

North Somerset 14-19 Partnership Strategic Plan 2006 - 2009



This document draws on and supplements the STRATEGY FOR 14 - 19 EDUCATION IN NORTH SOMERSET (2004-2007). The Strategy established an entitlement for young people, set clear goals and targets and provided a framework for implementation. A new national entitlement, including, an entitlement to a suite of seventeen diplomas, underpinned by an implementation plan with very ambitious timelines and supported by significant funding, has accelerated the pace of development. North Somerset Council and its partner providers and organisations have rewritten their learner entitlement statement and set themselves the ambitious target of at least meeting the national entitlement by 2013. In response to the accelerated pace of change, for the past two years strategic planning has been recorded and monitored in the form of this document. The 2006-7 Strategic Plan was progress RAG rated in January and reviewed during May and June. The 2007-8 and 2008-9 Strategic Plans take account of those findings and national and local changes and requirements. The planning process is therefore both recursive and forward-looking with in-year and year-on-year changes which reflect a dynamic and fast moving 14-19

The Vision

“North Somerset Council aims to create a learning community in which the best opportunities exist for people to fulfil their potential as learners and contribute to a healthy prosperous and sustainable society....We want to create young people who have the capacity for lifelong spiritual and intellectual growth. We want to harness the talents of people of all ages in North Somerset and enable them to fulfil their potential and achieve their goals....We aim to work with others to provide excellent learning opportunities and facilities to enable this vision to become reality. We will build on existing successes to create the best environments for learning in our towns and villages....Our vision aims to create a distinctive identity to learning in North Somerset with a close and unique partnership between all those involved in learning”.

Note: costings are built into and reviewed within the budgeting process referenced under 'Management and Resources' within the Plan

Performance Indicators for 14-19 Progress Checks	
Participation	
1	% of 17 year olds participating in education and work based learning (judged against the 2005/06 national trajectory and progress made since 2004/05)
2	Reduce the proportion of 16-18 year olds who are NEET (judged against the 2005/06 national trajectory and progress made since 2004/05)
Attainment	
3	Increase in the % of 5 A*-Cs at GCSE or equivalent (including English and Maths) (judged against the 2005/06 national trajectory and progress made since 2004/05)
4	% of young people achieving Level 2 by 19 (judged against the 2005/06 national trajectory and progress made since 2004/05)
5	% of young people achieving Level 3 by 19 (judged against the 2005/06 national trajectory and progress made since 2004/05)
6	Increase in the % of young people working towards an Apprenticeship (judged against the 2005/06 Average in Learning national trajectory and progress made since 2004/05)
Progression	
7	The proportion of Y11 learners who progress through the qualifications framework (i.e. L1, L2 and L3) by the age of 19. No data will be available on this indicator until 2008
Collaboration	
8	Does the area have effective collaborative arrangements in place?
9	Is the area making progress in developing a local prospectus, and is there good quality IAG to support young people in their choices?
10	Are there effective links with employers to involve them in sufficient high quality delivery?
Provision	
11	Capacity to improve 5 A*-C at GCSE or equivalent (including English and Maths)
12	Is there a sufficiently broad range of quality 14-19 provision, including vocational options?
13	Is there effective targeted provision, including capacity to deliver the September guarantee, for those young people who are disengaged or at risk of disengagement?
14	Are there sufficient facilities across the area to deliver a broad range of high quality provision?
15	Is the workforce across the area prepared to deliver a broad range of high quality provision?



Priorities

Programmes	<ul style="list-style-type: none"> Agree them Develop them Tackle logistics Publicise & recruit Run them Monitor, review and improve them
Comms	<ul style="list-style-type: none"> Agree strategy Implement strategy Monitor, review and improve strategy
IAG including AWP (Area Wide Prospectus)	<p>IAG</p> <ul style="list-style-type: none"> Work with Connexions and providers to ensure effective, impartial and comprehensive IAG for all learners <p>AWP</p> <ul style="list-style-type: none"> Agree data form and collection schedule for year 1 Collect data and contribute to and consult on overall shape and framework for year 1 Trial AWP Introduce Plan-it in all schools/colleges Set up user group Develop curriculum input and information aggregation schedules Refine year 1 AWP for year 2 Collect data and contribute to and consult on overall shape and framework for year 2
Achievement: attainment, participation, retention, progression	<ul style="list-style-type: none"> Benchmark Partnership & NS current performance Set progressive targets for achieving & surpassing national average Monitor & report on progress & make recommendations for improvement
QA	<ul style="list-style-type: none"> Review existing QA processes across providers Consider QA frameworks EFQM?; agree common framework and implement Monitor, review and improve QA processes

Cross-cutting themes

CPD, learner voice, employer engagement, equal opportunities/inclusion & ICT

While these themes will appear more strongly in some priority areas than in others, they need to be woven through all and used as touchstones whenever activities are planned, monitored or reviewed

