievements of the Trust have been:

- Development of Warrington Youth Support Service (IYSS) which has successfully brought together the Youth Service, Connexions, Teenage Pregnancy Strategy and Young People's Substance Misuse
- Continued development of the relationship with the Voluntary, Community and Faith sector in Warrington including contractual arrangements with voluntary sector partners
- Development of a Young Carers strategy
- Expanding of the nationally acclaimed Family Support Model and the Common Assessment Framework
- A review of Speech and Language Therapy across universal, targeted and acute services to improve services
- Active involvement in the development of the Sustainable Community Strategy
- Completion of a review and refresh of the Children and Young People's Plan 2006-2009
- Further development of Trust structures and governance
- Commissioning principles have been developed and the strategy reviewed and agreed

All of the above have demonstrated significant partnership arrangements and commitment, and the Trust actively meets with IMPACT (the Youth Parliament in Warrington).

The Trust operates in an ever-changing environment and this will result in some key challenges over the coming months and years.

There are key legislative changes, such as

- the strengthening of the framework to empower and encourage local partners and
- the new Comprehensive Area Assessment (CAA) which represents a move towards assessment of partnership working,
- a new inspection regime from Ofsted and
- the key recommendations arising from the publication of the Lord Laming Report published in March 2009⁸.

There are also many national and local initiatives that will deliver change and present challenges. These include the

- 14-19 strategy,
- Aiming High for Disabled Children, and
- Aiming High for Young People

Warrington is an early adopter for ContactPoint and is also a national trailblazer for the Family Pathfinder project and other successful funding applications include

⁸ *The Protection of Children in England: A Progress Report, TSO publication HC330*

- development of the ‘V’ project to provide employment opportunities for those young people who are not in employment, education or training (NEET)
- the Play Builder project which will improve play facilities in Warrington will be one of the first of the next wave of authorities to join the Building Schools for the Future (BSF) programme, which will not only transform learning but will make a significant contribution to ‘narrowing the gap’ across all outcomes. Phase 1 of the Warrington programme will target investment of £80m for four schools in the most disadvantaged areas

Although unsuccessful in obtaining national funding the local authority, IYSS and Youth Offending Team (YOT) together with the police and housing have initiated a local pilot scheme to work intensively with young people who are at risk of anti social behaviour.

The areas mentioned above are just a selection of the many initiatives and projects taking place in Warrington, both large and small scale, all developed and implemented to improve outcomes for children and young people in the borough. There is a firm commitment to have the Every Child Matters agenda and the needs of children and young people at the heart of service development in Warrington.

Locally, the aims and priorities of the Trust link with and are informed by those of *One Warrington: One Future*, Warrington’s Sustainable Community Strategy, as shown in the table below:

Sustainable Community Strategy Ambition (and priority)	Children and Young People’s Plan Outcome Area	Children and Young People’s Trust Strategic Intention
Healthy and Active - <i>Reduce premature mortality rates to below the England average</i> - <i>Reduce health inequalities across Warrington</i>	- Be Healthy	- Narrowing the Gap
Environmentally Responsible and Attractive - <i>Improve the look of the borough</i> - <i>Reduce reliance on the car and minimise delays for travellers</i> - <i>Meet our housing needs and ensure an adequate supply of affordable homes</i>	- Be Healthy - Make a Positive Contribution	- Narrowing the Gap - Raising aspirations/promoting success
Safe and Strong - <i>Increase community involvement and responsibility</i> - <i>Guard against future threats to community cohesion</i>	- Stay Safe - Make a Positive Contribution	- Safeguarding - Raising aspirations/promoting success

Sustainable Community Strategy Ambition (and priority)	Children and Young People's Plan Outcome Area	Children and Young People's Trust Strategic Intention
<ul style="list-style-type: none"> - <i>Enable a thriving voluntary and community sector</i> - <i>Reduce anti-social behaviour</i> - <i>Reduce violent and acquisitive crime</i> 		
Ambitious and Achieving <ul style="list-style-type: none"> - <i>Increase the educational attainment for children from areas of deprivation and looked after children</i> - <i>Increase skills</i> - <i>Boost aspirations and opportunities for all ages</i> 	<ul style="list-style-type: none"> - Enjoy and Achieve - Make a Positive Contribution - Achieve Economic Wellbeing 	<ul style="list-style-type: none"> - Narrowing the gap - Raising aspirations/promoting success - Eradicating child poverty
Prosperous and Vibrant <ul style="list-style-type: none"> - <i>Increase the employment rate of key groups</i> 	<ul style="list-style-type: none"> - Achieve Economic Wellbeing 	<ul style="list-style-type: none"> - Eradicating child poverty

The work of the Trust also links to and is informed by a wide range of strategies across all partner organisations. The Trust oversees and is responsible for delivery of the areas of the Local Area Agreement that relate to children and young people. The Trust also has very strong links with the Warrington Local Safeguarding Board and its associated subgroups, which ensures that safeguarding remains at the very forefront of its agenda.

The further development of Trust structures and governance arrangements together with arrangements for an integrated workforce and a joint approach to the commissioning of services for children and young people, will ensure we have well-developed service management arrangements to underpin the Trust's work and deliver improved outcomes for children and young people across the borough.

