APPENDIX 1

THE ISLE OF WIGHT JOINT AREA REVIEW ACTION PLAN

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Final copy to be submitted by 20th November 2006 (with finance spreadsheet, workforce analysis, Gantt Chart and Risk Assessment)

ISSUE 1	AGREE AND IMPLEMENT A SCHOOL IMPROVEMENT STRATEGY WITH SCHOOLS
Outcomes	To significantly improved performance of all the Island's schools
Measures of Success	To achieve the following Key Stage (KS) targets established in the Local Area Agreement July 2007.: KS2 - 78% Eng; 74% Maths KS3 - 64% Eng; 74% Maths KS4 - 40% 5A*-C July 2008 : KS2 = 80% Eng; 76% Maths KS3 - 72% Eng; 76% Maths KS4 - 53% 5A*-C July 2009 : KS2 = 82% Eng; 80% Maths KS3 - 74% Eng; 78% Maths KS4 - 56.5% 5A*-C July 2009 : KS2 = 82% Eng; 80% Maths KS4 - 56.5% 5A*-C Sa - 74% Eng; 78% Maths KS4 - 56.5% 5A*-C (57.5% is the Local Public Service Agreement (LPSA) 'stretch' target) Reduce number of schools identified as Cause for Concern – from 19 (27%) at February 2006 to target of 10 (14%) at October 2006; 6 (8%) at July 2007; 3 (4%) at October 2007; and 0 at July 2008

Actions	Date	Who	Outputs	Resources
1. Monitor, support, challenge and intervention for a) all schools and b) schools causing concern	From September 2006 (Detailed actions and timeframes are set out in the School Improvement Strategy)	Rose Ward, pending arrival of new Head of School Improvement and Learning Effectiveness	 All schools will have clear plans for improvement to raise standards and quality of provision The local authority will co-ordinate support and challenge in inverse proportion to success, and will intervene where schools under perform or fail to respond to challenge Officers and inspectors will continue to know how well their schools are doing, with the confidence and competence to challenge underperformance and provide the right advice for school and cluster improvement consistently across the Island 	(Detailed action plans have been developed that set out the sources of funding for the various activities and how different grants will be applied) Link Inspector team Primary Strategy Team Secondary Strategy Team Council and Children
2. Strengthen and improve self- evaluation	From September 2006		 Accurate, evidence-based self- evaluations, analysis and judgements in every school; schools are held to account for the 5 outcomes and local prionties within the Children and Young People's Plan 	and Young People's Trust members Special Educational Needs teams Through the Roof project:
3. Use data to monitor and manage progress, and track the achievement of the 5 outcomes and local priorities within the Children and Young People's Plan	From September 2006		 All schools use data intelligently to monitor and manage progress, maximizing pupil achievement and minimizing learning loss at transitions Targets for individual pupils for classes, for cohorts and key stages are based on careful analyses of prior attainment and potential, and recognise expectations and aspirations Intervention is early and targeted diagnostically where progress is less than expected School share information effectively with partners to ensure vulnerable pupils are well supported 	Partner schools Partner authorities National strategy teams National College for School Leadership (NCSL) Specialist Schools Trust

Actions	Date	Who	Outputs	Resources
4. Strengthen and improve the quality of Teaching and Learning	From September 2006		 School and central staff have a shared and common understanding of quality in learning, as judged by the 4 Ofsted grades Teachers know how their pupils learn best and provide the right learning experiences to maximize pupil's progress Teachers know the progression pathways within their subject matter. Teachers involve pupils in understanding their learning and their learning targets 	
5. Strengthen and improve the quality of Leadership and Management	From September 2006		 School leaders meet their responsibilities for the standards the pupils achieve and the progress they make School leaders challenge pupils, parents and teachers to raise their aspirations and expectations School leaders manage every link in the delivery chain that leads from the intended curriculum through good teaching to successful learning School leaders know how to manage performance and ensure their school does well by each and every pupil on its roll 	
6. Strengthen and improve the quality of Governance	From September 2006		Governors who know how well their schools are doing, who have the confidence and competence to challenge underperformance, who hold their staff to account for the standards achieved, and who provide the strategic leadership necessary to successful schools	

ISSUE 2	DEVELOP AND	IMPLEMENT AN	ACCESS AND INCLUSION STRATEGY	
Outcomes	Every young pe	erson successfu	Ily accessing his/her full entitlement across	the 5 outcomes
Measures of Success	in: Middle S (5.73% L High Scl and 8.929 2. To align by 2008 3. To reduc Needs (S 4. Provisio	Schools 9-13 yrs .PSA) by April 20 hools 14 – 19 yrs % (8.62% LPSA) with Statutory N ce by 5% the nur SEN) pup t is on fi n of full time edu	authorised half days missed as a % of total by a target of 6.3% by April 2007, 6.2% by A 009 s (LPSA) by a target of 10.2% by April 2007, by April 2009 leighbours at 4.77% on authorised absence mber of Looked After Children (LAC) / Speci ixed term exclusion form 2006 baseline ucation for pupils with 5 or more days exclu- september 2007	April 2008 and 6.03% 9.6% by April 2008 in primary schools al Educational
Actions	Date	Who	Outputs	Resources
1. Clearly define and agree the roles and responsibilities of Schools and the Isle of Wight Council	December 2006	Isle of Wight Council Keith Simmonds, Head of Policy, Planning and Commissioning, Head of Learning Effectiveness, /	 Access and inclusion protocols in place and understood which set out the local authority and school responsibilities to individual pupils Head teachers and governing bodies are aware of their accountabilities and fully meet them for individual pupils Support structures and the case conferencing to provide solutions for individuals are clear and operated 	Link Inspector team Primary Strategy Team Secondary Strategy Team Access and Inclusion Service Youth Service Council Children and Young People's Trust
2. Improve the relationship of attendance and a child or young persons achievement, providing coherent family support to improve children and young peoples access to and inclusion in school	Start November 2006	Prue Grimshaw, Head of Children and Families Doug Wright, Access and Inclusion Officer	 School leadership teams effectively link attendance to achievement outcomes The data infrastructure enables effective tracking of individual attendance and intervention Area parenting support is effectively used as a preventative strategy with families 	Special Educational Needs teams Through the Roof project: Partner schools Partner authorities National strategy teams

