

The Peter Lang Children's Trust

Strategic Plan 2009-12



Peter Lang Children's Trust

The Peter Lang Children's Trust
Units 4-5 City Works
Gloucester
GL1 4DF

Tel: 01452 301123
Fax: 01452 503676
Email: d.robinson@pltrust.org.uk
Web: www.plct.org.uk

Contents:

Section 1: Strategic Plan Overview

	Page
1) Executive Summary	5-6
2) Mission, Core Values and Overall Approach	7-8
3) Key Process Steps: 2009 - 12	9-10
4) Targeted Outcomes 2009 - 12	11-20
a) Rationale and Evidence of need	13-17
b) Mission Correlation	18
c) Indicators	19
d) Performance Measures	20

Section 2: Plan Delivery - Strategies

	Page
1. Continue to develop strategic partnerships in Gloucestershire	21
2. Develop effective working partnerships with organisations that have a proven track record in areas relevant to the PLCT's mission, outcomes and strategies	22
3. Deliver the PLCT mission through the optimisation of current practical partners (PP) and identification of new potential PP's among small-medium sized, community-based, organisations	23
4. Use the latest available data to determine geographic and demographic priorities within the county, and allocate resources accordingly	24
5. Continue to implement robust processes for assessing and monitoring grants – directly involving children and young people in those processes where possible	25
6. Optimise funding availability for grants by implementing a comprehensive fundraising strategy and improved fund allocation	26
7. Implement a comprehensive Communications Plan to build awareness and increase support for the PLCT's work	27
8. Recruit new trustees with knowledge in the field of the PLCT's mission, outcomes and strategies	28
Glossary	29

Executive Summary

Mission Statement

To provide assistance and support for economically and educationally disadvantaged children aged 0-21 years in the County of Gloucestershire.

Targeted Outcomes

1. Provide support to children, young people and their families faced by complex and overwhelming circumstances in order to improve the children's and young people's life outcomes
2. Improve the life outcomes of children in care, care leavers and adopted children

Outcome Rationale

1.
 - There are currently 16,000 children and young people in Gloucestershire living in poverty¹
 - According to the 2008 Pupil Online Survey of 17,000 5.5% of county pupils said that they had personally witnessed or been a victim of domestic abuse or violence 'most days' or 'quite often'. The same survey recorded that most secondary aged pupils that drank got their alcohol 'from home'²
 - Of 755 parents surveyed in the county in 2007-8 82% wanted to improve communication skills with the children, 82% wanted to understand their children better, 78% wanted to deal with disagreements in their family, and 77% wanted to reduce their own stress³
 - Internationally gathered research demonstrates that early childhood experiences of trauma, neglect (both emotional and physical) and lack of attachment to their primary care-giver can lead to a range of problems later in life, inc: mental health problems, inability to empathise, and violent and antisocial behaviour. It is increasingly recognised that early intervention and prevention is more effective and cost-effective than later remedial interventions.⁴
2.
 - 26% of children in care gained 5 A*-C level GCSE's in 2008 vs. county average of 68%⁵
 - A survey of care leavers in Gloucestershire in 2007-8 found that 41% were not in education, employment, or training vs. county average of 3.6%⁶
 - Youth Offending Service figures for the 2008-9 record that looked after children made up an average of 5% of all young people receiving substantive outcomes (i.e. reprimand, final warning, or court order) despite making up less than 0.3% of the total youth population⁷
 - As of April 2009 47 looked after children (over 10% of all LAC) were being seen by Gloucestershire Child and Adolescent Mental Health Services. 26 adopted children were also being supported at this time⁸

¹ Needs Analysis 2008: Demographics – Children and Young People's Directorate GCC

² Gloucestershire Pupil Online Survey 2008

³ Parentlineplus Gloucestershire Annual Report April 2007 – March 2008

⁴ Early Intervention: Good Parents, Great Kids, Better Citizens – Centre for Social Justice/Smith Institute 2009 (contains summary of selected international research e.g. The Dunedin Study, Adverse Childhood Experiences Study, etc); Backing the Future – Action for Children/New Economics Foundation 2009

⁵ Figures provided by Virtual School for Looked After Children - GCC

⁶ Needs Analysis 2008: Achieve Economic Wellbeing – Children and Young People's Directorate GCC

⁷ Figures provided by Gloucestershire Youth Offending Service - April 2009

⁸ Figures provided by Gloucestershire NHS Trust/2gether - April 2009

Strategies

1. Continue to develop strategic partnerships in Gloucestershire
2. Develop new operational partnerships with organisations that have a proven track record in areas relevant to the PLCT's mission, outcomes and strategies
3. Deliver the PLCT mission through the optimisation of current practical partners (PP) and identification of new potential PP's among small-medium sized, community-based, organisations
4. Use the latest available data to determine geographic and demographic priorities within the county, and allocate resources accordingly
5. Continue to implement robust processes for assessing and monitoring grants – directly involving children and young people in those processes where possible
6. Improve funding availability for grants by implementing a fundraising strategy and improve fund allocation
7. Implement a communications plan to build awareness and increase support for the PLCT's work
8. Recruit new trustees with knowledge in the field of the PLCT's mission, outcomes and strategies

Mission, Core Values and Overall Approach

The mission statement of the Peter Lang Children's Trust is:

TO PROVIDE ASSISTANCE AND SUPPORT FOR ECONOMICALLY AND EDUCATIONALLY DISADVANTAGED CHILDREN

By Children, the Trust is referring to young people aged between 0-21. The charitable work of the Trust is currently focused on the County of Gloucestershire.

Further to its mission the Trust has two specific areas of interest. For the period of 2009-12 the Trust's two targeted outcomes are:

1. Provide support to children, young people and their families faced by complex and overwhelming circumstances in order to improve the children's and young people's life outcomes⁹
2. Improve the life outcomes of children in care, care leavers and adopted children¹⁰

Given the high level of applications received by the Trust, applications will need to specifically address one (or if possible both) of the targeted outcomes in order to stand a realistic chance of being approved.

The PLCT is outcomes focused. The Trust supports work that has a clear and demonstrable impact. It recognises that it cannot achieve its mission and strategic outcomes operating in isolation, nor by supporting individual projects operating in isolation. The Trust works closely with voluntary and statutory sector partners and networks to identify and meet key needs that fall within its mission. The Trust is not in the business of seeking credit solely for itself. Whilst highly supportive of innovation, the Trust recognises that in order to permanently challenge the negative trends affecting young people it will have to show sustained commitment to its partners. This is reflected in the Trust's commitment to giving grants for up to 3 years, and its 3-year strategic planning, its provision of additional funding and sustainability advice to partners through its Development Officer post and a clear focus on sustaining the development of programmes from their outset.

The Peter Lang Children's Trust is a facilitator and enabler, rather than an organisation that directly provides services. As such, the Trust proactively seeks to identify **practical partners** that are able to provide services and activities that meet the Trust's overall aims as outlined in its mission statement. Furthermore, the Trust works closely with key **strategic partners** in order to promote collaborative approaches to programme delivery and to improve its grant making process. Both sets of partnerships exist to improve the performance of the Trust against its mission and targeted outcomes, and the performance of the services it supports. The Trust's current strategic partners are the Gloucestershire Children and Young People's Directorate and Gloucestershire Churches Together and the Gloucestershire Faith Forum via the Diocesan Department for Social Responsibility. However, this list may grow as other potential strategic partners, key to the Trust's mission and strategic outcomes, are identified.

⁹ For further explanation of this targeted outcome see pages 11-19

¹⁰ As above

The Trust is particularly interested in 'gaps', where the needs of children are not being met, and where there is scope for making lasting change to the lives of children and the services that are provided for them. The Trust works actively in partnership with a number of statutory and voluntary organisations and encourages information sharing and a multi-agency approach to addressing un-met needs. The Trust works with statutory agencies, but will not fund services that are the responsibility of statutory agencies, nor bridge shortfalls in statutory funding. The Trust works carefully to avoid supporting the duplication of existing services.

