

3. Key Priorities

Further details in respect of the key actions, implementation dates, funding sources and lead partner(s) for each of the following priority areas have been set out in Appendix 1.

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

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 (*set out in Appendix 1.*)

- 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 set out in Appendix 6*).
- 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.

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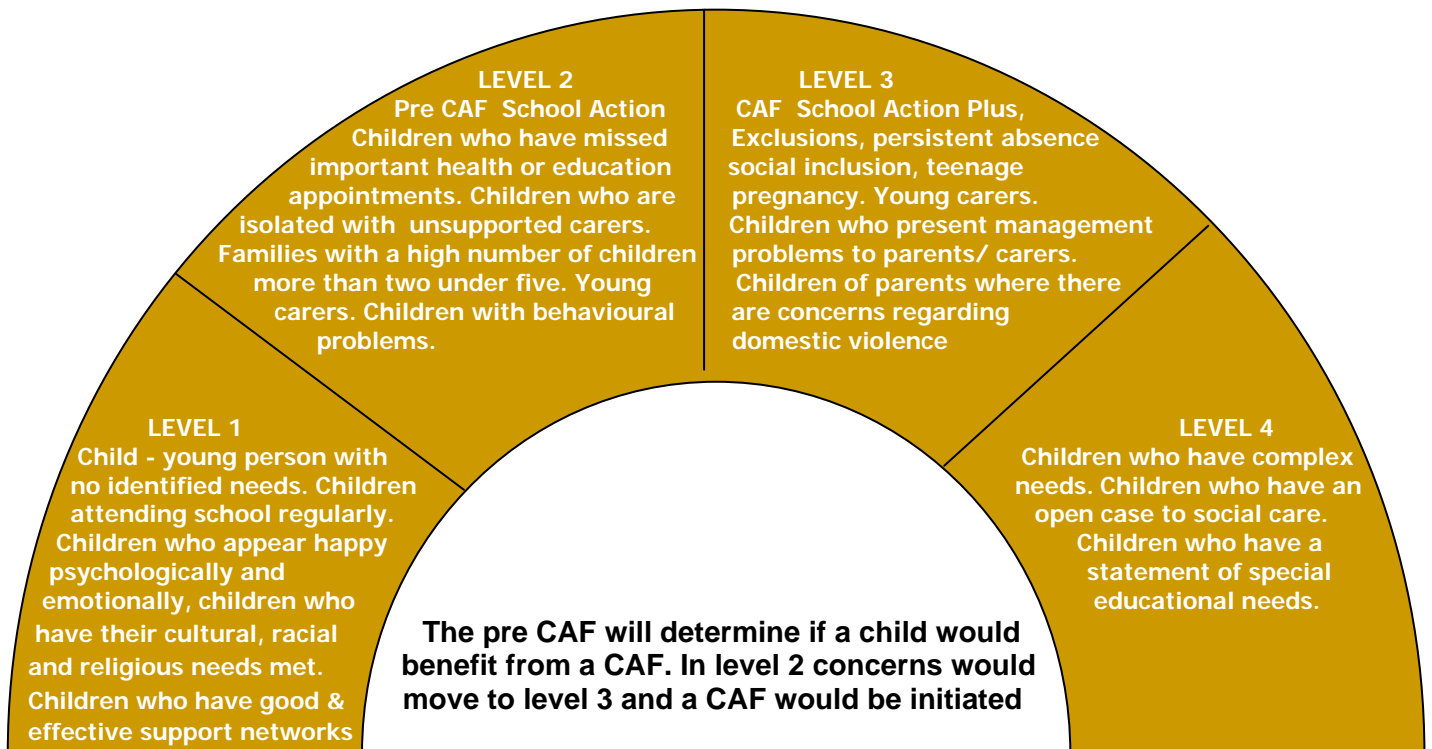
- The local Partnership has successfully proceeded with seven Wave 2 Building Schools for the Future (BSF) schemes during 2008. However, the much larger 22 scheme Wave 6 BSF will need to be progressed during 2009. The resource allocation and balance between challenge and support to schools will need 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.

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 (*see next page*).



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 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.

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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 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

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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.