

Isle of Wight Council

Children's Service

Service Plan 2008/09

1. Introduction

Vision Statement

- Young people will have ambition and will be enterprising leading to long healthy fulfilling and active lives.
- We are committed to ensuring sufficient quality childcare, support and guidance for children, young people and their families on the Isle of Wight.
- We shall ensure the best positive learning opportunities are available for children and young people aged 0-19.

Sustainable Community Strategy

Within the strategy there are four strategic themes. Whilst all have implications for children & young people there is one theme which has particular links to the above vision.

Strategic Theme – An Inspiring Island

Our children and young people will have support and encouragement to explore and develop their potential. We will work to expand their horizons so they are inspired by high quality learning and leisure opportunities in a positive community environment. This will be achieved through working together with partner agencies (health, police and third sector) to secure an integrated service for all children and their families which will keep children safe, encourage healthy living and promote high standards of learning in order to enable all children and young people to gain a secure and prosperous future. We will also seek to gain regularly the views of children and young people and where possible involve them in decisions regarding access to and provision of services.

The Directorate for Children & Young People aims to secure through commissioning and direct provision services which will enable the island's children and young people to achieve success in the 'five outcomes'. The Council has specific duties under the 1989 and 2004 Children Acts and LEA responsibilities under the 2002 and 2006 Education Acts. During 2008 the Council will also assume new responsibilities for Looked After Children (LAC). There is also a requirement to implement the new Targeted Youth

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Strategy. The Directorate undertakes a leadership role across the Council and its partners in ensuring these duties and responsibilities are met. There are a number of key partnerships which assist in this namely:

- Local Safeguarding Children’s Board (focus on safeguarding issues)
- Children’s Trust (focus on meeting the 5 outcomes)
- Schools’ Forum (focus on value for money)
- 14-19 Consortium (focus on 14-19 agenda)

In addition to the Directorate’s plan the Council must sponsor through the Children’s Trust a Children & Young People’s Plan. This is currently being revised and a new plan will be published in March 2008. Each year the Children & Young People’s Plan is subject to internal self-review which is then assessed by Ofsted as part of the Annual Performance Assessment (APA). The 2007 judgment for the overall contribution of the Children’s Service was ‘adequate’. This was the same of 2006 but the ‘inadequate’ judgment with regard to the ‘enjoy & achieve’ outcome was removed.

The Corporate Performance Team is included within the Directorate. This team has a distinct and separate service plan.

2. Looking Back

Guidance
 2. Looking Back-what has been achieved in 2007/08 linking to the Service Strategic Objectives and what will be carried forward to the 2008/09 Service Plan

Strategic Objectives	Achievements	Issues to delivery of outcomes	Strategic Objective-delivered, ongoing
Improving outcomes for children and young people	CAMHS Strategy completed and progress made on	<ul style="list-style-type: none"> ▪ Number of referrals to Sp. CAMHS remain 	<ul style="list-style-type: none"> ▪ Implementation of Strategy ongoing

being healthy	additional posts in PCT and GP Commissioning. The Steering Group is now action focused.	high. Slow development of preventive services.	
Island children are physically, sexually and mentally healthy and able to make positive lifestyle choices.	Teenage pregnancy posts are now substantive posts	<ul style="list-style-type: none"> ▪ Number of conceptions have increased in the last 12 months, particularly under 16 years. 	<ul style="list-style-type: none"> ▪ Ongoing
Improving outcomes for children being safe ensuring island children are safe from maltreatment	% of Looked After Children who have had 3 or more placement moves during the year has decreased which brings performance to best outturn for several years.	<ul style="list-style-type: none"> ▪ Health Visitors have started to use CAF, building on the achievements of the Early Intervention Service. ▪ Numbers of Looked After Children are reducing ▪ Strategic Lead for CAF Implementation required 	<ul style="list-style-type: none"> ▪ Continual improvement to recruitment of Foster Carers, to ensure choice and quality of placements ▪ On going
Improving outcomes for children and young people enjoying and achieving - Reduced reliance on specialist residential placements	The level of residential placements has been maintained	<ul style="list-style-type: none"> ▪ Maturity of Joint Commissioning Panel and its interface with SEN Panel and Family Support Panel. 	<ul style="list-style-type: none"> ▪ Development of preventive services, and better choice in local fostering services ▪ Improved individual packages around the