14-19 Strategic Plan 2006-7

Priority: Programmes

Performance Indicators:1-8,12-15

Action	Timeline	Accountability	Outcomes
Audit(s) of provision	Spring 2006	PJ	
1.i Partnerships agree loci of collaboration for KS4 re-engagement programme development in NS; curriculum development group set up & tasked	Spring 2006	MK (JB & MS)	
2.i Partnerships agree new provision for September 2006 and funding support	Spring 2006	MK, (JB & MS)	
2.ii Partnerships agree institutional provider for applied specialisms & best fit Diploma providers in Weston & NS and across NSC; curriculum development leaders & groups identified	Spring-summer 2006	MK, (JB & MS)	
2.iii Compact development working group builds progression guarantees from L1 to Apprenticeships & Foundation Degrees	2006-7	MK, (JB, MS & CFE rep.)	
2.iv Nailsea Skills Centre opens	Aug-07	Weston CFE	
2.v 'Gateway' approval obtained for diploma lines	Autumn 07- Spring 08	Lead institutions/providers	
2.vi First 5 diplomas (engineering; health and social care; ICT; creative and media; and construction and the built environment) offered at Levels 1 & 2	2008-9	Lead institutions/providers	
2.vii Second five diplomas (land based and environment; manufacturing; hair and beauty; business administration and finance; and hospitality and catering) offered	2009-10	Lead institutions/providers	
2.viii Final 4 diplomas (public services; sport and leisure; retail; and travel and tourism) offered;	2010-11	Lead institutions/providers	
2.ix Second five diplomas offered @ level 3	2011-12	Lead institutions/providers	
2.x Final 4 diplomas offered @ level 3	2012-13	Lead institutions/providers	
2.xi National entitlement offered in NS	2013	Strategic Board	
3.i ITT & CPD programmes developed to ensure excellent programme delivery and training & retraining needs met	Autumn 2006-13	MK	

14-19 Strategic Plan 2006-7

Priority: Communications

Action	Timeline	Accountability	Outputs/PIs	Outcomes
Learners: AWP, briefings, newsletters, brochures, local press, other students, taster days (year 9), awards, scholarships, 'care ambassadors' & // sector workers and launch events etc.	From Spring 2006		AWP & other publications; learner programme recruitment	Some local press coverage re Maryland to set agenda. ?
Teaching & non-teaching staff in schools and colleges: AWP, briefings, newsletters, brochures, local press etc.	From Spring 2006	LA & Heads & Principals		14-19 conference 2005; Some local press coverage re Maryland to set agenda; some in-house staff briefings; regional events Autumn 2006? DDGs first meetings raised critical mass of informed teachers in schools/college.
Governors: conference briefings; governor newsletter; governor meeting inputs	From Spring 2006	L.A. & Heads & Principals	All GBs briefed by 30.11.06	Chairs of govts. Briefing & Westhaven Govs briefing; others by 30.11.06 ?
Parents: AWP, local press & radio; parents' evenings; school newsletters	From Spring 2006			Some local press coverage re Maryland to set agenda. ?
Wider community: local press & radio	From Spring 2006			Some local press coverage re Maryland to set agenda. ?
Elected members: Member briefing(s)	From Spring 2006	LA	Members briefed by July 06	Done ✓
Employers: briefings to employers' reps. and organisations, local press & radio	From Spring 2006			WBL Provider network awareness raised (Ken Spours July 06) ? WoE Advisers attend WBL network
Professional Associations: briefings of consultative groups	From Spring 2006	LA	Associations briefed by July 06	Awareness raising briefing 2006 and updates requested ?
HEI's: 1:1s with key personnel	From Spring 2006	LA(s)		Engineering link established with UWE; regional agenda item July 06

14-19 Strategic Plan 2006-7

Priority: IAG & AWP

Performance Indicators: 10 & 13

Action	Timeline	Accountability (who)	Outputs/PIs	Outcomes
IAG				
Sustain & improve partnership relationships	on-going	Connexions		
Mapping/audit of IAG across NSC	Autumn 06- Autumn 07	Connexions	Impact measured thru. Focus groups. Feedback with recommendations	Baseline established for individual providers & NSC area
Findings mapped to new IAG standards	Autumn 06	Connexions	Report to Strategic Board	Improvements to IAG programmes in NS schools and colleges
Evaluate impact of changes via new focus groups	Autumn 07-Spring 08	Connexions	Report to Strategic Board	
AWP				
NSC working group set up	Spring-summer 2006	MK (JB & MS)		
Agree data form and collection schedule for year 1		LLSC/LAs	Specification published; reports to Strategic Board	
Collect data and contribute to and consult on overall shape and framework for year 1		MK	Data surveys; feedback to and from partners	
Trial version of AWP 'published'	2007-8		Hard copy dummies & web published version	Piloting of WAP content, format and processes; consumer feedback
Introduce Plan-it in all 17 schools & PRUs & Weston CFE	2006-7	Strategic Board institutional reps.		All school, PRU and college providers have appropriate software and hardware to operate Plan-it
Set up and run user group	2006-2008	MK SL	Reports to Strategic Board	Effective personal; guidance and ILP functions in schools, PRUs and college; effective partnership data gathering processes re programme preferences
Develop curriculum input and information aggregation schedules	Summer 2006- 2007	MK (LLSC, JB MS)		
Collect data and contribute to and consult on overall shape and framework for year 2				
Refine year 1 AWP for year 2	2008	LA/LLSC		

