



The City of Liverpool

Children and Young People's Plan

Liverpool – Where Every Child Matters

2009 to 2011

Overview

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Foreword

The local authority has a statutory duty to prepare the Children and Young People's Plan (CYPP) and secure co-operation among its strategic partners.

Liverpool City Council published its three-year CYPP in April 2006. This was reviewed and refreshed in 2007 and again in 2008. In preparing our new CYPP, the current plan has been reviewed and extended until 2011 given the Government's intention to consult on changes to statutory regulations in the autumn of 2009 which will extend the ownership of the Children and Young People's Plan from the local authority to all statutory partners via a new Children's Trust board, requiring an entirely new CYPP to be developed.

The CYPP is a single strategic and overarching plan for all services which affect children and young people across the city. It sets out how the City Council, with its strategic partners, intends to achieve improvements in each of the five *Every Child Matters* outcomes with specific reference to the following:

- a. the integration of services provided by Liverpool City Council and its relevant partners to improve the well-being of children and young people across the city;
- b. arrangements made by the City Council to safeguard and promote the welfare of children; and
- c. arrangements for early intervention and preventative action.

This latest refresh of our CYPP also includes a summary of our achievements and progress to date, together with a needs assessment which has determined where the focus needs to be during the next two years. The CYPP also indicates the resources and related activity that will enable us to achieve our goals efficiently and effectively, and the key risks that will need to be managed along the way.

The CYPP focuses on specific challenges. Whilst not intended to be a detailed operational plan, it is underpinned and complemented by several local authority and partner plans that translate these priorities and actions into business plans and personal targets within individual performance plans; all of which are intended to contribute to the achievement of better outcomes for children and young people in Liverpool.

This focus on specific challenges with key actions, performance measures and targets are the detailed steps, or proxy indicators, towards a general improvement in the physical, emotional and economic well-being of children and young people.

Liverpool First for Children and Young People will seek to play its part as described here in contributing to sustainable improvement in the overall quality of life issues such as childhood poverty, infant mortality, and the physical and mental well-being of children and young people. In doing so, we recognise that it is the combined work and focus of all the strategic issue partnerships within Liverpool First that will bring about a significant and long term improvement in the quality of children's lives. This CYPP will only be as successful as the wider partnership succeeds in its endeavours to support the delivery of the over-arching city vision for Liverpool

The CYPP is a key part of the City Council's policy and performance management framework, providing a structure for analysis and scrutiny of performance at all levels of the organisation, as well as setting out the strategic direction for the Council and its key partners in relation to children and young people.

As the most deprived city in England, Liverpool continues to have a very challenging agenda but we firmly believe that a clear and committed focus on the priorities set out in the CYPP will enable the City Council and its partners to deliver our shared vision for children and young people.

Stuart Smith
Executive Director
Children Families and Adults

Councillor Keith Turner
Executive Member
Education Skills and Employment

Children and Young People in Liverpool

Liverpool is home to 92,380 children and young people aged 0-19. Our children and young people come from diverse backgrounds. There are 65052 pupils. 15.1% are from ethnic backgrounds other than White British. 6.9% speak a first language other than English. There are an increasing number of asylum seekers entering the city. Unaccompanied asylum seeking children provide a significant challenge to health, care and accommodation resources locally.

Many children in Liverpool grow up in disadvantaged circumstances. Liverpool is ranked the most deprived local authority area in England and the most deprived local authority for the level of concentrated deprivation.

Liverpool's children experience poorer health than in many other parts of the UK. One third of 10 year old children in the city are overweight and 50% have experienced dental cavities by the age of 5. Poor health is strongly linked to poverty and 31.4% of children in the city are eligible for free school meals compared to 29% nationally.

Liverpool has one of the highest rates of children in need in the country. At any one time there are around 840 looked after children (almost 20 of whom are unaccompanied asylum seekers) and there are 380 children on the Child Protection Register (as at January 2009)

Children's Services in Liverpool

Liverpool has 179 maintained schools (131 primary, 28 secondary, 3 City Academies, 5 nursery and 12 special schools), and 24 Children Centres, and we provide children and young people with a wide range of universal, targeted and specialist services.

Universal services (many also have targeted elements)

- Early years education, childcare and play
- Statutory education
- Services to ensure school improvement and high standards
- Educational and recreational programmes for young people, including sports programmes in schools and community settings
- Services to support young people in their transition to adulthood, including their understanding of the world of work
- Student support, mandatory and post-16 education awards
- Further, adult and community education programmes
- Children and Family Information Service

Targeted services

- Support for schools and pupils with special education (SEN) and additional needs
- Support for schools and pupils to improve behaviour and access to education

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- Early intervention programmes
- Support for young people through advice, guidance and positive activities

Specialist Services

- Specialist assessment and family support services, including services for children with disabilities
- Child protection and safeguarding services
- Services for looked after children, including fostering and adoption services
- Services for young offenders and those at risk of offending

Support Services

- Services to schools and other settings, health and safety and asset management
- Strategic planning, including admissions, performance management and management information services
- Staff development and training
- Finance, contracts and property services

Children's social care services in Liverpool are provided through 300 foster carers, 4 residential homes and 20 social work teams.

Universal, targeted and specialist health services for children and young people are delivered through Liverpool PCT.

The City Council has a legal duty to promote co-operation across agencies to deliver better outcomes for local children and young people. It works closely with health services, the police and the voluntary and community sector; all of whom are represented with other key partners on Liverpool First for Children and Young People (see Appendix 6).

Liverpool Vision for Children and Young People

All Liverpool children and young people will be supported to achieve their full potential as healthy, safe, well educated and positive citizens ready for the 21st century world of work.

Children and young people shall be treated with respect and expected to respect others. They will be more directly involved in decision making about the things which affect their lives and in helping to promote a positive image for themselves and their peers.

Liverpool will remain a city of opportunity for all where creativity, enterprise and innovation are encouraged, building on a sustainable legacy of investment from the 2008 European Capital of Culture for future generations.

For those working with the most vulnerable and disadvantaged, Liverpool will embed an inclusive service culture which gives effective and timely support when needed in this way whilst we endeavour to constantly improve outcomes for our young people via our universal services. We are determined to narrow the gap between the most vulnerable and disadvantaged and the majority via early intervention and specialist support services.

Finally, as a city we shall all work to strengthen and support our understanding of community diversity, to uphold the values of family life and to take a public and proactive stand against abuse, bullying, violence, racism and all other forms of discrimination.

City Vision

The key drivers, visions and outcomes are shown on the following page; all of which are underpinned by the strategic vision and agenda for children and young people.

Liverpool 2024: 'A Thriving International City'

Drivers:	Competitiveness	Connectivity	Distinctive Sense of Place	Thriving Neighbourhoods	Health & Wellbeing
Visions:	<p>By 2024, Liverpool will be Competitive on the world stage with a sustainable business sector and strong knowledge economy, supported by a workforce drawn from citizens who have lifelong learning ambition and competitive levels of aptitude and skills</p>	<p>By 2024, Liverpool will be Connected, by high quality transport and communications links to international, national and regional markets, enabling the flow of goods, people and information</p>	<p>By 2024 Liverpool will be Distinctive from our overseas competitors, harnessing the diversity and creativity of our people and of our cultural and physical fabric</p>	<p>By 2024, Liverpool will be Thriving, with a dynamic third sector and neighbourhoods that are clean, safe and sustainable and that embrace the global challenge of climate change</p>	<p>By 2024, Liverpool will be Healthy, with reduced inequalities, improved wellbeing and opportunities for all to live positive independent lives</p>
Outcomes:	<p>1. Increased sustainable wealth creation, jobs and businesses, particularly in the knowledge economy</p> <p>2. A larger, more skilled workforce through improved skills and qualifications</p>	<p>3. Connecting Liverpool as an international gateway for goods, people and information</p> <p>4. Connecting Liverpool - improving public transport, reducing congestion and enhancing pedestrian movement</p>	<p>5. Cultural, tourist, business and retail destination of choice.</p> <p>6. Improved housing standards, choice and affordability</p>	<p>7. A dynamic third sector, efficient, effective and responsive local services with a cleaner greener environment</p> <p>8. Shared action to address climate change and environmental sustainability</p> <p>9. Reduced crime, fear of crime, disorder, anti-social behaviour and substance misuse</p> <p>10. Cohesive open communities that value diversity</p>	<p>11. Improved health, wellbeing and reduced health inequalities</p> <p>12. Improved opportunities for independent living and for children and families to thrive</p>



Key Priorities

The key actions, implementation dates, funding sources and lead partner(s) for each of the following priority areas can be found in the full version of the CYPP.

