



# 14-19 Warrington

## Warrington 14-19 Strategy 2007-2010



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## 1. Introduction

This 14-19 Strategy for Warrington has been developed within a framework for Cheshire and Warrington as it builds on collaborative working across Cheshire and Warrington which has grown from strength to strength following the area wide inspection in 2004. This collaboration has resulted in a range of area-wide strategic and planning documents produced by the four key partners of Warrington Borough Council, the Learning and Skills Council (LSC), Connexions and Cheshire County Council. These include;

- 14-19 Learner Entitlement for Cheshire and Warrington
- 14-19 Development Plan
- Children and Young People's Plan.

While these have proved successful to date in steering 14-19 partnerships across the area, given the number of national policy developments, the strategic partners consider it timely to develop individual strategies for both Cheshire and Warrington. In particular, this will facilitate strong integration with the work of the Children and Young People's Partnerships within each area.

Although we now have separate strategies for Cheshire and Warrington, we will continue to retain a high degree of synergy and the four partners will work closely together on many area-wide initiatives where there are benefits to be gained from this and also will continue to share and learn from good practice.

The purpose of the Warrington 14-19 Strategy is to provide effective strategic leadership and direction to fulfil the 14-19 vision and ensure clarity of understanding of the required outcomes and links to the Children and Young People's Plan. The commitment and leadership of senior management and governing bodies in schools, colleges and work-based providers is critical to the success of the strategy.

The previous development plan included five objectives agreed by the partners following the area wide inspection these were:

- To provide impartial guidance for all learners on options and learning pathways, and support in pastoral issues.
- To ensure all learners have access to education and training that addresses their specific needs and aspirations.
- To increase and widen participation in learning and to ensure that there is the range of curriculum provision to meet the needs of all learners.
- To ensure high quality teaching and learning which maximises progress and achievement of all learners.
- To work strategically and in partnership to generate effective leadership and management to fulfil our vision.

As all 14-19 partnerships are required to submit regular progress checks to Government Office using a nationally developed format we have decided to adopt the objectives within progress check.



## 2. Vision, Values and Principles

Our vision in our Children's Plan is to ensure that all children and young people in Warrington have the opportunities to reach their potential.

For our 14-19 strategy our vision is of a young adult community in every part of Cheshire and Warrington that has:

- the knowledge and productive skills to match the best in the world.
- a desire to make a full contribution to our society and a commitment to continued learning throughout life.

### 2.1 Values and Principles

The overarching values and principles to which Cheshire and Warrington partners and providers are committed are:

1. A collective responsibility to meet the needs of all young people in the local area putting the needs of young people above those of the institution.
2. An inclusive and diverse provision that has a range of opportunities which are personalised for all young people including those with special needs or disability.
3. Equality of opportunity for, and treatment of, all young people.
4. The accommodation of a varied range of personalised learning styles, methods and locations which embrace e-learning.
5. A commitment to involve young people in the planning and development of provision.
6. The development of all young people to become independent and confident learners.

7. Motivation and support for all young people to develop appropriately high aspirations.
8. Equal value to be given to all learning pathways.
9. A commitment to high quality, impartial information, advice and guidance to enable all young people to make informed choices.
10. A healthy & safe learning environment.
11. Efficient use of high quality resources that are effectively deployed in ways that provide value for money.
12. High quality delivery and a commitment to continual improvement.
13. Education and training provision that reflects the needs of the employment market and local communities.

### 2.2 Cheshire and Warrington 14-19 Learner Entitlement

The values and principles outlined earlier translate into the following list of objectives that are the fundamental basis of the entitlement for all 14-19 learners across Cheshire and Warrington.

We are committed to the development of a pattern of learning through education and training in which:

1. All young people receive impartial advice and guidance at times when key decisions have to be made.
2. Comprehensive, clear and accurate information is presented to all young people particularly at points of transition in a variety of formats including the 'Wayahead' On-line Prospectus.
3. There is local provision at all levels.
4. On-going curriculum and pastoral support are provided so that young people make progress during all learning programmes.
5. Appropriate personalised curriculum is available that caters for the individual needs of all learners including providing stretch and challenge for the most able.
6. A diverse range of academic, vocational and work-based choices, including all diplomas by 2013, are available that meet the needs of all young people and motivates them to remain engaged in education or training.
7. There is access for all young people to a range of work related learning opportunities.

