

Friday, 20 November 2009 commencing at 9.00 am
Professional Excellence Centre, Acre Lane, Bromborough

1. **09:00 APOLOGIES**
2. **09:00 DECLARATION OF INTEREST**
3. **09:05 MINUTES OF PREVIOUS MEETING (Pages 1 - 10)**
4. **09:10 MATTER ARISING**
5. **09:15 APPOINTMENT OF A DEPUTY CHAIRPERSON**
6. **09:20 SAFEGUARDING UPDATE QUARTER 1 (Pages 11 - 12)**
7. **09:40 PERFORMANCE MANAGEMENT 2009/10 QUARTER 2 (Pages 13 - 20)**
8. **09:55 LOCAL AREA AGREEMENT 2009/10 QUARTER 2 (Pages 21 - 22)**
9. **10:10 CAA CHILDREN'S SERVICES RATING (DRAFT)**
- 10:15 BREAK**
10. **10:25 CONNEXIONS COMMISSIONING (Pages 23 - 24)**
11. **10:40 INTEGRATED YOUTH SUPPORT STRATEGY (Pages 25 - 48)**
12. **10:55 ENJOY AND ACHIEVE STRATEGY GROUP REPORT (Pages 49 - 58)**
13. **11:25 WORKFORCE STRATEGY (Pages 59 - 74)**
14. **11:40 STAR CHAMBER FOR DATA COLLECTION AND SURVEYS (Pages 75 - 78)**
15. **11:55 ANY OTHER BUSINESS**
16. **12:00 DATE AND TIME OF NEXT MEETING: 15 JANUARY 2009, 09:00 - 12:00**



WIRRAL CHILDREN'S TRUST BOARD

Minutes of the Meeting held on Friday, 11 September 2009

Present: Councillor Phil Davies (Chair)

Councillors Sheila Clarke
Jean Quinn

Officers Howard Cooper
Peter Brandrick
Hazel Thompson
Emma Dodd
Alan Stennard
Paula Dixon
Bob Gittins
Thelma Wiltshire
Richard Longster
Kathryn Podmore
Andy Styring
Debbie Mayor
Hazel Thompson
Peter Brandrick

In attendance: Officers Nancy Clarkson
Tracy Little

Apologies Officers Tina Long
Shanila Roohi

1 APOLOGIES

Tina Long – Director of Strategic Partnerships Wirral PCT (D Mayor representing)
Shanila Roohi – General Practitioner

2 DECLARATION OF INTEREST

Cllr Davies declared an interest in Item 15.
Hazel Thompson also declared an interest in Item 15.

3 WELCOME AND INTRODUCTIONS

Cllr Davies gave a welcome to the Board and thanked everyone for attending.

4 **NEW CHILDREN'S TRUST BOARD MEMORANDUM OF UNDERSTANDING**

Cllr Davies outlined the memorandum of understanding which sets out the role of the Children's Trust Board (CTB) and how it relates to the various other organisations and trusts.

Howard Cooper gave a background to the formation of the CTB, noting the integrated working that has already taken place and the strong partnerships that have been forged. He outlined the recent changes to legislation that have made Children's Trusts a Statutory obligation on Local Authorities with a duty to cooperate on selected partners, including police and PCT and now this also includes GPs and Job Centre Plus. It is these recent changes to legislation that have led to the evaluation of the previous Children's Trust arrangements and a reorganisation to the current structure. Howard noted that the role of this Board is to be a commissioning body.

The CTB will also be the owners of the Children and Young People's Plan. Finally, Howard noted that the synergy the group creates ensures that collectively partners can produce better outcomes for children and young people.

Cllr Jean Quinn asked about the role of District Boards in the role of commissioning and the CT. Howard noted that district boards were formed to stimulate a better connection between local level and the council. The level of success of the district boards is varied. Work and the role of the district boards are being examined in order for them to be more effective.

Andy Styring noted the disconnection of organisation of boundaries. The PCT and Adult Social Services split Wirral into 3 working areas, CAMHS is split over 5 and Children and Young People's Department (CYPD) service boundaries are split over 4 areas. Howard Cooper noted that the CYPD service boundaries are in line with the parliamentary constituencies and no plans are in place to change these.

5 **APPRENTICESHIPS, SKILLS, CHILDREN AND LEARNING BILL UPDATE**

Cllr. Davies updated on the bill that is currently in parliament, currently in the House of Lords.

In relation to Children's Services the bill notes that, section 10 of the Children Act 2004 is amended to include new relevant partners who must co-operate with the LA. New relevant partners will include: Schools, FE institutions, non-maintained special schools, city technology colleges, city colleges, academies and JobCentre Plus. This is to give new partners is to give them a stronger voice within the arrangements to improve children's well being, greater influence over the local strategic direction taken, and better support from other partners.

Under Clause 185, relating to Children's Trust Boards the bill notes that LAs are required to set up Children's Trust Boards as part of the arrangements to improve children's well being.

The Children's Trust Board (CTB) may also include other persons or bodies that the LA thinks appropriate. One or more people are allowed to represent more than one CTB member or a group of CTB members. Relevant partners can provide staff and other resources to each other and other relevant partners of another local authority.

The funding of CTBs, the supply of information to CTB and the need to have regard to the CYPP when exercising its functions are added to the list of relevant functions of a LA. This allows the Secretary of State to intervene in LAs in connection with their CTB and CYPP activities.

With regard to the role and function of Children and Young People's Plans (CYPP), the duty of preparing and implementing Children and Young People's Plans is transferred from LAs to the CTB. The CTB must adhere to government regulations in the preparation and publishing of CYPP. The CYPP will continue to be the single strategic overarching plan for all local services for children and young people. All partners are under a duty to have regard to their local CYPP when exercising their functions. This includes maintained schools not represented on the CTB.

The CTB will monitor partners' progress in implementing the CYPP and report annually on how well CTB partners are acting in accordance with the strategies set out in the CYPP.

The new functions relating to CTB and CYPPs are added to the list of functions of a Director of Children's Services.

Schools forums have a duty to have regard to the CYPP produced by their local CTB

The Board note the report.

6 CHILDREN'S TRUST MEETING ARRANGEMENTS

Cllr Davies outlined the proposed CT meeting structure; standard agenda items are to include updates on Contact Point, Safeguarding, LAA and Performance Management. Annually there will be a review of Memorandum of Understanding, membership of the Board and the Children and Young People's Plan. There will also be updates from each outcome group on a regular rotation basis.

The Board note and endorse the schedule.

7 CONTACT POINT

Mark Ellis updated on the latest position with regard to Contact Point. He gave an introduction to Contact Point and noted that it is being developed to help practitioners quickly identify children and to determine whether that child is in receipt of universal services. It will enable earlier identification of needs and other professionals involved with these children. Overall it is a tool to encourage and support better communication between professionals and practitioners.

Contact Point includes the following information about children

- Name
- Address
- DOB

Also details are stored for parents and carers, school, GP and professional involvement with the children.

Contact Point is now live and is being used by a number of "early adopters" are using it fully. Wirral are currently going through accreditation from the DCSF and also carrying out data

cleansing. It is expected that full accreditation will be gained by the end of September 2009. It is anticipated that partners in health will be the next organisation to become accredited. GPs and schools require individual accreditation, these organisations will follow. Roll out to practitioners is due to be completed by January 2010.

The Board note the report.

8 SAFEGUARDING UPDATE - QUARTER 1

Howard Cooper noted the actions that have been conducted and overseen by the Wirral Local Safeguarding Children Board (LSCB).

These include:

- A rapid appraisal of all children subject to a child protection plan by District Managers which included an analysis of social work visits and actions outstanding on the plan.
- A small sample of children were seen and spoken with about their view of safeguarding arrangements for themselves, as well as their carers who were asked about their knowledge and involvement in plan.
- PCT and Acute Trust produced a written report to the LSCB on health action on child protection plans and their own compliance with planned action. Further to this the NHS partnership has undertaken a review of their safeguarding arrangements following the Quality Care Commissions national review and will report to the LSCB in September. This review will include the capacity of the Trust to support the work of the LSCB and its sub-committees.
- Merseyside Police with the 5 LSCB's undertook an audit of 66 randomly samples cases across Merseyside that had been referred by police operational staff. A full report and Executive summary was produced with an associated Action Plan for a Learning Together Partnership day in June 2009. Each LSCB will report to the Governance Group, chaired by Assistant Chief Constable and consisting of the DCS's, on their respective action.

Independent chairing of the LSCB- was a recommendation from Lord Lamings report 'The Protection of Children in England – a Progress Report'. Wirral LSCB agreed to tender for an independent chair and an appropriate level of funding was agreed by the Board in June 2009. Interviews will be held in October for this position.

Howard noted that the law in relation to LSCBs has changed since the Serious Case Review (SCR) of Baby Peter. These changes include the recruitment of an Independent Chair and the presence of the Lead Member of Children's Services on the Board (to take place in December). As the linkage between the CTB and the LSCB is strong a report will be presented on a quarterly basis.

With regard to SCR's there should also be an independent chair and information that is to be published should be completely anonymous. Wirral have had two SCR's assessed. The JSC has been rated as outstanding and is being used as an example of good practice. A second

review on AP was assessed as an adequate. SCR is underway on child CF which has met delays due to criminal proceedings.

Howard noted that work has been carried out across Merseyside to ensure threshold levels are consistent. He added a comment on the interaction of criminal law and family law in such cases, and which takes primacy.

Howard outlined the complexity in producing management reports that support SCRs. He noted the difficulties in finding the right person to produce the report. It requires someone whom has enough subject knowledge to produce a comprehensive report but also a degree of separation from the case.

Cllr Sheila Clarke asked about “full disclosure” of SCRs and who may be entitled to that information. Caroline McKenna replied that there are no plans to introduce “full disclosure” however there are plans to make the executive summaries more comprehensive and the lead member will also be sat on the Safeguarding Board so will have more details of the case. Howard also added that SCRs are exempt from Freedom of Information requests.

9 **PERFORMANCE MANAGEMENT YEAR END AND QUARTER 1**

Nancy Clarkson outlined the performance pack that was distributed to the Board. The pack contains both 2008/9 year end position and also the latest outturn for the 2009/10 quarter one reporting period.

Nancy noted that quarterly performance reports will be submitted to the group on a regular basis along side outcome specific updates that will cycle through the year.

10 **LOCAL AREA AGREEMENT QUARTER 1**

Howard gave an update on Safely Reducing the numbers of Children. This has reduced from over 700 in 2006. Current figures are 618. An increase in LAC occurred over the autumn of 2008, these were largely made up of older teenagers. It is thought that this is an impact of the recession and increasing economic pressures on families. With regard to NEET, Howard noted that, year on year, the NEET figure has reduced, in an unstable climate. However it remains below the LAA target.

The Board noted the report.

11 **COMMISSIONING OF YOUTH HUBS**

Peter Edmondson presented a report to the Board on the Commissioning of Youth Hubs.

On the 11 November 2008, the Children’s Services Overview and Scrutiny Committee presented its findings from its review of Youth Outreach, in the report entitled ‘Youth Outreach Scrutiny Review – Final Report’. Recommendations one and thirteen recommended that there should be a restructuring of outreach services with the aim of providing a Hub or key contact point in each district and current facilities for young people should open more evenings.

The recommendations in the Overview and Scrutiny report and the work to find a My Place nomination acted as a catalyst for the proposals presented to Cabinet in the Reconfiguration

of the Youth Service report on 23 November 2008. Cabinet approved the move to the development of four main hubs, one in each district.

Key to the offer was ensuring that facilities would be available over six nights and particularly at the week-ends and available to young people who might otherwise take part in anti social behaviour. Cabinet also requested that a consultation with stakeholders be undertaken to test out the proposals and to finalise the commissioning criteria.

Meetings to identify hubs took place at district level and involved the Youth and Play Service and other providers.

Maureen McDaid noted that commissioning has been successful for four Youth Hubs, some in each of the four districts, including Eastham Youth Club, Wallasey Fire Station, West Kirby Youth Centre and Shaftesbury.

Cllr Sheila Clarke commented that O&S were very supportive of this service

Cllr Jean Quinn asked how this would affect current provision within the Borough. Peter Edmondson noted that the satellites will be supported and use of overall resources will be reviewed annually. Thelma Wiltshire requested that the impact this may have on districts should be communicated at District Boards. Maureen noted that she would be happy to attend district boards to go through impacts.

Paula Dixon declared an interest due to her involvement with Tranmere Together. She asked how Shaftesbury was identified as a Hub. Peter Edmondson noted the procedure and bids for the My Place Bids. Shaftesbury was the prime selection; it was commissioned and not tendered for.

Cllr Davies requested that feedback on the impact of the Hubs is brought back to this Board and the District Boards.

The Board endorse the report.

12 **ACTIVITY FUND COMMISSIONING REPORT**

As part of the Aiming High proposals, additional money has been made available to local authorities under Positive Activities for Young People. (PAYP) This funding has previously been routed through Connexions and was used to provide a number of support packages for young people at risk of truanting, offending, negative peer group pressure and associated health risk. Specific activities were commissioned to engage young people during the school holidays.

These activities complement the delivery of Hubs. Activities also link with YSS, to provide targeted youth support to vulnerable young people.

The contracts will operate from 1st October 2009 until 31 March 2011. The Activities provided are to enhance the Youth Offer in the districts. A key aim of the process was to increase the range of partnership working and where possible to identify new providers. The outcome of the commissioning process is that the three organisations submitting tenders, Birkenhead Youth Club, Blossom Inspiration and Wirral Youth & Play Service and Partners, have been recommended by the commissioning panel as approved providers for the activities

The commissioning criteria were agreed at Cabinet on the 23 April. Maureen noted that the commissioning process was now under review with the Link Forum to make the process and supporting documentation more user friendly.

Debbie Mayor asked what the plans are beyond March 2011. Maureen noted that future provision will be shaped by monitoring and review of current provision.

The Board endorse the report.

13 **AIMING HIGHER FOR DISABLED CHILDREN COMMISSIONING REPORT**

Julia Hassall gave an update on progress on the Wirral Local Area Implementation programme for Aiming High for Disabled Children in relation to Short Breaks provision, further to reports provided in January and March. The Government are requiring the Council and NHS Wirral to provide for a stepped change to short breaks services and to deliver on what is termed the Full Service Offer, designed to meet the needs of all groups of disabled children. The report advises on action taken in meeting the reporting and performance requirements set out by Together for Disabled Children, who are administering the Short Breaks programme on behalf of the DCSF; over the next two years to March 2011.