The Warrington Children and Young People's Community and Faith Sector Forum play a critical role in both the planning and delivery of services across the Trust. The Forum is represented at Trust Board and each of the Trust outcome groups have representation from the Forum, in the role of vice chair. The partnership across the sector is critical to the success of the Plan and remains a key priority for the Trust.

3 Warrington's response to the Lord Laming Report

In March 2009, the Lord Laming published his report into how children's services have progressed since 2004. His report, commissioned by the Children's Secretary, Ed Balls, in November 2008 following the death of Baby P in Haringey, looks at children's services across England.

His report recognised that Every Child Matters is the right framework for safeguarding children, but that more must be done to ensure that it is implemented in practice to provide the best quality care and protection for every child. His report calls on Central Government to set explicit priorities for the protection of children and young people and to ensure that sufficient resources are in place to deliver these priorities, but also recommends a number of changes that need to be made at a local and regional level in order to support and facilitate effective child protection.

In Warrington, safeguarding is good. The Warrington Safeguarding Children Board (WSCB) which was established in February 2006 has the lead responsibility for safeguarding the children and young people of Warrington. The functions of the WSCB are developed through its subgroups for example, policy practice and quality assurance, training and development, performance monitoring, and child death and serious case review panels. Children's safeguarding, together with the police, education and health professionals investigate when reports are received that children may be suffering from harm or in need of protection. All children and young people who have a child protection plan have a named social worker. Plans are currently being made to appoint an Independent Chair of the Local Safeguarding Children's Board.

The policy practice and quality assurance subgroup of the WSCB are currently awaiting each agencies responses to the recommendations in the Laming report and will develop a plan in response to this work in the next year.

There is strong partnership working, some examples of which are in areas such as domestic violence, the Multi Agency Risk Assessment Conference (MARAC), support for children who run away from home and in the training of all staff and volunteers working with children and young people. However, we are not complacent, and we want to improve our safeguarding further. For example, we have recently completed an internal safeguarding audit in social care and the NSPCC has audited a number of family support cases.

We welcome the Lord Laming's report and have already developed a number of actions linked to the recommendations that are specific to Warrington. These have informed the priorities within this Plan and are detailed in the Stay Safe section.

4 Priorities for 2009-2011

Warrington's Children and Young People's Trust has developed this Plan and its priorities by bringing together and considering a strong evidence base. The views of children, young people, their families and those professionals working with them have been included. Together with statistical data gathered throughout the life of the first Children and Young People's Plan and particularly over the past year.

Three common strategic intentions emerged, and are the focus of the Plan. They are:

- eradicating child poverty
- narrowing the gap, and
- raising aspirations/promoting success.

From these three main strategic intentions, a number of individual priorities were then developed. Driven by the outcome groups of the Trust, these priorities drew on the evidence base referred to above and were subsequently consulted upon. The consultation, which was open to anyone who wished to comment, received responses from children and young people, families and carers, and people who work with them. The priorities were further refined to ensure they accurately reflected the needs of children and young people in Warrington.

a) **Be Healthy**

The health of children and young people in Warrington is generally good. Most of the key indicators, such as infant mortality rates, immunisation rates, obesity levels, oral health, teenage conceptions and breastfeeding rates, continue to be close to or better than the national average. However, whilst overall levels of health are good, there are differences in health outcomes in different parts of the borough with particular differences seen between the inner and outer wards.

The focus of the 2006 – 2009 CYPP was on reducing inequalities, with a specific focus on levels of smoking among mothers-to-be and young people, reducing teenage conceptions and improving breastfeeding uptake. Mothers who stated that they were still smoking at the time of their baby's birth fell from 18.5% to 16.3% and breastfeeding initiation also showed a steady increase over the same period from 57% to 59%. There was improved access to alcohol and substance misuse and Speech and Language Therapy services. Since 2006 waiting times for Speech and Language appointments have been reduced from approximately 12 months to six weeks.

Childhood obesity levels are rising in line with the England average. A similar pattern linked to areas of deprivation is apparent. A range of strategies including a Healthy Weight Strategy, Active Warrington which focuses on sport and physical activity, a Community Food Strategy and joint work between the local authority and schools to improve the take up of school lunches will all affect obesity levels.

The Healthy Schools initiative has been very successful in Warrington with all schools now involved. Additionally we are on target to ensure that every school owns a School Travel Plan by 2010. These facilitate and promote sustainable travel to school and ensure equal access by reducing the need to travel to school by car.

Overall there have been successes in reducing hospital and community health waiting times, and these present the opportunity for diversion of a greater proportion of local health resources to focus on the prevention agenda. We are getting better at gathering information about communities and so can improve our targeting of initiatives and neighbourhood involvement. In the longer term, the impact of our preventative service should lead to the improvements that we desire.

NHS Warrington is the national health organisation responsible for commissioning high quality and appropriate health services for all the people of Warrington and securing improvements in health and well-being for the population. The main providers of Healthcare within the town are Warrington and Halton Hospitals NHS Foundation Trust, NHS Warrington – Community Services Unit and 5 Boroughs Partnership NHS Trust. In addition to this, NHS Warrington commissions specialist services for children from Alder Hey Children’s Hospital, Central Manchester University Hospitals Foundation Trust and Cheshire and Wirral Partnership Foundation Trust.