8. Varied pace, learning styles, methods and location of learning are adopted to address individual ability and special needs and access is provided to appropriate learning support where required.
9. The development of personal thinking and learning skills as an integral part of all programmes.
10. A range of enrichment opportunities is available that supports the personal development of young people.
11. Assistance is given to those young people who will have to travel outside their local area to access specialist provision.
12. There is, in each place of learning, a clear statement of the responsibilities of the learner that has been agreed with each young person prior to the commencement of the programme.





## 2.3 Cheshire and Warrington 14-19 Strategic Objectives

The following are the 14-19 strategic objectives for Cheshire and Warrington. The strategic objectives have been mapped to the Learner Entitlement (see Appendix 1). The aim is to provide clarity in a structured manner that can be measured and monitored through a single mechanism and reduce potential for confusion, bureaucracy and duplication of effort with partners.

### Objective 1 – Standards and Achievements

Improvements in standards of education and training and achievements of young people.

### Objective 2 – Effective 14-19 Partnership

Develop a build capacity of effective 14-19 Partnerships ensuring productive collaborative arrangements in place.

### Objective 3 – Information, Advice and Guidance (IAG)

Develop an area wide on-line local prospectus and ensure there is good quality IAG to support young people in their choices.

### Objective 4 – Employer Links and Work-related Learning

Build effective links with employers to involve them in sufficient high quality delivery.

### Objective 5 – Range of Provision

Develop a sufficiently broad range of 14-19 provision, including practical and applied options.

### Objective 6 – Inclusion

Ensure effective targeted provision including capacity to deliver the September guarantee for those YP who are disengaged or at risk of disengagement.

### Objective 7 – Facilities

Ensure sufficient facilities across the area to deliver broad range of high quality provision.

### Objective 8 – Workforce

Develop workforce capacity to deliver broad range of high quality provision.



## 3. The National Policy Context

This section considers the DfES Five Year Strategy Vision of “Every young person to be well equipped for adulthood, skilled work and further learning” and ensures that our local strategy takes account of the 14-19 implementation plan and aligns with the local Children and Young People’s Plan and local area agreement targets.

### 3.1 Every Child Matters

As part of the Children’s Act, the Government listed the five most important things to help make sure children grow up happy and safe. These are that children and young people should:

- **Be as healthy** as possible and lead a healthy life style.
- **Stay safe** and be protected from harm and abuse.
- **Enjoy life and achieve** skills to prepare them for growing up.
- **Make a positive contribution** and be listened to and not behave badly or commit crimes.
- **Achieve economic well being** and have enough money to live on.

These outcomes are being taken forward through Warrington’s Children and Young People’s Board and are the basis for judgements within the Annual Performance Assessment (APA) and Joint Area Review (JAR). In addition to these five outcomes Warrington added two further priorities: **Looked After Children and Children with Disabilities.**

The Plan in full may be accessed from the following web link:

[http://www.warrington.gov.uk/learning/ecm/plan\\_consultation/default.asp](http://www.warrington.gov.uk/learning/ecm/plan_consultation/default.asp)

### 3.2 The 14-19 Implementation Plan

This details how the Government will implement the qualification and curriculum reforms of the 14-19 Education and Skills White Paper. The plan provides the following dates by which we need to achieve our targets:

#### By the end of 2005

- Ensure that there is a wide range of appealing provision designed to get young people to level 2 by 19.
- Provide personal advice and ongoing support for young people, especially those not in Education, Employment or Training (NEET) or at risk of disengagement.

#### By 2006

- With children’s trusts, ensure work through the youth service and with young people at risk of disengagement has a focus on learning towards level 2.
- Introduce the new quality mark for providers of work-based learning.
- Introduce a quality mark for providers for all employer-related learning.
- Teach the new Key Stage 4 (KS4) science programme and GCSEs.
- New GCSE in agriculture, land and environment ready for teaching.

#### By 2007

- Ensure that there is a ‘September Guarantee’ of an offer of learning for all those leaving year 11 in September 2007 in most areas.
- By September 2007 ensure all opportunities are included in local prospectus.
- Formally test different models and formats of the Progression measure for inclusion in the Schools Profile.
- National roll-out of 14-16 re-engagement programme for 10,000 students.
- Work on phased roll-out of Foundation Learning Tier for September 2007.



