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# VISION FOR CHILDREN AND YOUNG PEOPLE

## 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.”

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.



**Councillor Sheila Clarke**  
Lead Member for Children’s Services  
and Lifelong Learning,  
Chair of Wirral Children’s Trust

A handwritten signature in black ink that reads "Sheila Clarke".



**David Armstrong**  
Interim Director of Children’s Services,  
Children and Young People’s Department

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# INTRODUCTION

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Wirral Children's Trust aims to make sure that all children are safe, healthy, enjoy life, can achieve their full potential and are prepared for adult life and work



**We write this plan in a time of change. Wide ranging changes to policy and public sector funding and organisational re-structures such as the National Health Service are in development. The impact of these changes will be far reaching for all partners and will mean that the way services for children, young people and their families in Wirral are delivered will change.**

In consideration of this evolving national picture Wirral Children's Trust has agreed to produce a one year Children and Young People's Plan (CYPP) for 2011-12 rather than a new three year plan to follow on from the 2008-11 plan. This plan is an overarching strategic plan for all organisations providing services for the children and young people of Wirral. It will help us to make further progress by focusing our efforts and funding on priority areas which we know will make a difference.

The plan covers all the services for children and young people in the Borough. It is a strategic document which will be supported by detailed operational delivery plans. It covers every aspect of support for children and young people from before birth to their 19th birthday and beyond that if they have a disability or have been in care. Its aim is to improve the lives of all children and young people and enable them to achieve their potential.

Wirral Children's Trust aims to make sure that all children are safe, healthy, enjoy life, can achieve their full potential and are prepared for adult life and work. Thorough needs assessment ensures the work of partners is focused on those areas that are the most urgent to address, and we continue to take

every opportunity to work with disadvantaged children and to find ways to improve their life chances.

Through our multi-agency strategic groups all agencies working with children and young people in Wirral have contributed to this plan. The views of service users contribute to a continuous assessment of our services. Consultation with a range of children and young people has been carried out to find out what they think should be our priority areas for the future. We have listened to what external inspectors such as OFSTED have told us and acted on their recommendations. We have reviewed our information and performance data and through needs analysis identified emerging areas for focusing activity around our priority areas.

With this new plan comes clear priorities and identified activities to deliver them, we also describe how we will measure our success through improved outcomes. Published alongside this new plan is a review of the final year of our 2008-11 CYPP which outlines what was achieved in 2010-11.

In this time of change one thing remains constant, the level of commitment shown by the children's workforce across all organisations in Wirral. Their professionalism, dedication and enthusiasm for improving the lives of all children, young people and families provides a strong foundation to rise to any challenges presented and to deliver our vision.



# CHILDREN AND YOUNG PEOPLE IN WIRRAL



We believe that the children and young people of Wirral are its greatest potential assets; we want to ensure that all of them have the best possible start in life

**Wirral is home to about 76,000 children and young people aged 0-19.**

**IF WIRRAL HAD JUST 100 CHILDREN:**

- 49 would be girls, 51 would be boys;
- 93 would be white British and 7 would be from ethnic minorities, most probably 1 or 2 would speak English as an additional language;
- 20 would be living in families in receipt of Child Tax Credit, (<60% median income), Income Support or Job Seekers Allowance and 19 would be living in lone parent families.
- For some school would be a refuge from home; 3 would have been allocated a social worker, 1 would be in care and less than one would be subject to a child protection plan;
- Most young people would make a positive contribution to their community. Only 1 would get in to enough trouble to be dealt with by the Youth Offending Team;
- 14 would have a special educational need, 2 of whom would have a statement, most probably for moderate learning difficulty;
- Overall most children would be healthy however approximately 5 of the 31 children in primary school would be classified as obese;
- 80 would achieve 5 or more A\*-C grades at GCSE, however 14 would be struggling to read fluently by the time there were 11, and 9 would not be in any form of education, employment or training at 16.

**0-19 POPULATION PYRAMID**

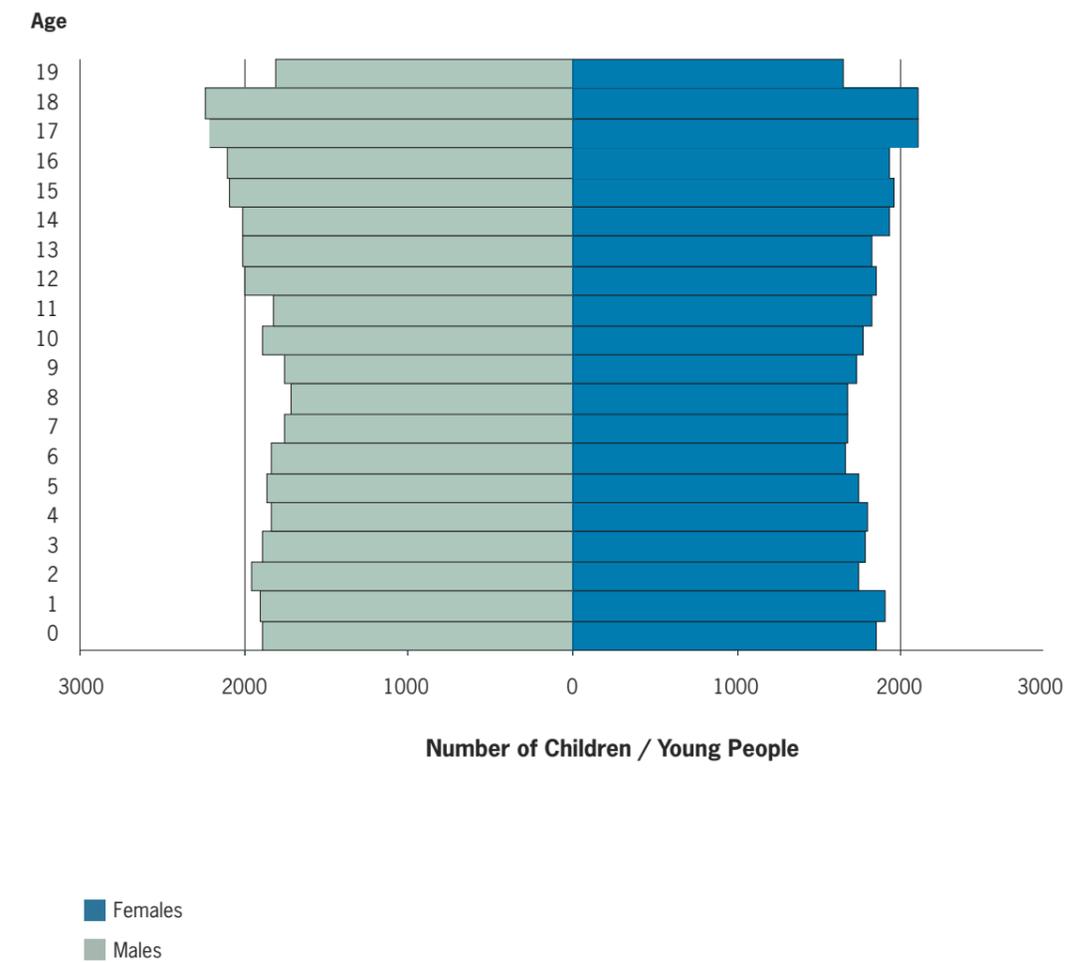


Figure 1: Wirral children and young people population pyramid.  
Data Source: Office of National Statistics (ONS) mid 2009 population figures.

