



Isle of Wight Children, Young People and their Families Plan 2009-2012

PART 3 Background Context

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Introduction

The Island has a deserved reputation for having a high quality of life because of its unique and beautiful environment. There is a strong residential property market with high and sustained values. The Island has the most hours of sunshine in the UK and is the smallest county in the country measuring 23 miles from east to west and 13 miles north to south.

The population of the Isle of Wight is growing at a faster rate than both the rest of the South East and the UK, with working age population levels comparatively low. The Island's population has relatively high numbers of retirees, an ageing population and consequently a significant number of people not in education, employment or training. In total we have approximately 140,000 residents. Every year we have approximately 2.7 million visitors, with 156,000 overseas visitors, which is more than the total number of Island residents. There are 27,790 children and young people age 0-19 and almost 6,000 of them live in poverty – that is 200 classrooms of children. Poverty is one of the most significant barriers to achievement and well being in children and young people.

The attractiveness of the Island results in significant levels of in-migration from wealthy households from the mainland. This serves to limit the supply of housing for local residents and artificially inflates local house prices – in common with other tourist areas such as Devon and Cornwall.

The Isle of Wight is amongst the safest places in the UK to live, work and visit. Despite being one of the safest places in the UK, the Isle of Wight suffers from a disproportionately high fear of crime, which affects people's quality of life. At a local level, residents often raise nuisance from young people as an issue. It affects the quality of life in some communities. The rates of low-level violence such as common assault, alcohol related disorder and criminal damage are in line with those for Hampshire.

There is a strong sense of community engagement on the Island with over 1800 voluntary and community organisations and a willingness to participate in community projects and initiatives. Voluntary and community sector organisations are building their capacity and there is a growing willingness to work in partnership to improve the Island. The community sector is looking to the public sector commissioners of services to help them provide more and better community services.

The Isle of Wight Rural Community Council is acting to increase volunteering opportunities and the capacity of the voluntary sector and rural communities to influence their local areas, which will increase local voices and enable people to take a greater part in community life.

Unemployment on the Isle of Wight has declined significantly over the past 15 years. However, it is still higher than the South East and the UK. Economic productivity is also much lower than both the South East and the UK levels.

Educational attainment and workforce skills on the Island are also not as high as the English average and this is recognised by employers as a local disadvantage to opportunity and enterprise. This results in the Island ranking within the most deprived quartile of local authorities in the South East.

There are 67 Local Authority maintained schools spread throughout the Island with several primary schools in rural areas. Although there has been year-on-year educational improvements, there is concern that greater improvement is needed in educational standards. This concern underpins the school re-organisation project.

There is an active learning skills partnership working to improve adult skills and the transition from schools into employment. Having a Further Education College, which is rated as 'excellent', helps the Island.

There are concerns around standards across Key Stages 2 and 4. However, there is particular success at Early Years Foundation Stage and Key Stage 1. The GCSE and "A" level results have shown a three year trend of improvement but this is still below the national average. Many young people access higher education off island, however local provision is improving.

The Island has a unique Primary Care Trust that both commissions and delivers healthcare services to the Island. There are 18 GP practices on the Island with secondary healthcare provided at St Mary's Hospital in Newport.

Thankfully, the number of road accidents is relatively small, but accidents and injuries, particularly involving children, are a great concern to the Island community. Although accident deaths have been reducing, the number of injuries has been variable from year to year. A road safety partnership is focusing on reducing speeds, particularly outside sensitive areas like playgrounds or schools.

Tackling domestic abuse is also a key issue for the Island, with a significant number of recorded cases each year now being dealt with by Multi-Agency Risk Assessment Conferences (MARACs).

Our statutory obligation to produce a strategic overarching plan for all services surrounding children and young people on the Isle of Wight is fulfilled by this plan. It is informed by and informs other plans such as the Isle of Wight Corporate Plan, the 14-19 Strategic Plan and the Local Delivery Plan of the Isle of Wight NHS PCT. It also links to the national agenda referenced in the national Children's Plan.

A 10-year strategy has been produced by Eco-Island; Sustainable Community Strategy, that recognises partners working together to improve the long-term future of the Island. This Children and Young People's Plan is our overarching strategic plan for the next three years. Partners have worked together to develop an evidence base that has underpinned our priorities and a shared understanding of the challenges our Island faces.