NSC 14-19 Strategic Plan 2006-7

Priority: Achievement: attainment, participation, retention & progression

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Introduce LAT as key benchmarking and target setting tool post-16	Spring 2006	LSC/LA		LAT dissemination to schools; training/familiarisation seminar(s)
Agree 14-19 achievement measures	Spring/summer 2006	Strategic Board		Consultation activity; reports to Strategic Board
Gather & collate NSC, partnership & institutional benchmarks	Autumn 2006	LLSC & NSC		Reports to Strategic Board
Set progressive & challenging targets to exceed national benchmarks and current NSC performance	2007 onwards	SLG and SPB		

NSC 14-19 Strategic Plan

Priority: QA

Action	Timeline	Accountability	Pls/Outputs	Outcomes
Review existing QA processes across providers	Spring-summer 2006	MK, JB & MS		
Consider QA frameworks (EFQM?); agree common framework and implement. Institutional QA systems & processes synthesised in a partnership QA & reporting protocol	2007-8			
Agree area-wide annual planning cycle				
Draw-up financial guidance re partnership provision				
Providers meet QIA standards set by QIA to achieve quality mark				
Monitor, review and improve QA processes				
Risk assessments completed for off-site provision				

14-19 Strategic Plan 2007-8

Priority: Management & Resources

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Enhance administrative capacity to support Consortium and DDG administration	Summer 07	PJ	Continued effective administration with increased volume	Sound administration and better communication
Review options re partnership administration in light of comms., exam. admin., & impending x-phase 14-19 funding responsibilities	Autumn 07 onwards	PJ/MK		Sound administration and better communication
Explore and acquire appropriate software packages to plan, co-ordinate and monitor 14-19 entitlement implementation	Summer 07	MK/PJ	Better & wider understanding of logistical and administrative challenges of 2013 entitlement implementation challenge	If purchased: effective entitlement planning & administration
Dialogue with officers re ASTA Teamplan; possible purchase and training programme	Summer-Autumn 07	PJ/MK		
Budget casting				
Clarify providers 2008 & 2009 pilots	Summer 2007	PJ/MK	Returns collated and results disseminated	Clarity re providers/appropriate involvement in DDGs
Model provision costs and DDG support costs	Summer 2007	PJ/MK	Clarity re costs	Sound base for budget re-casting and costing activities
Review draft budget	Summer 2007	PJ/MK	Re-cast budget	Cost neutral pilot provision
Report to SPB	Autumn 07	PJ/MK	Transparency and approval of funding proposals	
Assess implications of funding methodology options	Autumn 07	PJ/MK	Discussion by SLG & NSC SLT	Clarity re preferred funding model
Develop consortium funding models and protocols, consult and implement	2008-9	PJ/MK	Papers to SPB, funding workshop 1.10.07	Effective and approved funding model in place
Capital Funds				
14-19 issues inform capital planning	2007 onwards	PJ	BFS plans reference 14-19 planning and commissioning requirements	Buildings and facilities align with entitlement and demand
Link with & support LSC capital review	Autumn 2007 onwards	PJ/MK	Aligned proposals for capital expenditure	Coherent, integrated use of LA/LSC capital funds