BE HEALTHY

Ref	Priority Title	Lead officer(s)
A.1.	Reduce childhood obesity and promote a culture of physical activity and healthy eating	Stephen Tiffany
A.2.	Improve oral health, infant mortality and breastfeeding rates	Maria Cody Suzanne Metcalfe
A.3	Tackle drugs and alcohol misuse by children and young people	Jason Grugan
A.4	Reduce under -18 conceptions and improve young people's sexual health (Chlamydia Screening).	Karen Lawrenson Susie Gardner

STAY SAFE

Ref	Priority Title	Lead officer(s)
B.1.	Improve placement stability for looked after children	James Clarke
B.2.	Reduce the risk of abuse, domestic violence, bullying and anti-social behaviour	Paul Dagnall Alison Stathers- Tracy Alan Renshall
B.3	Support for looked after children placed at home	James Clarke
B.4	Identify privately fostered children and young people	James Clarke
B.5	Evaluation of serious case reviews	Alan Renshall

ENJOY AND ACHIEVE

Ref	Priority Title	Lead officer(s)
C.1.	Improve the attainment of pupils across the early years and at the end of key stage 1 and key stage 2	Sue Shinkfield Jo Olsson
C.2.	Improve attendance and behaviour of learners	Ron Collinson Ken Roberts
C.3	Improve attainment of pupils at the end of Key Stage 4	Peter Thorpe

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C.4.	Improve the achievement of children in care, those from under-achieving Black and racial minority communities, and young carers	Sue Shinkfield Colette O'Brien
C.5	Improve early diagnosis and family support for disabled children and children with special educational needs	Lesley Wright

MAKE A POSITIVE CONTRIBUTION

Ref	Priority Title	Lead officer(s)
D.1.	Reduce the number of first time entrants into the criminal justice system and prevent re-offending by young people	Aileen Shepherd
D.2.	Audit and evaluation of outcomes for children and young people as a result of their participation	Chester Morrison
D.3	Increase access to positive activities for children and young people, and continue to develop and strengthen a community based, sustainable, flexible and high quality network of play and youth service provision within communities	Ken Roberts Chester Morrison

ACHIEVE ECONOMIC WELLBEING

Ref	Priority Title	Lead officer(s)
E.1.	Reduce the number of young people not in education, employment or training (NEET)	Lesley Halsall
E.2.	Increase number of young people achieving Level 2 and Level 3 qualifications at age 19	Hugh Milroy
E.3.	Increase the availability of long term tenancies for care leavers	Steve Moutray

LEADERSHIP AND MANAGEMENT

Ref	Priority Title	Lead officer(s)
F.1.	Further development of locality based integrated working	Helen Winrow
F.2.	Provide increased management capacity to support vulnerable children and those subject to a child protection plan	Sandra Campbell
F.3.	Review management of support and challenge services to schools	Tim Warren

Liverpool CYPP Needs Assessment

PRIORITY AREAS	SOURCE	KEY INDICATORS (# denotes those included in the LAA)
Be Healthy		
Reduce childhood obesity and promote a culture of physical activity and healthy eating	Priorities Meeting 2008 CYPP workshops 2008 Joint Strategic Needs Assessment National Child Measurement Programme	NI 52 Take up of school lunches NI 55 Obesity Reception year children NI 56 Obesity – Year 6 primary # NI 57 Participation in high quality PE and sport
Tackling alcohol and substance misuse	Priorities Meeting 2008 Tellus 3 Survey 2008 CYPP workshops <i>Your City Your Future</i> survey 2008 Joint Strategic Needs Assessment 2008 DAAT Needs Assessment 2008	NI 115 Substance misuse by young people (PSA 14) #
Improve oral health, infant mortality rates and breastfeeding initiation rates	APA Letter 2008 Priorities Meeting 2008 <i>Your City Your Future</i> Survey 2008 0-5 Sure Start sub group Joint Strategic Needs Assessment	NI 116 Proportion of children in poverty (PSA 9) # NI 53 Prevalence of breastfeeding at 6 – 8 weeks from birth (PSA 12) #
Reduce under-18 conceptions and improve young people's sexual health (Chlamydia Screening).	APA Letter 2008 Priorities Meeting 2008	NI 112 Under 18 conception rate
Stay Safe		
Improve placement stability	Priorities Meeting 2008 State of Care in the City debate 2008	NI 62 Placement stability of looked after children: number of moves (DCSF Departmental Strategic Objective) NI 63 Placement stability of looked after children: length of placement (DCSF DSO) Local PI Net increase in foster carers
Evaluation of serious case reviews	APA Letter 2008	Ofsted grades for each Serious Case Review
Improve outcomes for looked after children placed with parents at home	Priorities Meeting 2008	NI 99 Looked after children reaching level 4 in English at Key Stage 2 (PSA 11) # NI 100 Looked after children reaching level 4 in maths at Key Stage 2 # NI 101 Looked after children achieving 5 A*-C GCSEs or equiv. at Key Stage 4 including English and maths # Also local indicators relating to: medical and dental reviews / attendance at school / placement moves

Liverpool CYPP Needs Assessment

PRIORITY AREAS	SOURCE	KEY INDICATORS (# denotes those included in the Local Area Agreement)
Identify privately fostered children and young people	Priorities Meeting 2008	PAR0004 : Identify privately fostered children and young people (local PI)
Reduce risk of abuse, domestic violence, bullying and anti-social behaviour	Tellus 3 survey 2008 CYPP workshops 2008 <i>Your City Your Future</i> survey 2008	NI 69 Children who have experienced bullying NI 58 Emotional and behavioural health of children in care (DCSF DSO 7)
Enjoy and Achieve		
Improve Standards	Standards Meeting 2008 APA Letter 2008 CYPP workshops 2008	The statutory education indicators for children and young people within the Local Area Agreement # i.e. NI 72 Achievement of at least 78 points across the Early years Foundation Stage with at least 6 in each of the scales in PSE development and Communication, Language and Literacy NI 73 Level 4 or above in English and Maths at Key Stage 2 (Threshold) PSA 10 NI 75 5 or more A*- C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10 NI 87 Secondary school persistent absence rate DCSF DSO NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11 NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11 NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11 NI 95 Progression by two levels in English between Key Stage 2 and Key Stage 3 PSA 11 NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11 NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11 NI 101 Children in care achieving 5 A* - C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)

Liverpool CYPP Needs Assessment

PRIORITY AREAS	SOURCE	KEY INDICATORS (# denotes those included in the Local Area Agreement)
Enjoy and Achieve		
Improve attainment of pupils at the end of Key Stage 4	Standards Meeting 2008	NI 75 Five or more GCSE A* to C grades incl. English and Maths (Threshold) (PSA 10) # NI 78 Five or more GCSE A* to C grades incl. English and Maths (Floor) (PSA 10)
Improve attendance and behaviour of learners	Priorities Meeting 2008 Standards Meeting 2008	Linked to school-based targets
Improve the achievement of children in care, those from under-achieving BRM communities and young carers	Priorities Meeting 2008 Standards Meeting 2008	NI 99 Looked after children reaching level 4 in English at Key Stage 2 (PSA 11)# NI 100 Looked after children reaching level 4 in maths at Key Stage 2 # NI 101 Looked after children achieving 5 A*-C GCSEs or equiv. at Key Stage 4 including English and maths # NI 107 Key Stage 2 attainment for Black and minority ethnic groups NI 108 Key Stage 4 attainment for Black and minority ethnic groups
Improve early diagnosis and family support for disabled children and children with special educational needs	Priorities Meeting 2008 Schools Survey 2008	NI 103 Special Educational Needs – statements issued within 26 weeks NI 104 The Special Educational Needs (SEN)/non SEN gap – achieving key Stage 2 English and Maths threshold NI 105 The Special Educational Needs (SEN)/non SEN gap – achieving 5 A*-C GCSE including English and Maths
Make A Positive Contribution		
Reduce number of first time entrants into youth justice system and prevent re-offending by young people	Priorities Meeting 2008	NI 19 Rate of proven re-offending by young offenders # (PSA 23) NI 111 First time entrants to youth justice
Audit and evaluate the outcomes for young people as a result of their participation	APA Letter 2008 State of Care in the City debate 2008	
Increase access to positive activities for children and young people and continue to develop and strengthen a community based, sustainable, flexible and high quality network of play and youth service provision within communities	CYPP workshops 2008	Local PI Percentage of young people 13-19 gaining a recorded outcome (BVPI 221a until 31 March 2009) Local PI Percentage of young people 13-19 gaining an accredited outcome (BVPI 221b until 31 March 2009) NI 110 Young People's Participation in positive activities

Liverpool CYPP Needs Assessment

PRIORITY AREAS	SOURCE	KEY INDICATORS (# denotes those included in the Local Area Agreement)
Achieve Economic Well-being		
Increase attainment of Level 2 qualification by age 19	Priorities Meeting 2008	NI 79 Achievement of Level 2 qualification (PSA 10) NI 80 Achievement of Level 3 qualification (PSA 10) # NI 81 Inequality gap in achievement of Level 3 qualification at age 19 (DCSF DSO) NI 82 Inequality gap in achievement of Level 2 qualification at age 19 (DCSF DSO)
Reduce NEET and over representation of Black and ethnic minority groups	APA Letter 2008 CYPP workshops 2008	NI 117 16 to 18 year olds in NEET (PSA 14) # NI 45 Young offenders engagement in suitable EET
Increase availability of long term tenancies for care leavers	APA Letter 2008 CYPP workshops 2008 State of Care in the City debate 2008	NI 147 Care leavers in suitable accommodation (PSA 16)
Leadership and Management		
Further development of locality based integrated working	Are We There Yet?	Local PI Number of CAFs NI 59 Percentage of initial assessments for children's social care carried out within 7 working days of referral
Provide increased management support capacity to support vulnerable children and those subject to a child protection plan	Joint Area Review 2007 National safeguarding guidance	New PI Turnover of social workers in safeguarding support teams New PI Number of children in care New PI Number of children with a child protection plan New PI Number of referrals made to children's social care
Review management of support and challenge services to schools	National Challenge BSF	Achievement targets set out in BSF and National Challenge documentation, and the key performance indicators relating to priorities relating to <i>Enjoy and Achieve</i> and <i>Achieve Economic Well-being</i> outcomes