Collaborative and joint working across all key agencies has developed considerably since 2006 and Children’s Centres are a key success. There are eleven Children’s Centres currently open and a further three will be open by 2010 which will complete the full roll out programme for Warrington. Children’s Centres deliver a wide range of integrated services for children aged 0-5 years and their families in the heart of the local community. Each centre delivers a ‘core offer’ of services including childcare provision, family and parenting support, health services and parental involvement initiatives. Services are delivered through a wide range of partner agencies supported by a core Sure Start staff team.

In Warrington the voluntary sector is actively involved in supporting children, young people and families to be healthy. Some examples of the work in this area are the use of volunteers by NHS Warrington; support for young carers through the Carers Centre; support for disabled children and their families by the provision of activities organised by the voluntary sector; and, the support of the voluntary sector in the Speech and Language Unit.

Our key priorities for 2009-2011	Success will look like this
<p>BH1 Focus on a number of key areas to narrow the gap in health outcomes for children and young people</p>	<p>Breastfeeding</p> <ul style="list-style-type: none"> • Breastfeeding peer support groups will be established in some children centres • More women will breastfeed at 6-8 weeks and 6 months <p>Obesity</p> <ul style="list-style-type: none"> • NHS Warrington and partners will have a joint weight management strategy and service development programme • A targeted intervention programme will be provided for children whose long term health is at risk due to their weight <p>Vaccination and Immunisation</p> <ul style="list-style-type: none"> • Over 90% of children will have completed the childhood vaccination programme <p>Your health</p> <ul style="list-style-type: none"> • All schools and children’s centres will have a jointly agreed health plan. The plan will aim

	<p>to deliver services and education to improve the health of the local population</p> <p>Travel to school</p> <ul style="list-style-type: none"> • A joint sustainable travel to school policy will be in place. The policy will support healthy modes of travel
BH2 Improve the transition of children and young people from children's to adult services	<ul style="list-style-type: none"> • The Children and Young People's Trust will have a joint transition policy, which all partner agencies and providers of children's services have agreed to follow • Processes and pathways will be in place to ensure that the move from children's to adults service is seamless
BH3 Work together to improve health and social care services for children and young people with complex needs	<ul style="list-style-type: none"> • Health and social care services for children with complex needs are delivered in an integrated way. They appear seamless to the user • Comprehensive Children and Adolescent Mental Health Service (CAMHS) in place • CAMHS tier 2/3 merger will be completed by June 2009, improving access, via a single point of access, and the patient experience and young people will not 'fall between the existing gaps' at tiers 2 and 3 • Strategic Commissioning Plan (SCP) and CAMHS investments are used to address gaps and pressures identified in the local strategy (e.g. Autistic Spectrum Disorder, Looked After Children) • Additional inpatients beds are commissioned to address the requirements of the amended Mental Health Act

Our Local Area Agreement (LAA) targets			
National Indicator	Current actual	2009/10 target	LAA final target 2010/11
NI051 Effectiveness of child and adolescent mental health (CAMHS) services	(07/08) 12	15	16
NI053 Percentage of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	36.2%	42.6%	48.7%
NI056 Percentage of children in Year 6 with height and weight recorded who are obese	14.6%	14.5%	14.0%
NI058 Emotional and behavioural health of looked after children	Not yet available	To be agreed	To be agreed
NI112 Under 18 conception rate	(2007) -23.0%	-33.5%	-50.0%

b) Stay Safe

Safeguarding in Warrington is good. Performance data tell us that the number of children and young people who have a Child Protection Plan is below the national average. The Tellus survey showed a higher proportion of children and young people feeling very or quite safe than seen nationally, with fewer children and young people reporting that they had been bullied. Ofsted has assessed residential services as having 'good' safeguarding arrangements.

All agencies work together to provide support for children and young people who are looked after. There are on average 230 children looked after by Warrington Children's Services and this is below the national average. Over 85% are placed with either foster carers or family and friends, and wherever possible, close to home. All looked after children have a named social worker. Warrington has been successful in recruiting foster carers. Warrington also has a high number, on average 130, of children and young people who are looked after by other local authorities and placed in Warrington.

In what is a national trend over the past 12 months there has been an increase in the number of children who have needed to become looked after or who have required support from our social care services. This has resulted in an increased number of public law proceedings and additional resources have been allocated to the social work teams to facilitate the completion of initial and core assessments.

Over recent years, a major focus in Warrington has been on developing a robust preventative strategy. The Family Support Model (FSM) and the use of the Common Assessment Framework (CAF) are established in Warrington, with over 900 children and young people receiving services since its implementation, and referrals to targeted services are now more effective and timely. However, we are not complacent and see the consistent use of the CAF as an important tool in the identification and provision of services for children and young people. Building on its outstanding family support services Warrington has become one of 15 Family Pathfinders who will receive funding for a three year period up to 2011. This will develop a 'think family' approach to the way we work. This demands a more family-focused approach and is aimed at helping those families who are most excluded and who have complex, multiple problems including poverty, parental worklessness, lack of qualifications, parental mental health, substance abuse, poor housing, and contact with the criminal justice system. The Family Pathfinder project will deliver a cultural change in how services work together around multiple needs to prevent family breakdown and promote better outcomes for children and young people.