14-19 Strategic Plan 2007-8

Priority: Provision

Performance Indicators:1-7,11-15

Action	Timeline	Accountability	PIs/Outputs	Outcomes
DDGs develop 2008 pilot provision	Summer 2007 onwards	SLG	SLG feed-back	High quality diploma pilot provision
DDGs develop resubmission self-evaluations and shadow provision for 2008	Summer 2007- November 2007	SLG	SLG feed-back	Strong resubmissions
Consortium agrees diploma leads for 2009 diplomas	Summer 2007	Schools/college	Published provider map	Sufficiency of provision
Lead Practitioners appointed for 2009 pilot Diplomas	Sept. 2007	SLG	Cadre of LPs	Effective DDGs and strong submissions
DDGs develop submission self-evaluations for 2009 pilots	Summer 2007- November 2007	SLG	DDG meetings and draft submissions	Gateway timeline met: strong submissions
Gateway submissions to Strategic Board	Nov-07	SLG		
Gateway approval obtained for diploma lines	Spring 2008	DDG		
Corporate NSC engagement strategy developed & implemented	Autumn 07 on	PJ		
IT Capital Funding Steering Group formed	May-07	PJ	Meetings and consequent action	DfES capital funding timeline met/effective IT infrastructure to support diplomas
Project co-ordinator appointed	June/July 07	PJ		
Plans developed for integrated IT infrastructure development	June 07-September 08	Co-ordinator and IT Steering Group	Amended partnership plans	
Roll-out of capital project	October 07-June 08	Co-ordinator and IT Steering Group	Reports to SPB	
VLE hub and platform				
VLE project group formed	Autumn 07	PJ/MK	agreement re framework for pilot	
VLE hub & platform agreed and developed	Autumn 07-Summer 08	VLE project group		2008 pilots using VLE
Functional skills pilots running	Autumn 2007	Schools/college	Reports and support for DDGs	First qualifications 2008-9
First 2 diplomas (ICT & creative and media) offered at Levels 1 2 & 3	2008-9	Lead institutions/providers		High quality provision across partners
Nailsea Skills Centre opens	Aug-09	Weston CFE		Well resourced facility for north of LA
Up to 8 additional diplomas offered	2009-10	Lead institutions/providers		Broader provision accessed by all learners
Final 4/5 diplomas offered	2010-11	Lead institutions/providers		
National entitlement offered in NS	2013	Strategic Board		
ITT & CPD programmes developed to ensure excellent programme delivery and training & retraining needs met	Autumn 2007-13	MK		Better T&L

14-19 Strategic Plan 2007-8

Priority: Communications

Action/audience	Timeline	Accountability	PIs/Outputs	Outcomes
Learners: AWP, briefings, newsletters, brochures, local press, other students, taster days (year 9), awards, scholarships, 'care ambassadors' & // sector workers and launch events etc.	From Sept. 2008	SLG/DDGs	AWP & other publications; learner programme recruitment	Strong and appropriate recruitment onto diploma provision/viable groups
Powerpoint made available to all institutions	Sep-07	JW/MK	Use at information events	
Parent/student newsletter prepared	Sep-07	PJ, MK		
Common text in option booklets/AWP	Sept. 2007	JW/MK		
Teaching & non-teaching staff in schools and colleges: DDG activity, website, AWP, subject group briefings, newsletters, brochures, local press etc.	From Summer 2007	DfES, SLG and lead practitioners		
Briefing for Connexions PAs, Year 9 Tutor teams etc	Oct-07	SLG		
14-19 webpages on NS SWGfL portal	Jul-07	MK		
Diploma information leaflet in pay packets of NS school staff	Jul-07	PJ		
Governors: conference briefings; governor newsletter; website, governor meeting inputs	From September 2007	DfES, headteachers, lead practitioners, SLG	All GBs briefed by 30.11.06	
Parents: National campaign, web-site, AWP, local press & radio; parents' evenings; school option booklets & newsletters	From Spring 2006	DfES, headteachers, lead practitioners, SLG		
Wider community: national campaign, local press & radio	From Spring 2006	DfES, headteachers, lead practitioners, SLG		
14-19 webpages on NSC website	Jul-07	MK		
Elected members: National campaign, Member briefing(s)		DfES, headteachers, lead practitioners, SLG		
Briefing for CYPS SLT and Exec Member	Jun-07	PJ		
Employers: involvement in DDGs, briefings to employers' reps. and organisations, local press & radio, national publicity	From Spring 2006	DfES, DDG members/lead practitioners	DDGs have employer representation; Strategic Board had employer rep.?	
Business newsletter distributed	Jul-07	JB, PJ		
Professional Associations: briefings of consultative groups	From Spring 2006	LA	Associations updated by December 07	
HEI's: 1:1s with key personnel, involvement in DDGs, national and local events, possible regional collaboration re pilot diplomas	From Spring 2007	DfES, LA(s)		

14-19 Strategic Plan 2007-8

Priority: IAG & AWP

Performance Indicators: 10 & 13

Action	Timeline	Accountability	PIs/Outputs	Outcomes
IAG				
Sustain & improve partnership relationships	on-going	Connexions		
Mapping/audit of IAG across NSC	Autumn 06- Autumn 07	Connexions	Impact measured thru. Focus groups. Feedback with recommendations	Baseline established for individual providers & NSC area
Findings mapped to new IAG standards	Autumn 07	Connexions	Report to Strategic Board	Improvements to IAG programmes in NS schools and colleges
Evaluate impact of changes via new focus groups	Autumn 07- Spring 08	Connexions	Report to Strategic Board	
Support T&D programme for Plan-it and help support & monitor its effective use from year 7	Summer 2007	MK/NB	Effective use across providers & LA wide aggregated data	
Work with Deputy Heads to develop IAG that fulfills National IAG standards				
IAG presentation to Curric. Group	10.07.07	NB/MK	Better understanding of 14-19 issues and IAG processes	
Connexions, LA and providers develop IAG entitlement for young people		NB	Reports to SPB & Govs.	
Providers/Connexions/other agencies to adopt 'supporting choices' as a framework for delivering IAG		NB/SPB		
Develop QA criteria , processes & accreditation (see QA) and share with Strategic Partnership	Autumn 07	Connexions/SLG		
Develop IAG support centres within institutions for young people		Schools/college		
Work with partners to implement September Guarantee	Summer 07 onwards	LA/Connexions/LSC	Reduced NEET	
AWP				
Develop curriculum input and information aggregation schedules	Summer 2007-2008	S-Cool, Connexions & MK		Improvements to IAG programmes in NS schools and colleges
Collect data and contribute to and consult on overall shape and framework for year 2	Summer 2007-2008	S-Cool/Connexions/MK/	Improved AWP	
Enable provider data editing/updating	Summer 2007	S-Cool	Better and more cost-effective data gathering/validating	
Refine year 1 AWP for year 2	2008	LA/LLSC/S-Cool	Improved AWP	
Providers/connexions/other agencies roll out use of AWP	2007 on	Schools/college		