The Government has developed an integrated approach to improving outcomes for children and young people, which is known as the 'Every Child Matters' agenda, which we are committed to. We are also committed to delivering the improved health outcomes outlined in the National Service Framework for Children, Young People and Maternity Services. In this plan, you will see how partners are working together for children and young people to be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing.

Our Vision for the Isle of Wight's Children, Young People and Families

Our vision for the Isle of Wight Children and Young People's Trust is that we are **'working together to ensure high quality outcomes for all children, young people and their families and to enable them to access sustainable support and services'**.

This shared vision is shaped by national policies, by consultation with children and young people, their parents/carers and all partners involved in service delivery.

Safeguarding Children and Young People

We recognise that fulfilling our statutory duty to safeguard and promote the welfare of children and protect them from harm, depends upon effective joint working between agencies and professionals that have different roles and expertise. Our independently chaired Local Safeguarding Children Board (LSCB) will drive improvement in this area. Our services will respond to the individual needs of each child, paying particular attention to those who are most vulnerable and at greatest risk. We will fulfil our commitment to safeguarding and promoting the welfare of all children by all organisations working together for children and young people on the Island and by having:

- Clear safeguarding priorities, explicitly stated in strategic policy documents
- Clear lines of accountability within the organisation for responding to safeguarding issues

- Safe recruitment and human resource management procedures
- Procedures for dealing with allegations of abuse against members of staff and volunteers.

The role of the LSCB is to monitor and challenge the Children's Trust and to ensure that agencies work effectively either individually or together to safeguard children.

The LSCB will provide a quarterly scrutiny report to the Children's Trust raising any observations about the provision of services for safeguarding. The Children's Trust will respond by improving and developing the services and their practice. The LSCB has an independent voice within the Trust.

Working together to provide integrated services

Our integrated Children's Services will encourage children and young people on the Isle of Wight to lead healthy lifestyles, stay safe, have fun, achieve, feel included, be involved in decision making, have a good standard of living and to be respected. All members of the Children's Trust Partnership are committed to placing the needs of children, young people and their families and carers at the centre of service development, delivery and evaluation. Where possible, we will ensure we prevent additional needs from arising. Where needs do arise or are likely to arise, we will ensure we use our resources to provide effective support as early as possible. Where individuals and families face complex and difficult challenges, we will ensure that our services are responsive and strive for excellence.

Strategic Objectives

The Isle of Wight Children's Trust Partnership is working to maximise outcomes for all children and young people.

Our ongoing analysis of needs and outcomes shows that there are some improvements we need to prioritise. The Children's Trust has agreed to focus on five strategic aims over the next three years. Within each of these aims, we have a number of priorities and objectives that we will monitor within our Local Area Agreement. Our objectives and priorities are firmly based on evidence and can be referenced within the strategic plan.

Vulnerable Groups

Nationally we know that there are a number of identified vulnerable groups of children and young people.

The Isle of Wight Children's Trust Partnership has identified the following vulnerable groups and is taking targeted action to improve outcomes in each case:

- Children in Care and Care Leavers achieve poorer educational outcomes and are more likely to be homeless, young parents or young offenders. We have about 200 children in care at any one time. The majority of those have suffered abuse/neglect. National data shows that children in care are 5 times less likely to achieve 5 good GCSE's, 9 times more likely to be excluded from school and 6 times less likely to enter higher education.
- Children with learning difficulties / disabilities and emotional difficulties achieve poorer educational outcomes and are more likely to live in poverty and to feel isolated and unsafe. We have approximately 1,600 children and young people with disabilities and a further 1,600 with identified educational needs. There are three times as many boys as girls. The majority of children with statements of special educational needs are supported in main stream schools.
- Young offenders achieve poor outcomes particularly in terms of engagement with subsequent educational, employment and training. The 2007/8 outturns identified that there were 257 first time entrants to the criminal justice system on the Isle of Wight. This is a 26.6% reduction on the 2005 baseline, far exceeding the 5% target.

On the Isle of Wight, in 2007/8, there was a decrease of 7.23% in the number of offences by young people brought to justice (from 1051 to 975) and an 8.32% decrease in the number of young people brought into the criminal justice system (529 to 485). This suggests that partnership working in this area has produced significant results.