			child – has stopped some mainland placements <ul style="list-style-type: none"> ▪ On going
Making positive contribution - % of children and young people consulted who think services are good or better	Generally good performance or satisfactory levels	<ul style="list-style-type: none"> ▪ Subjective views contribute to volatile outturn 	<ul style="list-style-type: none"> ▪ On going
Ensure the Island's young people have a positive work ethic	High performance of care leavers in education, training and employment	<ul style="list-style-type: none"> ▪ Ensuring appropriate supportive lodgings are available for young people 	<ul style="list-style-type: none"> ▪ On going
Strategic Objectives	Achievements	Issues to delivery of outcomes	Strategic Objective-delivered, ongoing
Raising of attainment at Key Stage 2, 3 and 4 and the Value Added in between these stages	KS2 English slight improvement but slight decline in Maths and science KS3 significant improvement due to early entry at Yr 8 across Middle Schools KS4 improvements at 5 A*-C and incl E&M and proportion gaining 1 GCSE	<ul style="list-style-type: none"> ▪ Complexity of establishing PSST support in High and Medium support schools alongside other support ▪ Change in leadership at KS1&2 ▪ Consistency of approach across middle schools re accelerated KS3 entries ▪ Differentiation of learning provision for 	<ul style="list-style-type: none"> ▪ Ongoing with improvement targets currently established till July 2010

		<p>Yr9 in High schools</p> <ul style="list-style-type: none"> Use of Performance Management to make effective use of assessment and attainment data at classroom level 	
Reduction in the number of schools below the Key Stage 2 target for maths	7 schools had KS2 results below the Authority target an increase of 2 schools on the previous year. However against national floor targets we improved by 1 so we now have only two schools below the national floor target	<ul style="list-style-type: none"> Ensuring a specific focus within PSST on targeting those schools with concerns in maths 	<ul style="list-style-type: none"> Ongoing with improvement targets currently established till July 2010
Improvement in the attainment at GCSE, VCE and A/AS level through the 14-19 Strategy	KS4 improvements at 5 A*-C and incl E&M and proportion gaining 1 GCSE KS5 results declined on previous year	<ul style="list-style-type: none"> Impact of previous round of intensive support to High schools has been maintained through the targeted DCSF funding and partnership with an external body 	<ul style="list-style-type: none"> Ongoing with improvement targets currently established till July 2010
Increase in the provision of a vocational curriculum and qualifications	The provision of vocational curriculum and qualifications increased on the offer from the previous year	<ul style="list-style-type: none"> There has been a year on year increase in the vocational offer across schools While the 14-19 	<ul style="list-style-type: none"> Ongoing with improvement targets currently established till July 2010

		Consortium is established there is still insufficient joint ownership, planning and deliver with effective QA processes	
Improvement in the employment prospects of 14-19 year olds	Employment prospects are improving	▪	▪
Reduction in the number of exclusions and the percentage of excluded pupils in alternative provision for more than one year	There has been a further reduction in exclusions	<ul style="list-style-type: none"> ▪ Impact of 5 day rule on fixed period exclusions will drive numbers down ▪ Cohesion achieved through Commissioner for Alternative Curriculum will integrate processes and strategies ▪ Pressure point could be an increase in permanent exclusions 	<ul style="list-style-type: none"> ▪ Ongoing with improvement targets currently established till July 2010
Improvement in school attendance	There has been improvements in school attendance	<ul style="list-style-type: none"> ▪ Difficulty of measuring High School and Middle School performance against national Secondary Schools 	<ul style="list-style-type: none"> ▪ Ongoing with improvement targets currently established till July 2010 ▪ Improvements in benchmarking data from DCSF will help with accuracy over loW performance

