

# Executive Summary

## Mission Statement

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

## Targeted Outcomes

1. Increase the levels of participation and attainment of Children in Care (CIC) in pre-school, primary, secondary, special schools and tertiary education
2. Reduce the rates of permanent and fixed-term school exclusions within primary, secondary schools and special schools

## Targeted Outcome Rationale

1.
  - 18% of CIC gained 5 A\*-C level GCSE's in 2006 vs. county average of 63%
  - CIC comprised 4.72% of fixed term exclusions and 5.8% of permanent exclusions but represent only 0.4% of the county's 0-18 year olds (*based on figures for 2005/6*)
2.
  - Gloucestershire's permanent exclusions at 0.16% of total population compares to 0.12% nationally (*based on figures for 2005/6*)
  - Permanent Exclusions increased 38% vs. previous year and fixed-term by 27% (*based on figures for 2005/6*)

## Funding Availability (£,000)

<u>Source</u>	2007/2008	8/9	9/10	10/11	11/12
* Investments	100	110	120	130	140
Dividend (PLIAP)	90	115	140	200	300
Total	190	225	260	330	440

\* To be confirmed/Lyday Impact

## Key Strategies

1. Build partnerships at a strategic level in the county on a prioritised basis
2. Develop interfaces, build synergies and offer added value to like-minded charities
3. Deliver the PLCT mission through the optimisation of current Preferred Partners (PP) and identification of new potential PP's and challenging unmet needs
4. Establish robust processes that support the delivery of commitments by PP's

5. Analyse data-bases to deliver geographic and demographic prioritisations and resource allocation within the county
6. Optimise current funding availability by pursuing sponsorship, statutory funding and a 3 year Rolling Gift Plan for PP's
7. Implement a comprehensive Communications Plan to build awareness and support within the county for PLCT's mission and impact
8. Establish a fundraising programme for PLCT to accelerate the geographic roll-out of the Gloucestershire County programme
9. Build a "test market" model within Gloucestershire that can be rolled out into other counties on a prioritised basis
10. Improve the impact of the PLCT Philanthropy Committee by enhancing Committee Membership and interface with the Board of Trustees, whilst establishing an external Advisory Board.

### **Key Strategic Initiatives: Timing**

#### Phase I:

- Strategies 1,2,3,4,5,6 + 10 work in progress or complete
- 7: Comprehensive PR and Communications Programme - by 6/07

#### Phase II:

Strategy 8: External Fundraising Programme Launch - by 12/07

#### Phase III:

Strategy 9: Geographic Expansion Plan - by 6/08

#### Next Steps

What?	Who?	When?
• Confirm Funding Availability	PGD/AH	12/06
• Comprehensive Strategic Plan to Trustees	PGD/DR	02/07
• Strategic Plan Review with Strategic Partners	PGD/DR	03/07
• Plan Refinement – to PC/PLT	PGD/DR	03/07
• Contact 'like minded' Charities	DR (PGD)	3+4/07
• Identify and approach potential new sponsors	DR (PGD)	3+4/07
• Recommend PL PC enhancements	PGD/DR	5/07
• 2007/2008 Philanthropy Plan Recommendation	PGD/DR	5/07
• Current PP Evaluation	DR/ER	
• New PPP Recommendations	DR	
• Comprehensive Communications Plan	DR/WD	
• Annual Strategic Plan Challenge based on PC Member Input	PGD/DR	February - annual

## 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.

The PLCT is results 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 3 year rolling gift plan, its 5 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 service delivery. As such, the Trust proactively seeks to identify **preferred 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 objectives, and the performance of the services it supports. The Trust's current strategic partners are the Gloucestershire Children and Young People's Directorate <sup>1</sup> and Gloucestershire Churches Together and the Gloucestershire Faith Forum via the Diocesan Department for Social Responsibility <sup>2</sup>. However, this list may grow as other potential strategic partners, key to the Trust's mission and strategic outcomes, are identified.

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. 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 must have clear and quantifiable targets. 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 targets specified for that quarter in the original application.

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<sup>1</sup> See [www.gloucestershire.gov.uk/index.cfm?articleid=503](http://www.gloucestershire.gov.uk/index.cfm?articleid=503) for further information

<sup>2</sup> See [www.glosdioc.org.uk/departments/social\\_responsibility.htm](http://www.glosdioc.org.uk/departments/social_responsibility.htm) for further information

Recipients of grants for periods of over a year also complete an annual report, and undertake a 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 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, preferred partners have access to accredited funding advice, guidance on sustainability, and linkages 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 improve support to young people.

To effectively fulfil its mission the Trust recognises the need to actively engage with key statutory/voluntary sector networks within the county of Gloucestershire. Active links already exist between the Trust and the County Bidding Group<sup>3</sup> and The Gloucestershire Funding Advice Worker's Network (GeFAN)<sup>4</sup>. Through GeFAN, the Trust already has personal representation on the funding advisor's network for the whole of the South West region, of which Gloucestershire is part. Conversations are also under way with regards to developing an active interface with the Children and Young People's Strategic Partnerships (a thematic partnership of the overall Gloucestershire Strategic Partnership)<sup>5</sup> and the Gloucestershire Funders Forum, assuming its continuation. Of considerable significance are detailed discussions already under way regarding the Trust having formal representation on the CYPSP.

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<sup>3</sup> See Appendix A2:1 for the County Bidding Group's Terms of Reference

<sup>4</sup> See Appendix A2:2 for GeFAN's Terms of Reference

<sup>5</sup> See [www.gloucestershire.gov.uk/GSP](http://www.gloucestershire.gov.uk/GSP) for more information on the CYPSP and how it relates to the GSP