More young women are becoming first time entrants to the youth justice system on the Isle of Wight than elsewhere in Wessex. In terms of ethnicity, 0.3% of first time entrants were from BME backgrounds, below the expected rate according to census data.

- Minority Ethnic Groups tend to achieve poorer outcomes.
- Pregnant teenagers and teenage parents often face emotional health and well-being challenges and their children achieve poorer educational and economic outcomes. They are more likely to live in poverty. Rates of infant mortality are 60% higher than for parents over age of 18 years and their children have 25% chance of lower birth rates.

- Young carers face challenges in managing their responsibilities while securing good outcomes for themselves, particularly as they may also lack a supportive family environment. We have approximately 80 young people recognised as young carers and receiving support. 50% live in lone parent households and support mothers with a physical disability. We need to work closely with schools to identify patterns of absence and lateness that may be linked to caring responsibilities.
- Children and young people experiencing domestic abuse feel less safe and may lack adequate parenting support. Approximately half of our children subject to child protection plans experience domestic abuse.
- Children and young people in substance misusing (including alcohol) families can experience emotional and behavioural problems and may engage in substance misuse themselves. Many are vulnerable to physical and educational problems. There is a strong correlation between substance misuse, domestic violence and mental health issues.

How we are working

To make sure we are successful in fulfilling this we want to develop services that:

- Are accessible, well coordinated and built around the child, young person and family.
- Are actively promoting equality, mutual respect and community cohesion.
- Are developed with a neighbourhood locality focus.
- Focusing on improving outcomes for all children and young people with particular emphasis on vulnerable children and young people.
- Provide better information, advice and guidance to children, young people and families that helps them to make informed choices.
- Maximise our ability to prevent issues from arising and to intervene early where appropriate.
- Planned in response to local need and are regularly reviewed.
- Provide value for money, quality and wherever possible, personal choice.

In order for this to be achievable, we must focus on:

- Building upon our approach to prevention and early intervention.

- Integrated Children’s Services built around the needs of the child, young person and families delivered through **partnership working** and the continued development of the Children’s Trust style arrangement.
- Encouraging the use of the **Common Assessment Framework** to enable agencies to identify needs and collaborate with each other in meeting these needs, supported by the **Lead Professional** and effective **Information Management**.
- Building upon the **Workforce Strategy** to address the needs of the whole workforce who work with children and young people.
- Commissioning services on the basis of need. The Children’s Trust has adopted a **Joint Commissioning Framework** and a supporting **Joint Strategic Needs Assessment** will be completed annually.
- Supporting parents and carers to improve outcomes for their children and young people through a community based **Parenting Strategy**.
- A strong partnership approach to **joint planning** and the delivery of **improvement** and effective **performance management**.
- Embedding our school provision within our broader integrated service offer through **Extended Schools** and **Healthy Schools** and transforming **learning opportunities** through the primary and secondary strategies for change that is developing schools for the future.
- Engaging with our children, young people, parents and carers within our decision-making and progress review processes. Our approach is described in the **Participation Strategy**.
- **Services within local areas and neighbourhoods**, using developments such as Children’s Centres and Extended Schools to locate services together.
- Ensuring that our **resources** are used to best efficiency and best effect.

Prevention & Early Intervention

Integrated working forms a significant part of the delivery of the preventive agenda.

The Isle of Wight is committed to developing an approach that will break the intergenerational nature of underachievement and deprivation on the Island.

Children, young people and families will be offered the help and support they need, when they need it, throughout their childhood and adolescence and into adulthood. Services will be accessible, tailored to meet individual and community needs and designed to support social inclusion and cohesion. Our developing approach to early intervention will support those children and young people where impaired outcomes are judged to be very likely. We will identify those children, young people and families for whom this is the case as early as possible. We will ensure that appropriate intervention and support is available to them.

The integrated working model is currently being developed with targeted youth support, locality working and supporting processes and tools, such as Common Assessment Framework (CAF), lead professional, eCAF, ContactPoint and information sharing.

Locality Based Working

The Island will be divided into three localities for the delivery of children's services. North East, West and Central and South.