The Trust supports services and activities that make a clear, measurable impact on the lives of children and young people. All applicants are expected to demonstrate how they will help the Trust fulfil its mission. All proposals will need to have clearly described outputs (*i.e. what they do*). Applicants will need to explain how they will measure the outcomes (*i.e. what difference they make*) of their proposed activities. Grants are disbursed on a quarterly basis and the release of funds is dependent on the successful completion of quarterly monitoring reports that specifically evaluate performance against the outputs and outcomes specified for that quarter in the original application. Recipients of grants for periods of over a year also undertake an annual review meeting with the Trust's Development Officer.

The Trust has a strong interest in work that has a preventative focus. It recognises that problems such as school exclusions, low educational attainment, and anxiety/depression are often the result of long-term factors in young people's lives. The Trust recognises the importance of the family in a child's life, and the ongoing importance of positive, stable relationships throughout a young person's development. The Trust welcomes proposals that seek to give young people the best start in life, and empowers them to overcome obstacles that might otherwise prevent them from fully participating in all the positive opportunities that life has to offer.

The Trust's work is not limited to grant giving. Through the Trust's development officer, practical partners have access to accredited funding advice, guidance on sustainability, and links to other service delivery organisations in the same area (both geographic and thematic). The Trust's development officer works proactively to develop new partnerships between voluntary, statutory and quasi-autonomous, non-governmental organisations – relationships that will bring improved support to young people.

Key Process Steps: 2009-12

1. Trustees Away Day – Strategic Review

February 2009 the Board of Trustees, Trust Secretary and Trust Development Officer met for an Away Day facilitated by the Evaluation Trust. The purpose of the day was two-fold:

- i. To identify targeted outcomes and strategies for 2009-12
- ii. To identify the appropriate resources to implement the identified targeted outcomes and strategies

By the end of the Away Day the Trustees:

- Were aware of the latest needs analysis data regarding young people in the county
- Were aware of changes to funding streams and developments in policies affecting children and young peoples services
- Reviewed the Trust's progress against its targeted outcomes and strategies in its original 2007-12 Strategic Plan
- Identified and agreed upon targeted outcomes and strategies for 2009-12 (see Executive Summary)
- Identified the resources, skills, knowledge and information necessary to implement key strategies and how the PLCT will secure those resources
- Agreed an action plan to take this work forward

2. Develop new operational partnerships

One of the new strategies agreed at the Away Day was to explore the potential opportunities of developing closer operational partnerships with other organisations in the county. Specifically, to work with organisations that have a proven track record in delivering services directly related to the agreed targeted outcomes of family-focused support and Looked after Children. The rationale for adopting this strategy is two-fold:

- Effectively targeting vulnerable families – there is a clear conviction amongst the board of trustees that in order to most effectively fulfil its mission the PLCT needs to support young people at an early an age as possible, and to support them in the context of their family life. With such a clear focus it is important that the Trust looks to work closely with those organisations that have knowledge, expertise and a proven track record of effective delivery in these areas.
- Increasing the impact of available resources – a combination changes to funding available to the voluntary sector and the current financial climate pose a range of challenges to the PLCT and voluntary sector organisation working in the county. However, these circumstances do provide an opportunity for the PLCT to explore closer working arrangements with other like-minded organisations in order to share resources and improve efficiencies.

3. Implement Communications Plan (2010)

Historically, the PLCT has been effective in communicating with strategic and practical partners: that is organisations with who it shares information and organisations that it funds to deliver services directly to children and young people in the county. The PLCT enjoys a significant profile in both the statutory and voluntary sectors. However, knowledge of the PLCT and its work amongst the public is modest. Given the scale of the task before it the PLCT is unlikely to be able to fulfil its mission and targeted outcomes without enjoying the active support of people throughout Gloucestershire.

To this end a comprehensive communications policy will be vital in ensuring that people and communities throughout the county are aware of the Trust's mission, outcomes, current activities, and impact. A key element of this communications policy will be clearly identifying the different ways in which the people of Gloucestershire could support the work of the Trust either through donations, sponsorship, volunteering or promotion.

The PLCT has been operating in Gloucestershire since 2004. A great deal has been achieved by the Trust and the many dedicated organisations it supports. Every day young people in need in Gloucestershire are supported by the work of the Trust and its partners. In addition to highlighting the many areas of need and challenges faced by children and young people, the communications plan will highlight and share the many inspirational stories of young people in Gloucestershire.

4. Implement Fundraising Plan (2010)

The PLCT is looking to utilise all available opportunities to increase sources of income in order to ensure that: a) its income streams are both diverse and resilient; b) it is in a position to continue to support new work against its mission and emerging needs within the county.

The PLCT grant programme is heavily over-subscribed with the result that many grant applications to the Trust cannot be approved. This means that very promising proposals to support Gloucestershire's most vulnerable young people have to be declined. This situation has been exacerbated by a number of factors. Firstly, the decline in grant funding available to voluntary and community sector organisations has left many of those groups struggling to operate and has in turn increased the volume of applications to the few sources of grants that still exist, including the PLCT. Secondly, the current economic situation has had the double effect of increasing the level of demand on support services as people find their everyday lives affected, at the same time as charitable trusts find their own income affected thus reducing the level of grant funding they can provide. The PLCT recognises that in a time of financial hardship and uncertainty it is imperative to continue supporting services aimed at helping those young people who are already in need, and are particularly vulnerable to periods of economic turmoil.

The PLCT fundraising plan will not be open-ended, but will be driven by clear budget-based targets (i.e. specific goals will be set with regards targets and timeframes, with a clear understanding at the outset of the specific charitable purpose to which the funds raised will be allocated). Key to the successful implementation of the plan will be the effective and carefully considered investment of the Trust's existing resources (inc. the knowledge and skills of staff and trustees).