All staff within Children's Services have been trained to conduct 'safer' recruitment and the safer working practices for adults who work with children and young people that were set out in the allegations management advice published by the Department for Children Schools and Families (DCSF) have been endorsed, and accepted by the WSCB for use across all agencies. Child protection training continues to be delivered by the multi agency training pool.

Safeguarding in Warrington is seen as a key priority for all agencies, with many examples of joint working. The Multi Agency Risk Assessment Conference (MARAC) commenced in April 2008 to focus on support for the victims of domestic abuse and has led to the setting up of the Independent Domestic Violence Advocates (IDVA) service, a multi-agency approach. Reported incidents of serious domestic violence have challenged services

across all agencies, and the service has dealt with over 600 referrals in its first year, supporting children and their families through the court process. NHS Warrington, other health commissioners and Cheshire Constabulary are working together to establish a Sexual Assault Resource Centre for all ages and genders.

Other key achievements have included the establishment of the Child Death Overview Panel (CDOP) in April 2008 to have oversight of all children’s deaths in Warrington, to monitor trends, and to investigate and make recommendations on any emerging trends; collaborative working with other partners in Cheshire on protocols and policies to enable appropriate response in sudden unexpected deaths in infancy and childhood (SUDIC) and deaths in suspicious circumstances; and the multi agency ‘Better Outcomes for Children in Care’(BOCiC) group which meets monthly to monitor and develop joint working.

In Warrington, the voluntary and community sector is actively involved in making the borough a safer place for children and young people. A service for those children and young people who runaway in Warrington is provided by a multi-agency partnership and is recognised nationally by the DCSF as a model of good practice. The service works directly with over 200 families a year and raises awareness about the dangers through a variety of ways, including school assemblies and training to professionals. There is also a local quality assurance scheme, which looks at good practice delivery of child protection and safeguarding within voluntary organisations working with children and young people.

Our key priorities for 2009-2011	Success will look like this
SS1 Address the issues in the Laming Report to better safeguard children and young people in Warrington	<ul style="list-style-type: none"> • The Trust will provide leadership locally to ensure all agencies address their key responsibilities to improve practice • Issues raised in the internal audit of safeguarding services following the Lord Laming Report will be addressed • WSCB will be strong and focussed, under an independent chair • The Trust and WSCB will engage in joint reporting, challenge and peer review of their respective responsibilities to ensure the safety and well-being of children
SS2 Strengthen the commitment to confirming that safeguarding is everyone’s business	<ul style="list-style-type: none"> • Agencies will support and empower children and young people to be engaged in service design and delivery – they will listen to children and young people • Staff working in frontline services in all agencies will understand their contribution to safeguarding children • Councillors and others will be competent in discharging their role as Corporate Parents • Other authorities who place looked after children in Warrington will be challenged to demonstrate their commitment to safety and well-being of those children • The Family Pathfinder will deliver a cultural change in how services work to support

	<p>families with multiple needs</p> <ul style="list-style-type: none"> Multi-agency forums (i.e. 'BOCiC' 'CDOP' etc) will share their learning and expertise around safeguarding
SS3 By working together commission services to improve provision for those children and young people who have been, or are in danger of being, abused	<ul style="list-style-type: none"> The multi agency approach to supporting child victims of domestic violence (via independent advocates) will be robust The Sexual Assault resource centre will meet the needs of children, in line with Standard 5 of the National Service Framework (NSF) Services to support children and young people who run away from home will work in a multi agency context to provide best support
SS4 All agencies to have appropriate policies and procedures in place to support safeguarding	<ul style="list-style-type: none"> ContactPoint will be operational Multi agency safeguarding training will be properly resourced and available to practitioners in all sectors. Client record systems will be electronic, up-to-date and supported by appropriate information sharing protocols CAF will be further embedded as a tool to support the identification and provision of services to children and young people The understanding of prevailing service thresholds (CAF, CAMHS etc) will be strong across all agencies

Our Local Area Agreement (LAA) targets			
National Indicator	Baseline	2009/10 target	LAA final target 2010/11
N132 Repeat incidents of domestic violence	N/A	N/A	26%

c) Enjoy and Achieve

Warrington has an excellent reputation for education provision. Our primary and secondary schools achieve exceptionally high results in attainment, with performance at Key Stages 2, 3 and 4 having been consistently higher than national averages for some years. Strong partnership working has resulted in a broader range of opportunities for 14-19 year olds, including the new diplomas and there are good opportunities for further and higher education in the borough.

69% of schools are rated as 'good' or better by Ofsted and of these 17 schools rated as 'outstanding'. There is a collaborative approach to school leadership in Warrington, and the authority has a strong track record of supporting deputy headteachers to secure headships in the borough. Warrington is seen as a desirable place to work by teachers, with recruitment good and retention levels high.

Levels of attendance at school are among the highest in the country, and the rate of exclusions is low. 85% of our schools have achieved Healthy Schools status, with the remainder on target to achieve by December 2009. 31 schools have achieved ArtsMark status. Seven schools have achieved the full International Education Status with a further 14 achieving the intermediate or foundation award. All primary schools are delivering a modern foreign language as an integral part of the curriculum, well ahead of the Government target of 2010.