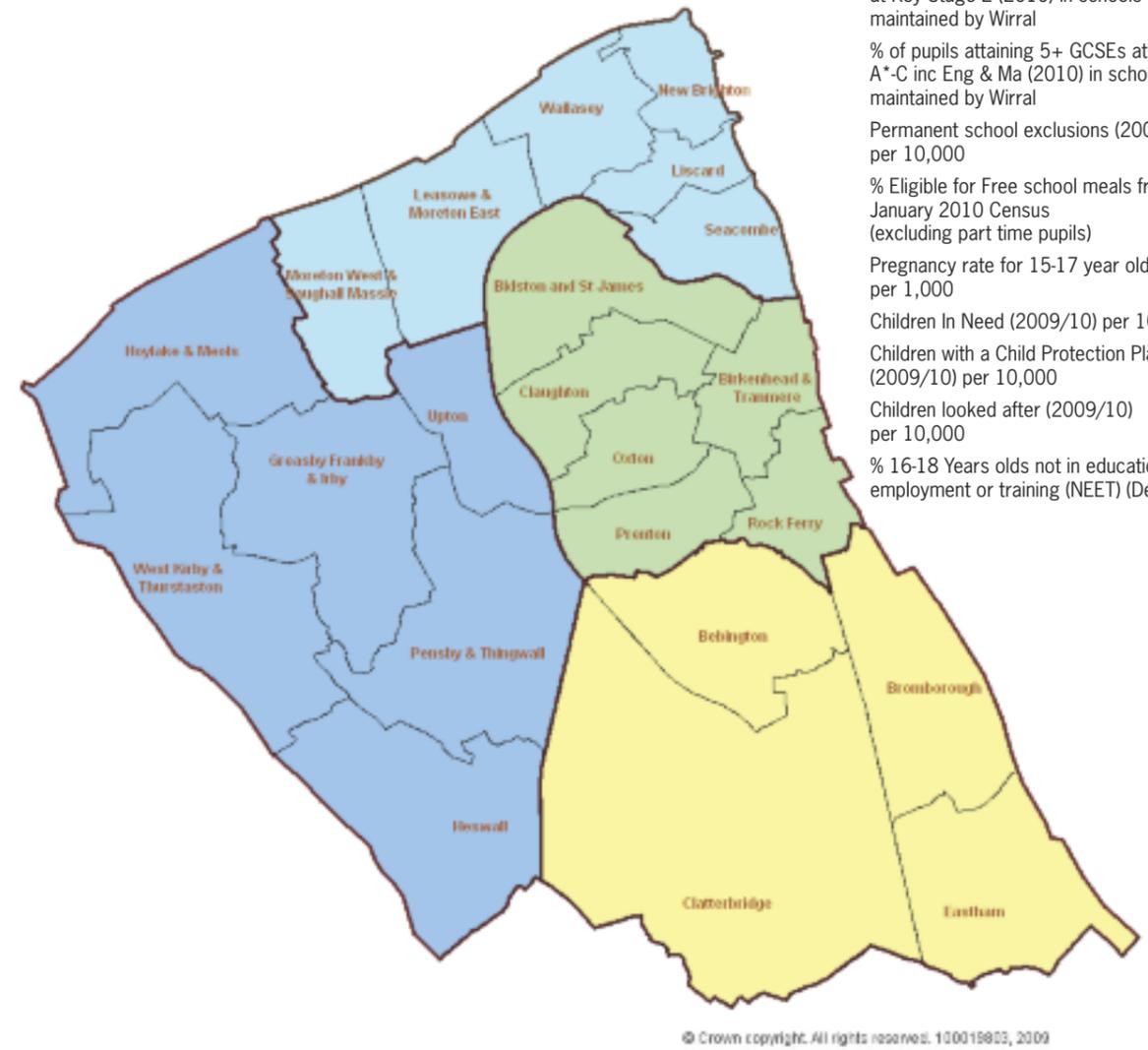
Wirral is a good place to grow up and most children and young people will fulfil the aspirations that we and their parents and carers have for them. However we know that not every child or young person will fulfil their potential and some children and young people experience real disadvantage and hardship. Their childhood is not easy and they require higher levels of support from the agencies which are there to help them and their families.

There are great disparities in Wirral related to wealth. In some areas there are high levels of poverty and deprivation which impacts upon children's lives and their development. One of the key challenges for us is to eliminate the differences in outcomes linked to deprivation and poverty. This plan outlines key activities underway to make an impact and is aligned to the work underway to develop a local child and family poverty strategy which will outline how all organisations in the borough will work together to drive forward an anti-poverty agenda.

Figure 2 illustrates the stark differences across Wirral in outcomes for children and young people living in different Wirral districts.

We believe that the children and young people of Wirral are its greatest potential assets; we want to ensure that all of them have the best possible start in life.

Figure 2: Outcomes for children and young people in Wirral.



<b>Wirral</b>	
Population of children 0-17 (2007)	<b>68305</b>
% of pupils attaining L4+ inc Eng & Ma at Key Stage 2 (2010) in schools maintained by Wirral	<b>75</b>
% of pupils attaining 5+ GCSEs at grade A*-C inc Eng & Ma (2010) in schools maintained by Wirral	<b>58.7</b>
Permanent school exclusions (2009/10) per 10,000	<b>2</b>
% Eligible for Free school meals from January 2010 Census (excluding part time pupils)	<b>25.8</b>
Pregnancy rate for 15-17 year olds (2009) per 1,000	<b>34.5</b>
Children In Need (2009/10) per 10,000	<b>759</b>
Children with a Child Protection Plan (2009/10) per 10,000	<b>33</b>
Children looked after (2009/10) per 10,000	<b>85</b>
% 16-18 Years olds not in education, employment or training (NEET) (Dec 2010)	<b>8.0</b>

<b>Wirral West</b>	
Population of children 0-17	<b>16624</b>
% Key Stage 2 L4+ inc Eng & Ma	<b>82.6</b>
% 5+ GCSEs at A*-C inc Eng & Ma	<b>71.5</b>
Permanent School Exclusions per 10,000	<b>1</b>
% Eligible for Free School Meals	<b>13.8</b>
Pregnancy rate for 15-17 per 1,000	<b>21.6</b>
Children In Need per 10,000	<b>349</b>
Children with Protection plan per 10,000	<b>18</b>
Children in care per 10,000	<b>37</b>
% NEET	<b>3.4</b>

<b>Wallasey</b>	
Population of children 0-17	<b>19924</b>
% Key Stage 2 L4+ inc Eng & Ma	<b>72.9</b>
% 5+ GCSEs at A*-C inc Eng & Ma	<b>48.1</b>
Permanent School Exclusions per 10,000	<b>4</b>
% Eligible for Free School Meals	<b>32.8</b>
Pregnancy rate for 15-17 per 1,000	<b>39.6</b>
Children In Need per 10,000	<b>780</b>
Children with Protection plan per 10,000	<b>35</b>
Children looked after per 10,000	<b>73</b>
% NEET	<b>10.7</b>