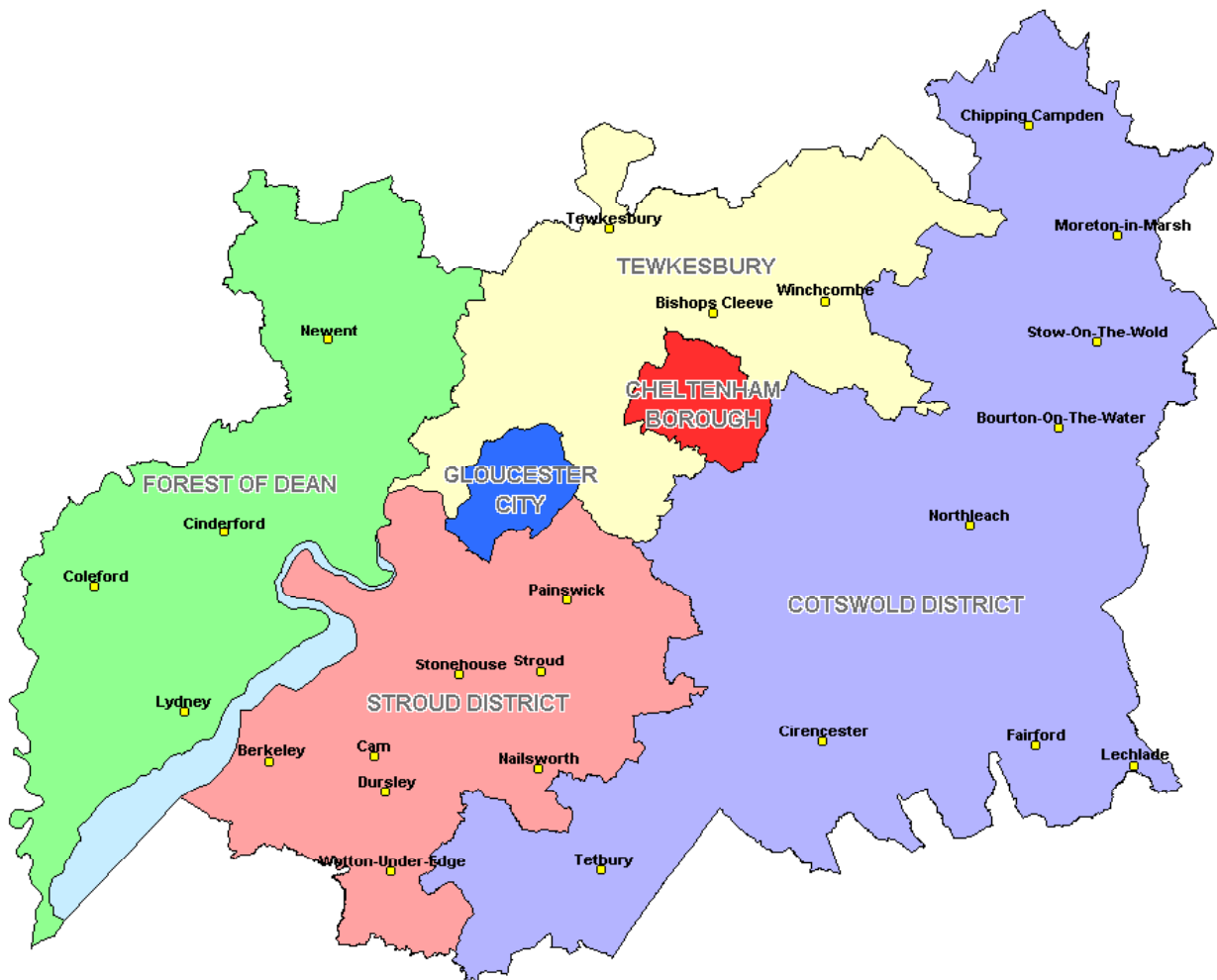
Targeted Outcomes 2009 – 12

The PLCT has adopted two targeted outcomes for 2009-12:

1. Provide support to children, young people and their families faced by complex and overwhelming circumstances in order to improve the children's and young people's life outcomes
2. Improve the life outcomes of children in care, care leavers and adopted children

Setting: Gloucestershire

Gloucestershire is a large shire county in the west of England. The county is a two-tier authority possessing both a county council and six district councils: Gloucester, Cheltenham, Forest of Dean, Tewkesbury, Stroud, and Cotswolds. It is part of the South West region alongside counties and local authority areas such as Wiltshire, Bristol, Dorset, Devon and Cornwall.



Reproduced from (Based on) the Ordnance Survey Mapping with the permission of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction in full or in part may lead to prosecution or civil proceedings.
Gloucestershire County Council LA100019134 2004

The county has a population of c.580,000, of whom c.140,000 are aged between 0-19. The county has the 2nd highest population of the South West's 16 county and unitary authorities. 66% of the population live in urban areas.

Overall levels of employment and income are above the national average. Employment in 2007-8 for the county ran at 81.2%, compared to 78.5% for the South West, and a national average of 74.5%¹¹. Most jobs within the county are in design and manufacturing, financial services, communications services, public administration, education and health. House prices are above the national average, especially in areas such as the Cotswolds, large sections of which are designated an Area of Outstanding Natural Beauty. Gloucestershire is perceived to be a prosperous county and a desirable place to live.

However, even a cursory glance at available data reveals a picture of Gloucestershire very different from that commonly perceived, with significant numbers of the county's population affected by deprivation and inequality. For example:

- Almost 11,000 Gloucestershire residents live in neighbourhoods which have been classified as being amongst the 10% most deprived neighbourhoods in England¹²
- 25% of the population of Gloucester live in areas classified as falling in the 20% most deprived in the England¹³
- In 2007/08, Gloucester and Cheltenham had the 2nd and 5th highest crime rates for key offences among the 45 South West districts and unitary authorities.¹⁴
- Male life expectancy ranges from 77.4 in the Forest of Dean to 80.6 in Cotswold: The 4th lowest and 2nd highest of the 45 SW districts and unitary authorities.¹⁵
- Birth rates are almost 40% higher in Gloucestershire's most deprived communities than in its most comfortable, with low birth-weight babies almost 50% more common in those communities¹⁶
- School exclusions in the county are above the national average and higher than other comparable local authorities¹⁷
- The gap in learning outcomes between pupils eligible for free school meals (6151 in 2007) and other children in Gloucestershire has been increasing year on year for the last three years¹⁸

Gloucestershire is a desirable place to live and most of the county's populace enjoy prosperity and a good standard of life. However, it is evident that the whole picture of Gloucestershire is one of considerable contrast with significant sections of the population affected by economic deprivation and profound un-met needs. The well-being and life outcomes of the county's population varies significantly, with many people struggling to enjoy the same opportunities and positive outcomes enjoyed by their neighbours. This disparity is particularly evident amongst the county's children and young people.

¹¹ Government Office South West Gloucestershire Brief 2009

¹² Gloucestershire Story 2008 - Research Team Chief Executive Support Unit, Gloucestershire County Council

¹³ Children and Young People's Plan 2009-12 Gloucestershire County Council

¹⁴ GOSW Gloucestershire Brief 2009

¹⁵ GOSW Gloucestershire Brief 2009

¹⁶ Gloucestershire Story 2008

¹⁷ Needs Analysis 2008: Enjoy and Achieve – Children and Young People's Directorate GCC

¹⁸ Needs Analysis 2008: Summary Report – Children and Young People's Directorate GCC

a) Rationale and Evidence of need

Demographics

The two targeted outcomes above indicate a much more tightly defined target group of young people than is expressed in the Trust's overall mission statement. ***Why the prioritisation? Why these two specific outcomes?***

Figures for 2008 record a population for Gloucestershire of c.580,000 people with approximately 140,000 aged between 0-19. It is possible to broadly identify the number of young people that could relate to the PLCT's overall mission, i.e. children and young people affected by economic and educational disadvantage. Of those 140,000 0-19 year olds 16,000 were identified as living in poverty.¹⁹ Based on the PLCT's 2007-8 grant budget it would be possible to give each of the young people c.£10 a year – clearly not enough to have any discernable impact upon their wellbeing. Equally, young people living in the county's 10% lowest ranked areas for education skills and training number around 14,500.²⁰

Given these figures it is clear that the PLCT does not have sufficient funds to support all young people in the county who fall within its mission statement. In order to have a real impact, the Trust will have to target support at smaller and more specifically defined groups.

Funding

Though notoriously difficult to map recent surveys suggest that there are over 500 voluntary and community sector youth organisations competing for funding within the county. Over the last 5 years there have been a number of changes to the funding available to these organisations. Approximately £1.5million of grant funding from statutory agencies for youth work in the county has all but disappeared.²¹ Furthermore, there has been a significant change in the way statutory bodies fund the voluntary sector, with a move away from grants to commissioned funding. This is a process that is still underway, and the long-term implications for the voluntary sector are unclear. However, it is already clear that the move towards a formal tendering process often resulting in the award of sizeable contracts to deliver services on behalf of statutory authorities is neither appropriate nor accessible to a large number of smaller, community-based, voluntary organisations.

All this has been taking place at a time when the PLCT's profile in the county has increased considerably. This has already resulted in the Trust grant-funding programme being heavily over-subscribed. The volume of applications looks set to increase still further as the move to commissioning moves a pace, and the impact of the current financial environment has the dual effect of increasing social need at the same time as reducing the level of funds available to grant-making bodies.

Funding requests to the PLCT will continue to exceed the funds that are available. Therefore, it is imperative that the Trust has a very clear as to the young people and specific areas of work that it intends to support.

¹⁹ Needs Analysis 2008: Demographics – Children and Young People's Directorate GCC

²⁰ Full data sets for 2007 Indices of Multiple Deprivation (IMD) were unavailable at the time of composition. However, IMD figures for 2004 indicate that c.14,500 people aged 0-19 live in the 10% lowest ranked Super Output Areas (SOAs) in the county.

²¹ In the last 5 years grant funding programmes from the following sources have all ended or been significantly reduced: GCC, Gloucestershire Children's Fund, Local Network Fund, Connexions. Totalling c.£1.5m reduction in available grant funding to voluntary sector youth organisations.