Strategic Objectives	Achievements	Issues to delivery of outcomes	Strategic Objective-delivered, ongoing
Securing partnership with schools, schools' forum and other providers enabling the LA to deliver on its broad range of functions	Reconstituted Forum in place. Training in role undertaken increasingly effective application of DSG and challenge on vfm.	<ul style="list-style-type: none"> ▪ Initial governor understanding of role in representing all schools not just their own. 	<ul style="list-style-type: none"> ▪ Ongoing key development role in establishing new DSG formula as part of school re-organisation.
Strategic Objectives	Achievements	Issues to delivery of outcomes	Strategic Objective-delivered, ongoing
Raise standards 14-19 by implementing the recommendations of the Cabinet on post 14 provision	Position in respect of post 14 provision developed to whole school organisation by decision of Cabinet. New re-organisation proposals to public consultation. Policy decision for 4-11 primary and 11-19 secondary achieved – March 19 2008	<ul style="list-style-type: none"> ▪ Reorganisation process changed as a result of Cabinet policy change. ▪ New targets so far meet but staff capacity, all Directorates may impact on progress. 	<ul style="list-style-type: none"> ▪ Informal public consultation completed. ▪ Policy decision made. ▪ Ongoing – target implementation now September 2010. ▪ Admissions changes now applicable to September 2009 round. ▪ HR strategy now applicable to 2008/09 service plan.
Strategic Objectives	Achievements	Issues to delivery of outcomes	Strategic Objective-delivered, ongoing
To ensure that we make best use of targeted Tier 3/4 services to a reduced number of the most vulnerable CYP through the development and	Policy commission enquiry into Youth Engagement complete. Blue paper in place and approved. Implementation plan for Youth Service	<ul style="list-style-type: none"> ▪ Youth leadership restructuring within the overall Directorate restructuring 	<ul style="list-style-type: none"> ▪ Objectives of the 2007/08 service plan delivered. ▪ Implementation plan and phasing ongoing

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implementation of a preventative strategy to release resources into prevention	reorganisation being developed. Targeted Youth Support – Downside pilot in place – rural West Wight extension planned		target for 2008/09. <ul style="list-style-type: none"> ▪ Link to school reorganisation and the establishment of youth workers in school.
Strategic Objectives	Achievements	Issues to delivery of outcomes	Strategic Objective-delivered, ongoing
Develop and embed processes for monitoring the health and safety of staff and agencies delivering services in partnership with the Council	Health and Safety Strategy in place. Improved monitoring and manager awareness of issues and statutory requirements. Development of lead officer role beyond schools to whole Directorate provision. Improved understanding of risk and development of risk register for key project areas.	<ul style="list-style-type: none"> ▪ Weakness and poor quality of the corporate contracted health and safety training programme. 	<ul style="list-style-type: none"> ▪ Overall reduction in H&S incidents requiring investigation ▪ Better manager awareness and reporting. Increasing link being made to external contract requirements. ▪ Risk in terms of individual activity and a requirement of contracts e.g. mainland placement improved. ▪ Staffing appointment ongoing.

Example:

Strategic Objectives	Achievements	Issues to delivery of outcomes	Strategic Objective- delivered, ongoing
<i>To ensure that the council's physical assets, interests and reputation are protected</i>	<i>Insurance re-tender process scheduled. Process will be supported by Marsh as the Council's advisors</i>		<i>Use claims data to identify areas of risk and develop, with the service affected, reduction strategies is still on-going</i>