<b>Birkenhead</b>	
Population of children 0-17	<b>19784</b>
% Key Stage 2 L4+ inc Eng & Ma	<b>68.7</b>
% 5+ GCSEs at A*-C inc Eng & Ma	<b>50.0</b>
Permanent School Exclusions per 10,000	<b>3</b>
% Eligible for Free School Meals	<b>41.5</b>
Pregnancy rate for 15-17 per 1,000	<b>47.8</b>
Children In Need per 10,000	<b>1289</b>
Children with Protection plan per 10,000	<b>60</b>
Children looked after per 10,000	<b>170</b>
% NEET	<b>14.2</b>

<b>Wirral South</b>	
Population of children 0-17	<b>11973</b>
% Key Stage 2 L4+ inc Eng & Ma	<b>79.2</b>
% 5+ GCSEs at A*-C inc Eng & Ma	<b>64.3</b>
Permanent School Exclusions per 10,000	<b>2</b>
% Eligible for Free School Meals	<b>17.9</b>
Pregnancy rate for 15-17 per 1,000	<b>21.0</b>
Children In Need per 10,000	<b>417</b>
Children with Protection plan per 10,000	<b>6</b>
Children looked after per 10,000	<b>34</b>
% NEET	<b>4.8</b>

# CHILDREN'S SERVICES

The approach taken is child-centred and delivered within the community with an aim to involve and empower whole families



**Wirral Children's Trust is a strategic partnership which consists of all organisations who work with children, young people and families. It exists to improve outcomes for them through a belief that this can be done more effectively by working together than by single agencies or organisations. When we use the term 'we' in this plan it means the Children's Trust partnership. The governance structure of Wirral Children's Trust is shown in Appendix 1.**

Services are delivered by a number of agencies working together through a shared vision and values. We organise our work around children and young people; what they say, where they are and what they need. We value every child equally and strive for positive outcomes for all of them. As outlined in its memorandum of understanding Wirral Children's Trust has defined governance arrangements to provide an effective and transparent framework and clarity of roles and responsibilities. An important principle is that effective use is made of public resources for the benefit of children, young people and families.

Of the 76,000 children and young people living in Wirral not every child requires the same services. Universal services are designed to meet the sorts of needs that all children and young people have; they include early years provision, mainstream schools, health services and play and recreation. Within that broadly 22% (16,800) children at any one time will have additional needs which require some extra support through targeted services; these may be individual or multi-agency services. These services support groups of children and their families such as those with special educational needs or disability or

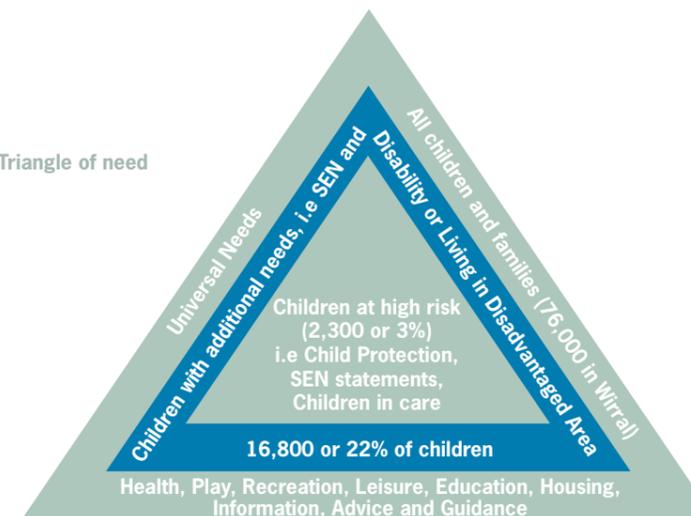
those requiring parenting support. A high proportion of these children will be living in the more disadvantaged areas. Within this group of 16,800 approximately 2,300 children have more complex needs which require a high level of specialist support. These children would otherwise be at risk of poor outcomes and include young people subject to the child protection register, those with serious health issues or involved in youth offending.

With targeted and specialist support the aim is to support children and young people for appropriate periods of time then where possible to meet their need within universal provision. Wirral Children's Trust prioritises and invests in multi-agency early intervention and prevention work. The approach taken is child-centred and delivered within the community with an aim to involve and empower whole families. This approach not only improves outcomes for families earlier and reduces the number who escalate into requiring additional support but reduces costs in the long term.

**CHILDREN'S SERVICES IS GOVERNED BY THE FOLLOWING PRINCIPLES:**

- Every child matters
- Keeping our children safe through effective safeguarding
- Improving outcomes for children, young people and their families
- Organising around children and young people, taking account of their views
- Operating across the partnership as a single integrated Children's Service
- Continuing to build on excellent partnership working
- Integrated strategy and governance
- Integrated delivery and processes
- Early intervention and prevention
- Targeted support for vulnerable groups
- Equal value and common standards
- Fitness for purpose utilising new approaches and technology to improve our efficiency and service
- Responsibility and accountability.

Figure 3: Wirral Triangle of need



# AN UPDATE SINCE THE LAST PLAN

Over the last three years we have made significant progress in many areas



**External inspection across children's services is carried out by OFSTED. Their overarching annual assessment of Wirral children's services judged us to continue to perform well. Our safeguarding and looked after children services have been inspected and are graded as 'good'. The large majority of services, settings and institutions inspected are good or better and most outcomes for children and young people are good. In addition OFSTED evaluates that our last children and young people's plan priorities were well chosen.**

Over the last three years we have made significant progress in many areas and some of the highlights are outlined below. However we are not complacent and realise that much more needs to be done.

## BEING HEALTHY

- We have redesigned the Health Visiting Service to deliver the 'Healthy Child Programme' to all families with children under 5 years, with additional services for families with higher levels of need.
- Health Visitors coordinate the early support to families who care for infants with a disability.
- The Family Nurse Partnership Programme has recruited 103 first time teenage mothers, and is working intensively with them from early in pregnancy until the baby is two years old.
- We have sexual health service provision in all our participating secondary schools.
- All of our schools have achieved healthy schools status.
- We have 'Excellent' child and adolescent mental health services.

- We continue to commission weight management services for children and young people, including children with disabilities, leading to increased confidence and self esteem and changed attitudes to types of food eaten.
- Our Aiming High for disabled children strategy has been implemented with short breaks available to all children with complex and continuing healthcare needs.
- Our local children's hospice, Claire House, provides short breaks and home nursing care for children with life threatening/life limiting illness.
- Young people with a disability are better supported in their transition to adult services.

However, the inequalities in health in different areas of the borough related to child and family poverty remains a concern and further work is required in engaging families in preventative programmes to impact on this. Rising obesity levels at ages 0-5 remain a concern as do increases in alcohol and drug use. The rate of unplanned teenage conceptions is still too high and we continue to rise to the challenge of targets to improve young people's sexual health such as Chlamydia screening.