### By 2008

- Implement new arrangements for IAG, ensuring that the workforce is trained so that all young people receive a high quality service, starting from year 7.
- UCAS to include tariff points for Apprenticeships for entry into HE in 2008.
- Deliver revised specifications and encourage and support A level students to do the extended project when appropriate.
- New GCSEs in applied subjects ready for teaching from September 2008.
- Diploma Development Partnerships map out progression routes from Diplomas to Apprenticeships.
- Increase capacity to deliver work experience for specialised Diplomas, particularly work experience relevant to the Diploma lines.
- Reduce the number of assessment units in A levels through the accreditation process with the majority reduced from six to four by 2008.
- Review greater stretch and challenge in A levels.
- 12 National Skills Academies and 200 Vocational Specialist Schools.

### By 2009

- First teaching of new English and ICT GCSEs including functional skills.

### By 2010

- First teaching of new maths GCSE including functional skills.
- First awards of revised A levels.
- HEIs begin asking for specialised Diplomas and extended project for entry.
- Recognise achievement in specialised Diplomas in Achievement and Attainment Tables.

### By 2011

- First national awarding of General Diploma in summer 2011.

### By 2013

- Ensure that all specialised Diplomas are available in their area by 2013.
- Schools, Colleges and Training Providers ensure access to the full national entitlement for every pupil on their roll. This will involve collaboration with other providers in the area in offering the specialised Diplomas to 14-16 and 16-19 year olds.



## 4. Key Achievements in Warrington

Overall, Warrington provides a good start in life for the majority of its young people.

The Annual Performance Assessment took place in November 2006. This confirmed that participation in post 16 learning is above the national average and the proportion of young people not engaged in education, training and employment is low. It also acknowledged that well developed partnerships between the Local Authority, the Learning and Skills Council and Connexions are contributing to the effective development of the 14-19 education. The report was very positive noting that some 91% of looked after children who left care aged 19 were in education, training or employment during 2005/06. However, the report also confirmed that the attainment of 16 to 18 year olds was broadly average and that the authority recognised the need to improve consistency of quality across post 16 provision. Also, 74% of 16-19 year olds with learning difficulties and/or disabilities were in education, employment and training, compared with 85% of the general 16 to 19 population.

### Summary of key achievements in Warrington as at May 2007

#### Objective 1 – Standards and Achievements

##### Improvements in standards of education and training and achievements of young people.

#### Strengths:

- Participation in learning 16-19 is above national average.
- Very good 5A\*- C at GCSE or equivalent attainment.
- Very good success rates on Apprenticeships.
- 3% increase in level 2 at 19 target.
- Good retention and take up of Education Maintenance Allowance.
- Year 11 leavers into employment, education or training above national average.
- Achievement of NEET target in 2006.
- Care leavers, teenage mothers, and young offenders into EET are improving.

#### Objective 2 – Effective 14-19 Partnership

##### Develop a build capacity of effective 14-19 Partnerships ensuring productive collaborative arrangements in place.

#### Strengths:

- Strong 14-19 partnership structure with active engagement by all partners.
- Excellent coordination of 14-19 operations.
- Good local collaborative working between schools, colleges and providers.
- Partners have a detailed understanding of 14-19 policy, purpose and direction.
- A wide range area wide working groups share good practice in a number of areas.
- Pilot common day timetable introduced from September 2007.
- Robust self assessment for Diploma gateway.
- Safe learner document produced and disseminated.



### Objective 3 – Information, Advice and Guidance

Develop an area wide on-line local prospectus and ensure there is good quality IAG to support young people in their choices.

#### Strengths:

- The 'Wayahead' On-line Prospectus launched to young people and parents.
- Learners in all schools and colleges actively use Fast Tomato as a guidance tool.
- Inspection reports of 10 high schools and two colleges rated as good or outstanding.
- Diploma feedback identified clear and innovative plan to deliver improved IAG.
- Guidance cluster group established to develop an excellent guidance system.

### Objective 4 – Employer Links and Work-related Learning

Build effective links with employers to involve them in sufficient high quality delivery.

- Employers engaged in sector development networks.
- Good involvement of employers and work-based learning providers in a wide range of work related learning activities.
- Quality of Apprenticeship provision is good.
- Education Business Partnership offers a range of support and packages.

### Objective 5 – Range of Provision

Develop a sufficiently broad range of 14-19 provision, including practical and applied options.

#### Strengths:

- Expansion of vocational curriculum offer at 14 and 16 in schools and colleges.
- Development of common day timetable to support delivery of learner entitlement.
- Partnership agreement on minimum entry criteria for post 16.
- Of 10 high schools and two colleges inspected all provision was satisfactory or above with two outstanding and six good.
- Joint LA and LSC reviews of post 16 provision and self evaluation.
- All four diploma applications submitted were successful.