The Children's Trust Partnership is in the process of establishing locally based, integrated multi-disciplinary services that are built around the needs of our children, young people and their families. Our biggest opportunity is to work together effectively across traditional agency boundaries to strengthen our prevention and earlier intervention strategies and ensure that the five Every Child Matters outcomes are met in each and every part of the Island.

Considerable progress has already been made in developing our locality-based services approach, which is being developed on a three-area model. They will:

- Focus on delivering a core service offer to children, young people and their families which also reflects local need.
- Be structured around universal services and neighbourhoods.
- Promote integrated ways of working that reduce duplication.
- Improve services for all children and young people whilst strengthening provision for vulnerable groups.
- Identify local needs and set priorities within a Common Assessment Framework.
- Bring partners together to plan common arrangements.
- Focus on prevention and early intervention.

Delivery of Prevention

Tiered Provision of Services. The services provided by the LA and partners can be defined in tiers. Tier 1, which refers to universal services and where children and young people have no additional needs, tier 2, which refers to those services where additional knowledge is required in specialist areas. Tier two forms a bridge from tier 1 to tier 3. Tier 3 is specialist services where children and young people may require more targeted services, and tier 4 refers services provided for those with highly complex needs.

Primary prevention includes tier 1 services. Tier 1 and services 2 will be developed to ensure that the skills and processes are in place to hold those children and young people with early identified needs to prevent them from requiring tier 3 or 4 intervention.

The desired outcome is to reduce the referrals to tier 3 to enable them to use their resources in a more targeted way to those young people who require it most.

The LA and Health currently have a number of services that provide the primary prevention, these include:

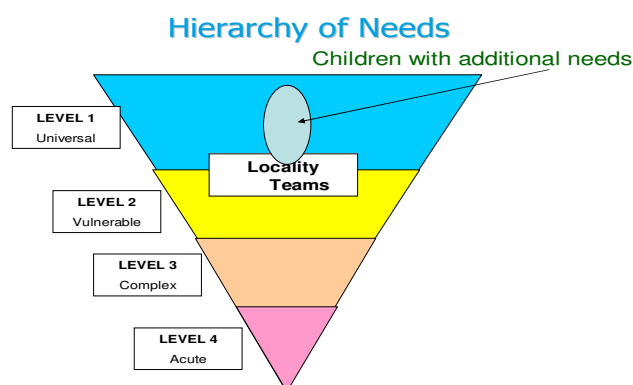
- Children's Centres
- Extended schools
- Healthy schools
- Universal youth services
- Health Visiting
- School Nursing
- GPs

Primary prevention will be delivered at the universal level through the development of integrated working and the use of integrated processes and tools such as CAF and lead professional, ContactPoint and information sharing.

Secondary Prevention In order to address the wider agenda of prevention all tiers of services need to examine what resources they need to actively divert resources into preventive work.

There are a number of more specialist areas such as teenage pregnancy and drugs and alcohol where a targeted prevention service needs to be developed. Details of these will be identified in their strategies and work plans. For completeness of this strategy it is important to understand the range of services and how they will be addressed within the arena of integrated working and locality teams.

A process should be adopted to identify through needs analysis what services need to be put in place to support these specialist areas and reduce the dependence on these resources.



Partnership Working and the Children's Trust

The Isle of Wight Children's Trust was formally launched in 2006 as a body within the Island Strategic Partnership. The Director of Children's Services is responsible for building and sustaining this statutory partnership, which is supported by the duty on agencies to cooperate which, is embedded in the Children Act 2004. The Children Act 2004 ensures the ability to deliver responsibilities relating to the wellbeing and welfare of children and young people. There is now legislation in place which will further enforce the duty to cooperate and will increase the number of agencies to whom it is a statutory duty to comply.

The Isle of Wight Children's Trust is a partnership of statutory and voluntary agencies operating under the leadership of the Council to fulfil its duties to cooperate. There is a Children's Trust Board to provide leadership and governance. The Children's Trust Executive will adopt Joint Commissioning Framework and will function as a commissioning body. The working groups within the partnership infrastructure ensure a clear focus on those groups of children and young people that have poorer outcomes and require additional service provision. These include children and young people in care and those with learning difficulties and disabilities.