3. Looking Forward

1. Make sure our children achieve better than the national average at school & college

Outcomes	Risks	Measures	Finance	Target Date	Lead Officer
Revised school structure with Statutory Notices published in September 2008	Failure to gain stakeholder commitment to new structure and to secure capital funds. Strategic Risk	Number of schools in Ofsted categories remains close to zero Overall school judgments by Ofsted are good or better in 75% of schools inspected Quality of teaching is good or better in 75% of lessons	£150,000 project costs	July 2009	Steve Beynon
Revised school improvement strategy agreed and published by July 2008	Schools and senior LA officers do not accept and embed the principles of the NRwS (New Relationship with Schools)	Achievement at level 4 or above in both English and Maths at KS2 (Floor) (NIS 76) Achievement at level 5 or	£650,000 (DCSF grant)	July 2009	Chris Vieler-Porter

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		<p>above in both English and Maths at KS3 (Floor) (NIS 77)</p> <p>Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor) (NIS 78)</p> <p>Secondary schools judged as having good or outstanding standards of behaviour (NIS 86)</p>			
14-19 strategy is embedded and increased offer of diploma lines secure	The school organisation proposals detract partners from the emerging effective collaboration at post 14	<p>Achievement of a Level 2 qualification by the age of 19 (NIS 79)</p> <p>Achievement of a Level 3 qualification by the age of 19 (NIS 80)</p> <p>Achievement of 2 or more A*-C grades in Science GCSEs or equivalent (NIS 84)</p> <p>Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) (NIS 85)</p> <p>Take up of 14-19 learning diplomas (NIS 90)</p> <p>Participation of 17 year-olds in education or training (NIS 91)</p> <p>16 to 18 year olds who are not in education, training or employment (NEET) (NIS 117)</p>	£50,000	July 2010	Chris Vieler-Porter
Ensure that the Extended Schools programme is	Schools abandon the programme as funds are	Number of schools offering extended services		31 March 2009	Commissioner for Children's

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sustainable beyond the grant funding	withdrawn				Centres & Extended Schools
Establish a new CIC Council	Officers and Members do not adopt the principles and values of engaging young people	<ul style="list-style-type: none"> - Participation and involvement of young people in service design and delivery - Percentage of young people satisfied with services delivered to them 	£10,000	September 2009	Nick Crick
Ensuring children are safe and securing permanence and stability for LAC;	Change in funding arrangements for Public Law Family fees	<ul style="list-style-type: none"> - number of LAC - number of children adopted 	£200,000	March 2009	Nick Crick
High quality data on SWIFT	<p>Delayed and dysfunctional transition to ICS and ContactPoint.</p> <p>Inaccurate data returns and flawed Service Plans</p>	<ul style="list-style-type: none"> - LARA Re: ContactPoint – Red - ICS implementation delayed 	?		Nick Crick

2. Reduce childhood inequality by tackling poverty, neglect & domestic violence

Outcomes	Risks	Measures	Finance	Target Date	Lead Officer
Reduce levels of obesity amongst school age children	Parents/carers fail to support the range of activities offered to their children	Obesity among primary school age children in Reception Year (NIS 55) Children and young people's participation in high-quality PE and sport (NIS 57)	£55,000	March 2009	Commissioner for Children's Centres & Extended schools

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		Uptake of free swims			
Work with the LSCB to reduce the incidents of domestic abuse	Activities uncoordinated leading to mixed messages amongst agencies	Repeat incidents of domestic violence (NIS 32)	£32,000	March 2009	Head of Targeted Intervention Division
Improve the sexual health of young people	Peer pressure and other social mores undermine the key messages	Under 18 conception rate (NIS 112) Prevalence of Chlamydia in under 20 year olds (NIS 113)	£200,000	Match 2009	Commissioner for Positive Activities for Young People
	Downturn in economy reduces employment opportunities for parents who have low skill levels	Proportion of children in poverty (NIS 116) Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 (NIS 102)		March 2010	Steve Beynon