KEY ACHIEVEMENTS

Be Healthy

Our overall judgement is Outstanding (grade 4) * *using grade descriptors published by Ofsted in relation to the inspection of children's services*

- In the Health Care Commission Annual Health Check 2007/8 both Liverpool PCT and Alder Hey Children's NHS Foundation Trust were rated as excellent for quality of services and good for use of resources. The Women's Hospital was rated good for quality of services and excellent for use of resources. The Core Standards were fully met. Alder Hey Children's NHS Foundation Trust also achieved World Health Organisation accreditation as a health promoting hospital – the first in England.
- The Alder Hey specialist CAMHS Tier 3 service, delivered through three geographical teams, has incorporated a novel method of responding to demand. It is the 'Choice and Partnership Approach'. Whilst this does not address the needs of all referrals, it has significantly reduced waiting times for many.
- The 'Father and Sons' project led by Alder Hey for Black and racial minority communities was a highly successful and innovative intervention utilising culturally appropriate methods of working.
- The FAST (Families and Schools Together) project is a well evidenced community engagement approach being delivered for the first time in the UK in Liverpool, led by an Alder Hey clinician.
- We are developing a Targeted Mental Health service in schools as part of the phase 2 roll-out. This will provide innovative and holistic services to pupils aged 5 to 13 years at risk of, and/or experiencing, mental health problems; and their families. The schools where the service will be based from August 2009 are Clifford Holroyde, Ernest Cookson, Hope and Lower Lee schools, together with the Pupil Referral Unit.
- 88% of 5 to 16 year olds received two hours of physical education and sport per week (up from 55% in 2005).
- 84% of 11 year olds could swim 25 metres (up from 50% in 2005)
- A "Transforming school food" strategy was launched and a £4m three - year programme funded by Liverpool PCT with salad bars provided to 55 schools and free hot meals in Pupil Referral Units.
- The Liverpool *Hit the Ground Crawling* support project for young fathers, was awarded 2nd place at the annual Liverpool Women's Hospital's Excellence Awards in the category of partnership working
- The success of SmokeFree Liverpool has been followed up by SmokeFree Kids with a social marketing campaign and multi-agency action to reduce exposure of children to second-hand smoke.

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- Liverpool PCT set up an Accident Board to co-ordinate a review, produce and monitor an Accident Prevention Strategy under the chair of the Director of Public Health, who also chairs the Child Death Overview Panel.
- There is evidence of narrowing the gap in terms of infant mortality and a target to reach the England average by 2014.
- Due to increased investment of resources the number of children waiting for speech and language therapy was reduced from 351 in April 2008 to 270 in September 2008. Further investment was agreed which will reduce this again.
- A new short-breaks unit for disabled children was opened, jointly funded by Liverpool PCT and City Council.

Stay Safe

Our overall judgement is Good (grade 3) * *using grade descriptors published by Ofsted in relation to the inspection of children's services*

- The number of care leavers in suitable accommodation improved from 79% to 92%.
- The percentage of children in care who were adopted rose from 7.9% to 8.5%.
- The Common Assessment Framework Co-ordinator post has been successful in promoting the use of the Common Assessment Framework, with numbers exceeding targets, and an evaluation of the quality of the CAFs completed has been commissioned from Barnardo's.
- A focus on identifying privately fostered children led to 9 children being identified throughout the year, as opposed to none in the previous year.
- The school attendance of Looked After Children placed in Liverpool was better than the local authority average and the number of looked after children missing 25 or more days dropped for the second consecutive year from 19.5% in 2006 to 13.1%.
- Opening of a new residential home for young people.
- Successful bid to pilot a Social Care Practice for Looked After Children.
- Collaboration between Merseyside Police and Children's social care staff on Operation Staysafe was picked up as best practice and promoted in the Youth Crime Action Plan.
- Improved commissioning of placements for children in care resulted in substantial savings and improved quality assurance monitoring.
- A further 2% reduction in bullying reported by children in the annual Anti-bullying audit.

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Enjoy and Achieve

Services dedicated to raising the achievement of children and young people are judged to be good. * *using grade descriptors published by Ofsted in relation to the inspection of children's services*

The focus on narrowing the achievement gap against national outcomes ensures continued rates of improvement at Key Stage 4 that build on improvements in the Early Years Foundation Stage and Key stages 1, 2, and 3 - an achievement sustained over a period of several years. Some significant achievement gaps have been narrowed or closed in respect of specific vulnerable groups targeted for additional support and intervention.

Schools receive effective support to develop innovative curriculum approaches matched to the needs of the pupils. The four Travel to Learn Partnerships have focused, through the Partnership Support and Challenge process, on developing a wider range of curriculum offers, including diplomas, to better meet the needs of learners. We link closely with the BSF team to ensure Wave 6 design briefs reflect the innovative curriculum opportunities that will be available as the 14-19 reform programme is rolled out. Effective support has been provided to enable schools to build on the implementation of Assessment for Learning, ensuring that increasing numbers of pupils are actively engaged in their own learning, in self-review and peer review. Support has been effective in enabling schools to play a full part in the city's Capital of Culture year.

Effective consultation with schools has ensured that plans are in place to address the issues of leadership succession. Procedures leading to the appointment of head teachers have been successful in the main.

Services provided to schools by the teams within the service are increasingly well-co-ordinated. The balance of support and challenge provided to schools is effective. There is appropriate focus on those schools that give cause for concern. Local Authority funding proposals for the 13 National Challenge schools were accepted and national curriculum advisors are all in place.

- **Early Years Foundation Stage:** NI 72 showed an improvement of 4.2% in increasing the number of children who achieved an average FSP score of 78+ points at the end of the Early Years Foundation Stage. NAA rating NI 72 judged our FSP data to be secure
- **Key Stage 1:** attainment in reading and writing at L2B+ has improved and narrowed the gap with national outcomes. Performance in mathematics has also improved at L2C+ and L2B+ and is now in line with national outcomes. Performance in mathematics at L3 is better than national outcomes
- **Key Stage 2:** significant improvement at L4+, year on year, change being upper quartile for English and mathematics combined and within the top 40 local authorities for 2007-2008. Improvements in English, reading and mathematics at L4+ are also upper quartile. As a result, performance at L4+ in both English and mathematics is closing the gap with national outcomes
- **Key Stage 3:** Liverpool made significantly higher gains at L5 and L6 than were made nationally in the core subjects of English, mathematics and science. Liverpool is now in line with national attainment for level 6 in English at key stage 3
- **GCSE:** following strong year on year progress, Liverpool pupils achieved as well as all pupils nationally by the 5A*-C GCSE and equivalent measure in summer 2008

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- **14 to 19:** Liverpool has been particularly successful through the “Gateway Process” and by September 2009, nine of the first ten diplomas will be an option in most parts of the city.
- **EMTAS/LACES:** through sharply focused support programmes for individuals and groups, vulnerable Black and racial minority and looked after learners have made significant progress in many subject areas and key stages this includes a “recently arrived” young person who sat the Arabic A level and achieved a result that placed her in the top 10% nationally
- **Neighbourhood Learning Directors** have worked successfully on the implementation of the statutory duty to cooperate by developing effective partnership working arrangements within and across schools, neighbourhoods and agencies to safeguard vulnerable children and families and have also maintained a programme of tailored support to individual and groups of schools through Learning Networks
- **Behaviour/Attendance:** Liverpool schools have continued to make significant progress in reducing persistent absence, exceeding the DCSF target. The reduction in the level of exclusions from schools has been maintained and additional resources have been invested in behavioural support strategies in schools, including support for parents

Make a Positive Contribution

We judge our work in this area to be good with some outstanding features as we continue to embed active participation of children and young people into service design and delivery; and continue to make excellent progress in increasing the number of young people on pathways to success through engagement in positive activities, reductions in NEET and effective actions to tackle anti-social behaviour and crime.

- The number of young people gaining an accredited outcome as a result of their participation in youth work continues to increase from 49% in 2007-08 to 65% in 2008-09. The National Youth Agency report published January 2009 indicates Liverpool is ranked 6th highest for performance in this area and ranked 14th for the number of young people who participate in activities. The number of young people in contact with the service has increased by 39% when compared with figures for 2007-08.
- The Creative Café project led by young people won a National Youth Service award.
- The YOF allocation process was changed following the recommendations of young people and as a result two substantial capital projects are being developed each year to ensure a long term legacy. Projects being developed in 2008-09 include Knotty Ash Youth Centre being developed as a specialist music provision with additional grant being provided by the Home Office for £48k of musical instruments. Consultation with young people also resulted in the Youth Capital Plus being invested in development of an Integrated Youth Support Centre in an area providing pupil referral unit/alternative education provision during the day and evening/ weekend provision for the local community.
- School Councils have influenced a range of policies and services in schools including school meals, playground facilities, anti bullying initiatives, First Aid training for pupils, recycling and school travel plans. The Tellus Survey indicated 15% of those surveyed felt their views were valued a ‘great deal’ compared with the national average of 12%.