## STAYING SAFE

- 'Good' grades were awarded to both Safeguarding and Looked After Children's services in the OFSTED announced inspection in January 2011.
- The OFSTED unannounced inspection of front-line child protection services in July 2010 found much strong practice and no areas requiring urgent action.

- Partnership working in safeguarding has been strengthened through investment in the Local Safeguarding Children Board.
- More children are safe through improvements in learning the lessons from Serious Case Reviews and critical incidents.
- Children's Social Care services have been restructured to improve capacity in front line social work services.
- More children are receiving effective support through the Team Around the Child (TAC) approach resulting from training, new integrated working guidance and auditing practice.
- More vulnerable families are receiving support in their communities through Children's Centres.
- Preventative initiatives such as multi-systemic therapy have been effective in diverting young people from custody.
- More children with a disability are receiving improved short break provision.

However we still need to keep our collective focus on child protection as sharp as ever recognising that children can face dangers from many sources. Our numbers of looked after children are much higher than our comparator authorities and we must continue to work to safely reduce them. We must also continue to make improvements in the local arrangements for adoption, fostering and private fostering and reduce reliance on costly residential placements wherever possible. A strong continued focus on early intervention and prevention activity is imperative in order to improve life chances and to enable us to save costs in the longer term.



### ENJOYING AND ACHIEVING

- Educational standards continue to be high. There have been improvements in performance in Early Years and the attainment gap has been narrowed. At Key Stage 2, attainment in Maths and English has improved and continue to be above national average. At Key Stage 4, the results for 5+ A\*-C GCSE or equivalent grades including English and Maths exceeded national averages and national gains and exceeded statutory targets set.
- Improvements in performance in National Challenge schools were at a higher rate. Only 1 school is now below the Key Stage 4 threshold of 30% 5+ A\*-C GCSE or equivalent grades including English and Maths and has now converted to academy status.
- 81% of primary schools and 91% of secondary schools were judged to be good or outstanding.
- All schools achieved the Extended Schools Full Core Offer.
- An inspection of family and lifelong learning showed that the quality of provision was good with a number of outstanding features.
- Good progress was made with 14-19 developments and in inspection judged provision and leadership to be strong. Ten Diploma lines are running with 148 learners on these programmes. Foundation Learning programmes at Key Stage 4 are starting to show demonstrable impact.
- All Children's Centres have been established and there has been a successful implementation of the Children's Centres OFSTED framework following statutory designation. Two inspections have shown provision to be good with outstanding features.
- There has been successful removal of surplus

- capacity in schools ensuring public money is spent to maximum effect.
- New school buildings have been developed and implemented at Woodchurch High School and Park Primary Schools with significant financial investment.

However there are still discrepancies in the achievement of children and young people from low income families particularly at age 16 which requires further targeted action. We must make sure that our looked after children and those with special educational needs achieve the best possible educational outcomes. We need to improve early years and childcare settings so that more are good or better.

### POSITIVE CONTRIBUTION

- There has been excellent progress in reducing anti-social behaviour and the number of first time entrants to the Youth Justice System through the use of a range of effective preventative initiatives.
- Extensive developments designed by young people in play provision.
- New extended youth provision is provided through re-developed youth hubs.
- The 'teen Wirral' website keeps all young people up to date with activities and advice.
- There are strong successful arrangements to involve children and young people from a range of backgrounds in decision making processes and planning services.
- There is an effective network of school councils including special schools.
- Disabled young people are active in breaking down barriers to their inclusion in learning.

- Aiming High for Disabled Children and Families has been successful in helping young people to develop independent living skills.
- Multi-agency referral pathways are in place at Accident and Emergency to provide appropriate interventions for young people presenting with substance misuse issues.

We will need to deliver greater efficiencies to maintain and develop our key services. A review of the services that comprise our Youth Support will be carried out to create an innovative integrated operational model with a focus on front line services and vulnerable and at risk young people.

### SOCIAL AND ECONOMIC WELL BEING

- We have made significant impact by continuing year on year reductions in the number of young people NEET despite the global recession.
- Wirral met and exceeded exacting targets for the offer of a place in learning via the September Guarantee.
- The Wirral Apprentice has placed 167 young people into suitable jobs, 22% of whom had previously been without work or an education placement; the programme received national recognition.
- The redesign of the local offer for learners with Learning Difficulties and Disabilities (LDD) supported by the Wirral brokerage project.
- Improved attainment and quality for those on FL programmes, who historically have not achieved, making them better equipped to access employment.
- The new Apprenticeship Training Academy developed by the Local Authority, Tranmere

Football Club and The De Vere Hotel Group accepted its first cohort of 60 young people in February 2011.

However, although it has reduced, the numbers not in education, employment and training remain too high and more work is required to sustain participation post 16 of vulnerable young people, in particular those with LDD and looked after children. The ongoing recession and narrowing the gap between experiences and economic well being in different parts of the Borough remains a challenge.

### SERVICE MANAGEMENT

All partners in Wirral work effectively together with a clear shared vision. There are transparent governance arrangements through Wirral Children's Trust to drive partnership working and improvement and to ensure appropriate levels of challenge. The positive outcomes delivered for children, young people and families achieved since our last plan are evidence of our strong integrated working, clear vision and ambition.

However, a challenge will be to ensure that front line services are not affected by reductions in public sector funding across all members of the Trust. We will need to improve our integrated planning and be more innovative to maximise the impact of our spending and provide value for money. We recognise the need to improve our integrated commissioning and ensure that the capacity of the voluntary community and faith sector is increased to provide the most appropriate services directly in communities.

# CONSULTATION WITH YOUNG PEOPLE

Organisations on Wirral have signed up to the 'Charter of Participation' to enhance participation of children and young people in designing, developing and evaluating their services



**Active engagement of children and young people in decision making processes was a key priority in our previous plan and much progress has been made in this area. Increased opportunities both formally through arranged groups and informally through youth clubs and our 'teen Wirral' website are available for young people to positively impact on the issues that affect them. Organisations on Wirral have signed up to the 'Charter of Participation' to enhance participation of children and young people in designing, developing and evaluating their services. The structure of the formal engagement processes is shown in Appendix 2.**

In Wirral in 2010 a large scale public consultation event was held supported by the work of an independent Children's Task Force. The findings of the Task Force and the results of the public consultation have been used to inform the priorities identified in this new plan.

In the preparation of this new one year plan a specific consultation exercise involving children and young people was carried out to inform the priorities. Children and young people across the Wirral were asked for their views on what the best and worst things about living in Wirral were and what they would like to see changed.

The consultation was designed to be as inclusive as possible to ensure the views of a wide range of children and young people across Wirral were captured. Workshops were held with a range of groups in different areas of the borough including: youth clubs, disabled young people, Wirral Multi-Cultural Organisation Youth Club, the Children in

Care Council, Wirral Involvement Schools Council which consists of young people from special schools, the Youth Inclusion Project and Response. 220 young people were involved in the feedback. Workshops and discussions were facilitated by youth workers and included a graffiti wall art project for disabled young people.

It is not possible to do justice to the richness of all the ideas we received in this plan but the key points can be outlined.