Involvement in activities outside of the traditional school day is increasing, and more young people than ever before are taking part in an increased range of activities in the holiday period, particular in the summer. Free swimming is now available to all children and young people in Warrington. Between August 2008 and January 2009 the Mobile Play Team, funded by the Big Lottery, helped over 2000 children, aged from 5 to 14 years, to enjoy arts, crafts, sports and fitness activities. The FitKidz project which is part of the Positive Futures initiative provides not only sports and training opportunities for children and young people aged 5–17 years but also opportunities for the training and recognition of volunteers. These are some of the ways that more activities are being offered to children and young people in Warrington, particularly those in the inner wards.

For those young people who are finding it difficult to realise achievements at school, an 'Accreditation' scheme gives young people who access youth support services the opportunity to credit their involvement in a variety of courses and awarding bodies, such as the Duke of Edinburgh Award and Youth Achievement Award. This has helped to build self-esteem and facilitated young people to remain or return to education with clear aspirations for their future.

We want to maintain and further improve our high educational attainment levels, and, at the same time, ensure that all our young people leave school with the necessary skills to enable them to succeed in the 21st century. However, we also need to address the significant differences in the attainment levels achieved by children and young people from disadvantaged backgrounds. We also need to ensure that all young people have access to the right levels of support to ensure that they are able to 'enjoy' as well as 'achieve'.

In Warrington there are over 300 voluntary organisations providing activities for children and young people. Voluntary organisations work collaboratively to provide help and support to families and to develop services and activities that are targeted at those who

are most at risk. The involvement of the voluntary sector will be crucial in the development of the Aiming High for Disabled Children programme.

Our key priorities for 2009-2011	Success will look like this		
EA1 Help all children and young people to be involved in activities outside of the school day	<ul style="list-style-type: none"> • All children and young people will have access to sports/physical activity and cultural opportunities outside of the school day • The volume and range of short break provision to meet the needs of disabled children and young people will increase • Out of school activity and community provision will be a key component of the way in which we will transform learning across Warrington 		
EA2 Continue to promote high standards in education by transforming the way education takes place in 21 st century Warrington	<ul style="list-style-type: none"> • Delivering our Primary Capital Programme and our Buildings Schools for the Future programme based on an agreed vision for transforming learning in Warrington schools • Targeted support will be in place for all children and young people living in more deprived households • The attendance and achievement of looked after children will improve • The number of pupils receiving a fixed term exclusion from school will reduce • The attainment of higher ability pupils will be further enhanced • Achievement outcomes for disabled children will be improved • Our ambition is that all schools are judged to be 'good' or better in Ofsted inspections by 2012 • No school will be below the national floor targets at Key Stages 2 and 4 by 2010 		
EA3 Promote the importance of emotional well-being for all our children and young people	<ul style="list-style-type: none"> • All children aged 0-5 will receive high quality care and learning experiences • Within the Foundation Stage Early Learning Goals, promote increased 'Personal, Social and Emotional Development'. • All schools will achieve the National Healthy Schools Award by July 2010 • The Social and Emotional Aspects of Learning (SEAL) programme will have been rolled out to all schools by July 2010 		
Our Local Area Agreement (LAA) targets			
National Indicator	Current Actual	2009/01 target	LAA final target 2010/11

NI102 Achievement gap between pupils eligible for free school meals and their peers (KS2 & 4)	2008 KS2 24pp ⁹ KS4 34pp	KS2 23pp KS4 32pp	KS2 22pp KS4 28pp
NI110 Young people's participation in positive activities	73.9%	78.9%	83.9%
DNI057 Children and young people's participation in high-quality PE and sport	(2008-09) 96.0%	96.0%	96.0%
NI072 At least 78 points across Early Years Foundation Stage with at least 6 in each of the scales	(2008) 59.0%	57.7%	59.0%
NI073 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	(2008) 79.7%	79.0%	82.0%
NI075 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	(2008) 53.3%	58.0%	60.0%
NI087 Secondary school persistent absence rate	(2008) 4.7%	5.4%	5.3%
NI092 Narrowing the gap - lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	(2008) 32.3 %	28.4%	28.1%
NI093 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	(2008) 83.8%	91.0%	90.0%
NI094 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	(2008) 83.1%	90.0%	88.0%
NI099 Children in care reaching level 4 in English at Key Stage 2	(2008) 63.0%	78.0%	44.0%
NI100 Looked after children reaching level 4 in mathematics at Key Stage 2	(2008) 63.0%	78.0%	33.0%
NI101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)	(2008) 0.0%	30.0%	15.0%

⁹ Percentage point difference between pupils eligible for free schools meals and their peers

d) Make a Positive Contribution

Children and young people play an active role in the decisions that affect them in Warrington. All schools have a school council. There is a Youth Parliament (known as IMPACT). Its membership is diverse, with care leavers, young offenders, young people with disabilities and young people from both affluent and deprived areas of the borough. 44% of eligible young people voted in the most recent elections, placing Warrington in the top three nationally. IMPACT has developed a local Manifesto with young people across the town. It reflects on the issues and concerns that the group will be focussing on over the next two years. The Manifesto has been formally taken through the Children's Services Overview and Scrutiny Committee and the Trust. A series of issues from the Manifesto are being worked on jointly by IMPACT, elected members and officers.