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- The number of looked after children and young people who participated in statutory reviews has increased from 79.3% in 2007-08 and is on track to achieve 92%.
- Auditing of children and young people with disabilities/SEN in selecting out of school provision indicated 99% of 'first choice' being arranged. 20% of young people were surveyed in September and the evaluation indicates high levels of satisfaction with young people identifying increases in socializing/friends and confidence as major outcomes.
- The number of young offenders on the pathway to success by being in education, or employment with training at the end of their order has increased from 73.08% in 2007-08 and is on track to exceed the target of 77.5% (December figure of 79.3%). This compares well with the national average (2007-08) at 71.7% and other core cities which ranged from 54.6% to 68.2%.
- The range and quality of suitable accommodation for young offenders has increased through joint work with Supporting People and housing. Two young offenders moved into their own flats as part of this work. The service target of 90% for suitable accommodation is being exceeded and currently stands at 96%.
- The DISARM Strategy for tackling knife, gun and gang issues was developed across Children's Services, Community Safety, the Third Sector and Merseyside Police and other key partners including community representation. In 2007/08 the service saw a decrease by almost 5% on the previous year. The revised outturn for first time entrants sets an ongoing target of a year on year reduction of 5% which although not unachievable is a significant challenge. The number per 1000 still compares well with other core cities (Liverpool 12 per 1000, Newcastle 37 per 1000). The measure for the rate of re-offending has changed this year from numbers of young people to numbers of offences. A comparison of the same period for 2007-08 with 2008-09 for rate of re-offenders shows a reduction from 24.2% to 17.9%. The mid point data for the new measure is on track at 57 (target 162) but there is currently no national or local comparator data for this performance.
- Arrangements for Integrated and Targeted Youth Support are active through Team around the School and Locality Teams. Case studies are available to show multi-agency early intervention bringing about positive outcomes for young people.

Achieve Economic Well-being

We judge that the actions taken to support children and families towards maximising their economic wellbeing to be good with some outstanding features.

An example has been the outstanding participation of children and young people in the European Capital of Culture initiatives of 2008; this participation is assured in the activities planned for 2009 and beyond. In these activities in particular, children have designed their own contributions and within the mass take up offered by universal opportunity there has also been targeted opportunity ensuring disabled children and those from Black and racial minority communities and their parents have also become fully involved. The overall contribution of children and young people to these enormous community programmes was outstanding.

- The Childcare Information Strategy has put in place measures which are based on meeting the full range of needs. Diverse groups of parents and carers are offered a good range of flexible and affordable childcare places. The information about this range of child-care opportunities is outstanding and the support available to minimise the financial stress on families of childhood activity is very good.

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- The Children Centre programme is ahead of national targets, providing families with excellent advice and support through multi-agency and partnership working, especially for hard to reach groups. Information is provided in 11 languages not including English.
- The Children's Information Service has excellent links with Job Centre Plus and with community and childminder networks to ensure that parents/carers get appropriate advice on benefits and tax credit exemptions. Families can easily access adult and community learning opportunities to improve job prospects and their learning skills. Targeted initiatives with free childcare to encourage parents to return to work/training have been successfully rolled out as part of the Neighbourhood Renewal Strategy.

- As evidenced by the Joint Area Review report published in 2008:

the 14-19 Learning Partnership provides effective strategic leadership and direction for the development of 14-19 provision. Working groups are in place to effectively manage and implement a strategy for the curriculum, and provide information, advice and guidance. A Vulnerable Learners' Group has quickly established priorities based on a good analysis of needs and performance data. School consortia or 'collaboratives' have been well established, improving the quality of 16-19 education, training and collaboration between schools, the further education college and work-based learning providers. Post-16 provision, underpinned by the Learners Entitlement, has broadened the curriculum, increased the mobility of young people, and raised rates of recruitment and attainment significantly to enable the partnership to meet the government's September Guarantee of a place in learning for all young people at the end of Year 11. Good action plans are in place in most collaboratives to take the work forward, although a few do not set specific, time-limited targets.

- In addition, the Liverpool 14-19 Partnership includes all stakeholder groups and oversees all developments relating to capital plans, quality assurance and protocols. The group ensures the effectiveness of partnership provision through an annual cycle of review and challenge. There is a clear plan in place for the delivery of the Entitlement by 2013 and all schools and colleges have been involved in the development of the plan. School specialisms and planned BSF facilities have informed the identification of lead institutions for each Diploma line.
- To manage the extended curriculum schools and colleges have been grouped into four 'Travel to Learn Partnerships' each having a linked 14-19 officer. These partnerships are building on existing good practice in collaborative delivery and include special schools. These partnerships are responsible for the local delivery of the entitlement and as part of their remit, plan infrastructure development collaboratively including:
 - Partnership management of DSG funding for practical learning;
 - Partnership management of transport
 - Partnership Curriculum planning 14-19 including maximising BSF opportunities and school specialisms
 - Partnership Quality Assurance;
 - Partnership Information Advice and Guidance arrangements.
- Liverpool has gained a reputation of being at the forefront of diploma delivery, in particular in the innovative approaches to delivering diplomas. We have already developed off-site provision but have ambitious plans, using other capital funds, to create Diploma Learning Zones in key sectors which reflect the economic growth in

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the local area. The roll out of the first five diploma lines commenced in September 2008 and Liverpool is one of only ten areas in the country to do so.

- Information Advice and Guidance has high priority at all levels. The 'i-chooseliverpool' brand includes both an online and paper based prospectus, a suite of support materials, an *i-choosediplomas* resource includes a common application system. All aspects of the brand are produced in consultation with a learner user groups and are recognised nationally as effective practice.
- Good collaborative working between individual schools and the college underpins the ongoing improvement of achievement at 14-16. The proportion of young people gaining five or more A*-C grades at GCSE has risen significantly from 40.2% in 2002 55.3% in 2006 to 66.1% in 2008. This places Liverpool above the national average for the first time.
- The 14-19 partnerships continue to work to agencies to narrow the gap in attainment for vulnerable learners and to improve the percentage of looked after children age 16 engaged in education employment and training and support their transition from children's to adult services. The provision of Skills Clubs and a flourishing Increased Flexibility Project continues to be highly effective in providing pathways for those at risk and disadvantaged to ensure continued participation and improved progression and attainment.
- The proportion of young people achieving a level 2 qualification to age 19 has increased to 64% and Level 3 to 35%.
- NEET has now fallen to 9.0% (September 2008) and is now only 0.5% above the national average. Strategies are in place to deliver the raising of the compulsory age of participation.

Leadership and Management

Ambition

This year for the first time, one of our key ambitions was achieved. For Liverpool to achieve and surpass the national average for any public service/performance indicator is a considerable challenge, and to have done so in one of the most essential elements (i.e. five good GCSEs) provided public recognition of outstanding performance. It also emphasised our belief that Liverpool's position as the most deprived local authority in England need not be an excuse for mediocrity or lack of ambition.

A significant challenge for Liverpool First for Children and Young People will be to meet and exceed the national average in many of the other key indicators across all five of the *Every Child Matters* outcome areas.

The following points explain how the city council and its strategic partners will progress towards this ambition.

Prioritisation

In management terms, six broad strands will be prioritised throughout 2009/10. The following approaches are seen as essential strategic steps that will provide maximum impact towards the achievement of our key priorities and actions.

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- In October 2008 the Audit Commission's national report '*Are We There Yet?*' presented findings from research undertaken into the progress local councils and their partners were making in developing children's trusts. The report incorporated a self assessment toolkit which has provided a number of timely and challenging questions regarding the progress towards integration of those providing services to children and young people. During 2009/10 Liverpool First for Children and Young People intends to measure its progress against those criteria which include issues such as the extent of shared understanding of children's needs across the city, the extent of shared performance indicators, shared and pooled funding and other resources. The specific management priority actions included within the CYPP (Priority F1) will contribute towards progress in this area as will a review of the sub structure which underpins the work of the Liverpool First for Children and Young People executive; the outcome of which will be implemented from April 2009
- As a response to challenges arising from further review by Lord Laming and further ministerial challenge arising from the much publicised Haringey child protection case, the city council and its strategic partners will review local governance arrangements/ protocols and their effectiveness in respect of safeguarding. Although current arrangements were highly praised during the 2007 Joint Area Review, the Local Safeguarding Children Board will be reviewed, an independent chair will be sought, and management and front line resourcing practice and recording will be evaluated.
- The local Partnership has successfully proceeded with seven Wave 2 Building Schools for the Future (BSF) schemes during 2008. However, the much larger 22 scheme Wave 6 BSF will need to be progressed during 2009. The resource allocation and balance between challenge and support to schools will need to reflect these prospects, and these areas will be considered throughout the remainder of the 2009 academic year.