Many young people told us that Wirral had good outdoor spaces and parks and that youth club and sports and leisure facilities provision was positive. They thought the standard of education through schools and colleges was high and had positive views on other services such as the NHS, the police and support services such as Response and Brook. Many young people were positive about the local facilities offered such as shops and thought that the transport network was good.

Although young people were positive about much youth provision they still thought more could be done and that more provision should be cheaper or free. They also wanted cheaper transport so they could access more facilities. Some young people wanted better inclusion for all through increased targeted opportunities and also better access. They also wanted to be safer on the streets and had concerns about drugs, alcohol, bullying, gangs and anti-social behaviour and violence. The young people also wanted more job opportunities and affordable housing. They wanted their views to be heard and thought that more should be done to celebrate their achievements and to dispel negative adult perceptions.

The 'word clouds' below illustrate what is best and worst about living in Wirral with the size of the text representing the number of young people who had strong feelings about these topics.



The consultation feedback has informed the priorities in this new plan. In addition, key areas in which young people defined where they thought additional activities were required are outlined below. In response planned actions on how these requests will be addressed in 2011-12 are also included. We are very grateful to all the young people who contributed to the consultation and we will ensure that those involved receive feedback on how their views have informed this plan.

INTRODUCTION

AREA	YOUNG PEOPLE DEFINED ACTIVITIES	ACTION IN 2011/12
<b>BEING HEALTHY</b>	<b>More opportunities to get fit through sporting activities</b>	<p>School based programmes continue to be available for children and young people to participate in during 2011-12 including the School Swimming Programme, School Sports Coaching Programme (4-19), Sportivate (14-19), Nationwide School Games (4-19), Change 4 Life Sports Clubs (11-19) and Active Lifestyles (4-7) is available in 28 schools. From September 2011 the funding for the Schools Sports Partnership will go direct to schools and we will endeavour to ensure that schools continue to provide sporting activities similar to those listed above.</p> <p>Wirral Leisure Centres will continue to run the 'active families' programme during 2011-12 and following consultation with children and young people, including the Executive Youth Board, are developing more fitness suite sessions for 13 -16 year olds and exploring the potential for partnership with other non council providers (e.g. Fire Service and Private Gyms). Activities for young people and children will continue to be developed via the introduction of a junior Invigor8 membership.</p>
	<b>Healthy food should be available in schools</b>	<p>Improvements have been made to the standard of school meals to include menus that offer more choice and use fresh meat and fish and a wider selection of fruit and vegetables. Schools and catering providers have worked with the National Healthy Schools Programme to reduce the number of high fat/sugar options available to pupils throughout the school day and to provide healthier alternatives.</p>
<b>STAYING SAFE</b>	<b>Reducing anti-social behaviour</b>	<p>There is a continued focus on anti-social behaviour by partner organisations working together in Wirral. There is a Community Safety Partnership which has a clear plan for work to continue in this area in 2011-12.</p>
	<b>Foster carers should be given more training including alcohol and drugs awareness</b>	<p>An extensive training programme is in place to provide foster carers with information on drugs awareness and intervention approaches in order to support young people in their care and reduce these risk taking behaviours.</p>
	<b>Meetings with social workers should be more child focussed</b>	<p>Training for social workers is in place which focuses on the priority of seeing, speaking and listening to children and young people.</p>
	<b>Bullying is a community issue and there should be wider support outside of school hours</b>	<p>Bullybusters a confidential online service is available to all children and young people in Wirral outside of school hours. Wirral schools have clear anti-bullying policies in order to effectively deal with bullying whenever it occurs.</p>

AREA	YOUNG PEOPLE DEFINED ACTIVITIES	ACTION IN 2011/12
<b>ENJOY AND ACHIEVE</b>	<b>More school and after school activities associated with independent living including cooking</b>	<p>We will ensure that schools are made aware of the needs and children and young people. We will provide advice, support and guidance through the school improvement traded service.</p>
	<b>Young people should have input in determining sanctions in schools</b>	<p>Schools are responsible for their own disciplinary procedures and most involve students in determining these. All schools have school councils which are democratic bodies with student representatives. All students in a school can raise topics for discussion at their councils and work with teachers for positive and effective outcomes for the good of the whole student population.</p>
	<b>Help with money management and budgeting</b>	<p>We will ensure that schools are made aware of the needs and children and young people. We will provide advice, support and guidance through the school improvement traded service.</p>
<b>POSITIVE CONTRIBUTION</b>	<b>Children in care should be provided with extra support in schools for education, exams and attendance</b>	<p>We will continue to provide support through 1-1 tuition and other similar programmes. The attendance and attainment of children in care will continue to be a high priority. Wirral council is the 'corporate parent' of looked after children and works with all schools to ensure that children in care receive the support they require. All children in care have personal education plans monitored by their individual social workers and students can ask for more help from teachers and their social worker will support them. The Virtual Head Teacher will continue to champion the needs of looked after children. The Children in Care Council will enable the views of children in care to be raised and shared with schools. We will continue to provide high quality training for Designated Teachers. Individual schools and the Education Social Welfare service assess the attendance of all pupils and support is provided to those who have issues with attendance.</p>
	<b>There should be more routes to listen to the views of young people</b>	<p>We will explore with partners further ways to extend opportunities for young people to give us their views.</p> <p>We are developing teen Wirral as a means to engage with more young people.</p>
	<b>More diversionary indoor activities to accommodate those with disabilities</b>	<p>Commissioning of services for disabled children and young people will build this requirement into its programme.</p>
	<b>Better communication of the youth activities that are on offer</b>	<p>Youth engagement groups oversee the development of teen Wirral to ensure it communicates to diverse groups of young people.</p>
<b>POSITIVE CONTRIBUTION</b>	<b>More positive promotion of the talents and achievements of Wirral young people to break down adult poor opinion</b>	<p>Additional work is scheduled with the Older People's Parliament to break down adult poor perception of young people.</p>
	<b>Feedback to young people on consultations</b>	<p>Feedback letters will be sent to young people involved in Youth Parliament and Youth Voice Conference.</p> <p>teen Wirral will be updated to ensure young people have current feedback on consultations.</p>