Impact and Accountability

The Trust is accountable for its actions. This does not just apply to regulatory bodies such as the Charity Commission and Companies House, but more importantly to the population of Gloucestershire and, specifically, the children and young people for whose benefit the Trust was created. An important part of this accountability is being lucid and transparent about what the Trust is aiming to achieve, and at the end of the given period being challenged as to our successes – this requires clearly defined outcomes.

Why choose these two targeted outcomes?

1. Provide support to children, young people and their families faced by complex and overwhelming circumstances in order to improve the children's and young people's life outcomes

Evidence of need: There are approximately 140,000 children and young people aged 0-19 living in Gloucestershire. The majority enjoy positive relationships, good health, material prosperity, and progress well in education and then into higher education, training and work. However, there are a significant number of young people in Gloucestershire who from birth face a range of challenging circumstances that have a negative impact upon their life outcomes.

All children and young people need to be loved. From birth through to adolescence and into adulthood children and young people need consistent affection, boundaries and stable relationships if they are to thrive. A secure caring environment, good parenting, and family stability all have an impact upon the development of the child.²² Equally, deficiency, disruption and abuse in these areas can have a profoundly negative impact upon a young person development.²³ The earliest years, especially the first 2-3 years, of a child's development are recognised as being pivotal. During this time a secure attachment needs to be allowed to develop between child and primary care giver (usually, though not always, a biological parent). Children who experience insecure attachment are more likely to exhibit negative external behaviour that requires specialist support in childhood, and appears to be a significant contributory factor to mental health problems in adulthood. Negative and disruptive experiences of early attachment have also been linked to violent and anti-social behaviour, in part due to the individual struggling to form positive bonds to other individuals and institutions.²⁴

Issues relating to attachment and the family environment are universal and certainly affect children and young people in Gloucestershire. At the severe end of the spectrum, there are other 400 young people in the county in care: that is as a final recourse it has been decided that it is not possible or safe for them to be with their parents. The majority will have experienced chronic neglect. For March 2009 the local authority anticipates having 250 children on its child protection register. Of those children on the register in March 2008: 40% had experienced neglect; 20% emotional abuse; 18% physical abuse; 16% multiple abuse; and 7% sexual abuse. Under current safeguarding procedures agencies and individuals working with children are required to log child welfare concerns with the Gloucestershire Safeguarding Children Board. During 2007/2008 the maximum of number of children involved in logged child welfare concerns occurred in January and was 1442, the number of families this involved was 647.²⁵

²² For a useful summary of these issues see the Children's Society report "A Good Childhood" R.Layard

²³ Attachment Theory was developed by and psychiatrist and psychoanalyst John Bowlby see "Attachment and Loss: Vols. 1&2" For a more recent and succinct overview see "An Infant Mental Health Service" by Robin Balbernie, published the Child Psychotherapy Trust.

²⁴ "An Infant Mental Health Service" see above

²⁵ Needs Analysis 2008: Stay Safe – Children and Young People's Directorate GCC

These are the more severe examples where there is an immediate concern for the child's safety and wellbeing. In addition there will be the hundreds of young people in the county every year who are excluded from school, supported by Child and Adolescent Mental health Services and/or in contact with Youth Offending Services for whom family difficulties will have been a significant contributory factor.

Poverty and inequality can also have a profound impact upon children and families. Poverty puts an increased strain on families as they struggle to make ends meet. Poverty also has a direct impact upon children and young people, limiting access and participation in education (especially higher education) and extra-curricular activities such as sport, holidays and even access to safe outdoor play space.²⁶ It can even impact on basic needs such as diet, housing, clothing and access to dental and health care.

Further to relative measures of poverty there is growing evidence that inequality has a significant impact upon the life outcomes of all of society's members, and especially on young people. The UK has some of the highest rates of child poverty and inequality, and lowest rates of childhood wellbeing and social mobility in the developed world.²⁷ Evidence suggests that inequality is a significant contributory factor to a range of negative social and individual trends including: mental health issues, obesity, educational performance, violence, offending, teenage conception rates and lack of community cohesion.²⁸

16,000 children and young people under 16 live in poverty in Gloucester according to figures collected by the Department for Health. The distribution across the county varies with 4614 living in Gloucester (20%) and 1467 (9.8%) living in the Cotswolds.²⁹ 25% of the population (all ages) of Gloucester district live in areas classified as falling in the 20% band most deprived areas in England. Gloucester is not alone in the county with residential areas in Cheltenham and Tewkesbury falling into the bottom-band most deprived areas in England. Every district in the county, including Stroud and Cotswold has areas that fall into the next band of deprivation i.e. are classified as being in the 40% most deprived areas in England.³⁰

The gap in learning outcomes between pupils at Keystage 2-4 who are eligible for free school meals and those who are not is used as a means of measuring the impact of deprivation upon children and young people. The gap between the percentage of pupils in these two groups reaching a good developmental level at Foundation Stage Assessments (FSP) has increased year on year for the last 3 years reaching 29.7% in 2007.³¹

Often areas of high deprivation are situated next to areas that are considered to be the least deprived in England e.g. parts of Longlevens and Kingsholm & Wooton in Gloucester fall into the 10% least and 10% most deprived areas in England respectively.³² Though deprivation and poverty tend to have their highest concentration in urban areas such as Gloucester and Cheltenham there is recognition that poverty affects a significant number of young people and families living in rural areas of the county. In these rural areas factors such as isolation, limited transport and facilities can further exacerbate experiences of deprivation.³³

²⁶ Children's Society Report "A Good Childhood" R.Layard

²⁷ As above

²⁸ The Spirit Level – Richard Wilkinson and Kate Pickett

²⁹ Needs Analysis 2008: Demographics – Children and Young People's Directorate GCC

³⁰ Indices of Multiple Deprivation 2007 – See Appendices A1, A2 and A3 for maps

³¹ Needs Analysis 2008: Enjoy and Achieve – Children and Young People's Directorate GCC

³² Indices of Multiple Deprivation 2007 – See Appendices A1, A2 and A3 for maps

³³ Children and Young People's Plan 2009-12 – Children and Young People's Strategic Partnership

2. Improve the life outcomes of children in care, care leavers and adopted children

Evidence of need: There are approximately 400 children in care in Gloucestershire, though as of early 2009 this figure was on the increase. It is widely recognised both in the county and nationally that children in care have poorer health outcomes, lower educational achievement and are less likely to successfully enter employment, education and training than their peers.³⁴

In 2008 26% of children in care, also known as 'Looked after Children' or LAC, in Gloucestershire gained 5 A*-C at GCSE. Though a notable improvement over previous years, this still compares to a 5 A*-C pass rate of 68% for the youth population as a whole. 17% of LAC gained 5 A*-C including Maths and English, compared to 58% of their peers.³⁵ LAC in the county are also more likely to be excluded from school, more likely to be receiving support from Child and Adolescent Mental Health Services, and are more likely to receive a reprimand, final warning or court order than their peers.³⁶ In 2006 20% of the young people referred to the ASTRA project for young runaways in the county were LAC.³⁷

Three reports conducted by external consultants have also raised concerns about the provision of care and outcomes for LAC and care leavers in the county:

- The Ofsted-led Joint Area Review (JAR) published in 2008 praised much of the good work being done by children's services in Gloucestershire. However, it also identified a number of weaknesses in relation to LAC, including: inadequate standards in most children's residential homes, limited placement choice, limited access to specialist child and adolescent mental health services despite being a priority group, some work with looked after children was being carried out by unqualified community family workers.³⁸
- Price Waterhouse Cooper produced a report based on council data published in 2007 where they produced quartile comparisons to other councils in Children's Social Care. The report identified 4 areas where Gloucestershire performance was below the median compared to other councils: stability of looked after children; adoptions of looked after children; educational attainment of looked after children; and outcomes for care leavers.³⁹
- Work carried in 2007 by the Fischer Family Trust also indicated that the Contextual Value Added for LAC at secondary school was below the expected level compared to national performance.⁴⁰

Furthermore, inspections by both Ofsted and the Enhanced Youth Inspection indicate a lack of youth services specifically targeted at LAC in the county.⁴¹

³⁴ For Gloucestershire see Children and Young People's Plan 2009-12 and Needs Analysis 2008 – Children and Young People's Directorate GCC; for national figures see footnote 30 (see below)

³⁵ Figures provided by Virtual School for Looked After Children - GCC

³⁶ 2005/6 students in care experienced 4.72% of fixed term exclusions and 5.84% of permanent exclusions whilst only making up less than 0.4% of the county's population of 0-19 year olds. For CAMHS and YOS figures see Strategic Plan 2009-12 p5. National figures record that forty-five percent of children in care are assessed as having a mental health disorder, compared to 10% of the general population.