The approach seeks to transform services across sectors to provide support to achieve the best outcomes for children and young people with disabilities and enable children and their families to live ordinary lives. Over the next two years, as the funding and programme reforms take effect, the Government expects local authorities to realise the ambition that:

- Disabled children will have the same opportunities to develop and fulfil their potential as all other children.
- Families with disabled children will get the support they need, when they need it.
- Universal children's services will be more genuinely inclusive of disabled children, including those with complex needs.
- Disabled children will be at the heart of the ongoing change programme for children's services.

The new national indicator, NI 54 on services for disabled children will measure the experience of families with disabled children; and will involve an annual survey of 200 families within each Council area.

A Project Manager has been appointed for the 2 year period to oversee the delivery of the programme and Transformation Plan. Three further fixed term posts have been created within the project team to provide for capacity to ensure the programme now moves forwards at pace, in line with reporting requirements.

New services have now been commissioned using the Joint Strategic Commissioning Framework ; designed to ensure that services are planned and secured to meet the needs of children, young people and their families and provide best value (considerations of quality and cost). A report on the process and outcomes will be presented to the next Cabinet in October.

Andy Styring asked how inclusive the provision is. Julia noted that the activities planned are based on family inclusion and creating environments that are inclusive and mainstream. .

Bob Gittins asked about the impact of not winning a tender may affect providers and the effect of provision for disabled children. Peter Edmondson replied that commissioning is set against the needs and requirements of the children involved.

The Board endorse the report.

14 LOOKED AFTER CHILDREN ADVOCACY SERVICES

Julia Hassall outlined the background to the Looked after Children's Advocacy Service. The service is a statutory requirement under 1989 Children Act and clarified in the Adoption Act 2002, which should be provided at arms length from the Council. Its purpose is to ensure that "*Children who are looked after have trusted people to whom they can speak on their behalf to local authorities and others.*"

The Advocacy service for Looked After Children and Care Leavers is intended to help and support in giving them a voice, this includes support around complaints. The service is available for all Looked After Children and Care Leavers living both on Wirral and outside of Wirral.

Generally such services are provided by Third Sector organisations or Social Enterprises. The proposed provider will make provision for the service to be available to children who are currently Looked After or have been Looked After. The service provider will also carry out information gathering in respect of the views and wishes of Looked After Children to inform the Council's planning for the provision of services to this group.

The Children and Young People's Department Social Care Branch in partnership with allied commissioning agencies and service providers, has reviewed and re-commissioning the Third Sector services it purchases on behalf of children and their families. Two major exercises in respect of such services have already been carried out in 2009; leaving a small number of previously contracted services to be dealt with on an individual basis.

In line with this a commissioning process was used to identify the prospective providers. The service was advertised in the usual way and tenders were invited from suitably qualified organisations. A commissioning panel was established to identify a successful applicant from amongst the submitted applications that passed an initial, short-listing stage.

A total of two tender documents were received by the closing date. Both applications were of a high standard and passed the Pre Qualifying Questionnaire. There was a gap of only 3 points between the applicants.

At the next stage of the process both organisations had been asked in advance to prepare a ten minute presentation. Both organisations were also asked the same set of questions which were intended to draw out the knowledge and understanding of the organisation in respect of the requirements of an Advocacy Service for Looked after Children. Each organisation was scored on the presentation and the questions.

The commissioning panel recommended that that the identified preferred provider; SCS Kinder be awarded the contract for one year. There is an option to extend the Contract for a second year upon satisfactory completion of the first year's provision of the service. The unsuccessful bidder is given feedback.

The Board endorse the report.

15 **PARENTING AND PREVENTION COMMISSIONING 0-19 RACIAL MINORITY ETHNIC FAMILY SUPPORT SERVICES**

Julia Hassall outlined recommendations for approval to procure a Family Support Service for Racial Minority Ethnic families (RME) for 2009/11 to support children, young people and their families. The commissioning and procurement of this service will complete the parenting and prevention commissioning process which was approved by Wirral Council Cabinet in April 2009.

This recommendation has been robust, multi-agency (including voluntary and community sector involvement) and inclusive of parents, children and young people.

The service will provide Family Support to Racial Minority Ethnic Children, Young People and their Families by offering direct support and to ensure access to the range of preventative services. The service will support these families across a broad age range (0-19) working within the CAF/Team around the Child framework and will offer flexible support. It will also provide parenting groups using the evidence based programme Strengthening Families Strengthening Communities. This service will have a particular focus which is inclusive of those parents who are less likely to engage with mainstream services.

This joint commissioning process joined up the planning and commissioning of prevention and parenting services across agencies from identified existing funding streams currently used on commissioning services.

This process does not seek to pool funding. Any existing funding conditions would remain intact with the associated funding stream. The process was led by the Parenting/Prevention Commissioning Manager, Children and Young People's Department and the Procurement Team which lead the procurement process working with the Business Manager within Strategic Partnerships (Wirral NHS).

A total of two tender documents were received by the closing date and only one application was of a high standard and passed the Pre Qualifying Questionnaire. The successful application to be referred to the next stage was from Wirral Multicultural Organisation (WMO). The panel recommended that the identified preferred provider Wirral Multi Cultural Organisation be awarded the contract valued at £40,000 until March 2011.

The Board endorse the report.

16 **ANNUAL REVIEW OF THE CHILDREN AND YOUNG PEOPLE'S PLAN**

Howard noted the Children and Young People's Plan (CYPP) had been refreshed for 2009/10. The refreshed plan had been circulated to the Board.

Emma Dodd noted that it would be useful to appendices the supporting documents such as plans and strategies that are referenced within the CYPP. Nancy Clarkson noted that these were in the three year CYPP. The Children's Trust website will have links to supporting documentation. Cllr. Davies and Howard Cooper thanked Nancy Clarkson for her work in coordinating the refresh of the plan.

The Board note the report.

17 **COMPREHENSIVE AREA ASSESSMENT**

Howard Cooper gave a brief update on the progress of the CAA.

The CAA will focus on areas not just organisations, outcomes for communities and local priorities as well as national targets and likelihood of future delivery. The CAA itself is made up of two components the Area Assessment and the Organisational Assessment.

For the Area Assessment evidence will come from a number of sources, including performance against LAA outcomes and national indicators, local performance management, any inspection work, other regulatory regimes, partnership self-assessment, place survey and other consultation work and any other relevant sources of data.

The area assessment is not scored; it will contain a narrative judgement on the area and include red and green flags. Green flags will be awarded for any areas of exemplary good practice that should be shared with other partnerships. Red flags will be attributed to areas where desired outcomes are not being achieved and if the partnership does not have realistic and effective plans in place to tackle them.

The Organisational Assessment is an assessment of value for money and performance management and merges earlier 'direction of travel' and 'use of resources' assessments. The assessment will be scored. Ofsted's annual performance rating of council's children's services will contribute to this score.

A decision on Wirral is due in November. He added that a potential red flag has been identified around the area of NEETs.

The Board note the report.

18 **NHS WIRRAL CHILDREN'S SERVICES COMPARATIVE INDICATORS 2008/9**

Debbie Mayer gave an overview of the Children's Services Health indicators for 2008/9. Indicators that are achieving below expected are as follows:

- Alcohol: rate of admission to hospital
- Breast feeding initiation
- Substance misuse: rate of admission to hospital

Low rates of breastfeeding initiation have been identified and are being addressed (through a number of initiatives) as part of the Strategic Plan (2008-13). Work is being taken forward by Wirral DAAT to develop services to address the rates of admission for alcohol and substance misuse.

Cllr Davies requested that details of corrective action are brought to a future meeting.

The Board noted the report

WIRRAL CHILDREN'S TRUST BOARD – 20TH NOVEMBER 2009

Report from the LSCB on local arrangements and Ofsted evaluation of Wirral Serious Case Reviews

1.0 Introduction

This report informs the Children's Trust Board of key arrangements in place locally to further promote and safeguard children's welfare following the national review of safeguarding by the Government following the Serious Case Review (baby Peter) into Haringey Local Safeguarding Board, the Local Authority and other key partner agencies involved.

2.0 Report on Local Safeguarding Arrangements

Following the Serious Case Review in Haringey and the Government's response through the publication of 'The Protection of children in England: action plan (2009)', Wirral Local Safeguarding Children Board (LSCB) have conducted and overseen the following action:

- Received the DCSF interim report on 'Effectiveness of new LSCBs in England' and used this to benchmark and make the following changes to the Board whilst awaiting full report;
- On lay representation agree one position to be held by a young person from the Children in Care Council. The lead elected member will become an observer on the Board until the national guidance is received.
- Agreement to form an Executive group to improve the development of the core business of the LSCB, the Director will chair and Police will vice-chair. Terms of reference have been agreed and first meeting to take place before December 2009.
- LSCB Manager –successful applicant offered appointment with view to taking up post in January 2010, Independent chairing –Interim chair available from January, full appointment will take place following receipt of DCSF guidance in Working Together expected December 2010.
- Third meeting with senior officers from health and the DCS, to review strategic and operational capacity within health for safeguarding.
- New policy and procedure on Escalation process (when agencies have differences of view about thresholds), updated policy and procedure on children who run away from home/care.
- Merseyside review of the Management of Children at risk of Harm – the 66 cases review – review of progress tabled for next Board.

Wirral LSCB was asked by GONW to be part of a pilot for undertaking more effective Serious Case Reviews. In the knowledge that 46% of all SCRs in England are judged as inadequate, the drive is to consider a different approach. The Social Care Institute of Excellence was awarded the contract and three LSCB's are piloting cases to inform national findings on 'why' professionals made judgements and decisions based on a systems approach to learning. Wirral LSCB has decided to use the pilot for a case which did not meet the criteria for SCR but met the criteria for conducting a Critical Incident.

3.0 Serious Case Reviews

The previous report to the Children's Trust detailed the Ofsted grade on each of the Serious Case Reviews undertaken. A third SCR has been submitted and is awaiting grading, this case of child murder has attracted significant media interest because of the seriousness of the crime and the now published mental health issues attached to this case. The Executive Summary will be made available as soon as Ofsted have notified the LSCB of its findings, expected towards end of November 2009. Once the Executive Summary is received from Ofsted the Childrens Trust will receive this as well as an update on the required action.

4. 0 Recommendations:

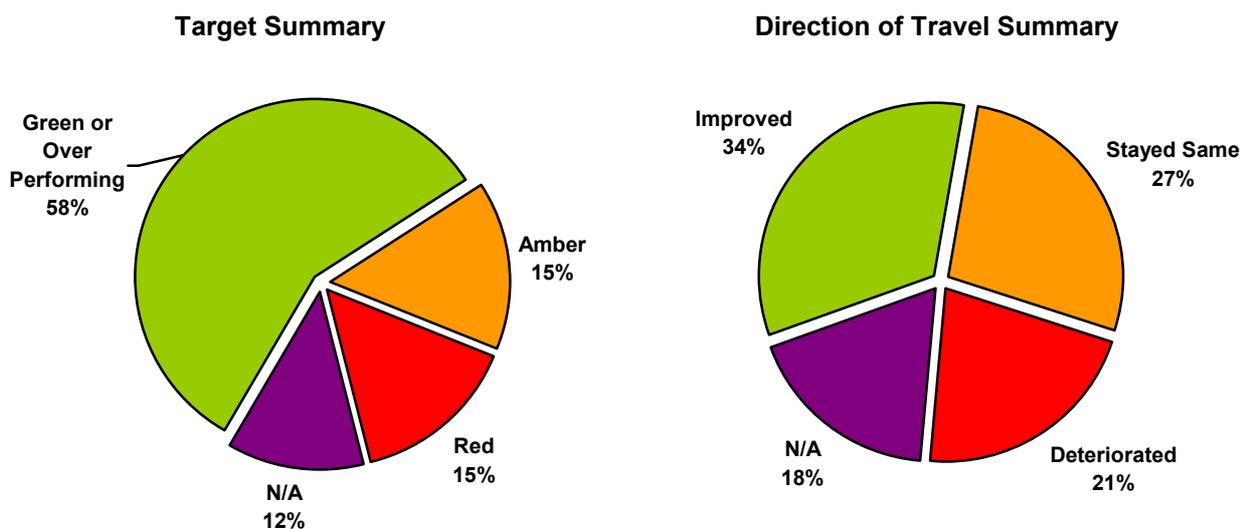
That Wirral Children's Trust Board note the report.

Caroline McKenna
Strategic Service Manager - Safeguarding

Contact: 0151 666 5576

1. Executive Summary

- 1.1 This report provides an overview of progress made against the indicators for 2009/10 which are relevant to the Wirral Children's Trust.
- 1.2 There are 33 indicators that can be reported at the second quarter period.



Appendix 1 provides the status of all the 2009/10 indicators that can be reported to this scrutiny committee for quarter two.

2. Strategic Objective: *Raise the aspirations of young people*

2.1 Performance headlines for this strategic objective include:

- This years GCSE and A-level results have shown that Wirral students have, once again, performed better than ever – achieving results way above the national average. Provisional educational attainment results are encouraging including:
 - 53.5% of pupils achieving A* - C GCSEs
 - Narrowing the gap between the lowest achieving 20% and the rest at Early Years Foundation Stage
 - Looked after children achieving level 4 in Maths at KS2
 - Looked after children achieving 5 A* - C GCSEs
- Aimed at 14-19 year olds, a brand new way of learning is underway in Wirral with the introduction of the new Diploma qualifications.
- Wirral Council has helped to pioneer an innovative new scheme, which has seen 117 new apprentice positions created in local companies.

- 85.7% of children adopted have been placed within 12 months of the decision being made.
- Targets achieved at quarter two for the stability of placements of looked after children.
- Up to 15,000 five - 14 year olds in Wirral will benefit from the launch of a 'Play in the Peninsula' programme, enabling children of all abilities and backgrounds to get together and have fun.
- A campaign aimed at lowering teenage pregnancy rates has been launched in Wirral with the aim of educating young people about contraception and lifestyle choices.
- Working in partnership with NHS Wirral, Wirral Council is leading a new national initiative, 'Aiming Higher for Disabled Children' to help disabled children and their families get the support they need to live ordinary lives.

2.2 Performance issues

The following indicators have not met the quarterly target by more than 10% and are therefore assessed as **red** or have missed the target by between 5% and 10% and are assessed as **amber**:

Data Key	
Actual	(A)
Estimate	(E)
Provisional	(P)

Strategic Objective: Raise the aspirations of young people

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 43	Young people within the YJS receiving a conviction in court who are sentenced to custody	5% Lower=Better	5.3% (P)	Amber	Deteriorated

Context:

Corrective action: This data relates to quarter 1. Data for quarter 2 will be available from November. The introduction of the Multi Systemic Therapy team will provide a new alternative to custodial sentences thereby reducing in future the number of sentences to custody.