14-19 Strategic Plan 2007-8

Priority: Targeted Provision

Performance Indicators:1-7,13

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Young Apprenticeship Pilot				
First cohort recruited: viable group established	Summer 07	JH/partner schools	Reports to SLG & SPB	Strong pilot YA provision runs 2007-9
Engagement Programme				
Coordinator secondment finalised	Sep-07	PJ	Co-ordinator in post and engaging with schools	Effective and improving programmes meeting learner needs and satisfying Consortium quality thresholds Reduced NEET
Agree quality template & audit process for provider funding	Jul-07	MK	Proforma ready to be issued to schools	
Consult SPB and implement audit	End of Sept 07	SLG/Co-ord		
Convene funding approval panel	Oct-07	SLG		
Approve action plans and fund some provision.	Oct-07		Grants allocated	
Coordinator maps current providers	Sep-07	Coordinator	Reports to SPB	
Draft protocols developed based on College Foundation subject model	Oct-07	Coordinator		
Draft model of commissioned programmes with criteria	Oct-07	Coordinator		
Consultation on programme	Nov-07	SLG, Coord		
Outline programme finalised	Dec-07	Coordinator		
Implement alignment of IF & engagement programmes with Additional/Specialist Learning	Sep-07	Schools/college		
Students "guided" to programme	Mar-08	Curric. Leaders		
Schemes of Learning developed	Jul-08	Providers		
Develop management & support structures to underpin engagement programme		SLG		
Pre E2E				
WoE pre E2E bid presented	Autumn 07	NB	Submission	
If successful, programme developed & implemented	Jan 08 onwards	NB		
Teenage parents				
Submission to regional LSC for funding	Sep-07	NB	Submission	
If successful programme developed and rolled out	Jan 08 onwards	NB		
September Guarantee (see IAG)				
Seek additional funding to support targetted provision		SLG		

NSC 14-19 Strategic Plan 2007-8

Priority: Achievement: attainment, participation, retention & progression

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Progress Check analysed	May-07	PJ, SLG	RAG ratings agreed	Improvement areas and actions clarified
APA data prepared and analysed	Jun-07	DM, NB, PJ	APA self assessment in place	
APA data set updated	Sep-07	DM, NB, PJ	Preparations for APA on-site visit finalised	
Partnership working: review meetings	Quarterly	LSC/CD	Review records, 14-19 funding transition preparation	Coherent & seamless 14-19 support and funding
CAV & LAT become significant post-16 benchmarks for schools	Sept. 2007 onwards	LSC/LA	Information update to schools 2.7.07; training/familiarisation seminar(s)	Greater focus on p-16 achievement
Agree 14-19 achievement measures	Autumn 2007	SPB	Consultation activity; reports to Strategic Board	
Gather & collate NSC, partnership & institutional benchmarks	Autumn 2007 onwards	LLSC, Connexions & NSC	Reports to Strategic Board	Clarity re current performance and identified areas for improvement/targets
Agree progressive & challenging targets for 2010 onwards	Dec-07	SIPs & LA		Improved achievement

NSC 14-19 Strategic Plan 2007-8

Priority: QA

Action	Timeline	Accountability (who)	PIs/Outputs	Outcomes
Review existing QA processes across providers	Jun-07	PJ, JB,JW	Level of support determined	Draft QA Framework for wider consultation
Identify best practice QA across the Consortium	Jul-07	PJ, JB,JW	Best practice providers able to support partners	
Draft QA framework published for internal consultation	Summer 2007	JB	Draft revised	
Participate in the South West Unitary Authority Quality Framework consultation process	Sep-07	PJ, JB,JW	Contribution to development of the framework	Version 1 of framework available for use
Adapt the South West Unitary Authority Quality Framework to meet the needs of the 14-19 Consortium	Oct-07	Strategic Group	Quality Framework customised to meet Consortium needs	
Framework adapted and adopted by SPB	Oct-07	SPB	Quality framework integrated with provider systems	Consistent consortium QA processes/sustained improvement
Framework applied (IF & diploma provision)	08-09 ac yr	Providers		
Develop and agree area-wide annual planning, review & reporting cycle	Autumn 07	SLG & SPB	Area wide planning/review cycle in place	
Monitor, review and improve QA processes	ongoing	SLG & SPB		