The development of this partnership infrastructure has placed the Island in a good position from which to continue to develop our Children's Trust arrangements. It will act as a catalyst for engaging statutory and local services in more integrated approaches to the provision of services for children and families. It will enable joined-up approaches to workforce development and training and

facilitate the development of new types of professionals who are able to work across long standing organisational and professional boundaries.

It will also reinforce the role of the Council as a commissioner of services for children and young people and develop expertise in joint commissioning of services across traditional organisational boundaries.

The Islands schools are central to the drive to improve outcomes for children and young people and the Children's Trust Partnership will develop and embed a strong working relationship with them. School reorganisation will be a crucial step in this development.

The Children's Trust Partnership works closely with other key partnerships on the Island in order to achieve our objectives for the populations of the Isle of Wight. These are the Health & Wellbeing Partnership, the Safe & Stronger Communities Partnership (which includes the Crime & Disorder Reduction Partnership) and the Economic & Environment Partnership all of which are Key Delivery Partnerships delivering priorities from the Island Strategic Partnership.

Participation

We continue to work hard to develop the ways in which we engage with children, young people and their families. Our Participation Strategy drives our efforts. The Youth Council, Connexions Sub-Committee, Children in Care Council and the Participation Reference Group all play a crucial role within our partnership arrangements.

The Isle of Wight Youth Council sits at the hub of young people's engagement and participation on the Island. As a democratically elected body drawing its members from all over the Island, it successfully represents geographical distribution and social range of local young people. Through its full council meetings, governance groups, forums, events and activities, it seeks to represent youth interests and issues at neighbourhood, Island wide, regional and national levels.

Events throughout 2008 used hands-on workshops, surveys and activity days. These identified the most important priorities from a young person's perspective. The Hear-by-Right initiative in summer 2008 gave a group of young people the chance to make their views known to service providers and elected members. The Hear-by-Right standards are being implemented throughout the Council.

We continue to engage with parents and carers in a number of ways. They have been involved in the planning, design and delivery of Children's Centres and Extended Schools. Regular meetings/events need to continue with parents and carers to ensure their views are heard.

As part of the Children's Trust Partnership, we will be considering how best to develop a Children and Young People's Shadow Board along with a Parents Forum which will enable the views of those groups representing the wider community to be linked directly with the Governance Board.

Joint Commissioning

The Children's Trust Partnership have agreed the Joint Commissioning Framework. This follows the nine-stage Joint Planning and Commissioning model developed by the Department for Children, Schools and Families to ensure commissioning is undertaken effectively.

The development of commissioning on the Island is focused on planning service provision to meet current and future needs and ensuring effective contractual arrangements and performance management. The Joint Commissioning Framework is ensuring that contracts are focused on outcomes. Providers will be required to demonstrate both quality of service and the impact on the desired outcomes.

Commissioning is being undertaken in partnership with providers and service users to ensure that we fully understand the needs of the communities, we are able to develop informed outcome measures and we understand what works.

Joint Commissioning is crucial to our endeavour of shifting balance of service provision away from acute crisis intervention and toward prevention and early intervention where appropriate. It will enable us to address inequality of outcomes and to improve value for money.

The Joint Commissioning Framework will also benefit providers. In future, there will be greater clarity in the decision-making process, allowing providers to plan more effectively and to determine whether to respond as a single provider or in partnership with others.

Targeted Youth Support

The government published 'Youth Matters: Next Steps' in March 2006 and was achieved by the implementation of targeted youth support on the Island in 2008.

Targeted youth support aims to help vulnerable young people achieve the five Every Child Matters outcomes: being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being.

Effective targeted youth support on the Isle of Wight will address the risk factors that may result in poor outcomes and will help build vulnerable young people's resilience. In particular, it will:

- Develop young people’s social and emotional skills, enabling them to make positive choices, manage change and navigate risk
- Raise young people’s aspirations and help them to achieve and feel positive towards learning
- This includes helping them to be engaged, and stay engaged, in the wider range of learning opportunities becoming available for 14–19 year-olds
- Help foster supportive and positive families, communities and peer groups

Targeted youth support is an integral component of locality working that is being implemented across the Isle of Wight.

We will hold ourselves to account to young people and the wider public for delivering better outcomes that are more clearly evaluated.

Developing Schools, Transforming Learning and Raising Standards

Our schools have a crucial role to play at the heart of our locality-based services. Our development of the Extended Schools and National Healthy Schools Programmes are being harnessed to support the development of the integrated services that we are developing within our communities.