AREA	YOUNG PEOPLE DEFINED ACTIVITIES	ACTION IN 2011/12
	<p><b>More opportunities for organised trips and residential sleepovers for disabled children to build lasting friendships.</b></p> <p><b>More diversionary activities to reduce teenage gangs</b></p> <p><b>Reduction in the costs associated with Youth Clubs and more free activities</b></p>	<p>This request is incorporated into the commissioning specification for Aiming High for Disabled Children and families.</p> <p>Commissioning of Positive Activities for Young People has included work to tackle negative behaviour in young people in its requirements.</p> <p>Work is underway with providers of youth services to agree consistent and reasonable pricing.</p>
<p><b>SOCIAL AND ECONOMIC WELLBEING</b></p>	<p><b>More inclusive opportunities for workplace experience courses</b></p> <p><b>Better access for wheelchair users and people with other disabilities</b></p> <p><b>More affordable transport</b></p> <p><b>More apprenticeships should be available for young people</b></p> <p><b>Young people should be given support to find a job</b></p> <p><b>There should be more affordable housing available for homeless young people</b></p> <p><b>There should be more community events to build better relationships so that families are not isolated</b></p>	<p>Work is underway to review provision for vulnerable young people in Wirral which will include inclusivity. The findings of the Wolf review of vocational education will also be responded to.</p> <p>The Aiming High for Disabled Children programme will continue, a key part of which is to ensure the views of parents of children with disabilities and the children and young people themselves are listened and responded to.</p> <p>A new Local Transport Plan for Merseyside is currently being planned and will develop the transport strategy further for 2011 and beyond.</p> <p>Work with the National Apprenticeship Service will continue to create a more diverse range of apprenticeship opportunities alongside the 'Wirral Apprentice' programme.</p> <p>A range of impartial and robust information advice and guidance is available for young people. Employability programmes will be extended particularly for vulnerable young people.</p> <p>Following an extensive housing market and housing viability assessment and consultation a revised housing strategy is being produced which will include housing for young people.</p> <p>Work is underway to further develop parenting and family support including support for families in the home through the outreach model.</p>

# GRAFFITI WALL



The Aiming High for Disabled Children Team facilitated an artistic project to create a 'graffiti wall'.

Starting with a blank canvas the group was given freedom to express themselves on the things that mattered most to them. The wall illustrates some of the issues highlighted such as more opportunities for residential trips for disabled children to build lasting friendships, more after school activities associated with independent living, better access for wheelchair users, more positive promotion of the achievement of young people to break down adult poor opinion and more ways for the views of young people to be heard.

# OUR PRIORITIES FOR 2011-2012 AND HOW WE WILL DELIVER THEM

We will work to ensure efficiencies can be gained through effective partnership working across Wirral and the wider area



**As outlined in our introduction to this plan wide ranging changes that will impact on children's services are underway.**

Key changes include the re-organisation of the health service through the removal of Primary Care Trusts (PCTs), the move to General Practitioner (GP) commissioning of services and the integration of Public Health into Local Authorities. Reduced and re-distributed funding means there are changes in key areas such as Local Authority support for schools, youth opportunities and early intervention and prevention services. In addition many public sector organisations will have lower budgets and will employ fewer staff.

Such significant change requires the flexibility to identify new opportunities and to utilise innovative approaches. We will work to ensure efficiencies can be gained through effective partnership working across Wirral and the wider area. Throughout any changes clear focus on front line services particularly in high risk areas such as safeguarding and health services for children will remain a priority.

With the backdrop of this significant change we will 'build aeroplanes in the air', maintaining and improving key services whilst they are re-designed and re-developed for the new era of public service that is upon us.

## BEING HEALTHY

- Inequalities in the health of children and young people are reduced.
- The harmful consequences of risk taking behaviour are reduced.
- All children and families are encouraged and supported to achieve and maintain a healthy weight and lifestyle.
- The Child Health Strategy is effectively implemented.

## STAYING SAFE

- Vulnerable children, young people and families receive targeted, early intervention which meets their needs and improves their life chances.
- There are improved outcomes for children in care and care leavers.
- There are improved outcomes for children and young people in need of protection.
- Children live in communities where they feel safe, and where harmful behaviour is actively addressed and reduced.

## ENJOYING AND ACHIEVING

- Schools and settings are supported to improve educational provision and attainment.
- Outcomes for young children and families, especially the most vulnerable, are improved through effective early years support and intervention.
- The outcomes of Wirral Council's consultation are implemented to ensure cost effective and high quality services.
- There is improved provision, choice and outcomes for children and young people with Special Educational Needs and/or disability.
- There are improved outcomes for children and young people where poverty and disadvantage affect their achievement.

## MAKING A POSITIVE CONTRIBUTION

- Fewer children and young people are involved in offending and anti social behaviour.
- Children and young people have access to a range of appropriate play and developmental opportunities which meet their needs.
- Children and young people are actively engaged in community and democratic decision making processes.

## SOCIAL AND ECONOMIC WELLBEING

- Increased numbers of young people participating and achieving their potential.
- The numbers of 16-18 vulnerable young people NEET are reduced.
- Reduce child poverty and homelessness.

Table 1: Children and Young People's Plan 2011-12 Priorities

# BEING HEALTHY

“We want to improve all children’s health and wellbeing and to narrow the gap in health outcomes experienced by our most disadvantaged children”



**This section is about the steps we are taking to encourage children, young people and their families to stay healthy throughout their lives. It covers physical and mental health as well as children’s happiness and emotional well being.**

## WHERE WE ARE NOW

Significant progress has been made locally around reducing the under-18 conception rate with a steady decline maintained in recent years. Wirral currently experiences a rate of 41.3 conceptions (per 1000 15 to 17 year olds) (2009 data), which is largely in line with the national average and ahead of the rate for the North West. Some areas of Wirral still experience above average levels of under-18 conceptions, with a correlation shown between teenage pregnancy ‘hotspot’ areas and areas of high social deprivation.

The local Teenage Pregnancy Action Plan continues to be implemented by Wirral’s Teenage Pregnancy Steering Group, with clear accountability established and regular progress monitoring. Targeted interventions are conducted with young people most at risk and support is also addressed for those young people who are already pregnant or who do become parents at an early age.

As the 2010 national strategy draws to a close, Wirral continues to drive forward the teenage pregnancy agenda on a local level and the action plan will be refreshed for 2011-12 in light of national recommendations. Priorities for future progression include identifying collaborative work streams with risk taking behaviour and child poverty, with a primary focus on early intervention.

The National Child Measurement Programme was completed for 2009-10 with 97% of Wirral school children measured in reception and year 6 which was above the regional and national average, the highest coverage for Cheshire and Merseyside Primary Care Trusts and second highest for the North West. 2009-10 results show a slight increase in the percentage of children in reception that are overweight from 14% to 14.3% and an even greater increase in children that are obese from 9.6% to 10.6%. For Year 6 school children, there was an increase in the percentage that were overweight to 15.2% compared to 14.1%, however, there was a slight decrease in obesity from 20.6% to 20.3%. Wirral therefore has above the regional and national average of overweight and obese children. This has been reflected in the continued priority to commission weight management programmes for children and young people and the breastfeeding peer support programme from 2011-13.

Workforce development for risk taking behaviour, to include substance misuse and sexual health continues to be a priority for Wirral Children’s workforce. An Advanced Social Work and Support Worker Post have been recruited and linked into relevant partner agencies. New support workers have been recruited to support children and young people whose lives may be affected by parental substance misuse. Pathways to reduce the number of Hospital admissions are under review along with the current specialist substance misuse treatment plan and needs assessment. Life Education Centres have been commissioned to deliver workshops to Wirral primary school assemblies with the emphasis on targeting parents and a range of activities are on offer through young people’s substance misuse services.

Wirral’s health service in schools programme has

gone from strength to strength since it was launched in November 2009 with over 25 secondary schools actively hosting the service and the annual target number of young people supported through the programme was exceeded. Each participating schools has a School Nurse and Youth Worker on site at the weekly clinic and additional services to enhance the programme around smoking cessation, mental health and contraception provision are being commissioned from 2011-13.