3. Improve the support and	Start October	School leadership takes the lead	
management of pupil behaviour to reduce exclusion and enhance	2006	responsibility for tigr 1 and 2 actions	National College for School Leadership
the attainment of individuals		 Lead professional role with individuals Teacher classroom management skills 	(NCSL)
		are improved to enable good teaching	
		Cluster support centres and area	Specialist Schools
		behaviour teams are established for tier	Trust
		3 and 4 actions – linked to whole Island	Establishment of
4. Ensure the statutory duty for	Start January	Pupil Referral Unit (PRU) provision All pupils receive 20 hours twition	cluster support centres
provision is met and that all	2007	(primary) and 25 hours tuition	- £350,000 over three
flexible provision is		(secondary)	years
appropriately approved and		All pupils on flexible timetables are	
monitored		known and the impact of their provision evaluated – all have a lead professional	
		All pupils on flexible timetables with	
		have targets for progressive re-	
		integration	
5. Ensure all children and young	Start December 2006	Thresholds for exclusion consistent in all	
people particularly those in vulnerable groups are supported	2000	 institutions Lead Inspectors focus challenge to re- 	
to avoid exclusion and if		integration and incidence of re-exclusion	
excluded are provided with a		Re-integration is effective for pupils and	
specific package of support to		families – incidence of re-exclusion	
enable re-integration		 Area cluster units provide 'half-way 	
		house' support to fixed period excluded	
		pupils and permanently excluded pupils	
		on re-integration –provision linked to	
		wider youth opportunities development	
6. Improve the management of	Start January	 (JAR Issue 10 action 6) The data infrastructure enables effective 	
exclusion so that it is consistent	2007	tracking of vulnerable individuals	
for all children and young people		 Key needs of individuals are shared 	
		across agencies	
		 School leadership engages with the known lead professional and family to 	
		match the education environment to	
		need	

ISSUE 3	DEVELOP A M	ONITORING AND	EVALUATION PROCEDURE FOR THE KEY	STAGE 3 INITIATIVE
Outcomes	Good added va	alue for all young	people across Key Stage 3	
Measures of Success	Meet Local Are achievement : • July 200 69% Eng 74% Maths 70% Science 74% ICT • July 200 72% Eng 76% Maths 72% Science 76% ICT • July 200 74% Eng 78% Maths 74% Science 78% ICT	07	AA) / Best Value Performance Indicator (BV	PI) targets for KS3
Actions	Date	Who	Outputs	Resources
1. Establish recording system to track and monitor pupil progress at Key Stage (KS) 3 both within and across transition between schools	Start September 2006	Peter Newill, Secondary Strategy Manager / Rose Ward, Senior Inspector	 All Middle & High schools have access to and use key data platforms; School Information Management System (SIMS)– Assessment Manager, Fischer Family Trust (FFT), Cognitive Ability Tests (CATS). Middle and High schools have and use to plan learning. Key prior attainment indicators (KS1, KS2/KS3 core subject levels, FFT predictions and CATs pupil profiles) Banker and Target students identified and known for each school. Link Inspectors (LI's) and Secondary Strategy Team use 3 "benchmark" dates to track pupil progress and challenge schools. Data reported to Members 	(Detailed action plans have been developed that set out the sources of funding for the various activities and how different grants will be applied) Members of School Improvement Team as necessary to include Primary and Secondary Strategy Consultants

2. Embed KS3 programme in School and Secondary Strategy action plans	Start October 2006	 Subject Consultants, support and embed the programmes of work for the accelerated KS3 in all schools Subject Consultants support agreed yr 8-9 activities e.g. English enabling progression and continuity into yr 9 Six weekly Core Subject Leader meetings review pupils progress and the learning plans for those who are accelerated Schools identify accelerated pupils and amond their learning plans 	Contributions from Regional National Strategy Advisers Core activity – in base budget and Strategy Grants; time allocation for meetings and reporting
3. Evaluate progress at regular measure points (through the Secondary Strategy Steering Group, with reports to the Directors, Lead Member and Chair of Policy Commission) to be agreed with schools	Start December 2006 then at least quarterly	 Link Inspector's with Secondary Strategy Manager to avaluate progress at key benchmark dates (end Sept, 2nd week Jan, April before tests) School Improvement Partners (SIP's) fully involved in the consistent challenge to school outcomes for the accelerated pupil group 	
4. Improve the schools application of assessment for learning to support the identification of pupils accelerated in KS3 and their learning programme	Start October 2006	 All Middle Schools use banker and target data to plan pupils learning. All banker students to be entered for tests. All target students to be entered for tests by Nov 31st. Common agreement on the target students. Subject Consultants lead moderation of pupils' work to achieve an agreed view of level 5 and level 6 expected outcomes. Ll's agree the target early entry group in each school 	
5. Ensure pupils receive an appropriately matched curriculum to their learning need in Yr 9	Start December 2006	 Curriculum transition and continuity plans are in place and used by all schools in the core subjects of En, Ma. Sc and ICT. Matched learning plans are evident and used by all schools for those pupils who have been accelerated in KS3 and those who have not. Learning plans to maintain progress from pupils Yr8 test attainment are established and used in all High schools for En, Ma, Sc and ICT for those who are accelerated. Transition and continuity plans. To ensure the pace of learning progression, are in place and used in all High schools for pupils transfer from Y9 to the 14-19 curriculum. 	

ISSUE 4			RFORMANCE MANAGEMENT BY FURTHEN	R STRENGTHENING
Outcomes			team and service performance to achieve here to achieve here across the 5 outcomes	nigh quality added
Measures of Success	young p 2. The prog Joint Ar 3. Use of d (QPMR) 4. Professi of each	eople they delive gress of deliverin ea Review Action lata set enables of on a quarterly ba ional Developme	es are costed, are able to measure the outco er and are reviewed in terms of Best Value ing the Children and Young People's Plan (C in Plan is performance managed through the outcomes based Quarterly Performance Ma asis ental Review (PDR) appraisal and review me This progress measured against the contr	C&YPP) including the e CORVU system inagement Reporting easure the progress
Actions	Date	Who	Outputs	Resources
1. Collate delivery plans for Children and Young People's Plan (C&YPP)	Start January 2007	Isle of Wight Council Keith Simmonds, Head of Policy, Planning and	 All actions within the C&YPP can be tracked to individual timed and costed project plans for delivery Focus to JAR action plan for October 2006 – whole C&YPP from January 2007 	Workforce re- modelling team Corporate support team and CORVU performance management team
2. Set up data management system to collect and analyse full Children's Services dataset and balance scorecard	Start October 2006	Commissioning and John Lawson, Deputy Chief Executive, Policy, Planning and Partnerships	 Local authority CORVU dataset is operational and known to all team managers All team managers trained in use and analysis Headlight indicators established for the Directorate and teams Tracking frequency of headlight indicators operational 	Performance management training for all £5,000 SMT use of Service Board methodology Contributions from CSA Adviser
3. Map service and team plan outcomes to C&YPP	Start November 2006		 Relationship of service and team plans to C&YPP and JAR action plan articulated Service and team plans prioritized to achieve JAR action plan outcomes 	External assessment Annual Performance Assessment (APA) – Audit Commission