NSC 14-19 Strategic Plan 2008-9



<p>Management & Resources</p>	<p>Build central support team and data/information systems</p> <p>Implement Asta Teamplan programme & project management software</p> <p>Extend SLG and monitor its effectiveness</p> <p>Secure more effective corporate engagement</p> <p>Review central team structure and LA interface in light of 14-19 agenda and MOG</p> <p>Ensure effective line-of-learning support from SLG</p> <p>Develop and implement integrated learner transport provision plan</p> <p>Implement formula funding; refine in the light of national constraints and developments</p> <p>Ensure capital funding is appropriately and effectively allocated to support 14-19 provision</p> <p>MOG Work with WoE UAs to manage change and build sub-regional organisation</p>	<p>Orange</p> <p>Red</p> <p>Green</p> <p>Orange</p> <p>Orange</p> <p>Orange</p> <p>Green</p> <p>Orange</p> <p>Green</p> <p>Orange</p>
<p>Provision</p> <p>Diplomas</p> <p>Targeted Provision</p>	<p>Deliver, monitor and review C&M and IT Diplomas from September 2008</p> <p>Support 2009 pilot development</p> <p>Prepare submissions for 2010 pilot Diplomas</p> <p>Implement IT Capital Project</p> <p>Build effective employer engagement in development & delivery of diploma lines</p> <p>Build and implement comprehensive CPD programme and process for diploma practitioners</p> <p>Develop and promote core partnership protocols</p> <p>Develop appropriate FLT provision to align with L1 programmes</p> <p>Pilot & review impact of NEET intervention programme</p>	<p>Green</p> <p>Orange</p> <p>Green</p> <p>Orange</p> <p>Green</p> <p>Orange</p> <p>Green</p> <p>Orange</p>
<p>Comms.</p>	<p>Ensure dissemination of national & local publicity and information</p> <p>Ensure NS Partnership VLE, NSC web-site and AWP are relevant and accessible</p>	<p>Green</p> <p>Orange</p> <p>Red</p>
<p>Information, Advice and Guidance</p>	<p>Support implementation of Plan-IT with learners making KS4 programme choices and its</p> <p>Improve K&U of all constituencies (e.g.PAs, teachers, lecturers, parents employers & students) of new provision</p> <p>Use National Standards to develop and improve local practice</p> <p>Audit Diploma learner experience pre, on and post-programme</p> <p>NEET September Guarantee Implementation & extension</p> <p>AWP Pilot CAP</p> <p>Refine AWP</p>	<p>on-going implementation.</p> <p>Orange</p> <p>Green</p> <p>Orange</p> <p>Orange</p> <p>Orange</p> <p>Orange</p>
<p>Achievement: attainment, participation, retention, progression</p>	<p>Develop WoE structures and processes for common data systems and P.I.s</p> <p>Set progressive and challenging targets</p> <p>Monitor & report on progress & make recommendations for improvement</p>	<p>Orange</p> <p>Orange</p> <p>Orange</p>
<p>Quality Assurance</p>	<p>Develop & implement detailed QA cycle for diploma QA</p> <p>Implement priority aspect(s) of WoE QA framework</p>	<p>Green</p> <p>Orange</p>
<p>Cross-cutting themes</p> <p>Learner voice & equal opportunities/inclusion</p> <p>While these themes will appear more strongly in some priority areas than in others, they need to be woven through all and used as touchstones whenever activities are planned, monitored or reviewed</p>		

14-19 Strategic Plan 2008-9

Priority: Management & Resources

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Build central support team and data/information systems	June 08-Oct 09			
Partnership Manager	In post June 08	PJ		Effective consortium leadership
Information Systems Manager	ASAP	PJ	Currently .2 from establishment	Effective consortium support and admin.
Engagement Manager	ASAP	PJ	Appointed Sept. 08	More effective planning for learner engagement/FLT development
Employer Engagement Manager	In post (.6 approx.)	MH	Increasing employer engagement and involvement	Better provision/higher achievement
Administrative Support	ASAP	PJ		Effective consortium support and admin.
FE/post-16 officer (MOG)		CD		Enhanced MOG capacity
Lead Assessor		MK	Build the role and job-size thereafter	VAB/QCA/NSC assessment QA requirements met/higher achievement
Transport & Access Co-ordinator		PJ	Build the role and job-size thereafter	Better co-ordinated transport plans & learner transport arrangements
Explore additional support purchase		PJ		Effective consortium support and admin.
Implement Asta Teamplan programme & project management software			Log-jammed	
Extend SLG and monitor its effectiveness				
Invite school SLG members to participate	June/July 08	PJ/MH	Membership enhanced	Greater school involvement/understanding/commitment
Monitor & review	Nov 08-Jan 09	PJ/SLG/SLT	Report to SLT	SLG fit for purpose
Secure more effective corporate engagement	Aug 08-Sept. 09	MK	CD briefing & Report to SLG, internal group set up	Better use of resources, provision/higher achievement