Wirral PCT funding has supported the implementation of the Multi-Systemic Therapy (MST) programme across Wirral and increased the number of clinical posts within CAMHS service for children with a learning disability, in an attempt to target more vulnerable groups who are harder to reach. 24 hour cover remains in place via the Acute hospital for those children and young people admitted to hospital who require emergency psychiatric provision based on presenting need.

In 2011-12 there will be wide ranging changes in the health landscape. The primary aim of the White Paper, Healthy Lives, Healthy People is to help people live longer, healthier and more fulfilling lives, and improve the health of the poorest fastest. It sets out to describe the future of Public Health within Local Authorities, giving it a higher priority and dedicated resources through the allocation of ring-fenced public health funding from within the overall NHS budget. Local authorities are to have a new role in improving the health and wellbeing of their population taking on primary responsibility for health improvement and the establishment of a Health and Wellbeing Board. The Being Healthy Group will be well placed to influence the commissioning of services to improve outcomes for the health and wellbeing of children and young people and reduce inequalities and child poverty across Wirral.

# BEING HEALTHY

## OUR NEW PRIORITIES

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<b>Inequalities in the health of children and young people are reduced.</b>	<ol style="list-style-type: none"> <li>Ensure all children's centres have fully integrated plans to reduce the inequalities in oral health: <ul style="list-style-type: none"> <li>Continue the Fluoride Milk Programme and the Bright Smiles Programme.</li> </ul> </li> <li>Protect children from the harmful effects of tobacco: <ul style="list-style-type: none"> <li>Reduce the proportion of women who continue to smoke throughout pregnancy.</li> <li>Ensure all Children's Centres have fully integrated plans on smoking cessation.</li> <li>Train smoking cessation advisors within children's centres.</li> </ul> </li> <li>Ensure breastfeeding remains integral part of obesity programme: <ul style="list-style-type: none"> <li>Develop pathway to ensure peer support programme is embedded in ante natal clinics within children's centres.</li> </ul> </li> <li>Review pilot to increase uptake of Healthy Start vitamin supplements amongst eligible women and children and implement recommendations.</li> <li>Develop CAMHS to include: <ul style="list-style-type: none"> <li>Appropriate accommodation for 16 - 17 year olds who require in-patient placements.</li> <li>24 hour cover in partnership with the Acute Hospital.</li> </ul> </li> <li>Ensure all children are referred for a health Assessment at the point of becoming looked after and have a clear health plan that is fully implemented.</li> <li>The Cheshire and Merseyside Regional Protocol for the Health of Looked After Children is followed in all cases.</li> <li>Healthier Homes strategy to be implemented across all providers of residential care and foster care.</li> <li>Relationship and Sexual Education training provided to foster carers and residential staff to ensure young people make informed decisions about their relationships and sex.</li> <li>Pilot project at Mosslands School to increase free school meal take up to 50%, with 75% in the Year 7 new intake.</li> </ol>	<p>NI 112 Under 18 conception rate.</p> <p>NI 55 Obesity among primary school age children in Reception Year.</p> <p>NI 56 Obesity among primary school age children in Year 6.</p> <p>Proportion of women who continue to smoke throughout pregnancy.</p> <p>NI 51 Effectiveness of child and adolescent mental health (CAMHS) services.</p> <p>The Operating Framework for the NHS in England 2011-12.</p>

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<b>The harmful consequences of risk taking behaviour are reduced.</b>	<ol style="list-style-type: none"> <li>Implement the Children and Young People's Substance Misuse Plan which addresses issues around drugs and alcohol. <ul style="list-style-type: none"> <li>Develop a package of interventions for families at risk of substance misuse to improve parenting skills.</li> <li>Refresh pathways to reduce the number of Hospital Admissions, including Accident and Emergency Department (A&amp;E) attendance and improve links to Young Peoples Services.</li> <li>Provide resources to A&amp;E, out of hours to engage young people at point of contact within A&amp;E.</li> <li>Ensure safeguarding of children of drug using parents by regular liaison between adult drug treatment services and Young Peoples Services in line with key recommendations within 'Working Together for the Whole Family'.</li> <li>Develop a social marketing campaign to divert young people with less-severe substance misuse problems away from developing more severe problems and substance-related harm.</li> </ul> </li> <li>Implement the Teenage Pregnancy Strategic Action Plan. <ul style="list-style-type: none"> <li>Monitor progress and performance of 'The Family Nurse Partnership' across Wirral for vulnerable first time teenage parents.</li> <li>Monitor and evaluate targeted support for teenage parents delivered through Children's Centres.</li> <li>Monitor and evaluate collaborative work streams between teenage pregnancy and the drug and alcohol strategy, including partners involved in HSIS to ensure the relationship between alcohol misuse and poor sexual health outcomes is recognised and acted upon by professionals.</li> <li>Monitor the Chlamydia positivity rate and maintain and develop targeted outreach service.</li> <li>Continue to offer a portfolio of training and support regarding Relationships and Sex Education (RSE) to the children's workforce, including schools. To incorporate delivery of RSE to pupils with learning disabilities.</li> </ul> </li> <li>Implement the Sexual Health Plan including increasing the proportion of eligible young people screened for Chlamydia. <ul style="list-style-type: none"> <li>Increase availability and access to young people friendly sexual health and contraceptive services through HSIS and EHC in Pharmacies.</li> </ul> </li> <li>Monitor the home safety equipment scheme and develop an action plan to include actions for each Children's Centre aimed at reducing local accidental injury rates.</li> </ol>	<p>NI 39 Alcohol harm-related hospital admission rates.</p> <p>NI 112 Under 18 conception rate.</p> <p>Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers (NIs 102, 104, 105).</p> <p>NI 113 Prevalence of Chlamydia in under 20 year olds.</p> <p>NI 70 Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people (Also reported through Staying Safe).</p> <p>The Operating Framework for the NHS in England 2011-12.</p>