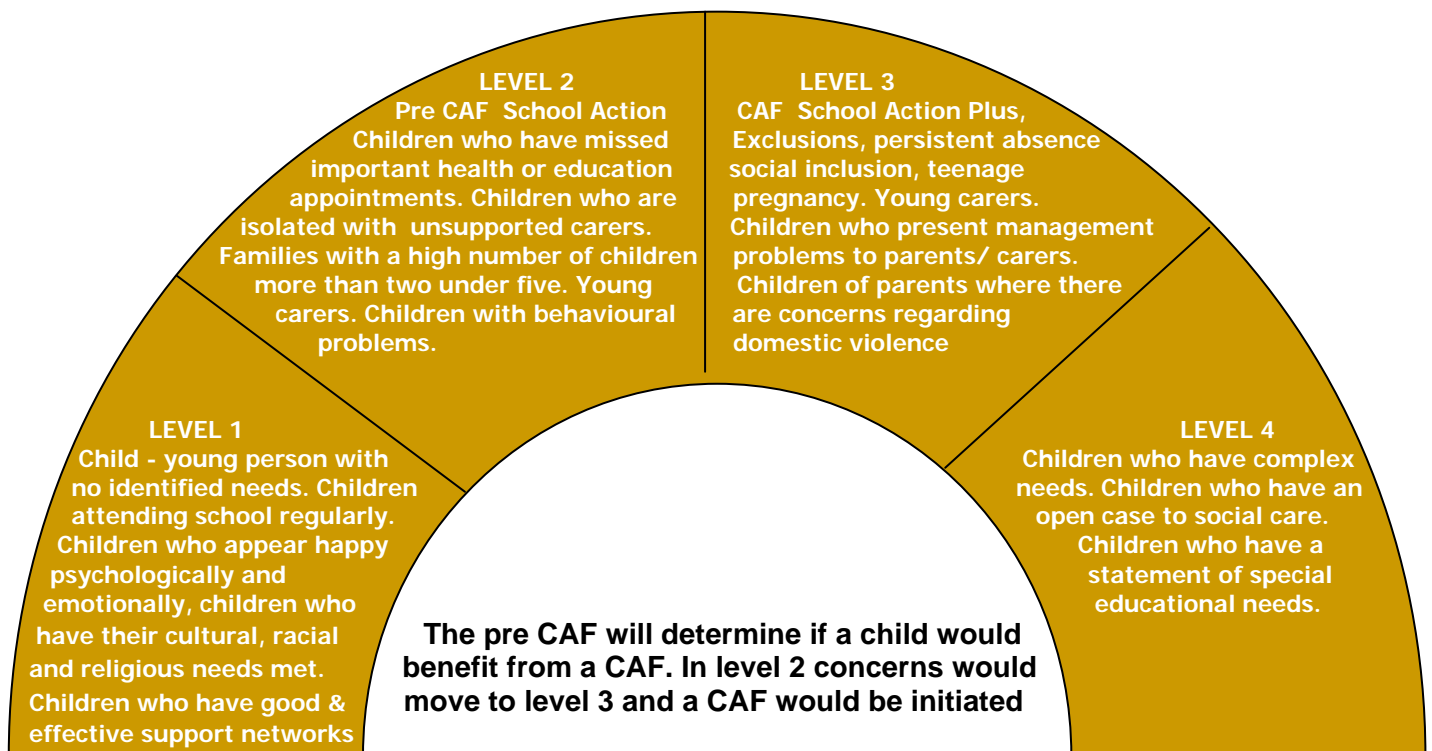
Building Schools for the Future offers an unprecedented opportunity to transform methods of learning and the physical learning environment. We are determined to produce world class learning environments and resources which support an individual thirst for learning and help deliver the transformational 14-19 reform agenda including through increased access to off-site learning including the city's assets. These include council facilities (such as Croxteth Hall for the Environment and Land Based Diploma) and the development of skills centres (including use of the city learning centres). The intention is to build on the model of sector based learning zones such as the Inspire IT Centre in Kirkdale and the Health Learning Zone in Alder Hey Children's Hospital. Both these innovative centres have already hosted learning visits and, in the case of Inspire, a ministerial visit.

- Extending the range of 14-19 curriculum opportunities is specifically designed to prepare young people better for the world of work and to increase employability skills. This will be achieved by extending the 14-19 pathways whether through the general route (GCSEs and A levels), apprenticeships with bespoke skills, diplomas (a mix of general and applied learning) or from 2010 through the Foundation Learning Tier for learners operating at Entry level or level 1. All institutions and partnerships have targets of increasing attainment at level 2 at 19 as this is regarded as the minimum benchmark for employability.

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To extend employer engagement we have already funded additional posts in Liverpool Compact Education Business Partnership to extend the number of employers engaged. To date we have over 300 employers directly engaged with the delivery of the new Diplomas which are directly related to the world of work. Our ambition is to make Liverpool a city renowned for skills development and for this readily available trained workforce to act as a catalyst for inward investment.

- Considerable progress has been made by Liverpool First for Children and Young People in raising awareness of the thresholds between different levels of need and the most appropriate service delivery within each threshold.



Level 1: *Universal Services*

Level 2: Children with additional needs, sometimes known as '*early intervention*'

Level 3: Children with complex needs, sometimes known as '*targeted support*'

Level 4: Children in need of protection/at risk of significant harm – sometimes known as '*specialist support*'

- These thresholds and the increasingly appropriate use of the Common Assessment Framework must be used throughout 2009/10 to reduce the over-reliance on specialist services and the under utilisation of neighbourhood multi-agency working focussed on early intervention. This issue will be the focus of neighbourhood based training throughout 2009/10 beginning with a major city wide awareness raising event in March 2009. The outcome must see an increase in early intervention and prevention activity by all members of the Partnership.

Use of Resources

Our use of resources, whether this is grant funding, jointly commissioned expenditure or base budget, is under constant review and benchmarking is undertaken with comparative

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partnerships. Both the extent to which we provide value for money and focus expenditure on key priorities are key indicators of efficient and effective management performance.

Children's services have systematically revised the way in which service providers are commissioned and grant funded. All providers are now required to meet transparent and objective delivery criteria, and 'traditional' re-occurring grants are a thing of the past. The re-commissioning of non-local authority foster care places has been particularly successful at driving down cost and enabling funds to be re-invested in other front line social care services.

Capacity

In the past there had been some concern that the city council's overall financial standing might undermine the capacity of Liverpool First for Children and Young People to provide support to children. This was expressed in the 2007 Joint Area Review report. Since that time, Liverpool First for Children and Young People has benefited from considerable revenue and capital funding from central government grant, Liverpool PCT, and the BSF programme. During 2008, the city council's financial standing improved considerably enabling a much more positive and confident position and prospect in respect of capacity.

Throughout 2009/10, it is anticipated that the partnership between the local authority and the PCT will flourish and that further joint funding of initiatives and targeting of areas for development will be enabled, particularly in respect of obesity levels, teenage pregnancy, Aiming High for Disabled Children, breast feeding, and exercise programmes for children and young people.

There has been a recently commissioned review of the child and adolescent mental health service. Its interpretation and implementation will be progressed during 2009/10.

The BSF scheme was formerly managed entirely from within the local authority's Children's Services team but is now a key priority for the whole council and benefits from joint management across three professional areas (finance, construction, education). This has provided invaluable and considerable management capacity in specialist fields.

The partnership between key Children's Services practitioners from the Youth Service and Youth Offending teams with the Police and community safety providers resulted in 2008 in some highly innovative and successful interventions. This will continue throughout 2009/10 and provided significant effective and efficient use of resources, where the sum of the combined efforts of the partners is greater than that of them all working on individual interventions.

The 2008 Capital of Culture activities have now been widely recognised as successful. These programmes involved thousands of opportunities to participate and this success has increased the interest from both the young people themselves and the partnership in creative opportunities. The City Council and its strategic partners intend to exploit the positive legacy from the Capital of Culture year and there is already evidence of the increased funding, confidence and interest in these positive activities for young people.

Performance Management

The corporate structures of the city council have been reviewed to create approximately 70 business units from April 2009. Twelve of them are totally focussed on children's services and a further group are in part children's services providers. Each of these business units is developing a clear and measurable business plan, to be reported upon in

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a monthly performance monitor which is widely distributed to promote transparency. All performance indicators, risk assessments and achievement levels will continue to be robustly monitored via these mechanisms.

During 2008, Council officers and counterparts working for strategic partners took part in three "OBA" challenge days; the purpose of which was to scrutinise progress and planned activity in relation to the CYPP priorities and their implementation. The introduction of Outcomes Based Accountability (OBA) during 2008 and the production of a report card for each priority area have enabled sophisticated performance measuring and management to take place. These report cards have enabled staff to accurately focus their work on specific "Narrowing the Gap" outcomes. The report cards are now to be regularly used by the city council select committees and will inform the planning process for all business units in 2009/10.