### Objective 6 – Inclusion

Ensure effective targeted provision for YP disengaged or at risk of disengagement.

#### Strengths:

- Development of a Partnership NEET action plan.
- Strong Aim Higher support targeted at the schools with the highest % of NEET.
- Good range of provision targeted at needs of learners in the NEET group.
- Schools and colleges have made a commitment to the September Guarantee.
- Piloting of KS4 engagement programme targeted at vulnerable groups.

### Objective 7 – Facilities

Ensure sufficient facilities across the area to deliver broad range of high quality provision.

#### Strengths:

- Significant capital investment in Warrington Collegiate and Priestley College.
- Plans progressing for new build of Culcheth High School through Building Schools for the Future.
- Investment in resources to ensure relevant, up to date and industry specification resources in a range of vocational provision in the areas of Horticulture, Society Health and Development, Media and Engineering.
- Achievement of vocational specialism by Birchwood High School.
- Some very effective collaborative projects have been carried out with employers.

### Objective 8 – Workforce

Develop workforce capacity to deliver broad range of high quality provision.

#### Strength:

- Annual collaborative Staff Development Day planned based on school and college specialisms.
- National Secondary Strategy Consultants provide training and support to Core and Foundation Subjects.
- The Secondary Strategy Manager provides challenge and network support for senior leaders in school.
- Vocational expertise exists at present in Colleges and Specialist High Schools.





## 5. Local Partnership Arrangements

External judgements of progress in 14-19 developments will be against the Achieve Economic Well-being and the Enjoy and Achieve outcomes within the Joint Area Review and the national Implementation Plan, mainly through the Progress Check.

### 5.1 Warrington Delivery Structure

Warrington Children and Young People's Strategic Partnership leads on delivering the outcomes from Every Child Matters (ECM) within Warrington and the formation of the local Children's Trust. It has responsibility for the development of the Warrington Children and Young People's Plan.

The plan is developed, monitored and evaluated by sub-groups each focusing on the five outcomes of every child matter. The Operations Manager of Connexions, the Children's Services Head of School Improvement and the LSC Partnership Manager are all members of the Achieve economic well being sub group.

Connexions, Warrington Borough Council and LSC at present form the Warrington 14-19 Steering Group which meets monthly and takes joint responsibility for progressing this strategy within Warrington through the Warrington Association of Special School Heads (WASSH) Partnership and its sub groups, namely the Learner Entitlement Group, Inclusion Group, Guidance Group and Post 16 network.

It is proposed to appoint from September 2007 a Head Teacher as the Strategic 14-19 Partnership lead. This will be a seconded post in the first instance accountable to the Warrington Head Teachers and Principals who will be funding the majority of the post. Accountability will be through an extended Steering group which will incorporate the 14-19 strategic leader and the thematic leads from the WASSH sub-groups.

The WASSH sub groups are serviced by the Warrington 14-19 Pathfinder/Consultant who also meets regularly with local managers from Cheshire to discuss issues and share good practice. They provide feedback and ideas to the Cheshire and Warrington 14-19 Strategy Group on current practice.

Meetings are also held between the local authority's Children's Services, Social Services and LSC Senior Management Teams in order to discuss other agendas which impact on the delivery of 14-19.

The partners meet with colleagues from Cheshire County Council within the Cheshire and Warrington 14-19 Strategy Group to progress area-wide and thematic initiatives and approaches and share good practice from local areas. Some of this work is supported by "task and finish" thematic groups operating jointly across both Cheshire and Warrington. Part of the remit of the Strategy Group is also to keep up to date with national and regional 14-19 policy developments. The strategy group ensure alignment with other bodies who deliver activities related to the strategy via their governing bodies.

The current Task and Finish groups include the following;

- Safe Learner Group
- Sixth Form Performance Improvement Group
- IT Solutions Group
- Local Managers Group.

The partner organisations provide considerable support and expertise. The Local Authority's 14-19 team is line managed by the Head of School Improvement. It includes the Pathfinder Manager/Consultant, two officers who are supporting the delivery of the Way Forward Warrington ESF alternative curriculum project and a part-time consultant leading on the Common Day Timetable. Administrative and budgetary

support is provided by the Warrington Learning Partnership co-ordinator and her team. The Head of School Improvement also line manages the Secondary Strategy Manager and Secondary Consultants who oversee the implementation of the National Secondary Strategy and will be leading on the support for the development of Functional Skills. There is close working between the Secondary Strategy team and the 14-19 team.