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 45	Young offender's engagement in suitable education, training and employment.	90%	82.5% (P)	Amber	Unchanged

Context:

Corrective action: This data relates to quarter 1. Data for quarter 2 will be available from November. Wirral YOS has adopted NEET as a priority area for improvement which should focus local Partnership planning in this area.

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	60%	55.9% (P)	Amber	Deteriorated
Context:						
Corrective action: There is a sustained increase in the number of referrals coming into social work teams. A number of new social workers will be in post from October. A rolling monthly advert is in place to recruit social workers to reduce the impact of staff turnover. Interviewing for posts within the new social work structure is due to take place over the next quarter.						

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	56%	51.7% (P)	Amber	N/A
Context: This data release is still provisional and therefore subject to change at a future date.						
Corrective action: There is ongoing National Strategies training that we expect schools to engage with. School Improvement Partners will discuss with head teachers reasons for underperformance and what corrective action is needed at a school level.						

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	86%	81.6% (P)	Amber	Unchanged
Context: This data release is still provisional and therefore subject to change at a future date.						
Corrective action: There are number of schools sending English scripts back for remarking. School Improvement Teams will analyse the attainment data both at LA, school and subject level. In particular they will be analysing data especially where results have been markedly different from school predictions. Through this the teams will identify schools where there is evidence of underperformance and target them for detailed monitoring, challenge, intervention and support. There will be targeting of intensive consultant support to schools, to ensure there is accelerated progress in English and maths. English and mathematics teams have projects and training plans for next academic year to target schools. There is ongoing National Strategies training that we expect schools to engage with. School Improvement Partners will discuss with head teachers reasons for underperformance and what corrective action is needed at a school level. SIPS (and Consultants in our Intensive Support Programme schools) are being asked to have discussions with Head Teacher and Senior Leadership Team about progress in Y4 to ascertain the percentage of pupils on track with 1 level progress, and what action is planned for those children not on track. In particular there will be a focus on identifying children on track for L4+ in either English or maths but not both and again what action is planned. Where there are specific concerns, schools may be placed into our Intensive Support Programme or, in rare cases, may even be identified as a School Causing Concern. The monitoring conversation with the SIP will be used to inform LA support; this is also reported to the school's governing body. Effective Pupil Progress meetings are key for the Head Teacher to challenge underperformance with staff and these are part of ISP. Two key programmes (Assessing Pupil Progress and Assessment for Learning) will continue in the autumn term and these will help ensure accurate levelling, improved moderation and secure tracking of pupils.						

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	72%	57.5% (P)	Red	Deteriorated

Context:

Corrective action: There is a sustained increase in the number of referrals coming into social work teams. A number of new social workers will be in post from October. A rolling monthly advert is in place to recruit social workers to reduce the impact of staff turnover. Interviewing for posts within the new social work structure is due to take place over the next quarter.

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time.	19% Lower= Better	22.5% (P)	Red	Deteriorated

Context:

Corrective action: Of the 31 children that have become subject to a plan for a second or subsequent time, 12 children come from two large family groups. A local protocol is being developed in relation to subsequent registrations and the case files of the 31 children who are currently subject to a subsequent plan are being audited.

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 68	Percentage of referrals to children's social care going on to initial assessment	72%	60.9% (P)	Red	Improved
Children's Services & Lifelong Learning	LOCAL 1401	Percentage of referrals progressed to CIN assessment (NI 68 proxy)	72%	63.5% (E)	Red	N/A

Context:

Corrective action: There remains an increase in the level of referrals that are coming into Children's Social Care. More initial assessments are being completed than in the same period last year. As the ICS training is embedded the quality of data recording is increasing with an increase of almost 20% in this NI since Q1. A further increase is expected over the next quarter. Improved referral pathways are in place to ensure a more appropriate workflow between Central Advice and Duty Team (CADT) and area teams.

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	8.2% Lower= Better	9.8% (P)	Red	Improved

Context: The 16-18 NEET rate in Wirral at the end of September 2009 of 9.79% (against a target of 8.18%) is an improvement to that at the end of September 08 which was 10.23%. This decrease comes despite the economic downturn and contracting employment opportunities available to young people in certain areas. The Wirral Apprentice (the pledge of 100 Apprenticeship opportunities for young people) is beginning to bear fruit with appointment processes well underway.

Corrective action: Beneath the headline figures there are significant variances between communities and wards across the borough and the 16-18 NEET group is also now predominantly in the older age range with over 50% of 16-18 year old NEET's being 18. The use of advanced GIS mapping capability is being used to inform targeted interventions and resource planning to meet need.

2.3 Risks

Changes in the economic climate have reduced the number of job opportunities for younger people although the recently launched Wirral Apprenticeship Programme provides new opportunities. In terms of safeguarding children the Baby Peter case increased the number of referrals and the Council responded by allocating additional resources as part of the 2009/10 budget.

3.0 Recommendations:

3.1 That Wirral Children's Trust Board note the report.

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Appendices:

Appendix 1 Performance Indicator Summary

Performance Indicator Summary

Direction of Travel Summary

% PIs	No. of PIs	
33.33%	11	Improved by more than 2.5% on previous year's performance
21.21%	7	Deteriorated by more than 2.5% on previous year's performance
27.27%	9	Stayed within +/-2.5% of previous year's performance
0.00%	0	Awaiting data
18.18%	6	Not applicable
100.00%	33	(Note: percentages rounded to 2 decimal places)

Target Summary

% PIs	No. of PIs	
51.52%	17	Green (within +10/-5% of the target)
15.15%	5	Amber (missed target by between 5% and 10%)
15.15%	5	Red (missed target by more than 10%)
6.06%	2	Over-performing (more than 10% of the target)
0.00%	0	Awaiting data
12.12%	4	Target not set
0.00%	0	Not Applicable
100.00%	33	(Note: percentages rounded to 2 decimal places)

Data Key	
Actual	(A)
Estimate	(E)
Provisional	(P)

Corporate Objective: Raise the aspirations of young people					
PI No.	Title	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel
NI 43	Young people within the YJS receiving a conviction in court who are sentenced to custody	5% (Lower is Better)	5.3% (P)	Amber	↓
NI 45	Young offender's engagement in suitable education, training and employment.	90%	82.5% (P)	Amber	↔
NI 46	Young offenders access to suitable accommodation	100%	98% (P)	Green	↔
NI 51	Effectiveness of child and adolescent mental health (CAMHS) services	16	16 (E)	Green	↑
NI 53	Prevalence of breast-feeding at 6-8 wks from birth	29.9%	29% (E)	Green	↔
NI 55	Obesity in primary school age children in Reception	9.37% (Lower is Better)	9.3% (E)	Green	n/a

PI No.	Title	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel
NI 56	Obesity in primary school age children in Year 6	20.4% (Lower is Better)	20.4% (E)	Green	n/a
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	72%	57.5% (P)	Red	↓
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	60%	55.9% (P)	Amber	↓
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	80%	85.7% (P)	Green	↑
NI 62	Stability of placements of looked after children: number of placements	10% (Lower is Better)	10.2% (P)	Green	↑
NI 63	Stability of placements of looked after children: length of placement	70	68.5 (P)	Green	↑
NI 64	Child Protection Plans lasting 2 years or more	5% (Lower is Better)	3.3% (P)	Over Performing	↓
NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time.	19% (Lower is Better)	22.5% (P)	Red	↓
NI 66	Looked after children cases which were reviewed within required timescales.	95%	96.4% (P)	Green	↔
NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	98.9% (P)	Green	↔
NI 68	Percentage of referrals to children's social care going on to initial assessment	72%	60.9% (P)	Red	↑
NI 70	Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people	(Lower is Better)	54.5 (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 Personal Social and Emotional Development and Communication, Language and Literacy	56%	51.7% (P)	Amber	n/a
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	77%	74% (P)	Green	n/a
NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	55.2%	53.2% (P)	Green	↑
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	30.2% (Lower is Better)	31.4% (P)	Green	↔
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	86%	81.6% (P)	Amber	↔
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	79%	77.8% (P)	Green	↔
PI No.	Title	Quarter 2	Quarter 2	On	Direction

		Target	Actual	Target	of Travel
NI 100	Looked after children reaching level 4 in maths at Key Stage 2	44.1%	52% (P)	Over Performing	
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	7.4%	7.3% (P)	Green	
NI 103a	Percentage of final SEN statements issued within 26 weeks (Excluding exceptions)	98.0%	100% (A)	Green	
NI 103b	Percentage of final SEN statements issued within 26 weeks (Including exceptions)	92.0%	98.9% (A)	Green	
NI 112	Under 18 conception rate	(Lower is Better)	-1.98% (A)		n/a
NI 113	Prevalence of Chlamydia in under 25 year olds	(Lower is Better)	8.1% (E)		
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	8.2% (Lower is Better)	9.8% (P)	Red	
LOCAL 1400	Number of looked after children	(Lower is Better)	616 (P)		
LOCAL 1401	Percentage of referrals progressed to CIN assessment (NI 68 proxy)	72%	63.5% (E)	Red	n/a

WIRRAL CHILDREN'S TRUST BOARD – 20th NOVEMBER 2009

LOCAL AREA AGREEMENT 2009/10 - QUARTER 2

1.0 Background

Wirral's Local Area Agreement (LAA) is monitored by the Local Strategic Partnership (LSP). Wirral Children's Trust represents the Children's Block of the LSP and is responsible for the delivery of LAA targets related to children and young people. Quarterly reports related to the LAA targets are presented to the Board for scrutiny.

The 2009/10 Quarter 2 report is the half way stage for the current LAA. This report provides an update on progress towards targets, in addition information is provided to supply context to the indicators and to highlight any issues with reporting.

2.0 Recommendations:

2.1 That Wirral Children's Trust Board note the report.

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Appendices:

Appendix 1 Local Area Agreement 2009/10 Quarter 2 Position – September 2009

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WIRRAL CHILDREN'S TRUST BOARD – 20 NOVEMBER 2009

CONNEXIONS SERVICES CONTRACT

Introduction

This report provides the Trust Board with the outcome of the Competitive Dialogue Process for the commissioning of a Connexions Service for the six Merseyside Authorities for the period January 2010 to 31 March 2012.

This shared approach to managing a service has involved extensive consultation across the Merseyside Authorities and a robust commissioning process managed by external contractors Mott McDonald. The outcome of this process is that all six authorities are seeking approval to award the contract to Greater Merseyside Connexions Service (GMCS).

1. Background

- 1.1 On 25th March 2008, the Secretary of State for Children, Schools and Families wrote to Local Authorities notifying them of interim arrangements for the delivery of 'connexions services' and assessments for young people with learning difficulties from 1st April 2008. The Education and Skills Bill brought about the transfer to Local Authorities of the statutory responsibility of 'connexions services'. Specifically these include :-
- i. The provision of 'connexions services' under Section 114 of the Learning and Skills Act;
 - ii. The conducting of assessments relating to learning difficulties under Section 140 of the Act; and
 - iii. The provision of careers services under Sections 8 and 9 of the Employment and Training Act 1973.
- 1.2 In 2008 legal advice received by the participating Local Authorities indicated that the commissioning of Greater Merseyside Connexions Partnership could only occur for 2008 / 2009 and that European Union procurement regulations would need to be followed from 2009 onwards. As a consequence work has been underway to secure the commissioning of 'connexions services' from 2009 – 2012.

It was agreed that Halton Borough Council would act as the lead from this work and that Halton would be the contract holder with the supplier under the new arrangements. Other Authorities would enter into funding agreements with Halton to provide for their share of the costs. This parallels successful existing arrangements for the current contract where Wirral Borough Council acts as the lead.

This work has been overseen by a Transition Steering Group (TSG, chaired by the Chief Executive of Halton, which has comprised of :

Chief Executives – Halton, Liverpool, St Helens
Directors of Children’s Services – Knowsley, Sefton, Wirral
Chair – Chief Executive of Halton Borough Council

and a Competitive Dialogue Team (CDT) made up of Senior Officers from the six authorities, legal, financial and children’s services representation.

- 1.3 Funding had been secured through the Merseyside Improvement Partnership (MEIP) to fund external consultants to both support the process of competitive dialogue and to ensure an independent view. Mott MacDonald were appointed to take on the role of consultants. Following preliminary discussion with the six Merseyside authorities the competitive dialogue started with the establishment of evaluation criteria in March 2009.
- 1.4 During the months of May, June and July 2009 the Competitive Dialogue Team made up of representatives from Merseyside Authorities working under the guidance of Mott MacDonald held workshops for interested providers.

2. Summary

- 2.1 After several rounds of dialogue in early September the final specification was completed and the two providers invited to submit a Best and Final Offer (BAFO). Submissions were received and scored by Mott MacDonald against the evaluation criteria. On 23rd September a Best and Final Offer evaluation report was considered and challenged by the Competitive Dialogue Team.
- 2.2 The recommendation of the team went to the TSG on 24th September and it was agreed that a contract should be agreed with Greater Merseyside Connexions Service.
- 2.3 The contract also allows for the negotiation of Enhanced and Accelerated Services if required and if funding permits. Plans are in place to ensure a successful transition and part of the role of the Integrated Youth Support strategic manager will be to ensure a contract compliance.

3.0 Recommendations:

- 3.1 That Wirral Children’s Trust Board note the resolution of Cabinet to award the contract for a Connexions Service to Greater Merseyside Connexions Service for the period July 2010 to March 2012.

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Wirral IYSS Strategy 2009-2010 (Delivery Plan)



Wirral IYSS Strategy 2009-2010 (Delivery Plan)

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| 1. Background to Integrated Youth Support on Wirral | pages 2 - 8 |
| 2. IYSS Delivery Plan 2009-2010 | pages 9 - 21 |
| 3. IYSS Steering Group Terms of reference | Annex 1 |

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Background to IYSS on Wirral

As part of the change for children agenda and contained within 'Youth Matters' and 'Youth Matters: Next Steps Something to do, somewhere to go, someone to talk to', is the Government intent to reshape services for teenagers, with targeted support for those who need it most.

In Wirral, a strategy group was formed from representatives of the Wirral Children and Young People's Service, particularly the Youth and Play Service, Education Social Welfare Service, representatives from the Youth Offending Service and Greater Merseyside Connexions Partnership, Wirral DAAT, Wirral Teenage Pregnancy Strategy, Wirral schools, the 3rd sector and Greater Merseyside Learning and Skills Council.

This strategy details the collective vision so far, to improve outcomes for young people in Wirral, including an action plan based around the key PSA target areas to reduce those who are not engaged, reduce teenage conceptions, offending behaviour, substance misuse harm levels, and increase participation. This is the 2009/10 strategy following a review of the 2008/09 plan.