After careful consideration by the executive group, the review of the sub structure underpinning Liverpool First for Children and Young People will result in the substitution of age range focussed sub groups by those whose remit will cover each of the five *Every Child Matters* outcome areas. This will enable the entire Partnership to scrutinise and measure progress on the key priority areas and particularly those with cross cutting performance indicators, whilst providing additional performance management capacity to the overall partnership. These changes will be implemented from April 2009 and monitored throughout 2009/10.

The City Council and its strategic partners remain committed to individual target setting and staff appraisal. Each of the city council's business unit managers are required to set targets for all staff that can be easily identified within their business plan, which in turn contributes to the overall priorities of Liverpool First for Children and Young People, and the city council.

In this way, all team members will see how their performance and related operational targets contribute towards the overall strategic vision. This 'golden thread' between the individual and the corporate target will be enhanced as the understanding of outcomes based accountability approaches are further embedded across the strategic partnership.

People and Resources

Workforce Development

The Liverpool Children and Young People's Integrated Workforce Strategy sets out the key plans of the Partnership in terms of actions designed to develop integrated service delivery to children and young people, particularly those who are vulnerable.

Our first cross-agency strategy in 2007/08 had, as a major development, the design and launch of accredited programmes in leadership and management to develop competences and skills required by managers of multi-agency teams. We worked in partnership with neighbouring authorities and Chester and Liverpool John Moores Universities. In our second year we consolidated those courses in strategic leadership and multi-professional, multi-agency working and in part courses were supported by senior Children's Services staff who had completed a training programme for facilitators.

For 2009/10 significant changes will be introduced to the design of the strategy so that practitioners can more easily and more closely relate it to the literature and distinctive

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materials produced by the Children's Workforce Development Council to promote Integrated Working. In part this will relate to the themes of Common Core of Skills and Knowledge, Information Sharing, Lead Professional, Common Assessment, Multi-agency Working and Leadership and Management. Importantly, our approach to this will make very significant use of the processes and resources presented by the One Children's Workforce Tool. Managers of relevant services will be engaged in a variety of exercises that will lead to a review of the structure and composition of the Liverpool Children and Young People's Partnership's Workforce Strategy Group so that it more closely mirrors those who will report under this mechanism.

For 2009/10 there will be a significant review of the collaborative arrangement within the Learn Together Partnership, which now consists of eight authorities. Firstly, it will take cognisance of the priorities of the Cabinet of the Liverpool City Region that may include employment and skills and drive forward the development of apprenticeships. The Learn Together Partnership will work with the Strategic Health Authority's Child Health Development Programme to support the introduction of a generic children's services worker, possibly as an apprentice in the first instance. The Partnership's members will commit to examine the design and structure of their Children and Young People's Workforce Strategies with a view to creating a common template. This would be a first step to improving benchmarking between the eight authorities, followed by joint working on initiatives around recruitment and other matters, and leading to the possibility of a joint strategy.

The 2020 Children and Young People's Workforce Strategy published in December 2008 sets out a vision in which everyone who works with children and young people is ambitious for every child and young person, excellent in their practice, committed to partnership and integrated working, and respected and valued as professionals. The Liverpool Strategy will start that process but seek to ensure that the conditions for this vision to flourish are in place well ahead of 2020.

Financial Summary

The headline financial commitment from the City Council to children's services during 2009/12 will be:

- planned (net) revenue expenditure of £113.9m in 2009/10 – gross revenue expenditure in 2009/10 equates to £533.3m;
- Dedicated School Grant (schools delegated funding and centrally-retained expenditure) per pupil funding is set by the minimum cash floor mechanism of 2.0% for the three year period 2009/12 (from £4,484 in 2009/10 to £4,768 in 2011/12). The indicative total DSG for Liverpool issued in November 2008 was £270.3m in 2009/10 and £275.7m in 2010/11. These indicative figures are based on DCSF pupil number estimates which will be subject to fluctuations according to actual pupil numbers;
- access to in excess of £40m Area Based Grants (ABG) over the two-year period 2009/11;
- managing continued cost pressures (on non-local authority care placements, care and accommodation for over 18 year old unaccompanied asylum seeking children and BSF related fees);
- efficiency savings (maintaining and in some instances driving down cost of care packages, reconfiguration of SEN, amend post-16 transport provision, rationalisation of school numbers to reflect falling rolls, partnering arrangements with schools in sharing

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BSF related costs, reducing spend on agency social workers and sessional staff, reducing management costs of services which are commissioned);

- £285m of capital expenditure (including BSF) over the four-year period 2008/12; predominantly funded by some £236m external funding (Appendix 5 refers).

Typical contributions from key partners:-

ABG via Liverpool First	Liverpool PCT	Merseyside Police
<ul style="list-style-type: none"> • Diversionary activities • Extended Schools • Raising Achievement • Family Support • NEET / Connexions • Child and Adolescent Mental Health Services (CAMHS) • Children's Fund • Teenage Pregnancy • Care Matters 	<ul style="list-style-type: none"> • Teenage Pregnancy • Aiming High for Disabled Children • Healthy Food Strategy – exploring possibilities regarding Free School Meals • Speech & Language therapists (12 FTEs) • Children's Centres • CAMHS 	<ul style="list-style-type: none"> • Operation Stay Safe# • Police in Schools • Operation Safe Space#
		<p style="text-align: center;">Merseyside Fire and Rescue Service</p> <ul style="list-style-type: none"> • Arson and Anti Social Behaviour Intervention Programmes – <i>additional external funding</i> • Firefighters in secondary schools -delivering fitness and curriculum linked activities # <p><i># these are partnership initiatives</i></p>

There are many examples of in-kind commitments from multiple partners, including:

- The voluntary sector (e.g. the Parenting Strategy)
- Merseyside Police: domestic violence and support to the Local Safeguarding Children Board
- Liverpool PCT: safeguarding team and health team for looked after children

Looking Forward

During 2008/09 and 2009/10, there will be an alignment of planning and resource support provision to reflect new business units as part of the City Council's "Future Shape of the Council" agenda.

The City Council recently introduced a Value for Money toolkit and has agreed a series of service reviews over the two-year period 2009/11 as part of the on-going Gershon efficiency agenda. It is envisaged that part of the savings will be re-invested in priority areas.

The development of integrated teams is Liverpool's strategic local approach to improving the safety of children and the development of Liverpool First for Children and Young People. Extensive consultation and co-operation with all key agencies has been undertaken to establish an all encompassing 'team around the school' framework. It is envisaged that this approach will see tangible benefits by promoting multi-agency responses for children and young people at stages 2 and 3 of the threshold (see diagram on page 21).

Significant progress has been made to map out joint commissioning arrangements with key partners, particularly with Liverpool PCT and Alder Hey Children's NHS Foundation

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Trust. The table below summarises over the three joint commissioning groups (*further breakdown by service provider is shown in Appendix 5 of the full CYPP*). This energy places Liverpool in good stead in strengthening its Children's Trust foundations and will hopefully bring further targeted joint commissioning arrangements, to include joint funding initiatives and pooling of resources.

Commissioning Group	Health £000s	Social Care £000s	Education £000s	Total £000s
Social Care	0.762	20.000	0.440	21.202
Communities and Families	0.070		7.977	8.047
Inclusion	11.885	4.180	2.484	18.549
Total	12.717	24.180	10.901	47.798

Liverpool First for Children and Young People will review the structure and effectiveness of partnership arrangements in respect of safeguarding. This is an important priority area, and every effort will be made to identify the necessary budgetary provision to fund this growth aspiration from 2009/10 onwards.

Collaborative working between service and finance managers, including productive networking with other local authorities, has yielded increased grant funding towards the cost of caring and accommodating unaccompanied asylum seeking children. The on-going negotiations with central government as regards to 'specialist status' remain unresolved but Liverpool is still interested in taking up specialist status and building on the good practice recognised by Ofsted in the 2007 Joint Area Review.

Finally, but not least, Liverpool's ambitious BSF (Wave 2 and 6) programmes are a key corporate priority. At the time of writing the CYPP, the City Council is set to approve a £1m growth provision to partly fund the cost of running the BSF (and Primary Capital Strategy) Team. A strong multi-professional team will oversee the transformation agenda of Liverpool's secondary school provision for the foreseeable future. In addition, the City Council is set to ring-fence the vast majority of its unsupported borrowing limits for BSF (capital) purposes.

Risk Management

Risk management enables us to identify and manage key obstacles to the achievement of our objectives. It is a strategic tool that is an integral part of effective and efficient management and planning.