The LSC has a dedicated Partnership Manager who works closely with the Local Authority with specific focus on post 16 elements of the strategy but providing support in the leadership and direction across all 14-19 developments.

Connexions take the lead on guidance elements of the strategy and this role will be continued through the integrated youth support service when this is established.

The 14-19 strategy is ultimately there to provide leadership and direction to schools, colleges and work-based providers in Warrington. The commitment of senior management and governing bodies in schools, colleges and work-based providers is critical to the success of the strategy. The WASSH Partnership therefore has a crucial role in ensuring the understanding and commitment to implementation of the strategy through their involvement at key stages of its development and decision making. The appointment of a Head Teacher as the 14-19 Partnership Strategy leader from September 07 will help to strengthen this commitment.

### 5.2 Monitoring arrangements

We have ensured that the same objectives and priorities appear within the Children and Young People's Plan and the 14-19 Strategy, and the objectives within the 14-19 Strategy are aligned with DFES Progress Check. This will enable us to use one monitoring mechanism to report progress. The monitoring and evaluation will therefore be

undertaken through the 14-19 Progress Check. Evaluation of the Learner Entitlement, which is not so easily measurable, will also be undertaken through the Progress Check. To enable this to happen the Learner Entitlement Objectives have been mapped against the 14-19 Objectives. (Appendix 1) Outcomes from this monitoring will be reported to the 14-19 sub-group of the Children and Young People's Strategic Partnership.

Dialogue with schools on progress towards the 14-19 learner entitlement will take place through the monitoring visits of the School Improvements Partner (SIP), and with colleges and work-based providers through the LSC Partnership Manager.

External inspections by Ofsted will provide an objective view on the leadership and quality of provision in individual institutions. The LSC and LA will review progress between inspections by reviewing self assessment reports for colleges and providers and the Self Evaluation Forms and SIP reports for schools.

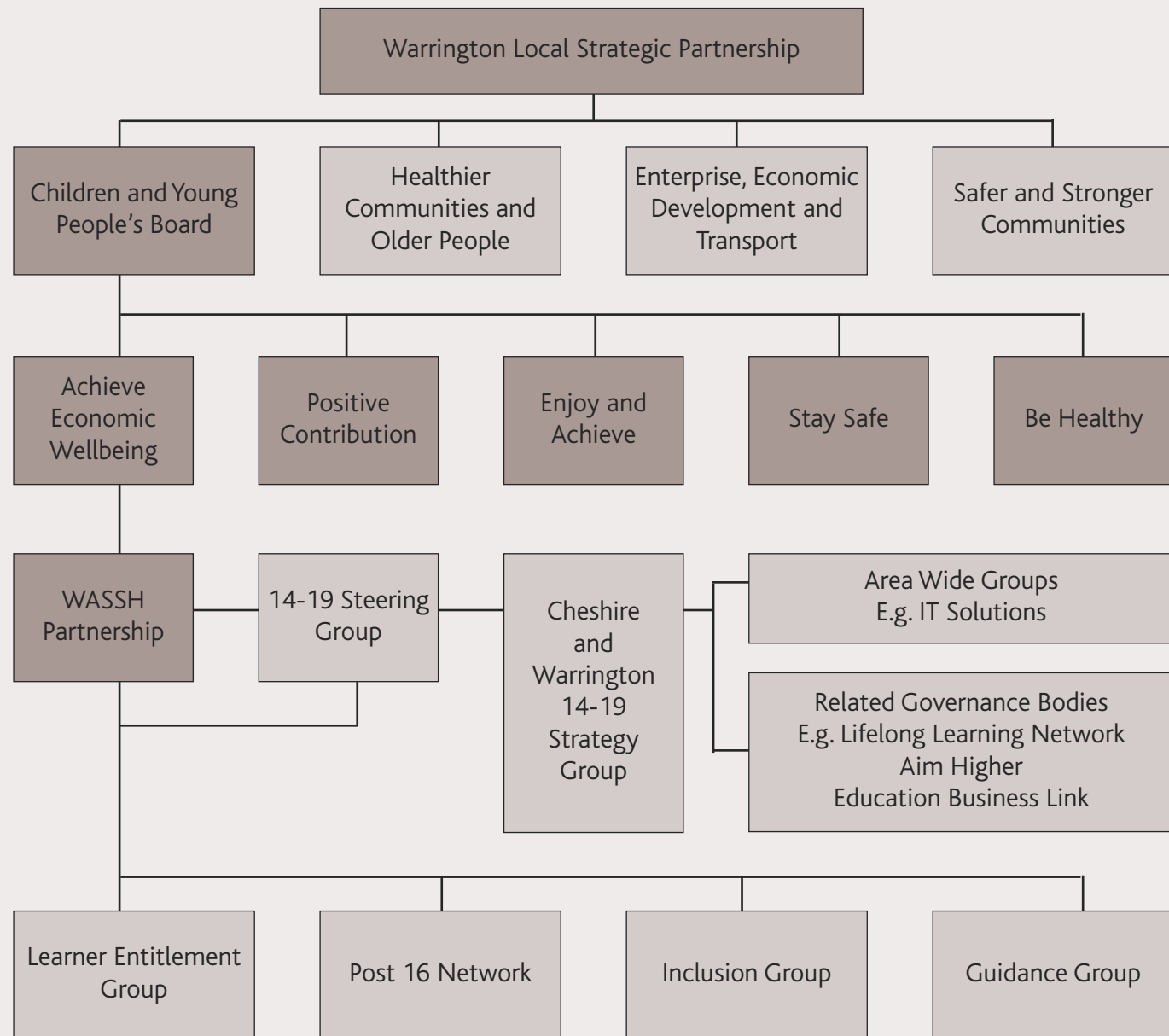
With agreement from the WASSH Partnership joint visits by the LA and LSC will take place during 2007 to discuss post 16 performance, quality of provision and self-evaluation.