4. Participate fully in corporate performance management arrangements, e.g. Service Boards	Complete January 2007	 Service Board methodology established across the Directorate Directorate action informs corporate and vice versa Actions can be tracked audit trail of changes can be evidenced
5. Provide quarterly progress reports on C&YPP outcomes to Children and Young People's Trust (C&YPT) Executive and Governance Boards	Start February 2007	 Quarterly performance report methodology effectively used by C&YPT to evaluate and challenge performance Success is known weakness addressed
6. Establish individual work programmes which map to service and team plans	Start November 2006	 All individuals in the Directorate know their wone programme and its impact on performance. Individual programmes evaluated for match to key priorities Concept of regular one to one with managers operational for all

Outcomes	A significant re	duction in repor	rted incidents of racism in and out of schoo	
Measures of Success	2. Analysis Senior M 3. Analysis	s of incidents rep lanagement Tea s of repeated inc	ncidents and action taken enables analysis ported as part of QPMR - quarterly to Counc ms idents against preventative action reported ncidents in 2007 - 8% in 2008 from 2006 ba	cil and Directorate
Actions	Date	Who	Outputs	Resources
1. Mechanism in place to ensure that all schools report incidents with correct procedure	Complete September 2006	Isle of Wight Council Keith Simmonds	 Schools provide monthly returns Li's follow up where returns are not made School readership awareness is raised through impact as essment 	Corporate Diversity Team Children's Services Equality monitoring
2. Analysis of incidents undertaken on termly basis and fed back to schools	Complete January 2007	Head of Policy, Planning and Commissioning	 Termly analysis report shared with schools and corporate diversity team key actions identified and shared with schools Equality/Diversity monitoring group provide cross agency forum to support action 	group Partner schools Partner authorities Partner agencies - Police
3. Monitoring in schools by link inspectors to ensure that analysis is acted on	Start January 2007		 Li's follow up all incidents and report school action on Notes of Visit This evidence evaluated to determine good and weak practice 	
4. Monitoring, support and challenge to schools to bring numbers of reported incidents down	Complete July 2007		 Impact assessments completed annually to evidence actions to raise awareness and reduce incidents Incident trend and actions annually reported to Members 	

STRENGTHEN PROJECT AND PROGRAMME MANAGEMENT Consistently strong project and programme management whereby projects and programmes are delivered on time, within budget, to a high quality to achieve high quality added value for children and young people across the 5 outcomes					
reductio Council 2. 90% of 3. Quarter adjustm 4. Audit of	on in number of p I/Directorate obje team leaders hav ly QPMR moniton nents to be made n all project com	projects - outcomes measurable in relevant ectives ve PRINCE2 capability by March 2007 ring enables business/cost opportunity dec pletion enables evaluation of impact, lesso	e to key isions and ns learned - improved		
Date	Who	Outputs	Resources		
Start January	Isle of Wight	Directorate project management is	Corporate		
2007	Council	matched with that of the corporate	Audit/Project Team.		
	Kaith		Directorate SMT and		
			all service team		
			leaders.		
	Commissioning		Financial support		
	and John	major project planning	team.		
Complete June	Lawson, Deputy		1		
2007		PRINCE2 methodology training	Partner Agencies.		
Start February		Projects approved by Directorate and	Commissioning aspect of the Children's Trust.		
2007					
	1 annoromps	All projects relate to the key objectives	CORVU performance		
		and priorities of the C&YPP	management system.		
		 Where appropriate projects, as with 			
		school organisation, are supported	Workforce re-		
	Consistently s are delivered of children and y 1. Initiation reduction Counci 2. 90% of 3. Quarter adjustric 4. Audit of busines Date Start January 2007	Consistently strong project and are delivered on time, within bu children and young people acrossing reduction in number of projects can reduction in number of projects can adjustments to be made 4. Audit on all project com business cost analysis -DateWhoStart January 2007Isle of Wight CouncilKeith Simmonds, Head of Policy, Planning and Commissioning and John Hawson, Deputy Chief Executive, Policy, Planning	Consistently strong project and programme management whereby project are delivered on time, within budget, to a high quality to achieve high qual children and young people across the 5 outcomes 1. Initiation of projects can evidence a sign off process with costed by reduction in number of projects outcomes measurable in relevance Council/Directorate objectives 2. 90% of team leaders have PRINCE2 capability by March 2007 3. Quarterly QPMR monitoring enables business/cost opport unity decadjustments to be made 4. Audit on all project completion enables evaluation of impact, lesson business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out business cost analysis - 3% reduction in project costs for higher out council Date Who Outputs Start January Isle of Wight Council Directorate project signed off by SMT and/or Star Quamber process of the centre. Complete June Head of Policy, Planning and Commissioning and John PRINCE 2 methodology used for all major project planning Start Labruary Po		