THE POLICY CONTEXT

The overarching policy context for the development of IYSS arrangements is Every Child Matters and, in particular, the Youth Matters Green Paper (2005), Youth Matters: Next Steps (2006) and Aiming High For young people; a ten year strategy for positive activities (2007)- Empowerment of young people, Access, Quality, Workforce, Community Cohesion. Youth Matters: Next Steps made a series of proposals "to provide a balance of opportunity, support and challenge to ensure a successful transition for every young person to adulthood". It identified four key elements namely

- **Empowering young people** – ensuring they are engaged in shaping the services they receive and providing more 'Things to do, Places to go and Someone to talk to'.
- **Making a positive contribution** – encouraging more young people to volunteer and become involved in their communities.
- **Supporting Choices** – providing better information, advice and guidance to help young people make more informed choices.
- **Reforming targeted support** – providing better and more personalised intensive support for those young people with the greatest need.

There has been significant progress against the four elements as follows:

Empowering Young people

More young people have been involved in commissioning PAYP, Youth Opportunity Fund and Youth Capital fund opportunities for young people; designing Youth facilities as in the recent reconfiguration of the Youth Service; having direct access to politicians at the Youth parliament and attending and chairing the Youth and Play Service Advisory Committee.

Making a Positive Contribution

More young people are taking the opportunity to get involved in the decision making process. The mechanisms available are the Youth Opportunity Fund/ Youth Capital Fund Grant panel, the Executive Youth Board., Connect-uz, District Youth Fora, Schools Councils, and School Pupil Panels. Wirral's Children and Young People's Plan is implemented through the five Every Child Matters Strategy Groups. Making a Positive Contribution is one of the five strategy groups and all youth engagement process and outcomes are reported via this group to the Children's Trust through the Children's Trust Executive. Particular emphasis is placed on the engagement of vulnerable young people and each group is expected to ensure there is representation by young people from recognised priority groups. The range of engagement opportunities was recognised as a strength in the Annual Performance Assessment in November 2009.

Supporting Choices

Connexions Greater Merseyside has recently been commissioned to provide the Information Advice and Guidance for young people across Merseyside. This engagement with young people both through schools, Connexions offices and targeted support as in Positive Activities for Young people is a key element in the provision of Wirral's IYSS. Wirral Connexions will contribute to the development of the IYSS through its membership of the IYSS steering group

Reforming Targeted Support

Following a recent Overview and Scrutiny Review and inline with national policy, the provision of Targeted Youth Support against a backdrop of universal provision has been subject to re-organisation. All key Youth support services under local authority control (Youth & Play Service, Youth Offending Service, Youth Respect Team and Youth Sports Development) are now located on one site. This change in location ensures there is dialogue between services thereby ensuring the most appropriate support is deployed to young people who are in need. These operational arrangements have been complemented by recent commissioning which allocated funding to support joined up working between the Youth respect Team and the Youth & Play Service. Referral pathways are in place and all Youth support Services are located within one management section of the Children and Young people's Department. Performance measures are in place to drive performance and to ensure an appropriate response to youth issues.

VISION AND PRINCIPLES : INTEGRATED YOUTH SUPPORT IN WIRRAL:

'Improving outcomes for young people by working together'.

Our Intent:

To integrate our work around the needs of young people to deliver:

- Improved information, advice and guidance including enabling parents to better support young people
- Improved opportunities
- Better ways to identify vulnerable teenagers sooner and target support preventatively
- Accessible services that young people have a say in.

Our aim is that all young people will be able to benefit from high quality, integrated youth support services (IYSS) delivered by a wide range of statutory, third sector and private partners.

Services will look to prevent problems occurring, rather than simply intervening when they do. Services will work more effectively together to support the positive development of young people, but with a clear focus on those experiencing disadvantage in the delivery of targeted youth support.

KEY PRIORITIES. STATUTORY DUTIES AND TARGETS

All partners are involved in making an impact on these areas through work coordinated by our Every Child Matters Strategy groups. The Five Outcomes of Every Child Matters (Being Healthy, Staying Safe, Enjoying and Achieving, Making a Positive Contribution, Achieving Economic Well - Being) are key to the delivery of services in Wirral. However underpinning them are four main themes. They are

- **Intervening and Supporting Children Earlier**
- **Supporting Children more in their Communities**
- **Reducing the Gap in Outcomes for Children**
- **Improving Value for Money in Services**

The main areas for development which sit under these themes are

- Safely reduce the number of Looked After Children;
- Reduce the teenage conception rate
- Increase the number of young people in employment, education, or training
- Reduce the number of first time entrants into the Youth Justice System
- Improve educational outcomes for all with particular emphasis on vulnerable, and deprived groups

STATUTORY DUTIES

Whilst services will endeavour to respond to local needs and priorities it must also meet the following national statutory requirements;

- To secure the provision of youth service facilities in respect of primary and secondary education and the power to provide youth service facilities for further education. (Education Act 1996, Section 508)
- To ensure that careers services are provided for those in education. (Section 8 of the Employment and Training Act 1973 amended by the Trade Union Reform and Employment Rights Act 1993)
- To provide services that will encourage, enable or assist effective participation in education and training including maintenance of the Client Caseload Information System (CCIS). (Section 114 of the Learning and Skills Act 2000)
- To provide assessment to support transition for young people with learning difficulties and/or disabilities. (Section 140 of the Learning and Skills Act 2000)
- To co-operate to improve the well - being of children and young people. (Section 10, Children Act 2004)
- To safeguard and promote the welfare of children and young people. (Section 11, Children Act 2004)
- To secure young people's access to positive leisure time activities taking into account their views and publicising up to date information about them. (Education and Inspections Bill, 2007)

- To deliver substance misuse universal and targeted interventions with vulnerable young people and specialist support young people's drug services.
- To mainstream equality into service delivery, and identify disadvantage associated with race, gender, disability, faith and belief, sexual orientation and age, and set targets to eliminate the barriers that create disadvantage. (The Equality Standard for Local Government).

SUMMARY OF KEY TARGET AREAS

PSA Targets:

- To reduce 16-18 year olds who are Not in Employment, Education or Training (NEET) to 6.9% by 2010 (This includes ensuring those 16-18 Not Known are at least 0.5% below NEET)
- Increase the proportion of 19 year olds achieving NVQ level 2
- Reduce the use of Class A drugs and the frequent use of illicit drugs amongst young people under the age of 25, especially by the most vulnerable young people
- To reduce the Under 18 conception rate by 50% by 2010
- 60% of young people aged 13-19 gaining a recorded outcome compared to the % of young people participating in YW in the LA area
- 30% of young people aged 13-19 gaining an accredited outcome compared to the % of young people participating in YW in the LA area

Wirral's Integrated Youth Support strategy will focus on key priorities identified in the Borough's Children and Young People's Plan .

Universal Preventative and Targeted Services

The 'Youth Offer' in Wirral will offer services which are universal, such as careers advice, offered to all young people via Connexions, preventative services, such as detached work with groups of young people offered by the youth service and targeted support, which would usually mean a multi-agency approach providing a tailored package of support to individual young people. Key partners in offering targeted services will be for example the Youth Offending Team. By integrating the approach young people will be able to move seamlessly from one level of intervention to another, and more importantly back again.

Universal Preventative and Targeted approaches and methodologies are not mutually exclusive but by progressing integrated delivery the outcomes for young people will be enhanced and services able to focus and target resources more efficiently. Whilst it is useful to distinguish between the levels of intervention offered it is also important to recognise that many interventions do not fit neatly into the categories and much provision overlaps between them. The role of the lead professional will be key to ensuring the young people get the services they are entitled to and best meet their needs at that particular time.

A broad range of services will be accessible by young people, addressing issues which affect young people's lives such as alcohol and drug misuse, sex and relationships, anti-social and criminal behaviour, mental health, work and careers. If a service is not offered directly then brokerage, advocacy and referrals will ensure that young people receive their entitlements. The Integrated Youth Support Strategy and Youth Offer will seek synergy with other strategies within Wirral such as those within the LAA, Community Safety, Crime and Disorder and Health. In addition, it will target services designed to meet the needs of young people with disabilities or LDD and will ensure that looked after young people, or young people leaving care will not be disadvantaged and will access the services they require.

Common Processes

The Integrated Youth Support Strategy Group will seek to engage with partners at both a strategic and operational level in order to ensure that young people receive fully integrated services, adopting the lead professional approach and the common assessment framework. The roll out of CAF and the Team Around the Child (TAC), alongside the commitment to preventative approaches will enhance our ability to offer targeted support and contribute positively to the lives of young people.

Performance Management Processes

The Integrated Youth Support Strategy Group will meet six times a year. Each partner agency will have its own internal monitoring system but in terms of the strategy, dates have been set for agencies to report on their progress against IYSS targets and milestones. The Head of Branch for Participation & Inclusion chairs the IYSS group and is also a member of the Children and Young People's Trust Executive Board. This group is chaired by the Director of Children's Services who is responsible to Wirral's Children's Trust Board for the effective delivery of all strategies delivered under the remit of The Children's Trust Board.

IYSS DELIVERY PLAN 2009-2010

KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	WHO
Young People's involvement in positive activities NI110	<p>e.g. staff activities</p> <p>Support young people to take part in decision making activities within the unit and district and through other forums such as YOF/YCF Grant Panel, Youth Forums, Youth Voice Conference, Youth Parliament and the Executive Youth Board</p>	<p>What will be different for YP/services/improvement</p> <p>Young people are actively engaged in:</p> <ul style="list-style-type: none"> ➤ Democratic decision-making process ➤ Determining the nature of youth provision in Wirral 	<p>Children and young people are actively engaged in community and democratic decision making process</p>	<p>Start 31 March 2009 Review December IYSS meeting Completion 31 March 2010</p>	<p>Organisation / Lead Officer</p> <p>Wirral Youth & Play Service Lindsay Davidson</p>
	<p>District Youth Plans are developed which co-ordinate the district youth offer and encompass district needs and priorities</p>	<p>Young people engage in activities which are structured, achievable, educational, enjoyable, challenging and negotiated. This range of opportunities will contribute to developing young people's skills and raising their aspirations</p>	<p>Increase the number of young people who are participating and achieving their potential</p>	<p>Start – 31 March 2009 – Review December Completion – 31 March 2010</p>	<p>WY&PS Lindsay Davidson</p>

	<p>Work with young people to design appropriate methods and mediums to communicate relevant information regarding positive activities to young people. Populate and launch website to publicise positive activities</p>	<p>Young people are informed and aware of opportunities available to engage in positive activities.</p>	<p>Increase the number of young people who are participating and achieving their potential</p>	<p>Start – 31 March 2009 Completion – 31 March 2010</p>	
	<p>Reconfigure structure of Youth Service to a Hub and satellite model</p>	<p>A more consistent and modern youth offer is available to a greater number of young people in each of the 4 CYPD districts</p>	<p>Increase the number of young people who are participating and achieving their potential</p>	<p>Start – 31 March 2009 Completion – 31 March 2010</p>	<p>WY&PS Lindsay Davidson</p>

KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	WHO
Reducing the number of first time entrants – NI111	Eg. Staff Activities Weekend work across Service targets at risk groups through innovative practice and street work teams deployed within hot spot areas	What will be different for YP/Services/Improvement Contribution to overall reduction in Wirral rates of ASB	Reduce the incidence of anti-social, risk taking and harmful behaviour experienced by children and young people.	Start 31 March 2009- Review IYSS mtg Completion 31 March 2010	Organisation / Lead Officer Wirral Youth & Play Service Lindsay Davidson
	Respect Team working in agreed 'hotspots' providing diversionary activities – linking into C&S	Increase in number of YP being dealt with but at lower level	Reduce the incidence of anti-social, risk taking and harmful behaviour experienced by children and young people.	Start: October Review IYSS December meeting Complete: 31 March 2010	Caroline Laing
	YOS Officer link to Custody Suite Protocol between Police/YOS/CPS to be completed.	YOS Officer link to custody suite will improve collaboration and decision making at the point of arrest.	The aim is to prevent the unnecessary entry of young people committing low level, low risk offences into the criminal justice system, through diversion out into restorative disposals.	CYPD Young People's Plan YOS - YJB Plan	Start 01.10.09
Wirral YOS, Wirral CYPD, Merseyside Police and the CPS already have a Joint Liaison Protocol to assist in the determination of the requirement for Police involvement with LAC.	Ongoing liaison in relation to reducing the number of LAC children/young people entering the CJ system.	The aim is to prevent the unnecessary entry of young people committing low level, low risk offences into the criminal justice system, through diversion out into restorative disposals.		Review 30.01.10	Head of YOS RJ Co-ordinator

KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	WHO
<p>Reducing U18 conception rate NI112</p>	<p>Eg. Staff Activities</p> <p>Develop youth work support to health services in schools initiative in partnership with PCT, DAAT and Extended Schools.</p> <p>Targets and tolerance levels for Teenage Pregnancy (TP) KPI's to be established.</p> <p>Teenage pregnancy media campaign to be launched.</p>	<p>What will be different for YP/Services/Improvement</p> <p>Contribution to overall reduction in young people's risk taking behaviour (linking to under 18s conception rates, substance/alcohol misuse, obesity rates, mental health and school exclusions).</p> <p>KPIs will enable TP to be monitored outside of the annual TP official rates. As a result, young people will receive more proactive service provision.</p> <p>TP related information and messages will be communicated to a wide range of audiences, including young people and parents.</p>	<p>Reduction in the harmful consequences of risk taking behaviour</p> <p>KPIs will enable TP to be monitored outside of the annual TP official rates. As a result, young people will receive more proactive service provision.</p> <p>TP related information and messages will be communicated to a wide range of audiences, including young people and parents.</p>	<p>Start March 2009 Review Sept 2009 IYSS meeting</p> <p>Start KPIs finalised – September 09 Review IYSS mtg</p> <p>To run – September & December 09</p>	<p>Organisation / Lead Officer Wirral Youth & Play service Lindsay Davidson</p> <p>NHS Wirral Tony Kinsella/Jane Washington</p> <p>LA – Kevin McCallum</p>

KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	WHO
	Implementation of the You're Welcome Quality Criteria Self Assessment	Improved health services which are more young people friendly, starting with General Practice/School and FE based health services/community pharmacy sexual and reproductive health services including GUM and abortion service providers.	Reduction in the harmful consequences of risk taking behaviour.	1st phase by March 2010	NHS Wirral – Teresa Williams
	Health Services in Schools.	Young people will have access to drop-in, on-site holistic health advice, guidance and provision.	Reduction in the harmful consequences of risk taking behaviour.	From September 09	NHS Wirral - Deborah Williams
	Teenage Pregnancy Strategy Champions identified Develop a rolling programme of tiered multi-agency relationships and sexual health training for all professionals and volunteers working face to face with young people.	The TP Strategy will be supported by a wide range of informed and committed partners. Professionals are aware of key TP indicators, how to support young people at risk and are trained to deliver 'delay' training within their own organisations.	Reduction in the harmful consequences of risk taking behaviour Reduction in the harmful consequences of risk taking behaviour	October 2010 Start March 09 Review: December IYSS meeting 2009	NHS Wirral – Jane Washington LA – Huw Wilkie

KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	WHO
	Connexions PA's attached to Arrowe Park (antenatal clinic) working with teenage mums support progression into EET.	Reduce the under 18 conception rate. Increase in the numbers of vulnerable young people in EET including young mothers.		Start March 2009 Review: 28 January 2010 Increase in number of teenage mothers in EET by November 2009 (higher than 29.20% year on year comparison).	Connexions – Sheila Lynch

KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	WHO
Reduction in harm from substance misuse NI115	Eg. Staff Activities Youth units have set curriculum delivery targets focusing on reducing risk taking behaviour. Namely, sex and relationships and alcohol and substance misuse education.	What will be different for YP/Services/Improvement Reduction in incidences of young people's substance misuse.	Reduction in the harmful consequences of risk taking behaviour	Start 31 March 2009 Review IYSS meeting December 2009 Completion 31 March 2010	Organisation / Lead Officer Wirral Youth & Play service Lindsay Davidson

KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	WHO
Delivering the proportion of 16-18 year olds NEET NI117	e.g. staff activities	What will be different for YP/Services/Improvement		Start/Review November/December 2009 Completion: Compare with January NEET 2010 IYSS meeting 23 February	Connexions – Sheila Lynch
Objective 1: Increase levels of participation, progression and attainment for all 13-19 year olds	<p>Appropriate support is available for all identified young people ‘at risk’ of becoming NEET in schools, colleges, and WBL providers to ensure they overcome barriers to progression to EET effective partnership agreements (PAG’s) and Information Sharing Agreements (ISA’s) are agreed and implemented with schools, colleges and WBL providers. Joint working is in place with</p> <ul style="list-style-type: none"> • Youth service • DAAT • YOS • CICET • Area teams • Job Centre Plus • Third sector • ESW 	<p>Increase in the numbers and percentage of young people in education, employment and training – reported monthly by Connexions</p> <p>Increase in the number of year 11 young people who progress into learning – annual activity survey reported by Connexions</p>	<p>Increase the number of young people who are participating and achieving their potential</p> <p>Reduce numbers of 16-18 vulnerable young people in NEET in line with LAA targets and PSA 2010 trajectory</p>		

KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	
<p>Objective 2: Reduce the number of 16-18 year olds who are not in education, employment or training (NEET)</p>	<p>Connexions Advisers engage with Education, Training and Employment Providers in partnership with LSC to ensure a September Guarantee offer of learning at age 16 and 17.</p> <p>Promote awareness of the 14-19 Learner Prospectus choosewirral.org.uk to young people and their parents to improve information on progression pathways.</p> <p>Borough EET Strategy refreshed</p>	<p>Target is all Wirral 16 and 17 year olds to have a suitable offer of education, employment or training by September 2009.</p> <p>All year 11 young people have access to the Common Application Process (CAP)</p> <p>Regular contact is established between young people and their named Connexions Personal Advisor</p>	<p>Increase the number of young people who are participating and achieving their potential</p>	<p>Start March 2009 Review 28 January 2010 Complete 6 May 2010</p> <p>Increase in EET in a year on year comparison – mean measurement of November/December 2009 and January 2010 NEET</p>	<p>Connexions – Sheila Lynch</p> <p>Connexions Sheila Lynch</p>
	<p>ALL NEET 16-18 Year Olds are caseloaded to a named Connexions Personal Adviser to support and monitor their progression into Education, Employment or Training (EET).</p> <p>Connexions Advisers maintain accurate and up to date submissions and referrals of their NEET clients to Education, Employment or Training (EET) opportunities</p>	<p>Effective tracking in place to reduce numbers of young people who are 'not known' to our services</p> <p>Increased YP take up of EMA, Learner Support and Care to Learn and are supported through the process</p>	<p>Reduce the numbers of 16-18 vulnerable young people NEET in line with LAA targets and the PSA 2010 projectory</p>	<p>Not known rate to be 0.5 less than NEET levels (in Wirral aspiration is 3% or less at time of mean measurement)</p>	<p>Connexions Sheila Lynch</p> <p>Connexions Sheila Lynch</p>

	<p>Connexions will work intensively with Young people who are not yet ready for post 16 learning to engage them in personal development opportunities.</p> <p>All young people who have been NEET for 26 weeks will be offered a range of positive learning and sports/leisure activities through the AAP to increase their chances of entering EET opportunities.</p> <p>Connexions will effectively promote and communicate information about Education Maintenance Allowance (EMA) and Care to Learn (C2L) to young people, and to support them through the application process</p>	<p>Increased take up of employability packages e.g. the Activity Agreement/Work Wise and umbers of NEET young people gaining qualifications in training and education</p> <p>Increase in employment opportunities via 'The Wirral Apprentice'</p> <p>Increased numbers of young people supported to access eligible EMA allowances and benefits to improve their chances of engaging in learning & work</p> <p>Increase in the numbers of vulnerable young people in EET including:</p> <ul style="list-style-type: none"> • NI 148 care leavers • Young offenders • LDD 	<p>Increase the number of young people who are participating and achieving their potential</p>	<p>Start March 2009- Review: January 2010 Complete 11 March IYSS Increase in number of LDD 16-25 year olds in EET by November 2009 (higher than 72.42% year on year comparison) December meeting</p>	
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<p>Objective 3 Provision of Targeted Youth Support aimed at vulnerable NEET groups of young people</p>	<p>Connexions PA's provide early intervention and preventative services for identified groups of vulnerable young people including:</p> <ul style="list-style-type: none"> • LDD • Care Leavers • BME • YOS supervised • Young parents <p>Connexions Advisers provide support for individual young people most in need of help and their families in conjunction and coordination with the Lead Professional and supported by CAF/TAC processes.</p> <p>Connexions PAs attached to DAAT, YOS, and LCT working with those with substance misuse issues, young offenders, and young people leaving care to support progression into EET.</p> <p>Connexions Personal Advisers undertake Section 139a interventions with all eligible young people with learning difficulties/disabilities to facilitate their progression into education or training.</p>	<p>Reduction in number of first time entrants to YOS</p> <p>NI115 – harm arising from YP substance misuse</p> <p>100% Section 139a reviews undertaken and recorded.</p>	<p>Reduce the numbers of 16-18 vulnerable young people NEET in line with LAA targets and the PSA 2010 trajectory</p>	<p>Start March 2009 Review January IYSS meeting 2010</p> <p>Increase in number of care leavers aged 19 who are EET by November 2009 (higher than 33.82% in year on year comparison)</p> <p>Increase in number of 16-18 young offenders (YOT supervised) EET by November 2009 (higher than 55.09% in year on year comparison)</p>	<p>Connexions – Sheila Lynch</p>
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KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	WHO
<p>Objective 4: Provision of a robust client management system that meets the Client Caseload Information System (CCIS) to ensure national consistency to collate and track NEET progress on a monthly basis</p>	<p>Connexions provide an effective system for recording and tracking the progression of all young people aged 16-19</p> <p>Connexions produce regular CCIS data on the numbers of young people in education, employment and training, by job sector, neighbourhood area, client need, segmented by client need, school of origin etc. Street NEET maps produced for Learning Communities and District Boards.</p>	<p>Better information on reduction in NEETY, numbers of young people not known, September guarantee and the Wirral Activity Survey is produced and reported by Connexions</p>	<p>Reduce the numbers of 16-18 vulnerable young people NEET in line with LAA targets and the PSA 2010 trajectory</p>	<p>Review IYSS meeting November 2009 Complete reporting IYSS March 2010</p>	<p>Connexions – Sheila Lynch</p>

KPI	HOW WE WILL DELIVER	IMPACT	LINKS TO CYPD PRIORITIES	DATE	WHO
<p>Objective 5 Application of a NEED reduction strategy in collaboration with the 14-19 Partnership</p>	<p>Regular tracking of the numbers of young people who move between EET and NEET with identification of trends and issues</p> <p>Refresh of the Borough EET strategy in recognition of the changing economic climate and in collaboration with the 14-19 Partnership and broader Children's Trust This includes Prevention – provision of IAG and intensive support by PA's in schools Intervention – all NEET young people are caseloaded to a PA Sustainability – allocation of PA resource to sixth forms, WBL and FE colleges</p>	<p>Reduction in NEET – reported monthly by Connexions</p> <p>All NEET young people are tracked and supported by Connexions in partnership with key agencies</p>	<p>Reduce the numbers of 16-18 vulnerable young people NEET in line with LAA targets and the PSA 2010 trajectory</p>	<p>Review IYSS meeting February 2010 Complete IYSS meeting March 2010</p> <p>(Increase in EET in a year on year comparison – mean measurement of November/December 2009 and January 2010 NEET)</p>	

INTEGRATED YOUTH SUPPORT STRATEGY GROUP

TERMS OF REFERENCE

- i. To become the Forum for further promoting inter-agency working to provide co-ordinated support for young people;
- ii. To ensure that the Integrated Youth Support Plan influences the Children and Young People's Plan and other plans for supporting vulnerable children and young people;
- iii. To monitor and keep under review the Integrated Youth Support Plan.
- iv. To further explore ways of sharing recognised 'best practice' in Wirral relating to the effective support of vulnerable children;
- v. To act as a "reference group" for potential new initiatives and identify appropriate responses.

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WIRRAL CHILDREN'S TRUST BOARD – 20TH NOVEMBER 2009

ENJOY AND ACHIEVE STRATEGY GROUP REPORT TO THE BOARD

Introduction

The Enjoy and Achieve outcome area within the ECM Framework has the following aims and goals:

Aims

- Ready for school
- Attend and enjoy school
- Achieve stretching national educational standards at primary school
- Achieve personal and social development and enjoy recreation
- Achieve stretching national educational standards at secondary school

Goals

- Every child ready for secondary school, with at least 90 per cent achieving at or above the expected level in both English and mathematics by age 11
- Every young person with the skills for adult life and further study with at least 90 per cent achieving the equivalent of five higher level GCSEs by age 19; and at least 70 per cent achieving the equivalent of two A levels by age 19

The Enjoy and Achieve Strategy group brings together key leaders and managers from across the partners within the Children's Trust, including representatives from schools, in order to analyse our outcomes in this area, identify key priorities and actions and monitor and evaluate our progress against our targets.

The group meets six times a year. There are some key sub-committees that report specifically into this group and these are:

- The Children's First Strategic Board (covering 0-5 provision and Children's Centres)
- The Extended Services Steering Group
- The Better Communication Group
- The Enjoy and Achieve LAC Sub-Group

In addition there is an annual work programme designed to ensure that the group is regularly monitoring progress against achieving the expected outcomes across the teams and services that contribute to this outcome area. The annual work programme is as follows.

Annual Work Programme for Enjoy and Achieve

Term	Details
Autumn 1	<ul style="list-style-type: none"> • Any slight amendments to the Enjoy & Achieve section of the C&YP Plan in the light of the summer performance • Report on Standards • Report on priority areas of support for schools identified through summer term SIPs visits • Report on Enjoy activities for LAC
Autumn 2	<ul style="list-style-type: none"> • Report on Enjoy activities from the VCFS • Report on EAL/vulnerable groups/FSM/NEG work • Report on attendance
Spring 1	<ul style="list-style-type: none"> • Report on destinations/NEET/September Guarantee/L2/L3 • Report on progress with SEN and inclusion • 14 – 19 Strategy • Report on outcomes of the “banding” of schools • Report on target setting
Spring 2	<ul style="list-style-type: none"> • Report on attendance • Report on PSHE and SRE and Healthy Schools • Report on Specialist Schools • Review of the Enjoy & Achieve section of the Children & Young People’s Plan (and preparation for CAA)
Summer 1	<ul style="list-style-type: none"> • Continuation of review of the Enjoy & Achieve section of the C&YP Plan and preparation for CAA • Report on Enjoy activities for LAC • Report on Youth and Play activities (report on previous year)
Summer 2	<ul style="list-style-type: none"> • Report on progress with SEN and inclusion • Report on Behaviour, exclusions and SEAL • Report on Leadership and Management development

Overview of Progress November 2009

<p>Key recent achievements</p>	<ul style="list-style-type: none"> • Continued progress with both Primary and Secondary Review of school places. • Continued improvements in performance in 2009 at Early Years, Key Stage 1, Key Stage 2 and Key Stage 4. • Particular improvements in performance in primary ISP schools. • Only two schools (one of which is the new Birkenhead High School Academy) are now not meeting the Extended Schools till Core Offer. • Continued development of Children’s Centre provision; external evaluation of their provision and self-evaluation by Together for Children is very positive. • SEAL and Family Works programmes demonstrating impact. • Only 1 school in an OFSTED category. • Outcomes of secondary OFSTED reports have over half outstanding. • Improvements in performance in National Challenge and Gaining Ground schools are at a higher rate; only 4 schools are now below the KS4 floor target with three very close. • Support for new OFSTED framework. • Successful implementation of 1-1 tuition. • Continued improvement of attendance figures and especially in Persistent Absence schools. • Good performance of LAC at Key Stage 2. • High quality programme of Leadership and Management development.
<p>Key issues</p>	<ul style="list-style-type: none"> • Moving towards implementation for Primary Review Phase 5 and Secondary Review Phase 1. • Very ambitious Early Years targets; narrowing the gap in Early Years. • Measuring impact of Children’s Centres and ensuring vulnerable groups are being targeted. • Implementation of new Early Years funding formula. • Delayed implementation of “Parent Know How”. • Children’s Centres moving to statutory designation. • Implementation of the new OFSTED framework. • Continued implementation of e-learning strategy. • Impact of AFL and APP. • Narrowing the gap between FSM/non-FSM pupils at KS4. • Narrowing the gap between SEN/non-SEN pupils at KS2 and KS4. • Improve performance of LAC. • Improve performance post-16.
<p>Key challenges ahead</p>	<ul style="list-style-type: none"> • Implementation of secondary school reorganisation including at least maintaining outcomes/standards. • Impact of budget challenges. • Impact of 21st Century Schools White Paper. • Narrowing the Gap. • Machinery of Government. • Implementing 14-19 Diplomas.
<p>Risks to outcome delivery and proposed actions</p>	<ul style="list-style-type: none"> • Implications of budget challenges. • Implications of 21st Century Schools White Paper. • HR issues – managing staff changes. • ICT infrastructure and support.
<p>Areas requiring further partnership involvement</p>	<ul style="list-style-type: none"> • Efficiencies across partners in response to budget challenges. • Continued implementation of multi-agency working and clarity with schools and their role. • Delivery of Narrowing the Gap.