Adherence to the learner entitlement is critical if the 14-19 reforms are to be realised. The partners therefore take the view that commitment to the values, principles and objectives of the entitlement is essential in contributing to success in meeting the economic wellbeing needs of young people.

Recognition and reward will be given to those institutions and partners which strive continually to embed the entitlement through strongly supporting bids for additional funding, recommending access to opportunities to participate in pilot programmes and building their reputation through area – wide sharing of good practice.



14-19 Communication Structures in Warrington



## 6. High Level Targets and Priorities

This section is set out using the updated 14-19 objectives. We now have a statutory requirement to produce a Children and Young People's Plan for Warrington. The priorities from the Economic Well-being and Enjoy and Achieve have been cross referenced to the 14-19 Strategy where appropriate.

A detailed 14-19 Operational Plan identifies the specific actions, milestones and outcomes for the priorities. The plan may be accessed from the following web link:

[http://www.warrington.gov.uk/childrenandyoungpeople/schoolsandlearning/1419\\_Curriculum/](http://www.warrington.gov.uk/childrenandyoungpeople/schoolsandlearning/1419_Curriculum/)

## 6.1 High level participation and achievement targets

	National Measures	Achievements			Targets			
		2004	2005	2006	2007	2008	2009	2010
1	% of 17 year olds participating in education and training.	71% (NW:74%) (England:74%)	tbc	tbc	tbc	tbc	tbc	tbc
2	Reduce the proportion of 16-18 year olds who are NEET.(Measured at Nov)	7.2%	7.5% (England:7.7%)	6.3 %	6.8%	6.4%	5.9%	5.4%
3	% of young people achieving L2 by 19.	64% (NW:64%) (England:66%)	67% (NW:67%) (England:69%)	70% (NW:70%) (England: 71%)	71%	72%	73%	74%
4	% of young people achieving L3 by 19.	41% (NW:39%) (England:42%)	44% (NW:42%) (England:46%)	44% (NW:43%) (England:47%)	45%	47%	49%	51%
5	Increase in the % of young people achieving L2 by 19.	Not Known	4%	3%	1%	1%	1%	1%
6	% 5*- C at GCSE or equivalent attainment only. NOTE: (Including English and Maths)	58.6%	61.2% (46.8%) (England:42.6)	66.3% (48.6%) (England:44.1)	67% (52%)	69% (57%)	tbc	tbc
7	Increase in % of the numbers of Young People completing an Apprenticeship. (National average over 2 years 36%)	7% (England 15.4%)	25.4% (England 37.6%)	44.7% (England 47.7%)	tbc	tbc	tbc	tbc
8	A/AS Average point score per student.	696.4	658.7	709.4 (C&W:727.7) (England:721.5)	715	722	tbc	tbc
9	A/AS Average point score per examination entry.	197.2	196.2	202.1 (C&W:204.2) (England:206.2)	204	206	tbc	tbc
10	Contextual Value Added KS2-KS4. (Measure centred on 1000 nationally)	995.0	993.0	1000.6	tbc	tbc	tbc	tbc
	<b>Local Measures</b>			<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
11	Percentage of 16-19 year olds with <b>learning difficulties</b> not in education, employment or training.				85%	90%	91%	92%
12	The percentage of those <b>young people who were looked after</b> on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population.				1.03%	0.75%	0.75%	0.75%
13	Improving the level of attainment of 14-16 year olds within vocational qualifications measured by:  GCSE and equivalent average point score attained by all pupils.	349	358	380	375	390	tbc	tbc