4. Build the monitoring of project and programme management into the Council's performance management arrangements	Start February 2007	 All project timelines built into COR management for monitoring Measurable output indicators built into CORVU performance management Output indicators quarterly reviewed in Directorate service boards Where projects are corporate performance reviewed at quarterly service board 	modelling – PRINCE2 methodology training - £8,000
5. Provide impact evaluation on project and programme completion	Start February 2007	 All projects are evaluated on completion against cost, to time, outcomes met. Audit reports go to Directorate service board and Senior to establish good practice reference Costs analysed to demonstrate savings and cost benefit analysis of process 	
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ISSUE 7			CHILDREN AND FAMILIES DIVISION T HAVE AN ALLOCATED SOCIAL WOR		
Outcomes	All child protec	tion cases have	an allocated social worker		
Measures of Success	 Decrease in % of children in need re-referred to social care in the last 12 months. Target 28% by April 2007, 24% by April 2008 and 21% by April 2009 Decrease in % of child protection re-registrations during the year. Target – 16% by April 2007, 14% by April 2008 and 12% by April 2009 Increase in % of parents 3-19 year olds taking up parental support initiatives (75% by April 2007, 80% by April 2008 and 90% by April 2009) Weekly monitoring of case load no unallocated cases identified by end August 2006 				
Actions	Date	Who	Outputs	Resources	
1. Review all team remits and case load capacity Review eligibility criteria in line with Every Child Matters. *Ensure and monitor all Children In Need in need of safeguarding have an allocated Social Worker. Securing timely assessments/plans to inform safe and appropriate closure of cases after meeting identified need in line with development of Common Assessment Framework and Lead Professional	From 1 st January 2007 Completed April 2007 In place from September 2006 In place by January 2006. From January 2007 CAF/LP Co-ordinator	Isle of Wight Council Prue Grimshaw, Head of Children and Families; Liz Harkin, Saleguarding Manager Team Managers Children and Families Community Team, Referral and Assessment Team, Family Resource Centre and the Training Centre	 Review eligibility criteria in line with Every Ohild Matters and Youth Matters and CIN of Safeguarding have an allocated so worker including children with a disability Securing timely assessment to information safe and appropriate closure after meeting need in line with the development of Lead Professional CAF and Pathway Planning Team's ability to absorb allocation cases with no pending list exception those families requiring on-going financial support which is reviewed month basis. Tier 2 diverted from targeted service available community base resource rise in numbers using Children's Centres and Ext ended Schools. *Improved data management systematistical analysis – weekly monitor. Well developed Integrated Pathwar Planning (PWP) working across all and all agencies. 	Multi-agency /interdisciplinary fraining across specialist, targeted, universal services inc voluntary sector supported by Workforce re-modeling team and Children and Young People's Trust management teams. Community/Schools pilot project team Members, Council, Children and Young People's Trust management teams/Local Preventative Strategy	

2. Review service area structure	Complete	 Identify most appropriate structure 	Family Services/QA
and thresholds	December 2006	aligned to service need incorporating	
*Identify most appropriate	From April 2007	the development of Lead	
structure aligned to service need	1.10117.011.2007	Professional/CAF Pathway Planning	
including CAF/LP & PWP		in order to support all identified	
To reduce need for targeted	From January	vulnerable children especially those	
services by ensuring robust	2007	with a Learning Disability / Difficulty	
universal services in place	2001	(LDD) or complex need	
		To reduce need for targeted service	
		provision by ensuring robust universal	
		services in place	
		Service provision is inline with an	
		established mapped service need.	
		*CAF/LP Co-ordinator in place with	
		community/schools pilot in place to	
		divert services	
		Earlier services in place commencing	
		with unborn baby strategy delivered	
		jointly by Midwifery Service, Social Care and Early Years services.	
	Complete	and Early rears services.	
3. Implement a recruitment and retention drive*	Complete	Recruit appropriately experienced	
retention drive"	October 2006	qualified staff with a view to the	
		development of frontline	
		integrated/multi-agency teams	
		Review re-instigation of recruitment and	
		retention forum	
		No agency staff in place and teams fully	
		staffed	
		• *All casework allocated to appropriately	
		qualified social worker.	

4. Improve timescales of core assessments /care plans & planning by weekly monitoring of data reports Review current processes to reduce levels of bureaucracy. Ensure all professionals involved with assessments/planning ensure ownership to improve outcomes for children and young people	Complete January 2007	 Review of current process to reduce bureaucracy and that all professionals involved with Core Assessments/care plans ensure ownership to improve outcomes for children and young people Reduction in re-referral rates and more families accessing family/parenting support services. Ensure pilot for Initial Assessment, section 4%, Initial Child Protection Conference Report and Core Assessment has been rolled but and used by all staff. Training available and accessible to all staff from all agencies.
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ISSUE 8	ENSURE THAT CHILDHOOD IMMUNIZATION RATES ARE IMPROVED				
Outcomes	Increase in children who have first Measles, Mumps and Rubella (MMR) by 2 nd birthday in line with government criteria				
Measures of Success	1. 80% by 2. 85% by 3. 90% by	April 2008			
Actions	Date	Who	Outputs	Resources	
1. Ongoing campaign including school nurses, health visitors and GPs	From September 2006	Director of Public Health	Raise general awareness	Funding required to support local campaigns.	
2. Uptake league table returned to GP practices 6-monthly	From September 2006	Director of Public Health	Raise awareness of practices that have lower than the Island average uptake	Public health department collating of information gathered from practices. Current child health system will require updating	
3. Proforma returned by Health Visitors to GP and Child Health on the outcome of their follow-up of immunised children	From October 2006	Director of Public Health	Analysis of the returns will give more detail on why individual children are not being vaccinated	Public health department. Collating of information gathered from health visitors.	
4. Selected Health Visitors able to vaccinate 'hard to reach' children in their own home	From March 2007	Director of Rublic Health	Increased uptake among 'hard to reach' children	Funding required to support health visitors to be able to target community vaccinations.	