The Children in Care Council has been established. It is facilitated by the National Youth Advisory Service (NYAS) and links are being developed with the regional Children in Care Council. Joint work with NYAS and social care has also resulted in an improved take up of issues based advocacy for children in care and plans have been made to extend this across all agencies.

The rollout of neighbourhood working has given an opportunity to ensure that the voice of children and young people becomes embedded into this way of working. The new children and young people's area forums are linked closely with the neighbourhood management boards, allowing children and young people a clear role in the design and delivery of services. The local area youth fora were launched this year through large consultation events across the town. From these events three key issues were identified and will become the focus of Youth Summits over the next year – crime and community safety; transport; and things to do and places to go. These summits will bring together policy makers, communities and young people to address the issues and concerns raised.

Warrington was successful in its bid to host two high profile celebration events to raise the profile of young people's achievements across the town. INSPIRE engaged over 400 young people in showcasing their specific contributions to Warrington. Achievements celebrated included community, social and personal achievement as well as school and youth activities. It is hoped that there will now be an annual celebration event.

There is strong partnership working between the local authority, youth justice services, Cheshire Constabulary and health services, with restorative justice a priority and supported by all agencies. A key focus of the work of the Youth Offending Team (YOT) is the prevention of young people becoming involved with the youth justice system. General rates of offending and re-offending have reduced and are lower than the national average. YOT actively works with partner agencies to support the education and training needs of hard-to-reach young people, those in custody and those about to be released into the community. The Youth Justice Planning Tool, completed in 2008, has been used effectively for service planning. As the result of a successful bid to the Department of Health (DH) and the Prison Service, the YOT is working as one of only six pilot areas in the country in order to identify children and young people with potential mental health and other issues, to divert them from criminal justice processes at the earliest stage.

A range of intergenerational activities work to enhance community cohesion, and bring the benefits of being with older people to children and young people. An alliance between the youth parliament and Older People's Partnership Board is being developed to create a

more wide-ranging and systematic approach to intergenerational activities in support of the strategy for an ageing population.

Consultation with young people who have disabilities has been undertaken by an organisation called 'Changing Together' and their views will be reflected in the plans being made through the Aiming High for Disabled Children programme.

Whilst the engagement and involvement of children and young people is good in Warrington, we want to improve further, and there is more to do. This year the Children and Young People's Trust has focussed on ensuring involvement in the design and delivery of services. We want to monitor and assess the impact of children and young people's involvement on policy and practice, and to improve the support available to parents to ensure that they are also fully involved and are supported. We also want to ensure that the views of all children and young people are more routinely embedded into consultation processes, particularly for those who may face particular difficulties in making their voice heard, and to ensure that we promote community cohesion and sustainability.

In Warrington the voluntary sector plays a key role in supporting children and young people to make a positive contribution. One example is the work of the YMCA with young people who are homeless or at risk of being homeless.

Our key priorities for 2009-2011	Success will look like this
PC1 Monitor the impact of children and young people's involvement on policy and practice	<ul style="list-style-type: none"> • Youth Summits will directly impact future policy and practice in terms of transport, crime and community safety and places to go/things to do • IMPACT (Youth Council) manifesto will have directly influenced senior policy makers to deliver outcomes determined by young people • All direct service delivery will be able to evidence the active engagement of children, young people and families in service design and delivery
PC2 Improve the support available to parents	<ul style="list-style-type: none"> • Whole family assessments and care packages will be introduced across Warrington in an appropriate and timely way • Families will be able to access the appropriate parenting course to meet their particular need through a single referral point. People will be empowered to self-refer into family support and parenting programmes across the town
PC3 Promote community cohesion and sustainability	<ul style="list-style-type: none"> • All schools will have an appropriate range of extended services available to support children, young people and the community both during and outside of school hours • The range of volunteering opportunities across children's services will be expanded with more young people and adults

	<p>volunteering across Warrington</p> <ul style="list-style-type: none"> • Play opportunities will be expanded through the refurbishment and development of 22 playgrounds across the town and more play training for parents • Local areas will feel safer through the focus on responding to anti-social behaviour and preventing young people from entering the youth justice system
--	---

Our Local Area Agreement (LAA) targets			
National Indicator	Current Actual	2009/01 target	LAA final target 2010/11
NI111 First time entrants to the Youth Justice System aged 10 - 17	2007/08 1,320 per 100,000	1,254 per 100,000 (-5.0%)	1,241 per 100,000 (-6.0%)
NI006 Participation in regular volunteering	N/A	No survey	27.5%

e) Achieve Economic Well-being

In Warrington, the number of young people not engaged in education, employment and training (NEET) is low. Key Stage 3 and GCSE performance is high, and the proportion of young people achieving Level 2 and Level 3 qualifications by the age of 19 is increasing and is above the national average¹⁰. 99% of young people completing Year 11 received an offer of a place in education or training by the end of September.