³⁷ ASTRA Annual Report 2006 – see www.astraproject.org.uk

³⁸ Joint Area Review 2008: Gloucestershire Children's Services Authority Area – the full report can be downloaded from the Ofsted website: www.ofsted.gov.uk

³⁹ Needs Analysis 2008: Stay Safe – Children and Young People's Directorate GCC

⁴⁰ CVA shows how far schools help pupils' progress over a period of time, rather than simply the proportion of them getting five good GCSEs. For more information see www.fischertrust.org

⁴¹ Needs Analysis 2008: Summary Report – Children and Young People's Directorate GCC

Outcomes for care leavers are also a cause for concern. A survey of care leavers in Gloucestershire in 2007-8 found that on the 19th birthday 41% were not in education, employment, or training compared to a county average of 3.6%⁴² A range of national reports indicate poor outcomes for care leavers across the board, including: difficulty in accessing employment, a greater likelihood of teenage pregnancy, over-representation in the prison population, and susceptibility to substance misuse, and poor mental and physical health compared to the rest of the population.⁴³

As of March 31st 2007 25 of the county's 400 LAC were placed for adoption. Records are kept for the percentage of LAC that are successful found a home within a year of the decision to place them for adoption. Given the relatively small number of LAC involved this percentage figure can vary considerably year on year e.g. the figure for March 2007 was 70%, rising to 89% in March 2008. However, it is clear that finding a suitable home for all children placed for adoption is very difficult, especially for older children with more complex needs, sibling groups, disabled children and children from black and minority ethnic groups.⁴⁴

Connections:

There are clear connections between the two targeted outcomes. Both recognise that in order to thrive children need a caring environment, affirming and stable relationships, and equal opportunities to achieve their full potential. Both outcomes recognise that children and their families can often face difficult circumstances that can limit a young person's life outcomes, but that these circumstances can be overcome with careful support.

The first targeted outcome recognises the importance of a secure, loving family environment upon the development of the child from birth to young adulthood. Wherever possible the goal should be to support parents and families in order to provide this nurturing environment to their children. It is an old adage, but prevention is better than cure, and it is far better to support families and young children at an early stage in order to ensure that later, more profound problems do not develop.

The second targeted outcome recognises that for all those efforts, sometimes things do go badly wrong, and unfortunately it is not possible or safe for children to stay with their natural family. Where this is the case the children in question need the same levels of love, stability and encouragement that a family should provide. Evidence for both England and Gloucestershire reveal that this is not the case, and that the life outcomes for children in care are considerably poorer than their peers and this situation needs to be challenged.

⁴² Needs Analysis 2008: Achieve Economic Wellbeing – Children and Young People's Directorate GCC

⁴³ Children, School and Families Committee – 3rd Report: LAC (House of Commons 2009); Good Childhood Inquiry (Children's Society 2008); Couldn't Care Less (Centre for Social Justice 2008); By Degrees: From Care to University (Frank Buttle Trust 2005)

⁴⁴ Needs Analysis 2008: Stay Safe – Children and Young People's Directorate GCC

b) Mission Correlation

Both targeted outcomes closely correlate to the mission of the PLCT in that they both recognise and address profound needs affecting a significant number of children and young people aged 0-21 living in Gloucestershire. The first targeted outcome recognises that economic and educational disadvantage does not affect children as isolated individuals, but in the context of their families and communities. Any efforts to help children overcome economic and educational disadvantage that do not take into account the needs and issues affecting their family will fail. A child's family and their relationships within have a profound impact upon their life outcomes.

The second targeted outcome face significant personal, economic and educational disadvantage, which is reflected in their often poorer life outcomes compared to their peers who are not in care. The PLCT's interest in supporting looked after children can be traced back to Peter Lang himself. The Trust already has a well-established programme of activities targeted at supporting children in care and helping them to achieve their full potential.

c) Indicators

In order for the PLCT to evaluate its impact against its mission and targeted outcomes for 2009-12 it will be necessary to look at a number of key indicators. Fortunately a number of agencies are already involved in the ongoing collection and analysis of data relating to these key indicators. Many of these agencies are already strategic partners of the PLCT thus making it possible for the Trust to access detailed and current data relevant to its work. Much of the data used in this strategic plan was produced in the Gloucestershire Children and Young People's Directorate (CYPD) Needs Analysis for 2008 and Children and Young People's Strategic Partnership (CYPSP) Children's Plan for 2009-12. The PLCT enjoys an active and positive relationship with the both the statutory CYPD and cross-sector CYPSP. The PLCT is represented on the CYPSP Commissioning Board which meets monthly to discuss the latest needs data, and the resultant commissioning of services for the whole county. Direct links also exist between the PLCT and CAHMS (Child and Adolescent Mental Health Services), the Virtual School for Looked after Children, Youth Offending Services and Leaving Care Services. Further information is available to the trust through membership of MAIDeN (Multi-Agency Information Database for Neighbourhoods), the Southwest Observatory, Office for National Statistics, and other agencies.

The PLCT operates its own monitoring and evaluation system with funded organisations required to submit quarterly monitoring returns to the Trust, detailing progress made against the individual programmes outcomes and the targeted outcomes of the Trust. This system also allows for the reporting of anecdotal evidence and qualitative information, in addition to quantitative data. Whilst the data sources above will continue to provide a detailed picture of demographic and epidemiological developments relevant to the PLCT's interests, it will be the proprietary monitoring process that will provide the most detailed insight into the Trust's specific contribution.

All organisations funded by the PLCT will be required to monitor and evaluate the services they provide. Progress will be measured against specific outcomes for that programme of work and the targeted outcomes of the Trust. This in turn will be communicated to the PLCT through its own grant monitoring system. Practical partners are responsible for identifying and recording appropriate performance indicators for their specific scheme of work and use these to demonstrate to the PLCT and other partners the impact of their work. Individual children and families supported will often have their own specific set of performance indicators, and along with a baseline assessments these will be utilised to measure the impact of the work funded by the PLCT.

With regards support children, young people and families, principal indicators may include:

- Rates of attendance and participation in PLCT funded programme
- Assessments from referring agencies (before, during and after PLCT funded intervention)
- Rate of accessing basic health services e.g. Dentist, GP.
- Rate of accessing other child services e.g. Children's Centres, pre-school settings, schools, extended school services
- Rate of accessing adult support services e.g. GP, Citizen's Advice, AA, family legal services
- Children meeting key developmental targets (E.g. "Ages and Stages" Questionnaires)
- Child/Young Persons progress against personal learning targets and action plans
- Analysis of factors affecting children/parents/carers recorded as part of CAF process (Common Assessment Framework)
- Number of children or referrals made to Children and Family Helpdesk
- Number/rate of children placed in care
- Duration and frequency of care placements
- Educational attainment of children receiving free-school meals compared to peers
- Number of parents participating in parenting courses
- Referral rates to counselling services
- Referral rates to CAHMS
- Number of young people receiving reprimands, final warnings and court orders
- Rates of domestic accidents
- Rates of self-harm and mental ill-health
- Levels of substance misuse

With regards children in care the principal indicators may include:

- Rates of attendance and participation in PLCT funded programme
- Personal statements from children and young people in-care, adopted or previously in-care (before, during and after PLCT funded intervention)
- Assessments from referring agencies (before, during and after PLCT funded intervention)
- Grades and qualifications gained at GCSE, AS/A Level, NVQ/GNVQ, Diploma's, OCN, AQA, etc.
- Participation and attainment in Further and Higher Education inc. degree and post-graduate levels
- Participation and attainment in Apprenticeships and work based training schemes
- Care leavers entering employment, education and training
- Reprimands, final warnings and court orders received
- Percentage of care leavers completing custodial sentences
- School exclusions (both fixed term and permanent)
- Referral rates to CAHMS
- Pregnancy rates for care leavers
- Placement stability

d) Performance Measures

The principal performance measure will be the well-being of the children and young people benefiting from services supported by the Trust. As the Trust does not deliver services directly, it will only be possible to monitor performance through a close working relationship with the Trust's practical partners.