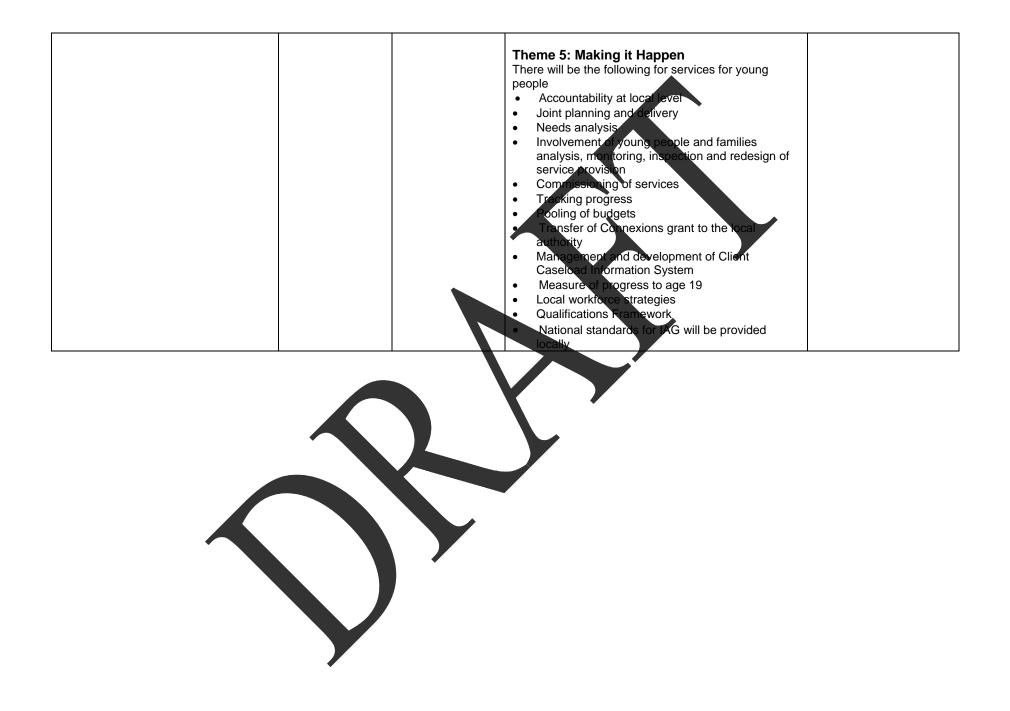
ISSUE 9	IMPLEMENT A STRATEGY AND A DELIVERY PLAN TO ENSURE THAT THE COMPREHENSIVE CHILD AND ADOLESCENT MENTAL HEALTH SERVICE MEETS THE NEEDS OF CHILDREN AND YOUNG PEOPLE				
Outcomes	Improve the em	notional well bein	ng and mental health of children and young	people	
Measures of Success	 Annual reduction by 10 cases of referrals and 10 cases of re referrals to specialist CAMHS (Tier 3) Annual 10% increase in GP referrals of under 18 year olds to primary care mental health provision 24 hour 7 days a week provision in place Specialist services for young people with learning disabilities in place Services for 16 and 17 years olds in place 				
Actions	Date	Who	Outputs	Resources	
 Comprehensive CAMHS Strategy 2006 – 2009 out for consultation. Includes the development of a directory of services for comprehensive CAMHS to facilitate appropriate and timely signposting to services Tier 1 and 2 training in recognizing early signs of mental ill health and responding/referring appropriately provided 	Complete January 2007 Start January 2007	NHS PCT Commissioner, for Children and Independent Chair of Comprehensive CAMHS providers group Specialist CAMHS Healthy Schools Extended Schools	 All services identify the role they have in delivering hier 1 and Tier 2 services and make their accountability explicit Training incorporated as part of staff induction, Common Core Skills and Professional Development Review for universal services. This includes primary care teams, Children's Centres, Healthy Schools and Extended Schools, family and parenting support training and the Social and Emotional Aspects of Learning and Social Emotional Behaviour Support programmes in schools Social and Emotional Aspects of Learning in all primary and middle schools Social Emotional Behaviour Support (SEBS) secondary schools Progression of Extended Schools 	Incorporate into the development of the Directory of Children's Services building on Children's Information Service and Information Sharing and Assessment investment Develop funding opportunities with VCS to provide interagency training and workforce development Funding bid submitted to roll out SEAL programme to all schools Link with Hampshire Children's Trust	

		Early Years and Child Care Children's Centres	=30%. In total +78% trained) and Wave CA	athfinder (Comp AMHS focus) stablished
3. Recruit and deploy primary care mental health workers based on the successful pilot completed recently	Start April 2007	NHS PCT Commissionel for Children and Head of Children and Families	 Developing communication skills and interaction (links with relationships) measured with Sure Start language measure and reduced referrals to Speech and Language Therapy Lead professional arrangements in place for children and young people with a Common Assessment Framework undertaken and support provided. Swift 	unding required from 007/08 NHS Local elivery Plan
 4. Implement Early Interventions in Psychosis Service to support 30 young people per year once at full capacity 5. Develop day provision, 	Start January 2007	NHS PCT Commissioner for Children and Head of Children and Families	 where appropriate from extended schools and GPs Development of mentoring within the Voluntary Sector and Connexions and provision of counseling Step down provision in place with integrated care pathways / continuing provision for young people to leave Tier 4 and Tier 2 convisos as part of a 	ontract with Isle of /ight Youth Trust for idependent ounseling outh Central
outreach services and training for sevenacre staff, the Adult Mental Health Team and staff working with children and young people with learning difficulties/disabilities in child and adolescent acute mental health		NHS PCT Commissioner for Children, Head of Children and Families and Adult Services	recovery model. Successful reintegration of young people back into school (or education, employment or training) and the local community.	trategic Health uthority exploring nost effective use of tep down provision cross Hampshire and he Isle of Wight

ISSUE 10	DEVELOP AND IMPLEMENT A COMPREHENSIVE PREVENTATIVE STRATEGY						
Outcomes		Children, young people and families experience earlier, more responsive and co-ordinated support from services					
Measures of Success	access f services 2. Prevent perform reported	to and support fr s ion performance ance manageme d regularly throug	each Tier 3 and Tier 4 service and a conco om Tier 1 preventative services and Tier 2 a indicators agreed through the Local Area A nt of the preventative strategy in operation go the Children and Young People's Trust	early intervention Agreement and through CorVu and			
Actions	Date	Who	Outputs	Resources			
1. Audit of existing services across the Tiers 1 to 4	Complete January 2007	Children and Young People's Tru s t	 Production of comprehensive directory of services providing information that enables effective signposting and appropriate access to services for staff, volunteers, children, young people and families Each service makes explicit their responsibility and accountability in delivery preventative services Cost/benefit analysis in place quantifies returns (both financial and quality of life added) in investment in prevention 	All services, staff, budgets and resources within the remit of the Children and Young People's Trust Develop further the capacity building support within the Voluntary and Community Sector through the service			
2. Implement the Lead Professional role and the Common Assessment Framework	Start January 2007		Multi-agency support packages in place for unborn babies, children and families that provide effective early support	level agreement with the Rural Community Council.			
3. Increase the number of families supported through parenting education and support programmes. Increase the number of families with young people at risk of offending, substance misuse, antisocial behaviour and/or absence from school that are supported through early intervention programmes	Start January 2007		 through the CAF and Lead Professional. Co-ordinated packages of care in place including preventative family services from children's social care that provide early intervention for families with substance misuse, alcohol and domestic abuse issues, including before conception and with young people at risk of offending and/or being absence from school Anger management programmes for adults, children and young people Parenting and healthy relationships included in PHSE in all schools 	Workforce development requirement to increase accredited parent and family support workers to national occupational standards. Big Lottery Fund awarded to West Wight to provide outreach to families Enhance the capacity of the VCS to deliver			