	<ul style="list-style-type: none"> • Delivery of Children's Centres.
Equalities impact assessment areas for development and progress made	<ul style="list-style-type: none"> • Good progress made with the actions in the EIA plan. • Need to improve outcomes for some specific groups. • Need to continue to raise awareness of the needs of some specific groups.
Areas for promotion /publicity / communication / engagement	<ul style="list-style-type: none"> • Extended schools. • 1-1 tuition and other personalised support. • Children's Centre and Sure Start programmes. • 14-19 reforms.

Areas for Reporting Focus

Case Study 1: Primary: Intensive Support Programme

Improving Schools Programme (ISP)

'The ISP is a whole school strategy for developing, embedding and sustaining school improvement. ISP supports the development of strong and effective leadership and accountability across the whole school: Governors; senior leadership teams; subject leadership and class teachers. Elements of the programme are now widely used in schools across the LA, not just in schools of concern.

'The cycle of analysis, action, evaluation and review is the key to building sustainable improvement. The cycle is ongoing and provides the means to build capacity for leadership, drawing upon and contributing to school improvement.'
(The Improving Schools Handbook)

The Improving Schools Programme supports schools on Wirral where standards achieved by pupils in Y6 fall below one or more of the national floor targets. There are three floor targets taken into account: English; mathematics; and English and mathematics combined. In addition, schools are monitored for the percentage of pupils who make two levels of progress (2LP) in English or mathematics.

Schools are identified through a thorough analysis of data and discussions within the Primary Team. There is often a trend of underachievement and a school may have been below floor targets for a number of years. Any school on Wirral in an Ofsted category is supported through ISP. Ofsted reports have acknowledged ISP support as a key element in these schools exiting from an Ofsted Category.

10 schools were identified for ISP support 2008-2009. Analyses of data from 2009 showed the following:

2008-2009	English and mathematics combined	6 schools improved
	English L4+	7 schools improved
	Mathematics L4+	7 schools improved
	2LP English	3 schools improved
	2LP mathematics	5 schools improved

1 school improved in all 5 indicators and 3 schools improved against 4 or 5 indicators.

A further 10 schools were also supported through WISP (Wirral Improving Schools Programme). Of these schools:

- 7 schools improved their results between 2008-2009 for English and mathematics combined, 2LP mathematics and mathematics L4+;
- 4 schools improved 2008-2009 for English 2LP and English L4+.

Sustained improvement has been seen in other ISP schools. It is an important part of the programme that schools continue to improve after the intense support has been withdrawn. Where schools have been tracked over 3 years there is evidence that ISP has led to sustained improvement.

ISP and WISP schools all have Raising Attainment Plans (RAP). These are drawn up by the Local Authority in conjunction with key members of the staff in a school. They are reviewed on a termly basis. Where possible headteachers and other members of the Senior Leadership Teams (SLT) meet with relevant members of the LA School Improvement Team - Principal Managers, Advisers, Consultants, Advisory Teachers and SIP to ensure that support is identified and dates for support are written into the RAP.

All schools are asked to submit data on a termly basis. They update the predicted results for pupils to ensure they are on track to attain L4+ English and L4+ mathematics; English/mathematics combined and 2LP for English and mathematics, across KS2.

Other whole school data is also included in the RAP. This covers the Foundation Stage and Key Stage 1 to ensure that pupils' progress is being carefully monitored as they move through the school.

Network meetings each term enable headteachers to share good practice with other schools in ISP/WISP. These meetings have been well attended by headteachers of both new, second year and past ISP/WISP schools.

ISP electronic tracking sheets are used by schools to analyse data. Many of the features have been incorporated into the Assessment Manager 7 data analysis programme which has been developed for Wirral with CAPITA during 2008-2009. ISP/WISP schools were in the first cohort to be offered the bespoke training and consultation using the schools own data, supported by a headteacher consultant and technical support services.

All Primary SIPs have the handbook for ISP with data tracking CD and so can incorporate some of the ISP strategies into their own school improvement techniques. As such, ISP school improvement structures form the basis for all school improvement strategies across the LA.

Case Study: Primary School

One Wirral primary school had been below floor targets for eight years, one of only 66 schools nationally. The school was designated a 'Hard to Shift' school by DCSF and National Strategies in 2008/9 and as such was monitored by the strategy and DCSF.

The school has engaged fully with the programme. Funding was allocated to the school by the DCSF, with additional funding/support from the LA. This included bespoke weekly mentoring and coaching support from a recently retired Wirral Headteacher.

As part of the ISP, the school has had a dedicated Consultant who has supported the Leadership and Management (Headteacher, Governors and Senior Leadership team), in developing and embedding structures and systems which support Whole School Improvement with a focus on learning and accelerating children's progress. Consultants and Advisory Teachers from the English, Mathematics, Early Years and Assessment Teams gave bespoke training and support across the school.

As a result, in 2009 results in all the national indicators were above floor targets for the first time. The school is no longer a nationally identified Hard to Shift school and will continue to have support through ISP in order to sustain improvement.

Case Study 2: Secondary: National Challenge Programme

Background

In June 2008 the Secretary of State for Education announced the National Challenge Programme to support schools with less than 30% of their pupils achieving 5 or more A*-C grades including English and maths (5+A*-C incl Eng&Ma). Six Wirral schools fell into this category.

In response the local authority, working with the schools, drew up detailed plans to ensure that, by 2011, no Wirral school would be in the National Challenge category. The plans were approved by the DCSF, and attracted funding totalling £592,000 for 2008/09. The Wirral total for 2009/10 was £317,000. The amount allocated to a school depended on its risk rating for not attaining the 30% 5A*-C inc. English and maths floor target (as assessed by the DCSF) and whether or not the school was undergoing a structural solution.

Discussions have been ongoing with the DCSF and the Office for the Schools Commission as to possible structural solutions for some of the Wirral National Challenge schools. This includes the current proposals for the two academies in Birkenhead.

Three National Challenge Advisers (NCAs) were appointed in November 2008 to support and challenge the National Challenge schools. The NCAs were all experienced ex-headteachers with a proven track record of school improvement. The level of support for 2008/09 ranged from 15 days for schools considered to be at medium risk of not meeting the floor target to 20 days for those considered to be at high risk. These days have been reduced for 2009/10 by the DCSF due to the perceived risk of being lower.

Schools were required to draw up further detailed plans (Raising Attainment Plans – RAPs) focusing on KS4. The local authority developed a planning tool to help schools create their plans efficiently, and worked closely with the NCAs to ensure the RAPs would meet the necessary quality standards first time – which they did.

The NCAs and local authority officers, including subject specialists, meet regularly to discuss the progress of the National Challenge schools and re-orient, where necessary, the support provided by the Local Authority. The six schools have been allocated over 50% of the total curriculum support for all Wirral secondary schools from the Local Authority for 2009/10.

The progress of the schools is monitored by the National Strategies and the DCSF. At the two most recent meetings on July 13th 2009 and September 9th 2009, the National Strategies/DCSF judgement for the progress of all Wirral's schools was 'green' (positive) in each case and for the LA overall. This is not the case for most other North West Local Authorities. The NCAs have been quality assured by the National Strategies and have been rated at least satisfactory.

Impact

GCSE 5+A*-C incl Eng&Ma

School	2007 Result	2008 Result	2009 Predicted result	2009 Provisional result	Change from 2008
Park High School	23%	26%	30%	27%	+1%
Pensby High School for Boys	26%	25%	41%	40%	+13%
Ridgeway High School	27%	38%	64%	47%	+10%
Rock Ferry High School	18%	23%	32%	25%	+2%
The Oldershaw School	28%	18%	32%	27%	+9%
Wallasey School	29%	29%	35%	29%	-1%

Overall, the rise in the National Challenge schools was 5.2% compared with a rise of 1.1% in all other Wirral secondary schools from 2008 to 2009.

Overall, the rise in attainment for Free School Meals pupils in National Challenge schools was over 3%, compared with a rise of 2% in all other Wirral schools from 2008 to 2009.

Brief SWOT Analysis of the Outcome Area

Strengths	Weaknesses:
<ol style="list-style-type: none"> 1. Extended Services 2. High quality provision (schools) with good or better performance. 	<ol style="list-style-type: none"> 1. Performance of LAC. 2. Difference in performance of vulnerable groups. 3. Progression targets. 4. Need to speed up implementation of 14-19 reforms.
Opportunities:	Threats:
<ol style="list-style-type: none"> 1. Machinery of Government changes 2. Multi-agency working 3. School reorganisation 	<ol style="list-style-type: none"> 1. Budget constraints and capacity 2. Impact on school improvement of the 21st Century Schools White Paper.

Summary

Across the Enjoy and Achieve Outcome area we are making good progress in most areas. Standards and outcomes are high for most children. We need to maintain and further develop that but with a particular focus at all phases on improving outcomes of vulnerable groups and narrowing the gap. We need to ensure that all are aware of which children fall into this category and harness the benefits of multi-agency working to impact on these children and families.

Recommendations:

That Wirral Children's Trust Board endorse the report.

Report Author:

Name
Title

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Head of Branch
Learning & Achievement

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Appendices

Appendix 1 Enjoy and Achieve Priority Framework
Appendix 2 Enjoy and Achieve Performance

Children and Young People's Plan Enjoy and Achieve Priorities 2009/10

- Public money is spent to maximum effect in all our schools.
- Young children and families are well supported, especially the most vulnerable, through the network of Children's Centres.
- Children and families are supported with their social and emotional development.
- Extended Services, delivered through schools and partners working in clusters, impact upon the outcomes for children and families.
- Continue to raise standards in schools and settings by continuing to improve the quality of leadership and management, curriculum, assessment and learning, thereby ensuring none fall into an OFSTED category.
- Close the attainment gap where poverty and disadvantage affect achievement.

Wirral Council Corporate Plan 2008-2013 Enjoy and Achieve Linked Aims

- Close the attainment gap where poverty and disadvantage affect achievement
- Reduce numbers not in employment, education or training
- Increase numbers going to university, especially from disadvantaged communities

Local Area Agreement Related Indicators

Statutory Indicators (non-reward grant):

- 72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
- 73 - Achievement at level 4 or above in both English and Maths at Key Stage 2
- 75 - Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths
- 87 Secondary school persistent absence rate
- 93 - Progression by 2 levels in English between Key Stage 1 and Key Stage 2
- 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest.
- 94 - Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2
- 99 - Looked after children reaching level 4 in English at Key Stage 2
- 100 - Looked after children reaching level 4 in maths at Key Stage 2
- 101 - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)

Enjoy and Achieve Performance Report

Performance Indicator report for 2009/10 latest data at Quarter 2.

	Title	Yr End Target	Yr End Forecast	Q2 Target	Q2 Actual	On Target	Direction of Travel
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	56%	51.7%	56%	51.7% (P)	Amber	n/a
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	77%	74%	77%	74% (P)	Green	n/a
NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	55.2%	53.2%	55.2%	53.2% (P)	Green	↑
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	30.2% (Lower is Better)	31.4%	30.2%	31.4% (P)	Green	↔
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	86%	81.6%	86%	81.6% (P)	Amber	↔
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	79%	77.8%	79%	77.8% (P)	Green	↔
NI 100	Looked after children reaching level 4 in maths at Key Stage 2	44%	52%	44%	52% (P)	Over Performing	↓
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	7.4%	7.3%	7.4%	7.3% (P)	Green	↓
NI 103a	Percentage of final SEN statements issued within 26 weeks (Excluding exceptions).	98.0%	100%	98.0%	100% (A)	Green	↑
NI 103b	Percentage of final SEN statements issued within 26 weeks (Including exceptions)	92.0%	98.0%	92.0%	98.9% (A)	Green	↑

Performance Issues

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	56%	51.7% (P)	Amber	N/A

Context: This data release is still provisional and therefore subject to change at a future date.

Corrective action: There is ongoing National Strategies training that we expect schools to engage with. School Improvement Partners will discuss with head teachers reasons for underperformance and what corrective action is needed at a school level.

Portfolio	PI no	Title	2009/2010 Q2 Target	2009/2010 Q2 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	86%	81.6% (P)	Amber	Unchanged

Context: This data release is still provisional and therefore subject to change at a future date.

Corrective action: There are number of schools sending English scripts back for remarking. School Improvement Teams will analyse the attainment data both at LA, school and subject level. In particular they will be analysing data especially where results have been markedly different from school predictions. Through this the teams will identify schools where there is evidence of underperformance and target them for detailed monitoring, challenge, intervention and support. There will be targeting of intensive consultant support to schools, to ensure there is accelerated progress in English and maths. English and mathematics teams have projects and training plans for next academic year to target schools. There is ongoing National Strategies training that we expect schools to engage with. School Improvement Partners will discuss with head teachers reasons for underperformance and what corrective action is needed at a school level. SIPS (and Consultants in our Intensive Support Programme schools) are being asked to have discussions with Head Teacher and Senior Leadership Team about progress in Y4 to ascertain the percentage of pupils on track with 1 level progress, and what action is planned for those children not on track. In particular there will be a focus on identifying children on track for L4+ in either English or maths but not both and again what action is planned. Where there are specific concerns, schools may be placed into our Intensive Support Programme or, in rare cases, may even be identified as a School Causing Concern. The monitoring conversation with the SIP will be used to inform LA support; this is also reported to the school's governing body. Effective Pupil Progress meetings are key for the Head Teacher to challenge underperformance with staff and these are part of ISP. Two key programmes (Assessing Pupil Progress and Assessment for Learning) will continue in the autumn term and these will help ensure accurate levelling, improved moderation and secure tracking of pupils.



Wirral Children's Workforce Strategy

Statement of Intent

Version 3 November 2009

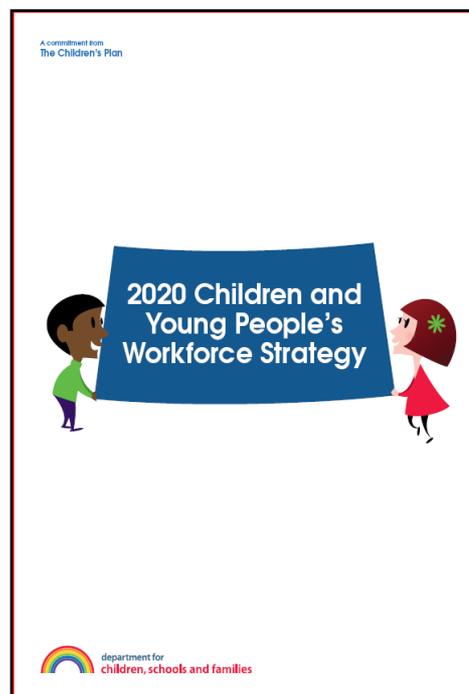
Logos to be added

1. Introduction

1.1 DCSF 2020 Children and Young People's Workforce Strategy

In December 2008 the DCSF published its Children and Young People's Workforce Strategy. This strategy for the workforce had been developed with the support of a group of experts drawn from across the children and young people's workforce.