In 2006 the Trust introduced a revised grants application and monitoring process. Through input from Action for Children (formerly NCH), the PLCT's expert Advisory Panel, and benchmarking against other application processes including that implemented in 2009 by the Commissioning Board's Young People's Service Fund, this process has been further refined. This is reflected in a tighter focus on what practical partners achieve against the PLCT's targeted outcomes, and also incorporates a much greater role for young people in the development and monitoring of the Trust's work. This revised process possesses a number of key features that will ensure a more effective level of performance management than previously existed:

- 1) Outputs and Outcomes – all preferred partners, both new and existing, are now required to report against quarterly outputs and outcomes agreed between them and the Trust. Emphasis on outcomes will ensure that partners not only report what they have done (outputs), but concentrate on recording the difference they have made (outcomes).
- 2) Quarterly Monitoring – preferred partners are required to submit a monitoring form each quarter, with clear reference to agreed outputs and outcomes.
- 3) Quarterly Visits – each preferred partner is required to meet the Trust's Development Officer as part of the Trust's quarterly monitoring submission process. Information regarding performance, from both the partners and the Development Officer, is fed back to the trustees at the Trust's quarterly Trust Board meetings.
- 4) End of Grant Reports – at the end of grant practical partners are again given the opportunity to meet with the Trust's Development Officer and measure performance against agreed outputs and outcomes.
- 5) Strategic Plan 2009-12 – revised in the first half of 2009 this document will be made available to all existing and potential partners, and will provide further clarity of the Trust's mission, values and targeted outcomes.
- 6) Development Officer – the PLCT's Development Officer will be responsible for the 'day-to-day' measurement of performance, primarily through contact with preferred partners via the mechanisms detailed above, and through additional correspondence and site visits.

Continued funding of practical partners is very much dependent on them demonstrating to the PLCT that they are delivering services which meet the needs of the children and young people that the Trust is aiming to benefit. Practical partners that enjoy sustained funding support from the Trust will be those that most clearly and comprehensively demonstrate the client benefits they are successfully delivering.

Strategy 1: Continue to develop strategic partnerships in Gloucestershire

Overview

Key to the Trust's work and the successful delivery of its mission are its strategic partners. These are organisations with whom the Trust works in order to improve its performance and ensure that its grant-making programme has the greatest possible impact. Strategic partners already provide a wide range of support to the PLCT, including:

- Access to the latest Data and Needs Analyses
- Advice and guidance (e.g. expert advice on child protection issues)
- Access to training (e.g. child protection, risk management, data analysis)
- Identifying Practical Partners
- Identifying other Strategic Partners
- Identifying gaps in service provision and areas of need relevant to the PLCT's mission
- Identifying other like-minded organisations (e.g. grant making trusts with similar objectives)
- Identifying potential Trustees, Patrons, Advisors
- Providing Facilities (inc. meeting rooms and office space)
- Input into developing the Trust's internal processes inc. improving monitoring and evaluation of supported projects

These strategic partnerships are two-way. The PLCT is the principal independent grant funder of youth organisations focused exclusively on Gloucestershire. As such it has a strong set of information, skills and processes which it is able to share with strategic partners.

How?

Tactic	Measure	Timing
Continue formal representation of PLCT on CYPSP Commissioning Board at monthly meetings and relevant sub-groups	Attendance of Commissioning Board meetings. Invitations to be involved in working sub-groups and assessment panels.	Ongoing
Develop existing strategic partnerships with the CYPD and Diocesan Department for Social Responsibility to enhance the impact of PLCT mission and targeted outcomes for 2009-12	PLCT Development Officer – Philanthropy Activity Update. Report to Trust Board every quarter to record specific contribution of strategic partners to PLCT activity, and vice versa.	Ongoing
Form new strategic partnerships to enhance the impact of PLCT mission and targeted outcomes for 2009-12. E.g. UCAS, Virtual School for LAC	As above	By end of 2009

Who?

Staff	Development Officer, Trust Secretary
Trustees	Chair, Vice-Chair; Philanthropy
Partners	CYPD (inc. Virtual School for Looked after Children, Adoption Services and Leaving Care Services); Diocesan Department for Social Responsibility (inc. Glos. Faith Forum, and Glos Churches Together); UCAS; GAVCA; GRCC

Additional Documentation

-

Strategy 2: Develop effective working partnerships with organisations that have a proven track record in areas relevant to the PLCT's mission, outcomes and strategies

Overview

The PLCT is committed to increasing its impact and making the most efficient use of its available resources. To this end the PLCT will explore potential opportunities around developing closer working partnerships with other like-minded organisations in the county. Distinct from both strategic partners and practical partners, these operational partners will be organisations with whom the PLCT can share skills and resources on a routine basis. The rationale for adopting this strategy is two-fold:

1. The PLCT has clearly identified its commitment to support young people at an early an age as possible, and to support them in the context of their family life. With such a clear focus it is important that the Trust looks to work closely with those organisations that have knowledge, expertise and a proven track record of effective delivery in these areas.
2. Increasing the impact of available resources – a combination of changes to funding available to the voluntary sector and the current financial climate pose a range of challenges to the PLCT and voluntary sector organisations working in the county. However, these circumstances provide an opportunity for the PLCT to explore closer working with other like-minded organisations in order to share resources and improve efficiencies.

How?

Tactic	Measure	Timing
Identify potential operational partners against PLCT mission, strategies and outcomes for 2009-12	Initial list of recommended operational partners submitted to PLCT Trust Board for consideration	March 2009
Approach potential operational partners, discuss options of joint working, and identify time frame for partnership development	Production of formalised agreements for joint working between PLCT and new operational partners; Provision of new and enhanced services; PLCT core cost reduction.	By end of 2009
Develop PLCT staff training and accreditation, with a view to provision of consultancy services to operational partners.	Successful attainment of relevant qualifications (e.g. PQASSO, Insititue of Fundraising). Income generated for PLCT through provision of expert services.	Mid-2009 onwards

Who?

Staff	Development Officer
Trustees	Philanthropy
Partners	

Additional Documentation

PLCT Safeguarding Policy and Procedures

Strategy 3: Deliver the PLCT mission through the optimisation of current practical partners (PP) and identification of new potential PP's among small-medium sized, community-based, organisations

Overview

Every day in Gloucestershire children and young people are supported by organisations funded through the PLCT grant-making programme. These practical partners deliver a variety of activities and services targeted at children and young people whom PLCT exists to support. The PLCT is not a service provider, that is it does not work directly with children and young people. As the PLCT's mission and targeted outcomes develop it is vital that it finds organisations that can deliver services to young people that will make a real difference and in turn enable the PLCT to realise its mission.

The PLCT has a proprietary application and monitoring process which has been developed and refined over a number of years. This robust process is implemented to ensure that the PLCT's funds are accurately targeted at those organisations that can most effectively use those funds to make a significant impact in the lives of young people.

The PLCT recognises its importance as an independent grant-making body in Gloucestershire. At a time when many sources of grant funding have diminished and much local authority funding is provided in the form of substantial contracts for public service delivery, the PLCT is committed to supporting small-medium sized, community based organisations who provide local services that reflect the needs of specific communities.

How?

