

4. 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 materials produced by the Children's Workforce Development Council (CWDC) 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.

Liverpool CYPP 2009 – 11: Section 4 People and Resources

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 (*see three-year forecast in Appendix 5*) – 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 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# 	
		Merseyside Fire and Rescue Service	
		<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 # 	
<i># these are partnership initiatives</i>			

Liverpool CYPP 2009 – 11: Section 4 People and Resources

Moreover, 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 13).

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 Trust. The table below summarises over the three joint commissioning groups (*further breakdown by service provider is shown in Appendix 5*). 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

Liverpool CYPP 2009 – 11: Section 4 People and Resources

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.