The following risks have been identified in relation to the implementation of the CYPP:

- Recruitment and retention of suitably qualified staff
- Financial risk and sustainability of services that are reliant on grant funding
- Negative effects of economic downturn/ 'credit crunch' on young people and their families
- Partnership working at the strategic level is not replicated at an operational level
- Failure of diversionary activities and bullying awareness programmes
- Care leavers unable to move from foster placements
- Net reduction in the number of foster care placements when foster care recruitment fails to match or exceed foster carer retirement

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Arrangements for Monitoring and Review

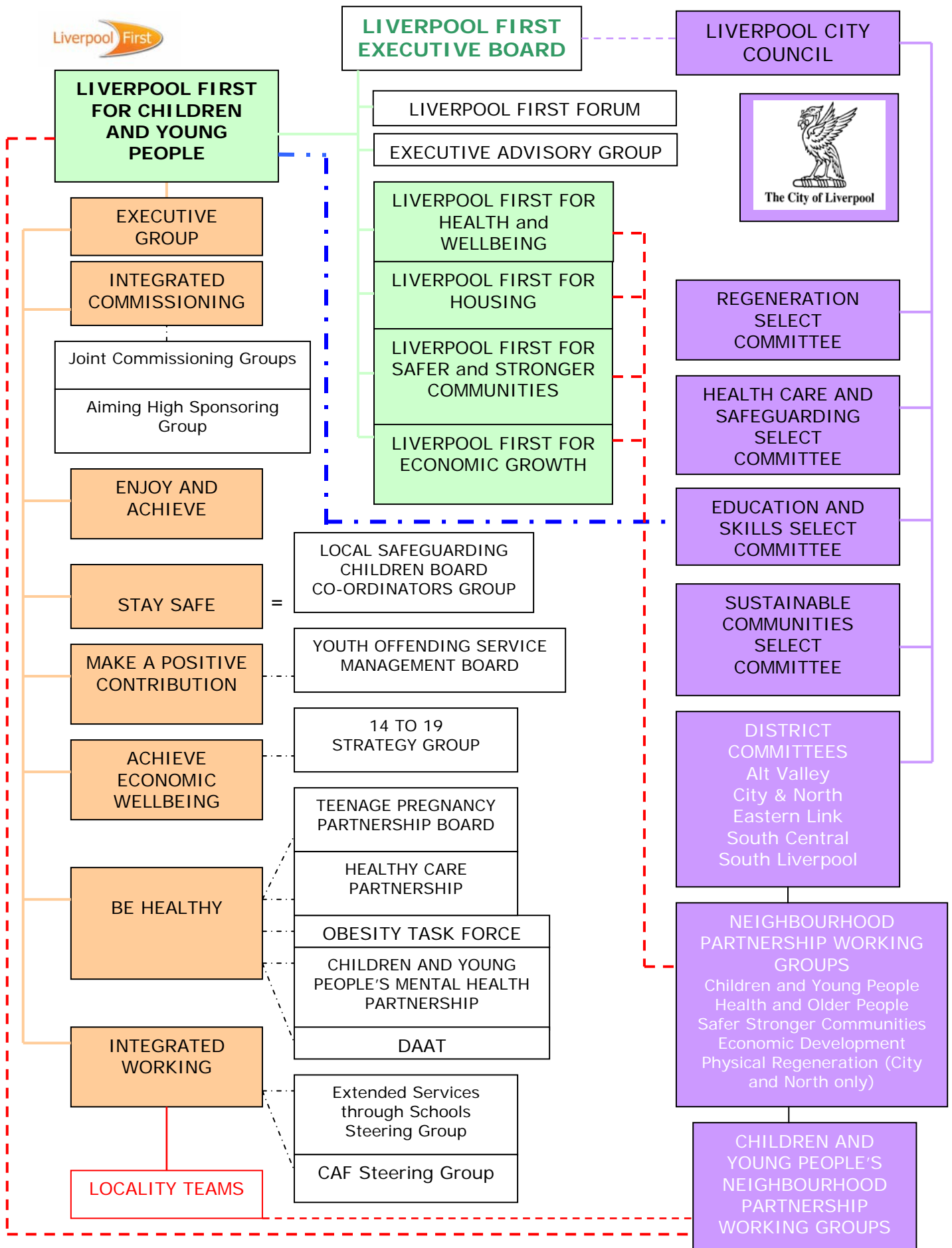
The CYPP continues to be rigorously monitored and evaluated to ensure that progress is being maintained in order to achieve the relevant outcomes for children and young people. There are four distinct but inter-related activities in place to deliver this:

- Internal monthly performance management reporting, evaluation and exception reporting by service heads to the senior leadership team responsible for co-ordinating the groups of business units responsible for children and family services within Liverpool City Council, together with regular progress reports to Liverpool First for Children and Young People, and the Education and Skills Select Committee, using the Outcomes Based Accountability model of reporting via report cards on each of the priority areas – completed and updated on three occasions during the year.
- Focus groups and opinion-sampling exercises with service users and stakeholders, particularly young people and their families.
- Work plan based scrutiny and evaluation by select committees and the boards of key agencies and partners involved in the delivery of the CYPP, and at a local level through the children and young people's neighbourhood partnership working groups; the frequency of reporting being dependent on timing and availability of relevant information.
- The Comprehensive Area Assessment as an externally moderated self-assessment exercise.

Getting in Touch

To comment on the CYPP or the way in which it is being implemented, you can either:

- **write to** the Executive Director for Children Families and Adults, at Liverpool City Council, Municipal Buildings, Dale Street, Liverpool L2 2DH,
- **send an email** to cypp@liverpool.gov.uk or
- **complete the feedback form** on the CYPP webpage.
http://www.liverpool.gov.uk/Education_and_learning/Copy_of_cypp/index.asp



KEY		
Liverpool First Strategic Issue Partnerships	Executive group and sub groups	Other Partnership Boards and Groups
City Council and Select Committees		District Committees and Neighbourhood Groups

GLOSSARY (with links to web pages where appropriate)

A	
Aiming High for Disabled Children	Aiming High for Disabled Children is the transformation programme for disabled children's services, supported by new funding and measures designed to make the system work better. The programme aims to deliver access and empowerment for disabled children and families, responsive services, timely support, and improved service quality and capacity. More information is available from: www.everychildmatters.gov.uk/socialcare/ahdc/
Annual Performance Assessment (APA)	This relates to the annual performance assessment of the specific contributions made by the local authority's education and social care functions to improving outcomes for children and young people. The APA process ended in December 2008 – to be replaced by the Comprehensive Area Assessment (from April 2009) which incorporates new arrangements for the assessment of children's services and Ofsted inspections of services for children in care and safeguarding – see CAA entry below
Area Based Grant	This is part of the Government's commitment to maximise freedoms and flexibilities for local authorities. It is allocated according to specific policy criteria rather than general funding formulae. Local authorities are free to use all of this non-ringfenced funding as they see fit to support the delivery of local, regional and national priorities in their areas. For more information: www.communities.gov.uk/localgovernment/localgovernmentfinance/areabasedgrant/
B	
BSF	Building Schools for the Future. This is the title of the Government's secondary school renewal programme. It represents a strategic approach to capital investment in school buildings intended to create the environment for the Government's agenda of educational transformation.
C	
Common Assessment Framework (CAF)	A standardised approach to assessing children's needs for services more accurately and speedily. It is a key component in the Every Child Matters programme, playing an important part in early intervention
CAA	The Comprehensive Area Assessment is a new approach that will provide the first independent assessment of the prospects for local areas and the quality of life for people living there. It will assess and report how well public money is spent and will ensure that local public bodies are accountable for their quality and impact. The CAA is being developed by seven partner inspectorates which will work together to deliver joint judgements when CAA is introduced from April 2009. For more information: www.audit-commission.gov.uk/caa/
CAMHS	Child and Adolescent Mental Health Services
Children's Centres	These are places where children under 5 years of age and their families can receive seamless and integrated services/ information, and access help from multi-disciplinary teams
Children's Trust	Children's Trusts bring together all services for children and young people in an area, underpinned by the Children Act 2004 duty to cooperate, to focus on improving outcomes for all children and young people. For more information: www.everychildmatters.gov.uk/aims/childrenstrusts/
Child Protection Register	This is the list of names of children who are thought to be at continuing risk of significant harm or abuse and who require agencies to work together to ensure their safety and protection.

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Connexions	<p>Connexions is a front line service providing integrated careers and education advice, guidance and information designed to help all young people aged 13 to 19 regardless of need, and those aged up to 24 with a learning difficulty or disability. There is a particular focus on those at risk of not being in education, employment or training (NEET), or of being socially excluded.</p> <p>Since April 2008 the funding that went directly to 47 Connexions Partnerships goes directly to all 150 local authorities, via the Area Based Grant, with local authorities now responsible for delivery. The Connexions service has recently been through a process of transition.</p> <p>For local information: www.connexions-gmerseyside.co.uk</p>
ContactPoint	<p>ContactPoint will be the quick way for a practitioner to find out who else is working with the same child or young person, making it easier to deliver more co-ordinated support. ContactPoint is an online directory, available to authorised staff who need it to do their jobs, enabling the delivery of co-ordinated support for children and young people. For more information: www.everychildmatters.gov.uk/delivering-services/contactpoint</p>
Core Cities	<p>The core cities group is a network of England's eight major regional cities i.e. Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield. They work in partnership with each other and with the Government to enable each city to enhance their economic performance and to secure positive identities as places to live, work, visit and do business. Liverpool will be hosting the Core Cities Summit in November 2009. For more information: www.corecities.com/dev07/Introduction/about.html</p>
Core Offer	<p>This relates to the core offer of extended services, which all schools are expected to provide by 2010. It is made up of five elements i.e. childcare (in primary and special schools), a varied menu of activities including study support, sport and music clubs, swift and easy access to targeted and specialist services, parenting support including family learning, and community access to facilities including adult and family learning, ICT and sports facilities. For more information: www.tda.gov.uk/remodelling/extendedschools/whatarees.aspx</p>
D	
DAAT	Drug and Alcohol Action Team
DCSF	<p>The Department for Children, Schools and Families was set up by the Prime Minister in June 2007. Its focus relates to raising standards so that more children and young people reach expected levels, lifting more children out of poverty and re-engaging disaffected young people. In addition, the DCSF is leading work across Government to improve outcomes for children, including work on children's health and child poverty.</p> <p>For more information: www.dcsf.gov.uk</p>
DSG	<p>This means the ring-fenced Dedicated Schools Grant for school funding from the DCSF to local authorities, The funding will be based on a guaranteed amount of funding per pupil.</p>
DSO	<p>Departmental Strategic Objective – as set out in the Government's Comprehensive Spending Review in October 2007 i.e. its objectives for the three-year spending review period.</p>
DH	<p>The Department of Health is responsible for provision of public health and social care policy, guidance and publications. For more information: www.dh.gov.uk</p>