Man & Res 2	Action	Timeline	Accountability	PIs/Outputs	Outcomes
	Review central team structure and LA interface in light of 14-19 agenda and MOG	Nov 08-Jan 09	PJ/SLG/SLT	Report to SLT	Central team fit for purpose
	Ensure effective line-of-learning support from SLG		SLG		
	Allocate clear support responsibilities	June/July 08	MH	Key deliverables, named link and reporting schedule mapped	More effective support for DDGs and lead practitioners
	Monitor & review		MH		
	Develop and implement integrated learner transport provision plan				
	Liaise with schools transport team re current routes	Nov-08	MH		Equality of access to cost-effective partnership provision
	Identify potential home to school/college & school to school/college needs	Jan-09	MH		
	Build & cost detailed transport plan for term 1 and outline plan for 09-10 ad. Yr		MH/transport team		
	Implement formula funding; refine in the light of national constraints and developments				
	2008 pilots funded at agreed rate	July/Sept 08	PJ/LM		Viable pilot cohorts
	Budget & Finance sub-group meets		PJ, MH, MK, LM		Better medium term resource use
	Future funding profiled for cohorts 09-10		LM		Clarity re medium term funding

Man & Res 3	Action	Timeline	Accountability	PIs/Outputs	Outcomes
	Ensure capital funding is appropriately and effectively allocated to support 14-19 provision		PJ		
	Support 2008 pilots		MH	Interim funding approved for Backwell & Worle	Best use of available resource, enhanced facilities
	Develop submission for diploma showcase	Sep-Dec 08	SLG/NSC	Working group set up and progressing submission	
	Review other capital submissions in light of: BSF, projected learner numbers and provider accommodation plans.	Sep-Oct 08	SLG	Autumn term provider review meetings scheduled	
	Report to SPB	Nov-08			
	Allocate capital funds	Dec 08 onwards			
	Work with WoE UAs to manage change and build sub-regional organisation	Sep 08-Sep 09	MK/PJ/MH		Effective transfer of responsibilities under MOG

14-19 Strategic Plan 2008-9

Priority: Provision

Action	Timeline	Accountability	Pls/Outputs	Outcomes
Deliver, monitor and review C&M and IT Diplomas from September 2008				
SLG liaison and QA observations/x-moderation	Dec 08-7.09	MK		High quality pilot provision
	30.9.08	MH	Interim review/exceptions report to SLG/SPB	
	Feb-09	MH	Interim review report to SLG/SPB	
	Oct. 09	MH	End of year review/report to SLG/SPB	
Support 2009 pilot development				
SLG liaison and support for lead practitioners and DDGs	Sept 08-Sept 09	MH, JW	Interim review & end of year report to SLG/SPB	
Lead Practitioner support days	Sept 08-Sept 09	SLG		
Prepare submissions for 2010 pilot Diplomas				
G3 writing & support clinics	Oct-Nov 08	MK		Strong Gateway 3 submissions
Gateway submissions made	26.11.08	MK		
		RR/PJ		
Implement IT Capital Project				
Build effective employer engagement in development & delivery of diploma lines				
Identify needs by line of learning & forge local and area employer links	June 08-July 09	JC	Interim reports	More and more effective engagement
Build local employer databases by line of learning	July 08-July09	JC		Better provision
Liaise with CG @ EBP	July 08-July09	JC		Better & more co-ordinated activity/clarity re local and area remits
Build and implement comprehensive CPD programme and process for diploma practitioners				
Liaise with national programme reps.	July & Oct 08	MH		Effective workforce development
Map and present local, regional and national programmes	Aug-08	MH		
Build practitioner database and link to existing systems	July November 08	MB		
Develop and promote core partnership protocols	Sep-Dec 08	JW		Clear & agreed partnership protocols/safe learners

14-19 Strategic Plan 2008-9

Priority: Targeted Provision

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Develop appropriate FLT provision to align with L1 programmes				
Appoint engagement programme co-ordinator	Sep-08	MH		SPB commitment met/progression routes built/fewer NEET
Review & implement recommendations from engagement programme audit report	Sept-Nov 08	MB/JR		
Initiate phased development of FLT programmes aligned to diploma line starts	Spring 09	MB/JR		
Pilot & review impact of NEET intervention programme			* 2008 programme not implemented	
Pilot summer intervention programme with Yr 11 cohort	July-August 09	Connex./MB/JR	Programme runs/evaluation report	Understanding of programme effectiveness & areas for improvement; NEET prevention?
Continue to support local and WoE working groups	On-going	JR		More coherent and effective area-wide practice

14-19 Strategic Plan 2008-9

Priority: Comms.