## 6.2 High Level Priorities 2007-2010

Objective	Priorities
<p><b>Objective 1 – Standards and Achievements</b></p> <p>Improvements in standards of education and training and achievements of young people.</p> <p><b>Lead – LA and LSC</b></p>	<p><b>Improve participation rates post 16 (EW4)</b></p> <ul style="list-style-type: none"> <li>● Improve participation rates in Apprenticeship route.</li> <li>● Improve 16-25 participation by learners with learning difficulties.</li> <li>● Improve participation in education and training at 17.</li> </ul> <p><b>Improve attainment and progress rates (EW4)(EA2)</b></p> <ul style="list-style-type: none"> <li>● Improve attainment of 5 GCSEs A*- C including English and Maths.</li> <li>● Improve achievement of full level 2 and full level 3 qualifications at 19.</li> <li>● Targeted support to improve the progress of A level students.</li> </ul>
<p><b>Objective 2 – Effective 14-19 Partnership</b></p> <p>Develop an build capacity of effective 14-19 Partnerships ensuring productive collaborative arrangements in place.</p> <p><b>Lead – 14-19 Strategy Manager</b></p>	<ul style="list-style-type: none"> <li>● Appoint a Head-teacher as 14-19 Partnership Strategic Leader and develop the steering group to included thematic leaders.</li> <li>● Evaluate and extend the common day timetable pilot.</li> <li>● Establish and embed the hub/cluster delivery model for diploma delivery.</li> <li>● Continuation of partnership working through SDN for Diploma implementation.</li> </ul>
<p><b>Objective 3 – Information, Advice and Guidance</b></p> <p>Develop an area wide on line local prospectus and ensure there is good quality IAG to support young people in their choices.</p> <p><b>Lead – Head Teacher or College Principal</b></p>	<ul style="list-style-type: none"> <li>● Develop an outstanding guidance system for Warrington which ensure appropriate progression/transition and sharing of information across agencies.</li> <li>● Develop CPD support to ensure effective use of Fast Tomato and On-line Prospectus.</li> <li>● Development of an on line application system and September guarantee.</li> <li>● Investigate and adopt an online tracking system for student achievement.</li> <li>● Organise annual options event based around 'Wayahead' ensuring young people are aware of skills needs in the local area.</li> </ul>
<p><b>Objective 4 – Employer Links and Work-related Learning</b></p> <p>Build effective links with employers to involve them in sufficient high quality delivery.</p> <p><b>Lead – Head Teacher or College Principal</b></p>	<ul style="list-style-type: none"> <li>● Improve involvement and engagement with employers.</li> <li>● Evaluate and develop work related learning curriculum including work experience.</li> <li>● Improve use of labour market and skills information to inform curriculum developments.</li> </ul>
<p><b>Objective 5 – Range of Provision</b></p> <p>Develop a sufficiently broad range of 14-19 provision, including practical and applied options.</p> <p><b>Lead – LA and LSC</b></p>	<ul style="list-style-type: none"> <li>● Increase the range of applied and vocational opportunities ensuring access to all diplomas by 2013 (EW5).</li> <li>● Work collaboratively to develop new curriculum using the 'Wayahead' curriculum mapping to inform decisions.</li> <li>● Develop structures and processes to improve matching of learners to suitable courses.</li> <li>● Take forward the outcomes of joint LA and LSC review of Post 16 provision.</li> <li>● Review appropriateness of provision for vulnerable groups including learners with LDD and NEET.</li> <li>● Consider the implications of the outcomes of the secondary review in relation to curriculum offer.</li> </ul>
<p><b>Objective 6 – Inclusion</b></p> <p>Ensure effective targeted provision including capacity to deliver the September guarantee for those YP who are disengaged or at risk of disengagement.</p> <p><b>Lead – Head Teacher or College Principal</b></p>	<ul style="list-style-type: none"> <li>● Develop an integrated youth support service by 2008 (EW1).</li> <li>● Reduction of Neet group to meet the 2010 PSA target (EA3) (EW3).</li> <li>● Support all young people to develop appropriately high aspirations and increase attainment of higher ability pupils (EA4) (EW6).</li> <li>● Implement the September Guarantee.</li> <li>● Develop functional skills provision.</li> <li>● Develop and embed the KS4 Engagement programme building on Way Forward Warrington (EA3).</li> </ul>
<p><b>Objective 7 – Facilities</b></p> <p>Ensure sufficient facilities across the area to deliver broad range of high quality provision.</p> <p><b>Lead – 14-19 Strategy Manager</b></p>	<ul style="list-style-type: none"> <li>● Develop collaborative plans and access funding for capital requirements for Diploma delivery.</li> <li>● Ensure BSF building programme includes vocational facilities.</li> <li>● Develop a travel plan for collaborative provision.</li> <li>● Ensure the infrastructure supports teaching across the broad range of curriculum though access to high quality facilities.</li> </ul>
<p><b>Objective 8 – Workforce</b></p> <p>Develop workforce capacity to deliver broad range of high quality provision.</p> <p><b>Lead – 14-19 Strategy Manager</b></p>	<ul style="list-style-type: none"> <li>● Develop a strategy for recruitment and training of the workforce to meet the requirements of Diplomas.</li> <li>● Support the development of teaching and learning pedagogy for Diploma 14-19 delivery.</li> <li>● Support workforce to deliver the functional skills.</li> <li>● Updating of industrial experience for teachers of vocational subjects.</li> </ul>