The core of the approach is to make sure that everyone who works with children and young people – whatever their role – has the skills, knowledge and motivation to do the best job they possibly can. They must be able to ensure that children and young people are safe and can develop and succeed across all of the outcomes which underpin Every Child Matters: being safe, staying healthy, enjoying and achieving, making a positive contribution and achieving economic well-being.



Vision

The vision within that strategy, supported and endorsed by the Wirral Children's Trust is that everyone who works with children and young people should be:

- ambitious for every child and young person;
- excellent in their practice;
- committed to partnership and integrated working;
- respected and valued as professionals.

National Priorities

The DCSF 2020 Children and Young People's Workforce Strategy identifies a number of priorities. These are:

- a more integrated approach to the development of leaders and managers, including extending the remit of the National College of School Leadership to develop a comprehensive package of support for current and aspiring Directors of Children's Services;
- a strategic approach to recruitment, including raising the profile of jobs in the children's workforce, tackling and encouraging the best new entrants to join it;
- supporting people in the workforce to develop skills and behaviours they need to work effectively in partnership with children, young people and parents and families, and with each other, in ways that help to secure better outcomes;

- ensuring that qualification, training and progression routes are accessible, high quality and help people in the workforce to develop their skills and their careers;
- ensuring that people in the workforce have skills and knowledge they need to support children who are particularly vulnerable, including those who are looked after, are disabled or have mental health needs;
- developing a knowledge bank for the children and young people’s workforce, to ensure that practice, training and workforce development is firmly based on evidence about what makes the most difference.

1.2 Our Vision for the Children’s Workforce in Wirral

The Wirral Children and Young People’s Plan helps all those partners working with children and young people to work together on the right priorities in order to improve the lives of children, young people, their families and carers.

The plan says:

Children and young people are society’s future and with them rest our hopes and aspirations. Supporting their interests and welfare is paramount. Our most important principle is that we will secure an active partnership of parents, carers and services, working together to deliver the best outcomes for all our children and young people and thus enabling them to fulfil their potential.

Our vision is to enable Wirral’s children, young people and families to access services quickly in order to be secure, healthy, have fun and achieve their full potential.

The Wirral Children’s Workforce Strategy underpins the priorities and actions within that plan by seeking to ensure that all people working with children and young people have the best possible personal and professional development, knowledge and skills, behaviours and aptitudes, support and advice. It helps organisations, services and team to work better together so that the child remains at the centre of our services.

1.3 Partnership Working

Crucial to the effective implementation of the Children and Young People’s Plan is the fact that no single agency or team is solely responsible for the improvement in outcomes for children and young people. Partnership working is essential if we are to achieve the ambitions with the Children and Young People’s Plan. The plan enables partners and partnerships to prioritise the outcomes expected and determine what strategies are needed to achieve them.

Sometimes this will be achieved through the agreement and alignment of priorities and actions. Sometimes this will be achieved by integration of teams and services. Effective workforce planning, development, training and support are all essential if partnership working is to have the impact we want.

1.4 Mapping the Connections

Children and young people's workforce development is not just about training. It is a combination of a range of workforce issues such as workforce planning, professional development, qualifications, performance management, appraisal, induction, recruitment and selection, etc.

The diagram on page 5 tries to map out the various connections between elements of workforce strategy.

1.5 What do Children and Young People Want?

This is what children and young people say they want and there are obvious implications for children and young people's workforce development.

- Children and young people want to be listened to and feel respected
- Children and young people want consistency in approach by professionals
- Children and young people want to feel safe, secure and wanted
- Children and young people want bullying to be tackled
- Children and young people and their families want to be empowered and involved in decisions which affect them
- Children and young people and their families want access to timely, flexible, quality services
- Where there are long-term health, social care and additional needs families want a single point of contact, who understands their specific needs, to help them negotiate their way through multiple service contacts and ensure services are co-ordinated and achieve intended outcomes
- Where there are health, social care and additional needs families require clear and accurate information delivered in a manner that is appropriate to their particular situation, recognising the barriers they may face in accessing services

- They want to see people who are: Motivational – Talkative – Authoritative – Determined – Responsible – Patient – Co-operative – Generous – Consistent – Organised – Life experienced with family problems – Enthusiastic – Friendly – Confident – Positive – Honest – Kind – Helpful – Have a good sense of humour
- They want to see people who balance both fun and discipline to make the learning process successful: Promote Self Esteem – Listen and Understand – Are Professional Can advocate – Believe all Children and Young People are equally important – Show Respect – Provides Leadership – Understands the needs of Children and Young People – Acts as role models – Do what they say they will – Communicate – Are approachable – Values other views and opinions

Wirral Children's Workforce Strategy



The 2020 Children's Workforce Strategy

The National Children's Plan

Wirral Children and Young People's Plan

Integrated Working Strategy

Personnel Procedures
Recruitment and Retention, Succession Planning, Appraisal or Performance Management, Line Management

Statement of Intent
This document describes its expectations in the way that the Children's Workforce will be developed. It places expectations on the Trust itself, its partners, managers, teams and individuals.

Framework of Entitlement and Progression
This document aims to map out the range of programmes from pre-induction to the highest senior management to support Children's Workforce development. It helps managers, teams and individuals to plan out their progression in terms of skill development and career development.

National Standards
There are a range of nation standards that apply to various elements of the children and young people's workforce.

Action Plan
The Action Plan describes specific actions that will be taken to achieve the Statement of Intent and the actions to deliver the programmes that make up the Framework of Entitlement and Progression.

Common Core

Training Needs Analysis

Leadership & Management

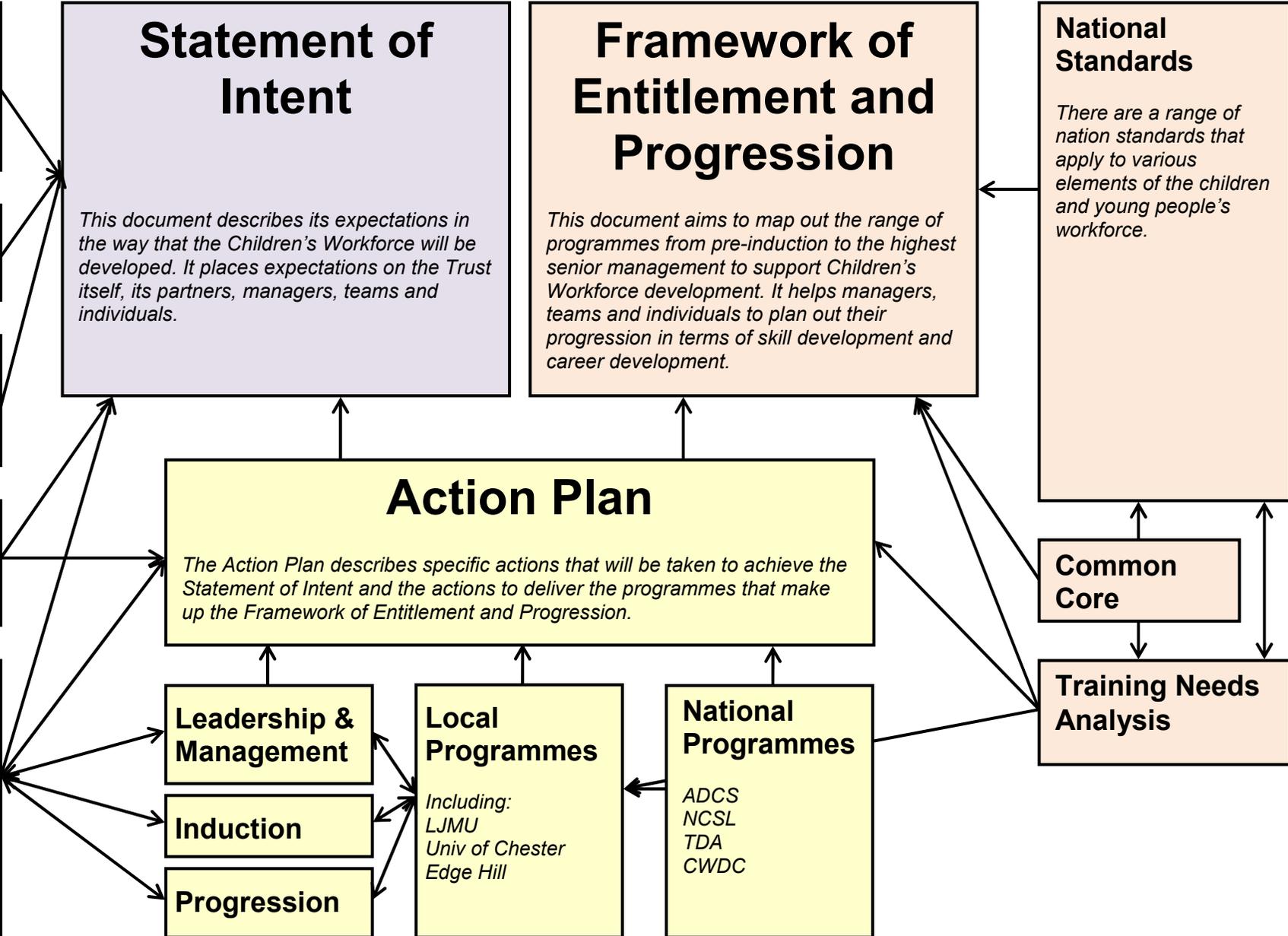
Induction

Progression

Local Programmes
*Including:
 LJMU
 Univ of Chester
 Edge Hill*

National Programmes
 ADCS
 NCSL
 TDA
 CWDC

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1.6 Who Makes Up the Children's Workforce

The children and young people's workforce is large, diverse and complex.

The illustration on page 6 is taken from the 2020 Children and Young People's Workforce Strategy. It seeks to illustrate the different roles, and a number of broader segments, within the workforce: education; early years; social, family and community support; youth support; health; crime and justice; sport and culture and managers and leaders. The diagram is illustrative and many people in the workforce would identify themselves as working in more than one 'segment'. However, the diagram provides a helpful tool for understanding the workforce as a whole and the scope of this strategy.

This strategy is supported by the full range of partners including Children's Services, Health, Connexions, VCFS, etc.

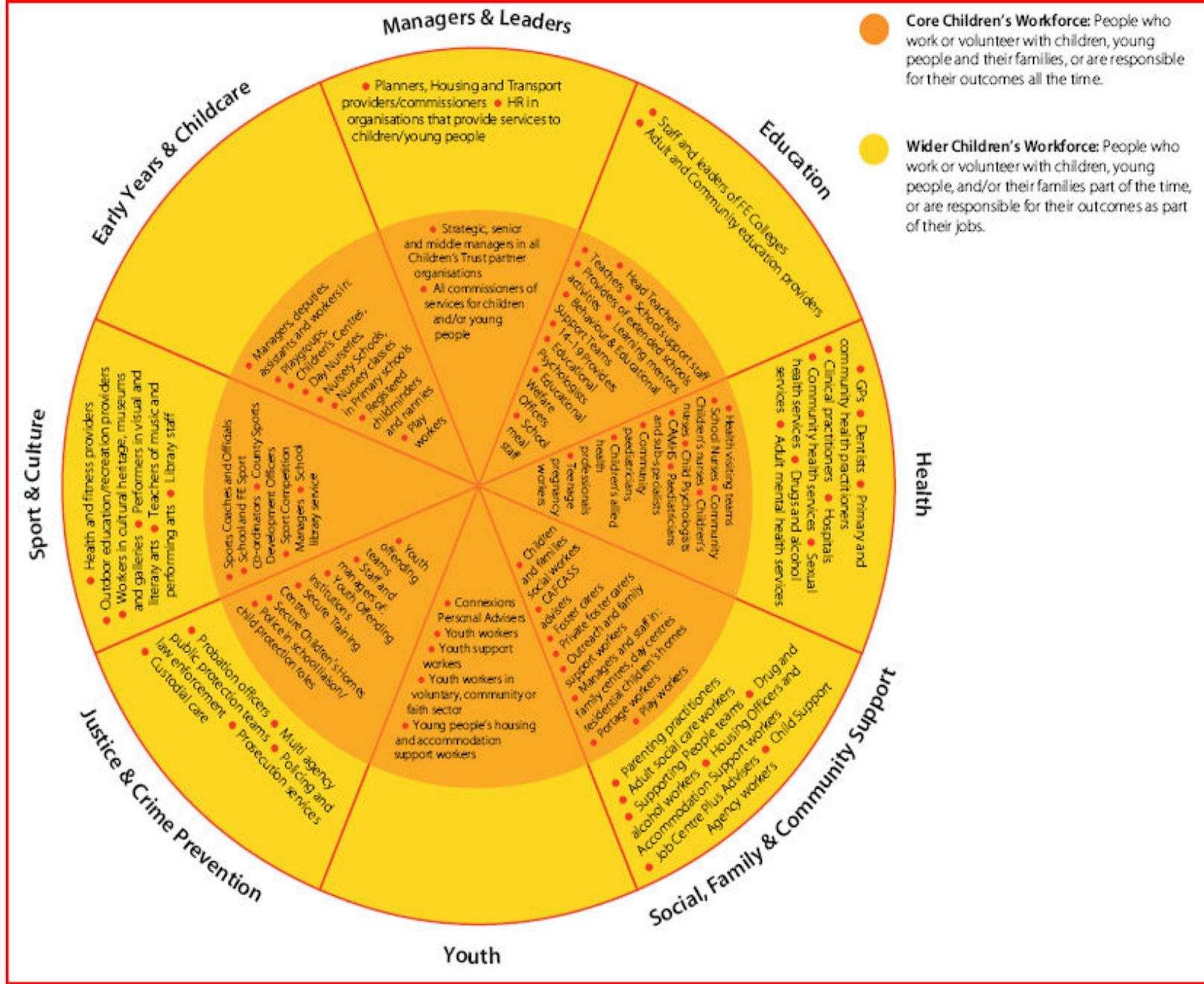
1.7 The Common Core of Skills and Knowledge

The Common Core of Skills and Knowledge for the children and young people's workforce set out the basic skills and knowledge needed by all people (including volunteers), whose work brings them into regular contact with children, young people and families.

The skills and knowledge are describes under six main headings:

The Common Core of Skills and Knowledge

- effective communication and engagement with children, young people and families;
- child and young person development;
- safeguarding and promoting the welfare of the child;
- supporting transitions;
- multi-agency working;
- sharing information.



1.8 The CWDC One Children’s Workforce Tool

In 2008 the Children’s Workforce Development Council developed a framework to support the development of the children and young people’s workforce.