A good range of provision is available through schools and colleges. All schools offer the full GCSE entitlement and there has been a steady increase in 14-16 vocational provision. There is a broad range of academic subjects offered at Key Stage 5, and in apprentice provision, with take-up increasing and success rates high. Stakeholders and employers are involved in planning to further increase the supply and take-up of apprenticeships. The range of diploma opportunities continues to increase. The Society Health and Development Diploma started in September 2008, and there is a well-established plan for a further six diplomas to be offered from September 2009 with applications submitted for environmental and land based, sports and active leisure, and public services diplomas for delivery from September 2010. All diplomas are available to all students.

Young people are provided with good quality independent information, advice and guidance, which is both recognised and appreciated. Schools also provide good support in this area, with the majority graded as 'good' or 'outstanding' in the learners' development of workplace and other skills that will contribute to their future economic well-being. Over 800 young people attended a Warrington Options event to promote all learning routes available to young people.

67% of care leavers are engaged in education, employment or training. Social care, regeneration and the voluntary sector have worked jointly on the 'Peacock Project', and piloted a new way of supporting young people who have left care. Three young people, who otherwise would have had difficulty finding employment, are now working.

A summit took place in February 2009 to consider how to increase the availability of apprenticeship places. This was successful with a number of companies offering places as a direct result of the event. A number of actions and commitments were also obtained on strategies to be adopted across partners to increase apprenticeships.

A working group has established proposals on changes that will be introduced to make work related learning more beneficial for learners and to move away from the traditional block two week work experience for all young people. These changes will be gradually implemented from September 2009.

Whilst participation and achievement post-16 is good, there are some areas that we want to improve further. We want to see more young people having the qualifications they need at age 18 to move on into employment or higher education. Whilst the proportion of young people with learning difficulties and/or disabilities not engaged in education, employment or training has reduced, we want to ensure that more of these young people have the opportunity to progress at age 18. We also want to work together with employers to ensure that they can become more involved in education and training and to improve access to employment through integrated provision within all communities.

¹⁰ DCSF Attainment by Young People in England

Job Centre Plus has introduced a discussion on childcare with parents at every intervention and has introduced new services for lone parents. The Childcare Sufficiency Assessment indicates there are no issues or barriers in relation to childcare places.

The voluntary sector in Warrington are active in providing volunteering opportunities for young people, and vocational opportunities and support for those young people who need extra help to get a qualification or settle into employment. The innovative 'Peacock' Project has demonstrated the many benefits of collaboration working between the Local Authority and the voluntary sector.

Our key priorities for 2009-2011		Success will look like this		
EW1	Ensure that all young people at age 18 get the qualifications they need to move on to university or get a job	<ul style="list-style-type: none"> The number of young people who achieve a Level 2 and Level 3 qualification at age 19 will have increased Full implementation of the 14-19 reforms with young people able to access the four learning routes The aspirations of young people to progress to higher education will have increased Proposals will have been developed to support the raising of the participation age and reduce numbers not in education, employment or training 		
EW2	Improve participation and choice for learners with learning difficulties and disabilities into education or training	<ul style="list-style-type: none"> Proposals based on the outcomes of the feasibility study into provision for 14-25 year olds with learning difficulties and disabilities agreed An improved range of provision for learners with learning difficulties or disabilities to support progression through learning post 16 		
EW3	Improve access to employment through integrated early years, parenting and family learning within communities	<ul style="list-style-type: none"> Improved community provision to support young people's economic well-being by providing quality adult learning which prepares parents for work An appropriate number of childcare places are provided to enable parents to gain employment 		
EW4	By working together, enable employers to become involved in education and training	<ul style="list-style-type: none"> More effective employer engagement and support for employers in providing high quality provision Integrated working between economic development, regeneration and employment skills 		
Our Local Area Agreement (LAA) targets				
National Indicator		Current Actual	2009/01 target	LAA final target 2010/11
NI080 Achievement of a Level 3 qualification by the age of 19		(2007/08) 47.0%	49.7%	51.2%



f) Service Management

Warrington has a strong track record of effective partnership working and decision-making processes that ensure that resources are well targeted to meet key priorities for improvement.

There is a strong focus on equality and diversity, and on the integration of services. This has ensured a consistent delivery of good outcomes for children and young people over a number of years, and has been further enhanced by the establishment of the Trust in April 2008. The new governance structure is designed to promote the involvement of all agencies and to ensure that the voluntary sector plays a significant role.

Key priorities and objectives are based on thorough needs analyses and take into account the views of children and young people, and these are monitored through the performance management arrangements of the Plan and the Trust. Over the past three years, these arrangements have been enhanced and improved, and the improved reporting mechanisms have contributed to improvements in performance. Baselines and targets have been set for the new National Indicator dataset and the Local Area Agreement (LAA), and processes for monitoring these have been developed and implemented.

Warrington is an 'early adopter' authority for ContactPoint. Significant progress has been made in this area, with all key milestones met. There is strong multi-agency agreement and involvement to ensure that all practitioners are trained, agencies and teams accredited and the appropriate systems and controls are in place to facilitate the sharing of and access to information.

The Trust in Warrington was established as a commissioning Trust. Commissioning principles have been developed and revisions and extensions to the commissioning strategy have been agreed. This now needs to be further developed and fully embedded across all agencies, ensuring that the commissioning framework is central to the design and delivery of all services across the Trust.