Too many children, young people and families are trapped within a cycle of disadvantage. Poor experiences, vulnerability and additional need and low aspirations interact to continue to reproduce poor outcomes. Improving levels of educational attainment on our Island is a key driver for change. We want to improve the life chances of children and families by raising achievement and offering a rich educational experience. We want to narrow the gap in attainment between our schools and across the Island and national averages. We want all our children to achieve to their full potential and to make positive contributions to their schools and to their wider community.

Transforming learning opportunities in order to raise standards and embedding our learning provision within our broader integrated service offer is fundamental to our approach to improving outcomes across all five elements of the Every Child Matters Framework.

We are currently undergoing **school reorganisation**. Our aim is to create;

- Community hubs which play an important role in the development of sustainable communities.

- Facilities that have a dual purpose that are purpose designed for use by the local community outside core school hours, encompassing spaces for community integration and a multi-agency approach.
- Flexible agile learning spaces which can adapt to accommodate future curriculum and learning organization models and integrated, flexible technology solutions that exploit new learning opportunities as they become available.
- Sustainable designs that incorporates every area for learning opportunities including the roof! The whole school environment is itself a vehicle for learning.
- Specialist spaces in preparation for the roll out of the Learning Diplomas, anticipating a collaborative network of learning providers across the Island for the 14-19 stage .

Building Schools for the Future is an educational transformation programme, which offers new opportunities for learning and social regeneration in our neighbourhoods. This programme will remodel or rebuild our schools over the next few years. This programme is linked with the Primary Strategy for Change, which means these complementary strategies will enable and support extended services for children, young people and their families.

Our **Primary Strategy for Change** encompasses actions in schools, in localities, within Children's Services and with the Council and its partners. We focus on early engagement with children and their parents/carers to improve childhood experiences and to ensure confident parenting that helps to keep children safe, secure and happy. By building on early engagement we aim to develop children's learning through extended services provision embedded into each school community.

The developing shared vision for primary education will impact all schools on the Isle of Wight and we need to respond to changes such as:

- Curriculum development prompted by the national Primary Review
- Developing the workforce in response to aspects of the national Children's Plan
- Developing the leadership structures and practices that will promote higher attainment.

National Framework for Inspection

Until 2008, the National Framework for Inspection of Children's Services had two approaches to integrated inspection. Annual Performance Assessments (APA) focused on Council's services for children and young people. Joint Area Reviews (JAR) had a broader remit, encompassing services provided by other agencies. Both considered how well services are working locally to deliver improved outcomes.

The Every Child Matters Outcomes Framework connects the key judgments of the integrated inspection approach to the five Every Child Matters outcomes and to national indicators and targets. The Isle of Wight underwent a JAR in 2007 and had its final APA in 2008.

The national inspection framework is evolving. The Local Government AND Public Involvement in Health Act 2007 described how new Comprehensive Area Assessments (CAA) will replace the existing Comprehensive Performance Assessments (CPA) of Council Services and will also replace APA's and JAR's.

The CAA's will involve the annual publication of performance against the National Indicator set and an annual risk assessment that will determine the focus of any inspection activity. These new assessment processes will commence in 2009.

Local Area Agreement (LAA)

New-style Local Area Agreements (LAA) came into effect in April 2008 and sit at the centre of new national performance framework for local government, local authorities and their partners.

Each LAA includes 35 improvement targets and an additional 18 statutory targets on school improvement measures that include key stage results and attendance (Key Stage 3 targets have now been removed from the statutory targets).

The LAA enables us to pool funding streams and deliver national outcomes in a way that reflects our local priorities and adds value to our service delivery.

The Isle of Wight Children's Trust Partnership has played a significant role in agreeing the appropriate measures and targets for improving outcomes for children, young people and their families. The measures that have been included in the Isle of Wight's LAA that are directly relevant for children, young people and their families are presented in Appendix A.

Performance Management and Delivery

The detail of delivery of the objectives and priorities of the Children, Young People and their Families Plan are set out in our online delivery plans, which identifies agency accountability against actions. This will be updated on an ongoing basis alongside consideration of the latest needs assessment results. The recommendations from the Island JAR in 2007 report are being addressed and ongoing activity has been included into our online delivery plans.