Tactic	Measure	Timing
Distribute PLCT Strategic Plan 2009-12 (inc. mission and targeted outcomes) to existing practical partners. Invite initial responses and feedback as part of ongoing quarterly monitoring process.	Practical partners able to report back on progress made against 2009-12 mission and outcomes as part of ongoing quarterly monitoring process	June 2009 onwards
Advertise PLCT Strategic Plan 2009-12 (inc. mission and targeted outcomes) to existing and potential practical partners via direct contact, PLCT website, strategic partners, and other voluntary sector networks.	Number of appropriate queries; number of appropriate, quality applications for grant support received against PLCT mission and targeted outcomes for next open funding round; number of new applications approved	September 2009 onwards
Quarterly monitoring of all grant recipients	Progress against mission and outcomes identified in quarterly monitoring reports to the PLCT	June 2009 onwards

Who?

Staff	Development Officer, Trust Secretary
Trustees	All Trust Board
Partners	All existing practical partners

Additional Documentation

PLCT Application Process Flow-chart; PLCT Application Form; PLCT Expressions of Interest Form; PLCT Quarterly Monitoring Form; PLCT Grant Assessment Form; PLCT Safeguarding Policy and Procedures; PLCT Equal Opportunities Policy

Strategy 4: Use the latest available data to determine geographic and demographic priorities within the county, and allocate resources accordingly

Overview

In order to target its resources as effectively as possible the PLCT routinely uses the latest available data to identify areas of need, current trends, and un-met gaps within the youth population of Gloucestershire. Information from the 2008 Children and Young Peoples Strategic Partnership Needs Analysis, the 2007 Pupil Online Survey (involving over 17,000 of the county's pupils), the 2009-12 Complex Needs Plan, plus data from MAIDeN, the South West Observatory and the Office for National Statistics, were all used in the formulation of the PLCT 2009-12 Strategic Plan by the Board of Trustees. New data relating to children and young people in Gloucestershire is constantly being produced and the PLCT actively looks to analysis this data, specifically in relation to its own mission and target outcomes in order to identify geographic and demographic areas where it needs to prioritise its funding activities.

How?

Tactic	Measure	Timing
Continue to gather data from MAIDeN, South West Observatory, CYPD (including Virtual School, YOS, CAMHS and GRS), CYPSP (including annual needs analysis and any Pupil Online Survey data), National Statistics, and other strategic and practical partners.	Produce update as part of annual PLCT Strategic Plan Review – identify and incorporate changes of previously identified needs/gaps, and emergence of new needs/gaps.	Ongoing
Compare data gathered against PLCT's targeted outcomes and use results to identify gaps and unmet needs, shape geographic and demographic prioritisation, challenge existing strategic and practical partners and identify new practical partners best placed to meet these unmet needs.	Applications received and approved and against PLCT mission and outcomes, and specific areas of need therein; Through quarterly monitoring of practical partners identify impact made against identified needs.	Ongoing
Work with the Participation Project (Action for Children) to continue to develop the PLCT Young Researchers group	Data and presentations made to the PLCT by Young Researchers in preparation of PLCT grant funding rounds	Autumn 2009 onwards

Who?

Staff	Development Officer
Trustees	Philanthropy, All Trust Board
Partners	All Strategic Partners

Additional Documentation

PLCT Away Day – Strategic Plan Review: Presentation and Action Plan

Strategy 5: Continue to implement robust processes for assessing and monitoring grants – directly involving children and young people in those processes where possible

Overview

In 2006 the PLCT introduced its own robust application and monitoring process. Potential applicants are initially invited to contact the PLCT for an informal conversation to ascertain whether a given proposal is suitable for support by the Trust. Applicants are then required to submit a full application form with supporting documentation (including: Annual Report and Accounts, Child Protection Policy, evidence of CRB checks, recent bank statements, and signed copy of their Governing Document). The application form itself asks for a detailed breakdown of the proposed scheme of work, specifically asking the applicant to explain how the work will enable the PLCT to fulfil its mission and targeted outcomes, and asking how the applicant will be able to demonstrate that their work has made a difference. The application form also requires a detailed budget breakdown, identification of resources required, geographic and demographic foci, and confirmation of requisite insurance policies. All applicants are subject to a 'site-visit' by the Trust Development Officer.

Applications are considered by the PLCT Trust Board on an annual basis. A grant assessment form is used to give each application a mark out of 100. Applications are considered against the PLCT's mission and targeted outcomes, and any emerging needs identified through regular assessment of latest needs analysis for children and young people in the county. Subject to available funds, applications can be approved for grant funding for up to 3 years if they are able to demonstrate their potential to deliver services effectively against the PLCT's mission and targeted outcomes. Once awarded all grant recipients are required to submit a quarterly monitoring return based on the outputs and outcomes detailed in their original application. Grants are paid in quarterly instalments and will only be released upon submission of a satisfactory report for the preceding quarter.

This process is subject to regular review and improvements. Strategic partners, other grant-makers, and PLCT Advisory Panel have already contributed to this review process. From 2009 there will be two principal developments. Firstly, a pre-application "Expression of Interest" Form has been introduced. Secondly, as part of the PLCT's ongoing commitment to involve children and young people – a group made up of young people from PLCT funded programmes – will have a direct input in both the internal process of the PLCT, monitoring and evaluation, and the assessment of new applications.

How?

Tactic	Measure	Timing
Continue to implement robust processes for assessing and monitoring grants – inc. direct participation of PLCT Young Researchers group	Number of suitable applications present to Trust Board; Number of approved programmes successfully delivered	Ongoing

Who?

Staff	Development Officer, Trust Secretary
Trustees	All Trust Board
Partners	PLCT Young Researchers; PLCT Advisory Panel

Additional Documentation

PLCT Application Process Flow-chart; PLCT Application Form; PLCT Expressions of Interest Form; PLCT Quarterly Monitoring Form; PLCT Grant Assessment Form; PLCT Advisory Panel – Terms of Reference; PLCT Young Reporters – Terms of Reference; PLCT Safeguarding Policy and Procedures

Strategy 6: Optimise funding availability for grants by implementing a comprehensive fundraising strategy and improved fund allocation

Overview

The PLCT has two principal sources of income: 1) interest generated by its investment portfolio; 2) an annual dividend payment made by Peter Lang International Academic Publishing Group. This unique arrangement has enabled the Trust to emerge in a short period of time as the principal non-statutory funder of youth services operating exclusively in Gloucestershire. The PLCT's emergence has happened against a backdrop of many existing grant schemes coming to an end, and the creation of national grant schemes for which projects in Gloucestershire are often not eligible to apply. The combined effect of these factors is that the PLCT regularly finds its grant-making programme heavily oversubscribed, with the result that a large number of very good proposals have to be declined due to a lack of available funds.

Further to this the current economic situation has had a dual impact upon the PLCT. Firstly, impacting on the funds generated by its investment portfolio and PLIAP dividend. Secondly, creating an increasing social demand as the people's everyday lives become affected by the economic slowdown.

To this end the PLCT will implement a Fundraising Plan in order to utilise all available opportunities to increase sources of income in order to ensure that: a) its income streams are both diverse and resilient; b) its is in position to continue to support new work against its mission and emerging needs within the county.

How?

Tactic	Measure	Timing
Detailed assessment of fundraising needs and opportunities by PLCT Trust Board and Staff	Production of comprehensive PLCT Fundraising Plan	February 2010
Produce and implement comprehensive PLCT Fundraising Plan	Fundraising Plan approved by Trust Board; Successful implementation of fundraising strategies and income generated against targets	February 2010 - onwards
Produce and implement PLCT Publicity and Communications Plan	Publicity and Communications Plan approved by Trust Board; (see below)	February 2010 - onwards
Secure additional 'name' Patrons to support PLCT mission and Fundraising programme	'Name' patrons acquired; press responses generated; patron support of fundraising events and programmes	February 2010 - onwards

Who?