3. Support families & carers to provide a safe & positive environment for our young people

Outcomes	Risks	Measures	Finance	Target Date	Lead Officer
Parenting strategy reviewed and more families supported who have complex and challenging circumstances	Preventive strategy does not secure improved joint agency working leading to more referrals	No of re-referrals to R&A team No of re-registrations on CPR	£30,000	March 2009	Commissioner for Parenting & Family Support
Improve access to support through the CAMH strategy to improve emotional and mental health wellbeing amongst young people	Recruitment difficulties continue and insufficient specialist and community based resources identified.	Emotional health of children (NIS 50) Children who have experienced bullying (NIS 67)	£150,000	March 2010	Head of Targeted Intervention Division
Implement the next phase of the Children's Centres programme	Insufficient physical and human resources identified	GOSE report records green on all criteria		March 2009	Commissioner for Children's Centres & Extended schools

4. Develop a preventive strategy

Outcomes	Risks	Measures	Finance	Target Date	Lead Officer
Review policy for re-integration of excluded pupils or those at risk of exclusion	Schools do not co-operate with policy Failure to secure alternative education programmes	Number of fixed term exclusions reduces from 1200 to 1000 85% of those offered 21 hours of education take it up. First time entrants to the Youth Justice System aged 10 – 17 (NIS 111) Rate of proven re-offending by young offenders (NIS 19)	Within the Direct Schools Grant	July 2009	Commissioner for Alternative Education
Continue to raise levels of attendance at school	School organisation plans detract from maintaining this focus	Number of half day absences reduces by 10% from 2006/7 levels	Within the Direct Schools Grant	July 2009	Commissioner for School Standards
Reduce the number of young people who are adversely affected by the misuse of alcohol	Peer pressure and social mores prevent key messages being accepted	Substance misuse by young people (NIS 115)	£210,000	March 2009	Commissioner for Positive Activities for Young People
Develop an action plan to implement the recommendations of the Policy Commission's Blue Paper and the Targeted Youth strategy	Resistance from existing Council provision to new community based approach	Perceptions of anti-social behaviour (NIS 17)	£1,000,000 (base budget for youth activities)	July 2009	Commissioner for Positive Activities for Young People

5. Implement an integrated service to improve standards of service delivery

Outcomes	Risks	Measures	Finance	Target Date	Lead Officer
Develop further social care practice to embed new requirements (e.g. ICS)	Pace of change and staff recruitment issues hinder progress	Core assessments for children's social care that were carried out within 35 working days of their commencement (NIS 60)	£750,000	October 2008	Head of Targeted Intervention Division

		Stability of placements of looked after children: length of placement (NIS 63)			
Improve access to services for children & families and reduce unnecessary referrals	Directorate structure fails to provide access which is both timely and relevant to need	Number of referrals Number of children on CPR No of LAC		March 2009	Head of Targeted Intervention Division
Deliver the requirements of the Care Matters agenda	Lack of whole council of Corporate Parenting role	Children in Care Council established		September 2008	Commissioner for Looked After Children
Develop the commissioning role of the Schools' Forum	Forum fails to engage proactively in issues	New school formula proposed		July 2009	Principal Officer Resources & Procurement

4. Corporate Compliance

Area	Brief Description of Compliance	Signpost to Other Documents
Eco-Island	Objectives link to all strategic themes Cowes Pathfinder project	Objectives mapping sheet & Children & YP Plan Project design
Data Quality	Competence in all new Job Descriptions	JDs

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Equality & Diversity	Review of existing plan (revised plan to be agreed 12 February)	Impact Assessment of recent policies (e.g. Anti-bullying)
Value For Money	Directorate restructure (re-investment of £200,00)	Delegated decision report
Health & Safety	Review of school procedures	School reports
Civil Contingencies Act (Business Continuity & Emergency Planning)	Completed in 2007	
Procurement	Monthly management review meetings	Meeting notes
Investors in People Accreditation	Monitoring of PDP completion	
Audit (Both Audit Commission and Internal Audit)	Review of recommendations at management team as relevant	
Section 17 of the Crime and Disorder Act 1998	Consideration within policy development	

Completed by.....

Date.....