The Children's Trust Partnership ensures the delivery of the strategic objectives of the Children, Young People & their Families Plan and the collective contribution of its member agencies to improving performance across the Every Child Matters agenda, by monitoring the online delivery plans and assessing performance on a quarterly basis. Progress and performance relating to LAA targets are included within these arrangements. Further work will be done to develop ways of involving children, young people, parents and carers in reviewing progress. Each agency within the partnership continues to monitor the performance of its services and the delivery of its objectives according to its own internal arrangements.

Workforce Development

We want to recruit, develop and retain a workforce of employees and volunteers for the Isle of Wight that is suitably competent, representative and committed and inspires the confidence and respect of the children, young people and their families with which we work. In order to achieve this, we will develop the workforce to meet need.

The Workforce Development Steering Group has been established to deliver the Islands Workforce Strategy. The group includes representatives from across the full range of partners including voluntary, community and independent sectors.

Recruitment

We will improve steps to attract employees and volunteers who are capable and committed to making a positive contribution to improve outcomes for our children, young people and their families. We will ensure our recruitment processes keep children and young people safe.

We will engage children and young people in reviewing job roles, job requirements and recruitment processes and practices. We will monitor vacancies particularly around "hard to fill" roles to ensure we attract and retain high quality workers.

We will ensure that there is an increase in the number of local people gaining access to training and employment opportunities and will explore ways in which the impact of different pay and reward frameworks across children's Services is addressed.

Retention

We will encourage people to remain in the Isle of Wight's Children's Workforce and to develop their skills and build rewarding careers.

We will produce a Communication Strategy to ensure that all information, links and resources are available to the workforce and the community. We will support the workforce to engage with the Joint Commissioning Framework and will use commissioning strategies to support and sustain the stability of voluntary sector provision.

We will develop a shared training inter-agency protocol that enables employees and volunteers to access appropriate training and development opportunities to maximise the effective use of resources. We will improve the quality of the Early Years Service workforce and develop effective retention strategies to improve the stability of the Social Care and Foster Care workforces. Furthermore, we will use current service redesign and job remodelling to improve outcomes, address job shortages, enhance roles and support career development and progression.

Leadership and Management

We will create opportunities for managers from across agencies to work together to plan the strategic development of services and to explore operational impacts. It is important there is a common understanding of the distinctive and different skills, abilities and behaviours required for managers within the children's workforce who are responsible for multi-agency teams and services.

Needs Assessment

The Children's Trust Partnership will build upon the Needs Assessment process. This process will routinely and regularly identify, examine and compare three things:

1. The outcomes experienced by children, young people and families on the Island.
2. The nature and impact of the services available to them in the area.
3. The needs that children, young people and families have on the Island.

Professionals from the different agencies that make up the Children's Trust Partnership contribute to the development of this intelligence and will use it to help them identify the needs of the population we serve. This in turn informs our commissioning and planning decisions that we make so that we can maximise

our impact on outcomes. This process will support the statutory Joint Strategic Needs Assessment, which is undertaken annually by Children's Services, Adult Services and the NHS Primary Care Trust.

Supporting policies, plans and strategies

<http://www.dcsf.gov.uk/publications/childrensplan/>

[http://eduwight.iow.gov.uk/student/Higher Education/images/IsleofWight14-19Strategy+Plan-FINAL.pdf](http://eduwight.iow.gov.uk/student/Higher_Education/images/IsleofWight14-19Strategy+Plan-FINAL.pdf)

<http://www.everychildmatters.gov.uk/earlyyears/childcareact/>

<http://www.dfes.gov.uk/publications/childrenandyoungpersonsbill/>

<http://www.everychildmatters.gov.uk/health/teenagepregnancy/about/>

[http://eduwight.iow.gov.uk/student/Higher Education/images/IsleofWight14-19Strategy+Plan-FINAL.pdf](http://eduwight.iow.gov.uk/student/Higher_Education/images/IsleofWight14-19Strategy+Plan-FINAL.pdf)

http://www.commissioningsupport.org.uk/the_commissioning_process/commissioning_frameworks/dcsf_framework.aspx

http://www.4lscb.org.uk/isleofwight/about_lscb/abouttheiowlscb.aspx