Alongside the development of commissioning, we want to continue to support the further development of the Trust through improved governance and resource management. This will ensure that robust performance management arrangements are developed to ensure early intervention through the timely identification of key issues and the development of appropriate policies. An integrated workforce strategy is crucial to integrated working and early intervention. Our strategy will anticipate and respond to workforce issues, support cultural change and focus on the skills and behaviours required to work with children, young people and families in order to keep children safe, provide positive role models and respond to individual needs.

Our key priorities for 2009-2011	Success will look like this
SM1 Develop an integrated workforce strategy	<ul style="list-style-type: none"> • Children and Young People's Plan priorities delivered by confident and competent multi-agency staff
SM2 Support the development of the Trust by improving governance and resource management	<ul style="list-style-type: none"> • A strong Trust, that continues to increase its effectiveness over time • A Trust that shares information, reviews current practice and challenges services, thereby improving outcomes for children and

	<ul style="list-style-type: none"> young people A Trust that communicates effectively, both internally and externally
SM3 Develop and embed commissioning	<ul style="list-style-type: none"> A Trust which effectively uses its resources to commission the services that improve outcomes for children and young people in Warrington

6 Managing performance

The Trust Board is responsible for monitoring progress and challenging and supporting partners in their work.

A detailed performance management framework is in place, which encompasses full delivery plans for each priority area. The delivery plans include LAA and other targets, links to other plans and strategies, e.g., the Sustainable Community Strategy and plans in each of the key agencies, and all delivery plans are monitored regularly. Performance is managed through the Trust Board and its outcome groups (one for each of the five Every Child Matters outcome areas plus a 6th group that looks at management processes, called Common Processes).

In addition to the outcome groups, areas of service provision identified as key priorities can be supported by the establishment of a dedicated project group to work alongside the outcome groups. Known as project or advisory groups, these groups are time-limited and focus on exploring the changes – structural, managerial, operational or financial – needed to bring about the improvement in outcomes for a particular group of service users. Examples of such groups are Looked After Children, Disabled Children and CAMHS.

Membership of all groups is open and brings together relevant people from across all agencies and sectors working with children, young people and families in Warrington. The outcome groups meet at least quarterly.

The outcome groups play a lead role in performance management, with some of the main areas of focus as follows:

- Taking the lead on the commissioning portfolio for the relevant outcome area, subject to the endorsement of the Children and Young People's Trust Board
- Receiving and acting/advising upon the quarterly performance monitoring information
- Developing plans for delivering objectives identified to improve outcomes
- Developing working links with groups operating in the town to contribute to the needs analysis for their area of interest
- Encouraging the participation and involvement of children, young people and families in the planning and delivery of services and
- Contributing to the production and subsequent reviews of the Children and Young People's Plan.

Each group has a Lead Officer (a senior officer drawn from one of the partner agencies) who also meet quarterly. Their role is to review collectively the progress to date, consider cross-cutting themes, develop proposals for action and report to the Trust Board.

Each group also has as a member a Business Intelligence Support Officer who co-ordinates performance information, highlights potential areas of focus, and supports the group in managing performance and reporting to the Trust Board.

Appendix

Appendix 1: Glossary of terms

ASD	Autistic Spectrum Disorder
BSF	Building Schools for the Future
CAA	Comprehensive Area Assessment
CAF	Common Assessment Framework
CAMHS	Child and Adolescent Mental Health Service
ContactPoint	National database
CDOP	Child Death Overview Panel
CYPP (the Plan)	Children and Young Peoples Plan
CYPSP (the Partnership)	Children and Young Peoples Strategic Partnership
C&YPT (the Trust)	Children and Young Peoples Trust
DCSF	Department for Children Schools and Facilities
EET	Education, Employment and Training
FSM	Family Support Model
GCSE	General Certificate of Secondary Education
GFE	Generic Further Education
IDVA	Independent Domestic Violence Advocates
IIP	Intensive Intervention Project
IMPACT	Youth Parliament in Warrington
INSPIRE	Youth celebration events
JSNA	Joint Strategic Needs Analysis
LAA	Local Area Agreement
LAC	Looked After Children
LDD	Learning Difficulties and/or Disabilities
MARAC	Multi Agency Risk Assessment Conference
NSF	National Service Framework
NEET	Not in Education, Employment or Training
NSPCC	The National Society for the Prevention of Cruelty to Children
NYAS	National Youth Advisory Service
Ofsted	Inspection body
PCP	Primary Capital Programme
PRU	Pupil Referral Unit
PE	Physical Education
SCP	Strategic Commissioning Plan
SCS	Sustainable Community Strategy
SEAL	Social and Emotional Aspects of Learning
SEN	Special Educational Needs
SOA	Super Output Area
SUID	Sudden Unexplained Infant Death Investigations
SUDIC	Sudden Unexpected Death in Infancy and Childhood
V Project	Volunteering Project for NEET children
WBC	Warrington Borough Council
WSCB	Warrington Children's Safeguard Board
WYSS	Warrington Youth Support Service
YISP	Youth Integrated Support Panel (Youth Offending Project)

YJPT	Youth Justice Planning Tool
YOT	Youth Offending Team