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Ensure dissemination of national & local publicity and information				
Develop practitioner welcome & information pack	August/Sept 08	MK	Hard copy and VLE based information sources	Better informed and developed work-force
Develop NSC Diploma Prospectus	August-Oct 08	JW	Hard copy and VLE based information sources	Better informed and developed learners, parents/carers & work-force
Ensure NS Partnership VLE, NSC web-site and AWP are relevant and accessible				
Appoint Information systems manager	July-Nov 08	PJ	Interim secondment	Effective internal & external comms.
Maintain existing VLE and build curriculum content	Nov 08-July 2010	ISM/JW		
Continue to support AWP development	Sep08-Sep 09	MH/MK		AWP more user friendly and more used

14-19 Strategic Plan 2008-9

Priority: IAG & AWP

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Support implementation of Plan-IT with Year 9 students and its wider use over time				
Support T&D programme for Plan-it and help	Summer 2007	SL	Effective use across providers &	Wider and deeper use of Plan-it
Agree 2008-9 desirable outcomes with Connexions	June-July 08	Mk	Agreement reached	
Improve K&U of all constituencies (e.g.PAs, teachers, lecturers, parents employers & students) of new provision	Sept.08 August 09	MH	Dissemination & celebration events: x-ref with Comms.	Better informed decision taking buy learners and carers
Develop and agree a Partnership IAG Entitlement Statement	Autumn Term 08	AC MH	Entitlement adopted	Develop and agree a Partnership IAG Entitlement Statement
Connexions dialogues with schools re practice against standards	Spring/summer 08	AC	All meetings completed	Shared understanding of S&W
Audit Diploma learner experience pre, on and post-programme	Autumn 08 onwards	MH/IAG audit group	Planning meeting July 08	Improved practice and provision
Adopt ' supporting choices ' as a framework for delivering IAG	Autumn 08 onwards	Connexions		
Explore Partnership achieving IAG Accreditation e.g. Careers Mark, Investor in Careers	Spring 2009?	Connexions	Decision and action plan	
Use National Standards to develop and improve local practice				
Audit Diploma learner experience pre, on and post-programme			See under QA	
Refine AWP				
Support WoE working group	On-going	MH/MK?	Meeting attendance	
Monitor and feed-back on pilot LAs			Increased understanding	Greater commitment
Consult 14-19 curriculum group	1.7.08	PJ/SL		
Providers/connexions/other agencies roll out use of AWP				

14-19 Strategic Plan 2008-9

Priority: Achievement

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Develop WoE structures and processes for common data systems and P.I.s			Stalled while MOG changes are implemented	
Set progressive and challenging targets				
Monitor & report on progress & make recommendations for improvement				

14-19 Strategic Plan 2008-9

Priority: QA

Action	Timeline	Accountability	PIs/Outputs	Outcomes
Overall				
Develop & implement detailed QA cycle for diploma QA		SLG/SPB	Outline QA cycle & processes	
Consult with Curric managers, lead practitioners, SPB	June- Oct 08	MK	Shared understanding & improved QA process	Fit for purpose QA trial
Assessment				
Appoint domain assessors for 2008 and 2009 pilots	July 08-October 09	SLG	Appointments made	Cadre of assessors identified for training & development
Develop lead assessor role	July 08- August 09	MK	NAA requirements met	Point of contact for domain assessors/effective assessment QA process/clarity re role and job-size
T&L, IAG				
Identify QA team	Jan 09 onwards	MK	Team recruited and release approved	Capacity to operate QA programme
Plan & implement IAG survey (diploma pilot & other learners)	July 08- August 09	MH/MK	Process & schedule agreed	IAG/WRL audit
Develop assessor and QA team	September 08- August 09	MK	Moderation & other QA activities & reports	Robust QA information for SPB report; improving practice & provision
Implement 2008 observations, work scrutiny/moderation, surveys and interviews	Oct 08-June 09	MK	Developing process expertise; shared good practice	Robust QA information for SPB report; improving practice & provision
Consortium planning/management admin & culture				
Agree & implement priority aspect(s) of WoE QA framework	October 08-August 09	SLG	Focussed survey & review activity	Appropriate protocols agreed for 2009 partnership delivery & robust QA information for SPB report
CPD				
Build staff/CPD programme matrix & database	July/October 08	MH/MK/MB		MIS system to support work-force development
Implement essential & elective CPD offer processes	Sept. 08-August 09	MH	Systematic CPD for diploma practitioners	Effective workforce development
Monitor & review effectiveness	Oct.08-August 09	SLG/SPB	Internal SLG reviews and SPB reports	Improved WFDev
Achievement				
Set up and populate central learner, provider & line of learning databases to complement NAA systems	July/October 08	MH/MK/MB		MIS system to support achievement monitoring
Monitor and report on learner progress by line and provider	Oct.08-August 10	MH	Reports to providers and SPB	security re learner achievement
Review and refine process	Jul-09	SLG	Report to SPB	Improved achievement tracking