Staff	Development Officer, Trust Secretary
Trustees	All Trust Board, PLCT Patrons
Partners	

Additional Documentation

PLCT Fundraising Plan 2009-12; PLCT Communications and Publicity Plan 2009-12

Strategy 7: Implement a comprehensive Communications Plan to build awareness and increase support for the PLCT's work

Overview

The PLCT is now well known in the county amongst a large section of the voluntary and community sector, and to statutory sector youth agencies. This is due to the proactive approach that has been taken in developing partnerships, and adopting an open and transparent approach to all aspects of its work in Gloucestershire. However, there are still a number of opportunities for the PLCT to increase its profile in order to enable the Trust to better fulfill its mission and achieve its own targeted outcomes. The 3 principal objectives of the PLCT Publicity and Communications Plan will be to:

- 1) Increase awareness and understanding of the aims and objectives of the Peter Lang Children's Trust amongst key audiences.
- 2) Publicise the grant giving criteria, the application process and achievements of the Trust
- 3) Provide a platform for fundraising activity

To date the PLCT has been successful in communicating details about its grant-making programme and mission to a wide range of voluntary and community sector organisations – as evidenced by the high volume of appropriate applications received by the Trust. The PLCT is also well known to significant statutory and political bodies, including council leaders, local MPs, heads of youth service departments and commissioning bodies. To date the PLCT has been less successful in raising awareness of its activities amongst the general population of Gloucestershire, local business and local media. In order to enhance the work of the PLCT, and in particular to implement a successful Fundraising Plan, the Trust will need to increased awareness of its work amongst these groups.

How?

Tactic	Measure	Timing
Produce and implement PLCT Publicity and Communications Plan	Publicity and Communications Plan approved by Trust Board; monitor levels of press coverage and direct enquiries to the PLCT, numbers of appropriate enquiries regarding PLCT grant scheme	February 2010 - onwards
Establish direct relationship with key local media, arrange coverage of key events, regularly feed news items and press releases	Monitor levels of press coverage and direct enquiries to the PLCT; evaluate impact on fundraising events	Ongoing
Utilise Patron support and key public events to promote awareness of PLCT mission and generate increased public support	Monitor levels of press coverage and direct enquiries to the PLCT; evaluate impact on overall fundraising plan	February 2010 - onwards

Who?

Staff	Development Officer, Trust Secretary
Trustees	Communications; PLCT Patrons
Partners	Media Contacts, PLCT Young Reporters

Additional Documentation

PLCT Communications and Publicity Plan 2009-12; PLCT Fundraising Plan 2009-12

Strategy 8: Recruit new trustees with knowledge in the field of the PLCT's mission, outcomes and strategies

Overview

The PLCT Board of Trustees is responsible for the management and governance of the Trust. The PLCT is very fortunate to have a number of skilled and dedicated individuals who give freely of their time to manage the Trust, and thus enable it to have the profound impact it has on the lives of young people in Gloucestershire. However, the Trust Board is conscious of the ongoing need to identify new trustees for the following reasons:

Location – for historic reasons many of the original Trustees are not based in Gloucestershire. This has meant a limited personal knowledge of the county, difficulties in coordinating county-based meetings, limited personal connections within the county, and practical restrictions upon being able to be involved in regular Trust activities e.g. visiting practical partners, attending training and partnership meetings. Recent appointments have started to address this issue, but there is still room for improvement.

Skills gaps – the PLCT Trust Board has a wide range of skilled professionals. However, in order to best achieve its mission and targeted outcomes it is recognised that Trustees need to be appointed with specific skill sets and experience relevant to that mission e.g. knowledge of the care system, recent/current experience of community-based youth work, professional experience of supporting families with complex needs, fundraising, etc.

Succession Planning – Trustees can and do move on. In order to minimise disruption the Trust Board recognises the need to plan in advance for the potential replacement of key trustees.

How?

Tactic	Measure	Timing
Approach new Trustees with skills sets and experiences relevant to the PLCT's mission and targeted outcomes for 2009-12 (ideally Gloucestershire-based)	Appointment of new Trustees	Ongoing
Identify potential new trustees part of annual Risk Management (Succession Planning) review	Identification of potential new Trustees; length and impact of interregnum period due to existing trustee departure	December 2009 - onwards

Who?

Staff	Development Officer, Trust Secretary
Trustees	Chair, All Trust Board, PLCT Patrons
Partners	All Strategic Partners

Additional Documentation

PLCT Trustee Welcome and Induction Pack; PLCT Risk Management Plan 2009-12

Glossary:

CAMHS	<i>Child and Adolescent Mental Health Services</i> – part of the NHS, CAMHS provides assessment and treatment services to children and young people aged 0-18 years where there are concerns about their behaviour or emotional wellbeing
Comissioning Process	The formal process of planning, specifying, securing, monitoring and reviewing services to meet people’s needs and improve outcomes. Commissioning often (though not always) involves a formal tendering process and the award of contracts rather than grants.
CRB	<i>Criminal Records Bureau</i> - An executive agency of the Home Office which vets applications for people who want to work with children and vulnerable people
CYPD	<i>Children and Young People’s Directorate</i> – the directorate that consists of all statutory services for children and young people in the county e.g. education, health, social care, youth offending, etc.
CYPSP	<i>Children and Young People’s Strategic Partnership</i> – the wider county partnership that includes the CYPD (see above) and partners from the county council, police, voluntary and community sector organisations, etc.
DSR	<i>Department for Social Responsibility</i> - The social responsibility department works to further the mission work of the Anglican Diocese of Gloucester, by working in partnership with parishes, voluntary and statutory agencies and local communities. It works closely with Gloucestershire Churches Together and Faith Forum
GAVCA	<i>Gloucestershire Association for Community and Volunary Action</i> – an independent development agency that supports voluntary and community organisations, principally in Cheltenham and Gloucester.
GCF	<i>Gloucestershire Community Foundation</i> - is a Gloucestershire based charity, which raises money in the County, manages those funds for investment and distributes the interest to other charitable causes in the county
GRCC	<i>Gloucestershire Rural Community Council</i> – an independent agency providing a range of support services to rural communities in Gloucestershire
GRS	<i>Gloucestershire Reintegration Service</i> – part of the CYPD, responsible for providing high quality education to children and young people who are unavoidably unable to attend school for a range of reasons inc. exclusion, teenage pregnancy, severe illness, etc
LAC	<i>Looked After Children aka Children in Care</i> – children and young people in the care of the local authority
MAIDeN	<i>Multi-agency database for neighbourhoods in Gloucestershire</i> – comprehensive resource of data relating to the population of Gloucestershire, includes: census data, indices of mutiple deprivation, population trends, boundary maps, etc.
Outputs	detailed activities, services and products an organisation carries out or provides
Outcomes	The specific changes an organisation want to bring about i.e. the difference their activites make upon people

PLCT	<i>Peter Lang Children's Trust</i> – independent grant-making trust founded by Swiss-born business man Peter Lang.
PLIAP	<i>Peter Lang International Academic Publishing</i> – publishing group established by Peter Lang. Specialist academic publisher with offices in Switzerland, Germany, Austria, Belgium, UK and America. PLCT is the sole-share holder of PLIAP and receives an annual dividend from the companies to support its grant-making programme.
PP or Practical partners	Organisations that receive grant support from the PLCT in order to work directly with children and young people in Gloucestershire
Preferred partners	Former term for Practical Partners (see above)
Strategic partners	Organisations that support the PLCT at a strategic level e.g. sharing information, providing facilities and training, identifying areas of need
SWO	<i>South West Observatory</i> - regional information gateway. Network of analysts and information sources across a broad range of demographic, environmental and economic services for the South West region.
UCAS	<i>Universities and Colleges Admission Service</i> - organisation responsible for managing applications to higher education courses in the UK
Virtual School for LAC	Gloucestershire County Council's virtual school is responsible for over 400 children in care from 5-19 years of age. It has no site and few teachers, but offers individual online learning programmes aimed to provide continuity of education provision to LAC and help boost achievement.
YOS	<i>Youth Offending Service</i> - The main aim of the YOS is to prevent and reduce offending by the children and young people of Gloucestershire