4. Deliver the actions within the Local Area Agreement		Deliver the targets within the Local Area Agreement	quality services through the
A1 - Reduce teenage pregnancy rates under 18 A2 - Improve the health and		 Decrease in conception rates < 18 @ 1,000 (25% by 2007, 35% by 2008 and 	development of the Children, Young People and Families
quality of life for children with learning difficulties and disabilities		 50% of 1998 baseline by 2009) Increase in number of C&YP receiving respite care /short breaks through outreach services (Beaulieu and Family 	VCS Network as part of the Council for Voluntary Services
A3 - Improved mental health & well-being of Children and Young People		Link) Decrease in number of referrals to Sp. CAMHS of < 18s Increase in number of GP referrals of < 18s for Ther 1 and Tier 2 mental health	Establish link to academic institution to provide information advice and guidance on research and
B1 - Ensuring children in need are protected B2 - Reduce the incidence and		 NMR Immunisation rate at age 2 Decrease in % of children in need re- 	evidence base in prevention
the fear of bullying		 referred to social care in the last 12 months Increase in number of children assessed using Common Assessment Framework Decrease in % of child protection re- 	Seek mentoring support from the Public Health Observatory
B3 - Ensuring the welfare of looked after children and care leavers		 registrations during the year Increase in % of parents of 3-19 year olds aware of/accessing parental support initiatives 	Establish buddying support with a Beacon Council on prevention
C1 - For Island children to attain achievements equal or above the national average at GCSE		 Decrease in % of children reporting bullying through consultations Decrease in % of LAC who have had 3 or more placement moves during the 	Join a LGA IDEA network to provide a critical friend role
(reward target) C2 - To ensure that Island		 year Increase in % learners achieving 5 or more A*-C grades in GCSE or equivalent (reward target) 	Support increase in staff achieving Masters qualifications in
children attain achievements equal to or above the national average at Key Stage 2 (reward target)		 Increase in % learners achieving 5 or more A*-C grades in GCSE or equivalent including English and Maths. 	relevant public health and public service management
Additional LAA indicators NB. Attendance rates for Middle and High Schools indicator is		 (reward target) Increase in % care leavers with 5 or more GCSE A*-C 	
placed within the Safer Stronger block as part of reward element		Increase in % of young people leaving care at 16+ with 1 GCSE	
		 Increase in % eleven year old learners achieving Level 4 or above in English and Maths (reward target) 	
	C	- 24 • Increase in % eleven year old learners achieving Level 5 or above in English, Maths and Science	

5. Provide training in prevention as part of common core skills for workforce development	Start March 2007		 Every induction for new staff includes the preventative strategy and the role they and their service plays in prevention is understood Every PDR states the training needs that will be men for each individual to work with a preventative approach. 	
6. Implement the full Youth Matters: Next Steps offer	Start September 2006	Children and Young People's Trust	 Theme 1: Empowering Young People: Things to do, Places to go Young People will have access to safe and enjoyable places to spend time. Young People will have access to a wide range of positive activities. Young People will have access to Youth Opportunities Funds Young People will have access to Youth Capital Funds Theme 2: Young People as Citizens: Making a Contribution Young people as citizens will have an increasing involvement in volunteering peer mentoring There will be an increase in opportunities to volunteer 	
			 Young people will be supported as youth offending is addressed Theme 3: All Young People Achieving: Reconned Targeted Support Young people will experience Integrated targeted support services Young people who are NEET will benefit from a focus on the reduction in NEET Theme 4: Supporting Choices: Information, 	
			 Advice and Guidance (IAG) Young people will have healthy lifestyles promoted Young people will have access to adolescent mental health services (JAR issue 9) Young people will have access to IAG (JAR Issue 12 and 14) Young people will have wider access to IAG (school, community, internet) Young people will have the Connexions brand for front line services IAG and (support) and ICT Families will have access to IAG to support their children and young people 	



ISSUE 11 (SUB-SET OF ISSUE 2)	REVIEW PROCEDURES FOR THE REINTEGRATION OF PUPILS OUT OF SCHOOLS TO ENSURE EARLIER REINTEGRATION AND EFFECTIVE SUPPORT ON ENTRY TO HIGH SCHOOLS				
Outcomes	The successful reintegration of previously excluded young people into mainstream schooling				
Measures of Success	2. Average Septem	e time before re-i ber 2007	or more than one year by April 2007 ntegration to school down to a maximum of ced by 3% in 2007 and by 10% in 2008 from	•	
Actions	Date	Who	Outputs	Resources	
1. Set out school and Isle of Wight Council responsibilities	Start December 2006	Isle of Wight Council Keith Simmonds Head of Pollov,	 Re-Integration Protocol and Managed Move Protocol in place for all phases. Schools know their responsibility and the process is operational Development of collaborations (as required by DfES) 	Ref. issue 2 for resource needs.	
2. Establish a multi-agency agreement and revise procedures for schools take their share of excluded pupils	Start January 2007	Planning and Commissioning Head of School Improvement and Doug Wright, Access and Inclusion	 No pupil out of school for more than three months Placement panel for re-integration of excluded pupils in place LA directs where necessary. All pupils supported by a re-integration plan. 		
3. All pupils and parents provided with a three month support plan on re-integration	Start January 2007	Officer	 Cross agency plans in place for each individual. Will link input from the school, access and inclusion service, social care, parent service, youth service, police and health as appropriate Individualised timetable on re-integration Lead professional in place for each pupil 		