## Appendix 1 – Mapping of the 14-19 Strategic Objectives and the Learner Entitlement

14-19 Strategic Objective	Learner Entitlement Objective
<p><b>Objective 1 – Standards and Achievements</b></p> <p>Improvements in standards of education and training and achievements of young people.</p>	4. On-going curriculum and pastoral support are provided so that young people make progress during all learning programmes.
<p><b>Objective 2 – Effective 14-19 Partnership</b></p> <p>Develop an build capacity of effective 14-19 Partnerships ensuring productive collaborative arrangements in place.</p>	12. There is, in each place of learning, a clear statement of the responsibilities of the learner that has been agreed with each young person prior to the commencement of the programme.
<p><b>Objective 3 – Information, Advice and Guidance</b></p> <p>Develop an area wide on line local prospectus and ensure there is good quality IAG to support young people in their choices.</p>	1. All young people receive impartial advice and guidance at times when key decisions have to be made.  2. Comprehensive, clear and accurate information is presented to all young people particularly at points of transition in a variety of formats including the "wayahead" on line prospectus.
<p><b>Objective 4 – Employer Links and Work-related Learning</b></p> <p>Build effective links with employers to involve them in sufficient high quality delivery.</p>	7. There is access for all young people to a range of work related learning opportunities.
<p><b>Objective 5 – Range of Provision</b></p> <p>Develop a sufficiently broad range of 14-19 provision, including practical and applied options.</p>	3. There is local provision at all levels.  6. A diverse range of academic, vocational and work-based choices, including all diplomas by 2013, are available that meet the needs of all young people and motivates them to remain engaged in education or training.  9. The development of personal thinking and learning skills as an integral part of all programmes.  10. A range of enrichment opportunities is available that supports the personal development of young people.
<p><b>Objective 6 – Inclusion</b></p> <p>Ensure effective targeted provision including capacity to deliver the September guarantee for those YP who are disengaged or at risk of disengagement.</p>	5. Appropriate personalised curriculum is available that caters for the individual needs of all learners including providing stretch and challenge for the most able.  8. Varied pace, learning styles, methods and location of learning are adopted to address individual ability and special needs and access is provided to appropriate learning support where required.
<p><b>Objective 7 – Facilities</b></p> <p>Ensure sufficient facilities across the area to deliver broad range of high quality provision.</p>	11. Assistance is given to those young people who will have to travel outside their local area to access specialist provision.
<p><b>Objective 8 – Workforce</b></p> <p>Develop workforce capacity to deliver broad range of high quality provision.</p>	