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E	
EMTAS	Ethnic Minority and Traveller Achievement Service
Every Child Matters	This relates to the Government's approach to the well-being of children from birth to age 19 which is focused around five key outcomes: Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, Achieve Economic Well-being. For more information: www.everychildmatters.gov.uk/aims/
Extended School	This is a school that provides a range of activities and services, often beyond the school day, to help meet the needs of its pupils, their families and the wider community.
G	
GCSE	General Certificate in Secondary Education
Gershon	This relates to the statement submitted to Government by each local authority indicating how it proposes to achieve efficiency savings targets which do not impact on service delivery.
GONW	Government Office for the North West is responsible for co-ordinating regional activities aimed at children and young people. These activities cover the child from conception to when they are 19 years old. For more information: www.gonw.gov.uk
K	
Key Stages	These relate to each of the four stages of pupils' progress in acquiring knowledge and skills as set out in the National Curriculum. Pupils are tested at the end of each key stage.
KS1	Key Stage 1 – the majority of pupils are aged 5 to 7
KS2	Key Stage 2 – the majority of pupils are aged 8 to 11
KS3	Key Stage 3 – the majority of pupils are aged 12 to 14
KS4	Key Stage 4 – the majority of pupils are aged 15 to 16
L	
LACES	Looked After Children's Education Service
Lead Professional	Where a child or young person with multiple additional needs requires support from more than one practitioner, the lead professional is someone who acts as a single point of contact that the child or young person and their family can trust, and who is able to support them in making choices and in navigating their way through the system, ensures that they get appropriate interventions when needed, which are well planned, regularly reviewed and effectively delivered, and reduces overlap and inconsistency from other practitioners. For more information: www.everychildmatters.gov.uk/delivering-services/lead-professional
LEArn Together Partnership	This is the title of a collaborative partnership arrangement between the Greater Merseyside local authorities and Warrington in relation to the continuous professional development of children's services managers. For more information: www.learn-together.org/
Local Area Agreement (LAA)	These new arrangements between the Government and local authorities are intended to simplify central funding, help join up public services more effectively and allow flexible use of resources and devolved decision making to meet local circumstances. For more information about Liverpool's LAA: www.liverpoolfirst.org.uk/what-we-do
LSCB	Local Safeguarding Children Board. For further information about Liverpool's LSCB: www.safeguardingchildrenboard.liverpool.gov.uk/

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N	
Narrowing The Gap	This is a two year DCSF funded development and research project that aims to make a significant difference, on a national scale, to the performance of Children's Trust arrangements in 'narrowing the gap' in outcomes between vulnerable children and the rest, against a context of improving outcomes for all children. For more information:: www.nfer.ac.uk/research-areas/childrens-services/narrowing-the-gap.cfm
National Healthy Schools programme / award	This long term initiative promotes the link between good health, behaviour and achievement. Over 70% of schools have now achieved National Healthy Schools status. For more information: www.healthyschools.gov.uk/
National Strategies	These are the professional development programmes for early years, primary and secondary school teachers, practitioners and managers. They are delivered by Capita Strategic Children's Services on behalf of the DCSF and are one of the Government's principal vehicles for improving the quality of teaching and learning in schools and early years settings, and raising standards of attainment. For more information: www.nationalstrategies.co.uk
NI / National Indicator	The Government has introduced 198 national indicators which have become the only indicators against which local authority performance, and performance with partners, will be reported to central Government.
NEET	This means young people who are not in education, employment or training. They are a key target group for the Connexions service.
NHS Operating Framework	The operating framework sets out a brief overview of the priorities for the NHS. It is accompanied by annexes (some part of the document, some web-based only) which provide more details on the priorities, how they are measured and how the new arrangements for managing the system will work. For more information concerning 2009/10: www.dh.gov.uk/en/Publications/PublicationsPolicyandGuidance/DH_091445
O	
Ofsted	Office for Standards in Education – this is the inspectorate for children and learners in England. For more information: www.ofsted.gov.uk
One Children's Workforce Tool	This online tool is to help every children's trust establish the progress they have made in developing one children's workforce — a workforce that is reformed and integrated and making the best contribution possible to local <i>Every Child Matters</i> outcomes and the Children and Young People's Plan. For more information: www.cwdcouncil.org.uk
Operation Safe Space	This campaign involves Citysafe, the Police and other partners. It aims to encourage residents to take greater pride in their parks and open spaces, and tackle anti-social behaviour in 'hotspot' areas of the city.
Operation Stay Safe	This initiative involves Merseyside Police and Children's Services, and identifies young people who are out late at night and either at risk of becoming a victim of crime or of committing criminal acts. They will then be taken to a place of safety and their parents, carers or guardians contacted. Fore more information: You can watch a video of Operation Staysafe on the Home Office Youtube channel.
Outcomes Based Accountability	Outcomes based practice is a disciplined way of thinking and taking action that can be used to improve the quality of life in communities and to improve the performance of services and agencies. Outcomes based accountability starts with results and works back to determine a means to achieving the results. It is a process that gets practitioners, agencies, communities and their partners from talk to action quickly through a series of exercises and use of common language.

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P	
Partnership for Schools	Partnerships for Schools is responsible for delivering the Government's secondary school renewal programme, Building Schools for the Future (BSF). For more information: www.partnershipsforschools.org.uk
PAYP	Positive Activities for Young People (PAYP) provides a broad range of constructive activities for 8 to 19 year olds at risk of social exclusion. PAYP is targeted specifically at young people not fully engaged in education, those with a low level of school achievement, and those at risk of becoming involved in crime and anti-social behaviour. Referral agencies include Youth offending teams, Connexions and Behaviour Improvement Programmes in schools.
Primary Care Trust (PCT)	This is a local free-standing NHS statutory body, responsible for planning, providing and commissioning health services for the local population. For more information regarding Liverpool PCT: www.liverpoolpct.nhs.uk
Priorities Meeting	This is a meeting held in the Autumn with strategic advisers (representing DCSF, DH and GONW) to cover local and national priorities for all services for children and young people.
S	
Strategies Meeting	This is an annual meeting held in the Autumn with the senior regional director and other officials representing the National Strategies.
T	
Team Around the Child (TAC)	This is a model of service provision in which a range of different practitioners come together to help and support an individual child.
Third Sector	This comprises non-governmental organisations with cultural, social and environmental objectives. It includes voluntary and community organisations, charities, social enterprises, co-operatives and mutuals, and housing associations.
V	
Voluntary sector	These are groups whose activities are carried out other than for profit but which are not public or local authorities. These would normally be formally constituted and employ paid professional and administrative staff. They may or may not use volunteer help.
W	
WNF	Working Neighbourhoods Fund – this incorporates the Deprived Areas Fund (DAF) to create a single fund intended to help local authorities and communities tackle worklessness and other forms of deprivation.
Y	
YOS	Young Offending Service – this brings together staff teams from the police, the probation service, social services, education, health and other agencies to respond rapidly and effectively to problem behaviour.
You're Welcome	<p>You're Welcome quality criteria sets out principles that will help health services (including non-NHS provision) become young people friendly. It covers areas to be considered by commissioners and providers of health services. Content is based on examples of effective local practice.</p> <p>You're Welcome has been included in the NHS Operating Framework for 2009/10 and highlighted in DH/DCSF Healthy lives, brighter futures – the Government's strategy for children and young people's health. For more information: www.dh.gov.uk/en/Publicationsandstatistics/PublicationsPolicyandGuidance/DH_073586</p>

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OTHER USEFUL LINKS

An extensive on-line glossary of terminology relating to *Every Child Matters: Change for Children* is available from www.dcsf.gov.uk/everychildmatters/

The webpages also provides information on each of the following:

- ❖ Early Years and Childcare
- ❖ Health and Wellbeing
- ❖ Education, training and employment
- ❖ Safeguarding and social care
- ❖ Youth
- ❖ Research, resources and publications
- ❖ Strategy and working practice

A young person's guide to the DCSF Children's Plan *Building Brighter Futures*, and a guide for families, can be obtained from: www.dcsf.gov.uk/childrensplan/