This framework identifies a number of inter-connected strands of development, all of which contribute to a coherent and effective workforce: one children and young people’s workforce.



For each of the “rainbow colours” there are a number of descriptors which can be used at Trust, manager, team, individual, child and family levels to help support the development of the workforce.

Examples of the kinds of solutions that Children’s Trusts might look to

Shared identity, purpose & vision	Brand Vision Communication Engagement Leadership Performance culture
Common values & language	Physical expression of common values & language Communication Engagement Leadership
Behaviours	Set of defined behaviours Communication Engagement Leadership
Integrated working practices	Common Assessment Framework Lead professional Info sharing Integrated services Team Around the Child Early identification
High quality appropriately trained	Career pathways Qualifications Induction CPD Skills audit Recruitment Standards Leadership & management skills Retention PDP/Appraisal Training Skills Supervision
Complementary roles	Remodelling Locality based working Collaboration
Capacity	Succession planning Diversity Workforce planning Workforce data Organisational structures Workforce strategy Third sector
Outcome focus	Connection from Local Workforce Strategy (LWS) to Children and Young People’s Plan Evidence base for LWS Performance management

The One Children’s Workforce Framework and Tool has been developed by



with support from local area representatives and national partners

1.9 Our Assessment of Where We Are

The Children's Workforce Development Council's One Children's Workforce tool aims to help us work out where our Children's Trust is up to on developing one children's workforce - a workforce that is reformed and integrated and making the best contribution possible to local Every Child Matters outcomes and the Children and Young People's Plan. It will help us move from good to world-class by helping us work out where we want to be and how to get there.

It is different to other assessment and improvement frameworks in that it looks at the children's workforce across all sectors and professions of the Children's Trust. It focuses on those aspects of workforce reform that are crucial to working together to deliver Every Child Matters outcomes.

The tool does not have a start and finish date. Rather the intention is for Children's Trusts to use it to support improvement on an ongoing basis.

Appendix 1 contains the latest self-assessment of where we are using the CWDC One Children's Workforce tool.

This has been used to inform our priorities.

1.10 Why a Statement of Intent

We wanted to move beyond just having a vision and nice words about how we would all work together. We have therefore expressed our strategy in terms of clear intentions, commitments and expectation of partners, teams, managers and individuals across the Children's Trust.

1.11 Framework of Entitlement and Progression

The children's workforce strategy group is working on a framework which tries to map out the sorts of professional development opportunities and entitlements across all of the strands of the children and young people's workforce in order to enable managers and individuals to assess where they are and what steps are appropriate for further training and development.

2. What the Wirral Children's Trust Intends To Do About Children's Workforce Development

The Trust will:

- 2.1 fully commit to the Wirral Children's Workforce Strategy and especially the Framework of Entitlement and Progression so that everyone working with children is clear about the strategic direction of our work, their skills need, development opportunities, entitlement and accountability
- 2.2 expect all partners, managers, teams and all of the children's workforce to fully engage with the Wirral Children's Workforce Strategy
- 2.3 support the development of Wirral Children's Workforce through financial support and the commitment for staff to be released to engage in relevant programmes
- 2.4 co-ordinate, monitor and evaluate the impact of the Wirral Children's Workforce Strategy to ensure that the required skills are being developed and impacting on outcomes for children
- 2.5 be proactive about responding to the outcomes of the monitoring and evaluation of the Wirral Children's Workforce Strategy and the Trust will promote ways of working so partners can mutually challenge each other over Children's Workforce development
- 2.6 work closely with a range of local, regional and national providers
- 2.7 establish, implement and uphold a clear model for how partners, teams and individuals will work with children including a model for integrated working
- 2.8 make explicit the key priorities for Children's Workforce Development; the priorities for 2009-2011 are in the associated Action Plan
- 2.9 actively encourage innovative thinking and working
- 2.10 ensure that professional development programmes enable staff to meet required minimum qualifications and they should incorporate further accredited opportunities where possible
- 2.11 actively promote Leadership and Management development across all partners within the Trust
- 2.12 ensure effective succession planning

3. What Managers Will Do About Children's Workforce Development

Managers across all partners that comprise Wirral's Children's Trust will:

- 3.1 fully commit to the Wirral Children's Workforce Strategy in order to develop their workforce and build effective teams
- 3.2 adopt recruitment and selection procedures that clearly indicate the skills required and the expectation on employees to fully engage with the Wirral Children's Workforce Strategy (for example, all new employees from all partners undertake the Common Induction Programme)
- 3.3 use Performance Management/Appraisal processes to underpin the Wirral Children's Workforce Strategy and in order to systematically determine the professional development needs of staff. Every member of the Wirral Children's Workforce will have at least one appraisal target/objective related to the key priorities in the Wirral Children's Workforce Strategy
- 3.4 establish with their workforce a commitment to multi-professional working and integrated working (as appropriate). They will actively promote the skills, aptitudes and attitudes for successful multi-professional working
- 3.5 ensure that job descriptions, roles and responsibilities are clear and appropriate in the light of the priorities in the Children & Young People's Plan, the Wirral Children's Workforce Strategy and the developing models of working (for example, job descriptions will be regularly reviewed)
- 3.6 based on systematic training needs analysis of teams and individuals, plan the professional development of their staff and allocate time and resources accordingly
- 3.7 engage in the ongoing development of their own Leadership and Management skills and they will promote the development of the Leadership and Management potential within the workforce
- 3.8 use supervision and line management processes to support the Wirral Children's Workforce Strategy (for example, documentation to support supervision and line management will include ongoing professional development as a standing item)
- 3.9 monitor and evaluate the impact of the professional development of their staff. Managers are accountable to their head of service and through them to the Trust for the impact of the Wirral Children's Workforce Strategy
- 3.10 will be conscious of the fact that staff belong to several teams and support effective "matrix management"
- 3.11 ensure that staff are kept up-to-date with safeguarding policy and practice
- 3.12 be proactive about workforce planning rather than reactive when vacancies arise and including appropriate succession planning and retention strategies

4. What Teams Will Do About Children's Workforce Development

Teams across all partners that comprise Wirral's Children's Trust will:

- 4.1 subscribe to the model of multi-professional and/or integrated working (as appropriate) and actively work to ensure successful team working
- 4.2 endeavour to fully understand their role and skills' strength and they will respect the roles and skills' strengths of others and how they complement each other for the success of the team
- 4.3 recognise that staff are often members of several teams and they are expected to fully contribute to all of them, commit to the priorities of all of them and to all the team managers

5. What Individuals Will Do About Children's Workforce Development

Individuals across all partners that comprise Wirral's Children's Trust will:

- 4.1 be committed to their own professional development in line with the priorities of the Children and Young People's Plan, the Wirral Children's Workforce Strategy and those of their team
- 4.2 complete as part of the Performance Management/Appraisal cycle a training needs analysis which takes into account the various priorities and the common core competences
- 4.3 commit to Common Induction Programme (which will include reference to the common core competences) for new cohorts and those new in post
- 4.4 adhere to the relevant Code of Practice or professional standards
- 4.5 ensure they are clear about the requirements of their role within the context of the Children and Young People's Plan and priorities for their service
- 4.6 monitor and evaluate the impact of their professional development
- 4.7 engage in an ongoing basis professional development in order to keep up-to-date with safeguarding policy and practice

6. Priorities for Wirral Children's Workforce Strategy for 2009-2011

Priority	Description
6.1	Complete the Wirral Children's Workforce Strategy including: <ul style="list-style-type: none"> • The Statement of Intent • The Framework of Entitlement and Progression • The Action Plan
6.2	Gain agreement on the overall framework and over the Statement of Intent with the Children's Trust
6.3	Agree the terms of reference and membership of the Children's Workforce Strategy Group Establish capacity to deliver the Wirral Children's Workforce Strategy
6.4	Further develop key programmes as agreed by the Children's Trust <ul style="list-style-type: none"> • Common Induction Programme • Leadership and Management in conjunction, as appropriate, with partner providers
6.5	Promote the Workforce Strategy and the Statement of Intent across all partners and all the workforce Develop our approaches to Recruitment and Selection and Appraisal, Line Management and Supervision in order to promote the Wirral Children's Workforce Strategy
6.6	Use the CWDC Tool to assess our readiness to implement the various aspects of the Wirral Children's Workforce Strategy Use the CWDC Tool to promote the Wirral Children's Workforce Strategy across all providers of the Trust
6.6	Continue to develop and implement the Integrated Working Strategy
6.7	Undertake reviews and updates of job descriptions and skills needs (this is needed prior to implementing Training Needs Analysis) Develop and implement Training Needs Analysis across all partners of the Trust

WIRRAL CHILDREN'S WORKFORCE STRATEGY

Overview

1. In December 2008 the DCSF published its Children and Young People's Workforce Strategy. This strategy for the workforce had been developed with the support of a group of experts drawn from across the children and young people's workforce.
2. The core of the approach is to make sure that everyone who works with children and young people – whatever their role – has the skills, knowledge and motivation to do the best job they possibly can. They must be able to ensure that children and young people are safe and can develop and succeed across all of the outcomes which underpin Every Child Matters: being safe, staying healthy, enjoying and achieving, making a positive contribution and achieving economic well-being.
3. Prior to this, in Wirral, partners across the Children's Trust had been working on the development of a range of professional development programmes in conjunction with local HEIs and delivered on a multi-agency basis. This had also been developed together with the other Merseyside LAs within the context of the Learning Together Partnership. These programmes were proving very successful and participants were reporting them very valuable. However, maintaining the ongoing cohort numbers has been a challenge.
4. At the same time as the DCSF were launching their strategy, the Children's Workforce Development Council (CWDC) developed a framework to support the development of the children and young people's workforce. This framework identifies a number of inter-connected strands of development, all of which contribute to a coherent and effective workforce: **one** children and young people's workforce.
5. The Children's Workforce Development group (which has at least one representative from the greater majority of partners across the Trust) agreed that following the introduction of the strategy and framework that it is essential that we developed a clear strategy and priorities for delivery across Wirral. This has been called our Statement of Intent as we wanted to make clear commitments across the Trust, by managers, teams and individuals, to actions that would secure improved workforce development.

Recommendations:

That Wirral Children's Trust Board approve the Wirral Children's Workforce Strategy

Report Author:

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Title

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Appendices

- Appendix 1 Wirral Children's Workforce Strategy
- Appendix 2 Framework of Entitlement and Progression

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WIRRAL CHILDREN'S TRUST BOARD – NOVEMBER 20TH 2009

STAR CHAMBER FOR DATA COLLECTION AND SURVEYS

Introduction

At the meeting of the Children and Young People's Partnership in June 2009, there was a discussion about the number of and range of topics for various surveys coming from various partners across the Children's Trust. Some of the Issues that were discussed included:

- The low response from schools to data collection and surveys and in particular the low response to key surveys such as Tellus and the Audit Commission Survey
- The demands on schools in terms of workload and impact on curriculum delivery
- The frequency of such surveys and co-ordination of them
- The duplication of questions and topics

It was agreed that work would be done to create a process where the collection of data and surveys could be better managed with less impact on schools. The process would be overseen by a "Star Chamber". As a consequence it was hoped that we could then secure even better responses from school to the key surveys (Tellus and the Audit Commission Survey).

Working Group

A working group was set up via the Learning and Achievement Data Strategy Group. This involved head teacher representatives.

What Data Collection or Surveys are Included

The Working Group decided that we needed to be clear which requests for data or surveys would come within the remit of the proposed "Star Chamber".

It is proposed that the remit will include:

- Requests going to all schools
- Requests going to whole phases
- Requests going to whole cohorts

The remit would not include:

- Statutory requests to schools
- Requests that are part of an annual programme
- Requests for representatives on (for example) working parties
- Requests for specific groups of children (e.g. Looked After Children) where there are specific consultative groups anyway

Criteria

The Working Group decided that there needs to be some clear criteria against which the decision about whether a request for data from schools or a survey should go ahead. These are the proposed criteria:

1. the data should not be requested if the information is already available from other sources or is convertible from existing sources
2. the data should be clearly linked with a priority as part of the Children and Young People's Plan
3. the data can be collected or provided reasonably taking into account timescale and the implications on workload
4. the request for data does not fully or partly duplicate a request that has been made in the last 12 months

Process

When a partner organisation wishes to request data from schools or conduct a survey the relevant officer will need to complete a template (see the proposed one attached) which outlines, in accordance with the criteria above:

1. why the data is needed; what is the business case and how does it specifically link with a priority as part of the Children and Young People's Plan
2. does the data already exist in the right form or can it be converted from existing data?
3. what is the cost to collect the data?
4. what is the impact in terms of workload (staff hours)?
5. when was the data last collected?
6. what is the target group and the size of the sample?
7. what are the timescales and deadlines?

The completed template will then be discussed at a half-termly meeting of the Star Chamber.

If the Star Chamber approves the request then this will be published on iWiSch so schools are alerted to the fact that the request has been approved.

If the Star Chamber does not approve but is of the view that it could be approved with some changes then the author can be asked to make the changes suggested by the Star Chamber and resubmit. The Star Chamber will then consider approval electronically.

If the Star Chamber does not approve, the author can request to resubmit and attend the next meeting to explain why the request is business critical.

If, having followed all of the above processes, the Star Chamber does not in the end approve the request then there is no appeal.

If anyone breaks the system then the Director of Children's Services, on behalf of the Children's Trust, will be asked to write to the relevant author and organisation.

Membership of the Star Chamber

The Working Group felt that this should include one representative from each of the following:

- The C&YP Department Information Section
- Health
- Positive Contribution Group
- Primary Head Teachers
- Secondary Head Teachers
- Special Head Teacher
- The C&YP Department Children's Social Branch
- The C&YP Department Planning & Resources Branch
- Strategic Service managers from the C&YP Department Learning and Achievement Branch
- Corporate Services

Consultation About the Policy

The Working Group felt that there should be consultation with the following:

- The Children's Trust Executive
- The Children's Trust Board
- The senior leadership teams in relevant partner agencies
- Lead Member for Children and Young People

There has already been consultation with Head Teacher groups who have agreed to this process.

Implementation Date

Following approval of the policy and communication across all agencies and teams, the Working Group felt that the first meeting of the Star Chamber should come into force from January 2010 to approve requests from March 2010 onwards.

Summary

These proposals should seek to ensure that what data is collected or surveys are undertaken are more clearly linked to the priorities in the Children and Young People's Plan. They also comply with the duty on the LA to seek to manage demands on schools.

Recommendations:

Subject to further consultation with the senior leadership teams in relevant partner agencies and any minor amendments to this policy, the Children's Trust approves the establishment of a "Star Chamber" to manage data collection and surveys in line with the process outlined above.

Appendix 1: Proposed Star Chamber Template

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