ISSUE 12		IE IMPLEMENTA ION WITH STAKE	TION OF THE 14-19 STRATEGY AND LEARN EHOLDERS	IER ENTITLEMENT
Outcomes	Young people 14-19 educatio quality	-	working life planned and delivered in a coordinated way	_
Measures of Success	are met 2. GCSE p or more includin 3. Post 16 4. Young B good qu 5. Reducti (NEET) 6. Learner needs a 7. Value ar 8. 90% of know he compta 9. The effect there ar	erformance indic A* to C GCSE on g Maths and Eng points score in P People report that uality on in the number to meet 2009 LA s report that they ind aspirations dded indicators f f 14-19 learners a pw to access info int if not receiving ective targeting m e effective progra	, retention and achievement, within 14-19 ac cators in line with LAA targets by 2009 (56% requivalent and 40% (or 42%) A* to C GCSE glish) ine with national position by 2010 it information, advice and guidance is clear, rs of young people Not in Education, Emplo A target of 4.4% (4.1% LPSA target) have access to secure provision that is we from KS3 to 4 and from KS4 to KS5 are satist and parents understand that they can study ormation and advice and know the process for g their entitlement heans that young people from vulnerable gro ammes and additional support in place arately assessed and report that they are we	(or 57.5% LPSA) 5 or equivalent impartial and of yment or Training ell matched to their factory or better. in various locations, for making a oups report that
Actions	Date	Who	Outputs	Resources
1. Disseminate and implement the learner benefits of the 14-19 Strategy and Learner Entitlement	Start November 2006	14-19 Inspector & Isle of Wight Council and the Learning and Skills Council	 Clear understanding and application of benefits for the learner in the 14-19 Strategy and Learner Entitlement by all providers and contributing agencies Learners and their parents recognise the active signposting to learning opportunities by all providers Reduced learner drop-out from courses, as a result of better matched provision to individual need 	Schools, college and WBL leaders plus 14- 19 consultants & Inspector. Pathfinder authorities

2. Complete the audit of collaboration with providers	Complete November 2006	Head of School Improvement Isle of Wight Council and the Learning and Skills Council Providers	 Provider roles and accountabilities are clear, understood and applied Curriculum provision is jointly planned across providers to meet the identified learning and employment/training needs of the Island Learning pathways are consistent and signposted by all providers 	14-19 Inspector and consultants and external adviser.
	Start December 2006 Start March 2007	Providers Providers	 Providers have accurately self-assessed quality and need, individually and collectively facross hub/consortia), against the Learner Entitlement Strengths are known weaknesses are addressed through rigorous challenge to quality outcomes and identification of development LLSC/LA approved hub curriculum plans 	14-19 Consultants and external adviser.Quality Forum14-19 ConsultantsCurriculum Consortium
	Start December 2006	Schools	 are implemented in September 2008 All High schools implement more flexible Y10/Y11 provision, particularly for key skills (Ly, Nu) and alternative applied /vocational level 2 courses from Sept 2006 Improved attainment outcomes at 5*A-G indicator. Above the national in July 2008 	14-19 Consultants Link Inspectors.
3. Implement the 14-19 quality assurance framework	Start January 2007	14-19 Inspector/ Providers Post 16 Providers 14-19 Inspector/ Isle of Wight	 Effective self-evaluation, including student voice evidence, enables good practice celebration and sharing and challenge/improvement of weak practice The A Level Performance Systems (ALPS) project increases the proportion of post 16 lessons rated as good using, OFSTED criteria, to 60% by 2008, across all providers Quarterly quality assurance monitoring reports to the Executive and provider 	14-19 Consultants Quality Forum Pathfinder visits. External consultants Through the Roof project. 14-19 Consultants Quality Forum

		Council and the Learning and Skills Council Connexions	Implementation of a thematic review cycle with reports to the Executive and provider groups	Learner Entitlement Group
4. Develop and implement the on-line area prospectus and common progression system.	December 2006	14-19 Consultant Isle of Wight Council and the	 On-line area prospectus process trialed with a cross section of provider details System ready to be fully implemented by April 2007 	14-19 Consultants. Common Progression Group.
	September 2008	Learning and Skills Council Providers	 Awareness raising campaign completed regarding enabling all post 16 applications are on-line from 2008 Common Progression model piloted 	
	January 2007		across at least one curriculum hub. Supported by parallel paper based system	
	September 2007	7	 Full implementation across all providers Plan-It is introduced into all schools 	
	September 2007		enabling learners to have an individual learning plan	
5. Establish additional learner advisory support in each school to ensure learners, particularly those from vulnerable groups, are on appropriate courses and receiving the support to achieve.	Start May 2007	14-19 Inspector	 Curriculum choices are scrutinised against prior attainment and learner preferences. Feedback is given to curriculum managers and student/family counseling offered All vulnerable students receive counseling Counseling sessions are provided to 	14-19 Consultants Link Inspectors Connexions Personal Advisors
		Ť	vulnerable learners and their parents/guardians about course opportunity and selection	

ISSUE 13	INTEGRATE MANAGEMENT INFORMATION SYSTEMS OF ALL PARTNERS The entire Children and Young People's Trust partners' management information supports integrated services to support the needs of individual children and young people.				
Outcomes					
Measures of Success	 90%-95% data accuracy levels established in key data sets by January 2007 5% reduction in systems down time by July 2007 from 2006 baseline Integrated child identifier allows 90% accuracy match by January 2007 90% of operational staff with refreshed training by July 2007 				
Actions	Date	Who	Outputs	Resources	
1. Audit and establish an action plan to achieve DfES phase 2 requirements by January 2007	Start October 2006	Isle of Wight Children and Young People's Trust	 Health check undertaken to assess readiness and capability to implement Integrated Children's System, Information Sharing Index and Electronic CAF 	Corporate IT Team. Children and Young People's Trust and partner agencies.	
2. Review School Information Management System (SIMS) and Education Management System (EMS) and Anite data input and accuracy levels	Complete end November 2006	Keith Simmonds, Head of Policy, Planning and Commissioning,	 15 days of Anite to stabilize data in SWIET by November 2006 EMS System review by November 2006 	Lead Directorate staff – information sharing officer, inspector with data responsibility.	
3. Establish effective systems support infrastructure	Start December 2006	Mark Paine Information Sharing and Assessment Manager	 Identify two data performance co- ordinators. Update technical infrastructure sequenced alongside corporate IT and management developments Update staff access to ICT Roll out staff training as part of the workforce development Determine final interrelationship of data with Corvu to link Local Area Agreement, Annual Performance Assessment and monthly reporting of the top 10 indicators of progress. 	External providers to contract – Capita/Anite. Additional infrastructure costs - £275,000 over three years – currently £130,000 in grant funding - £145,000 as growth bid.	
4. Establish integrated child identifier/flagging fields across all partners	Start January 2007		Implement SWIFT Adaptor package to link data systems		



ISSUE 14		URRICULUM OFF	FER TO ENSURE AN APPROPRIATE BALA POST-16	NCE OF ACADEMIC
Outcomes	quality Effective collat	oorative working b rriculum including	blanned and delivered in a coordinated way between providers ensures learners have a g academic and vocational courses with cl	access to a broad
Measures of Success	2. 1 S 3. 1 4. G 5. A	0% reduction in s ept 2007 6-19 capacity pos GCSE performance	2/3 vocational facademic courses from 200 small post 16 groups (below 10 students) fr sition resolved in principle by December 200 e indicators in line with LAA targets by 200 Certificate in Vocational Education (AVCE tion by 2010	rom 2006 baseline by 106 19
Actions	Date	Who	Outputs	Resources
1. Ensure effective collaborative working between schools, college and work based providers in the planning, coordination and implementation of the curriculum and specialised diplomas	Nov06- April 07	Schools, College, Work Based Providers	 Common timetabling is used effectively across providers and take up of mixed academic and vocational provision increase from 5% from 2006 baseline The range of academic and vocational courses is increased by 5% from the 2006 baseline Progression and transition 14-16 and 16-19 across providers is improved. The 14-19 directory is contributed to by all providers, annually published and effectively used Post 16 curriculum provision for each hub is of high quality, provides good value for money, and maintains the breadth of offer without duplication. The key & basic skills, enterprise and work related learning opportunities are increased by 15% from the 2006 baseline and improved in quality. Requirements of the 'September Guarantee' are met 	14-19 Consultants and external adviser Curriculum Consortium Quality Forum
2. Consult on Learning and Skills Council (LSC) proposals for 16- 19 provision	Start September 2006		 Collation of feedback from stakeholders discussed and recommendations made Council decision on LSC proposal Location and rationalization of provision for 2008 onwards determined Improved opportunity, range and quality of provision for all learners 	Policy Commission



ISSUE 15	INCREASE THE RANGE OF SUITABLE ACCOMMODATION FOR FAMILIES, YOUNG PEOPLE AND THOSE WHO MAY REQUIRE SEMI INDEPENDENT OR SUPPORTED HOUSING				
Outcomes	All young people are properly housed, including those who need semi-independent or supported housing				
Measures of Success	and 235 2. Average April 200 3. Homeles 4. Number 2008 and 5. Reduction Target 2 6. Reduction	by April 2009 (175 L time spent in tempo 08 and 40 by April 21 ssness Target – 240 of units of affordabl d 308 by April 2009 on in % of shildren in 28% by April 2007, 24	by April 2007, 230 by April 2008 and 220 by April 2007, 230 by April 2008 and 220 le housing per year Target – 220 by April n need re-referred to social care in the la 4% by April 2008 and 21% by April 2009 by cross-service effective application of	by April 2007, 45 by by April 2009 il 2007, 276 by April ast 12 months.	
Actions	Date		Itputs	Resources	
1. Monitor the eviction rates and patterns of eviction for vulnerable young people and families	Start April 2007	Mary Brimson, LAC manager / Phil Taylor, Housing Manager	Analysis and quarterly reporting on eviction patterns to ensure services are targeted to meet priority needs	Staff capacity freed up by additional funding of administrative post (part time)	
Develop early identification of families vulnerable to eviction and strengthen multi agency support services to provide advice and services			 Adult Services understand and are engaged in this preventative service Children's Services staff realigned and trained jointly with housing services to help promote change 		

2. Develop a 4 bed dispersed housing scheme for vulnerable young people in partnership with South Wight Housing, Housing Services, Youth Offending Team and Safer Communities	Start November 2006	Secured appropriate housing properties	Provision of a full time equivalent joint housing and children's services outreach worker (FTE)
Explore further supported move on accommodation options for care-leavers and other vulnerable young people through bench-marking with other local authorities and identify best practice initiatives		Visits to other local authorities to enhance local knowledge base around best practice initiatives	
Establish a panel to oversee strategic development		Panel driving forward housing strategy and action plan for vulnerable young people	
3. Raise awareness with other housing associations of their role in the children's agenda	Complete March 2007	Joint meetings/training between housing associations and children's services staff and service users, on an ongoing basis, to increase awareness and	
More joint working/development opportunities and disseminating learning from pilot schemes		commitment	
4. Develop a prioritization system that will ensure issues of equity and transparency are reflected in housing allocations	Start January 2007	Raise partners understanding of housing allocations system through publicity and delivery of transparent processes	
5.To reestablish benefits forum to ensure more effective joint working arrangements are in place	Start January 2007	 Benefits forum operational Benefits agency aware of their role in preventative agenda 	
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	Y		

ISSUE 16	ENSURE THAT SEXUALLY TRANSMITTED INFECTION (STI) RATES FOR UNDER 16S AND 16 19 YEARS ARE MONITORED AND THE DELIVERY OF SEXUAL HEALTH PROGRAMMES EVALUATED IN RESPONSE To halt the rise in sexually transmitted infections amongst those under 19			
Outcomes				
Measures of Success	2. 1 st year 3	30% of 16-25 ye	a testing April 2007 ar olds tested 2007-2008 ar olds tested 2008-2009	
Actions	Date	Who	Outputs	Resources
1. Implement annual monitoring reports of infections rates to the Children and Young People's Trust	Start March 2007	Director of Public Health Rachel Hayes	Accurate knowledge and understanding of the current situation for the young people of the Isle of Wight	Employment of Co coordinator for Chlamydia screening
2. Review teenage pregnancy strategy in line with government NICE guidelines that will include STIs	Start June 2007	PCT/ Children's Trust Commissioner	Knowledge of the teenage pregnancy strategy across all agencies and in schools	Choosing Health
3. Review existing initiatives to reduce STIs among young people	Start June 2007		 Promotion of most cost-effective measures, to enable prevention and early treatment 	money Resources required t follow Teenage Pregnancy Strategy
4. Review access to integrated sexual health services	Start June 2007		Understanding of needs in the community for access to the service	Support from all primary care workers and schools in getting the message across t young people Increase of school
				nurses to take forward raising of awareness