OUR PRIORITIES FOR 2011-2012 AND HOW WE WILL DELIVER THEM

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>All children and families are encouraged and supported to achieve and maintain a healthy weight and lifestyle.</b></p>	<p>To achieve a reduction in the prevalence of overweight and obese children through the implementation of the childhood obesity steering group action plan to:</p> <ol style="list-style-type: none"> <li>1. Monitor the weight management providers to ensure key performance targets are met, including provision of a service for pregnant women.</li> <li>2. Ensure Body Mass Index (BMI) data from childhood screening programme (aged 2-2½ years) is collated and used as a measure to inform appropriate commissioning of services.</li> <li>3. Ensure Wirral's 'Taste for Healthy Food' Policy is cascaded across all public venues and residential settings.</li> <li>4. Deliver Healthy Eating Groups to parents with very young children through Children's Centres, together with advice on choosing healthier lifestyles based on the 'Change 4 Life' programme and link in with the 'Start 4 Life' campaign.</li> <li>5. Ensure all Children's Centres and Early Years practitioners have access to the Health, Exercise, Nutrition for the really young programme (HENRY) Core Training.</li> <li>6. Promote the Health Promoting Early Years Programme across all early years' settings.</li> <li>7. Deliver the enhanced National Child Measurement Programme and ensure a robust pathway in place from identification to engagement in specialist weight management interventions.</li> <li>8. Deliver a pilot project at Mosslands School to target 20% of pupils identified as overweight or obese to access specialist in house exercise and nutrition services.</li> </ol> <p>Implement key targets within the Breastfeeding Action Plan:</p> <ol style="list-style-type: none"> <li>9. Deliver the breastfeeding strategic action plan to increase initiation and prevalence of breastfeeding at 6 - 8 weeks and support Hospital and Community settings to achieve the UNICEF Baby Friendly Initiative.</li> </ol>	<p>NI 55 Obesity among primary school age children in Reception Year.</p> <p>NI 56 Obesity among primary school age children in Year 6.</p> <p>NI 57 Participation in sporting activities.</p> <p>NI 53 Prevalence of breast feeding at 6 - 8 weeks from birth.</p> <p>The Operating Framework for the NHS in England 2011-12</p>

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>The Child Health Strategy is effectively implemented.</b></p>	<ol style="list-style-type: none"> <li>1. Review the Healthy Child Programmes (Pregnancy 0-5 years and 5-19 years programmes) in line with the public health white paper intentions, and implement the revised programme within the commissioning framework from 2012 onwards.</li> <li>2. Ensure recruitment of health visitors in line with the Coalition Government's call to increase family nurse partnership provision to improve pregnancy outcomes, child health and development and parents' economic self-sufficiency.</li> <li>3. Improve services for disabled children: <ul style="list-style-type: none"> <li>• Review and redesign children's therapy services and wheelchairs and equipment services to meet 'Aiming High for Disabled Children' strategy.</li> <li>• Review current 'short breaks' provision and reshape as necessary to meet expressed needs of parents/carers and children/young people.</li> <li>• Liaise with GP consortia to consider the commissioning of parenting support and consultation and engagement services for families with disabled children.</li> <li>• Implement Wirral Transition Protocol (for young people with disability moving to adult health services) including review and revision of service specifications to ensure appropriate engagement of adult health services.</li> <li>• Develop and implement diagnosis and care pathway for children, young people and adults with ADHD and ASD.</li> </ul> </li> </ol>	<p>NI 55 Obesity among primary school age children in Reception Year.</p> <p>NI 56 Obesity among primary school age children in Year 6.</p> <p>NI 58 Emotional health of looked after children.</p> <p>NI 51 Effectiveness of child and adolescent mental health (CAMHS) services.</p> <p>The Operating Framework for the NHS in England 2011-12</p>

# STAYING SAFE

“We want to support children earlier, closer to their communities and wherever possible by supporting families”



**This section is about ensuring that all children grow up in a safe caring environment free from harm and neglect.**

## WHERE WE ARE NOW

Improvements in safeguarding in Wirral are evident, as recognised through OFSTED inspections. The OFSTED unannounced inspection of front-line child protection services in July 2010 found much strong practice and no areas requiring urgent action. ‘Good’ grades with some outstanding features were awarded to both Safeguarding and Looked After Children’s services in the announced inspection in January 2011. The Local Safeguarding Children Board (LSCB) are targeting areas of concern and through their performance sub-committee are conducting a multi-agency audit focusing on cases which feature parental mental health and neglect to improve practice in these areas.

The Council has invested considerably in front-line social work practice to strengthen safeguarding practice and allow for improvements in decision making and collaborative work with partners. However, there is room for further embedding of improvements, particularly our focus on children living in neglectful circumstances. We recognise there are children living in families where neglect has been and continues to be a feature of their life and the outcomes are often poorer for this group of children.

A strong continued focus on early intervention and prevention activity is imperative in order to improve life chances and to enable us to save costs in the longer term. More children are receiving effective

support through the Team Around the Child (TAC) approach resulting from training, new integrated working guidance and auditing practice. The range of early intervention and preventative services is extensive including the short break provision for children with disabilities and their families. Through our new Joint Commissioning Group clear needs analysis will further target the most vulnerable children, making sure they receive timely and appropriate support when they first need it.

Our numbers of looked after children are higher than our comparator authorities and we must continue to work to safely reduce them. Increasing numbers of children in care are living in family placements, we will strengthen our focus on securing children in families where they belong, outside the care system where this is safe, so that outcomes are improved and resources are more effectively targeted. We must also continue to make improvements in the local arrangements for adoption, fostering and private fostering and reduce reliance on costly residential placements wherever possible.

The quality of social care services provided to children is improving; development plans will focus on making services even more child-centred, supporting each child to be safe and achieve their unique potential. The Children in Care Council Promise ensures that there will be a single conversation directly with children regarding the quality and provision of service afforded to them. In light of the new Children in Care regulations we have increased capacity to ensure that Independent Reviewing Officers will spend more time with children to ensure that the partnership is providing the optimum service for children in care.

Policy changes, particularly the Munro Review, will have a significant impact on partnership practice regarding children in need. This review will also provide a driver to increase the time in direct work with children through reducing bureaucracy, and making sure we learn lessons from serious incidents more effectively.

# STAYING SAFE

## OUR NEW PRIORITIES

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>Vulnerable children, young people and families receive targeted, early intervention and support which meets their needs and improves their life chances.</b></p>	<ol style="list-style-type: none"> <li>11 Co-located area teams will deliver multi-agency support to children involved in the Common Assessment Framework (CAF) and Team Around the Child (TAC) processes to support early identification of children's needs.</li> <li>Lead professionals across all partners will be trained to conduct the CAF and TAC processes.</li> <li>Central referral for family support developed with partners and providers to ensure families get the right support at level 3 and 4. The project will deliver more effective family support.</li> <li>Further investment will be delivered in Family Group Conferencing to support children on the edge of care to remain with their family resulting in fewer looked after children.</li> <li>Adolescent Crisis Team pilot intervention project working with identified young people on the edge of care at early stage to provide support to prevent them becoming looked after.</li> <li>The Family Intervention Service (FIP) and Children and Young People's Department joint working protocol will reduce agency overlap between hard to reach families and provide support to prevent homelessness.</li> <li>Young people with specific difficulties and their families can access direct support to prevent family breakdown through the Children and Adolescent Mental Health Services (CAMHS) Children in Need team.</li> <li>Effective needs analysis including intelligence from CAF and TAC processes will inform the commissioning of preventative programmes.</li> <li>Increased accessibility and capacity of short breaks for disabled children. 300 short breaks will be provided in 2011-12 based on the provision being in place from the expected date.</li> <li>The Integrated Youth Support Strategy will align and target services more effectively. For detail see Positive Contribution section.</li> </ol>	<p>NI 68 Percentage of referrals that progress to initial assessment.</p> <p>NI 60 Percentage of core assessments carried out within 35 days.</p> <p>Local 1405 Percentage of initial assessments carried out within 10 working days.</p> <p>NI 51 Effectiveness of child and adolescent mental health (CAMHS) services.</p> <p>Local 1400 Reducing the number of looked after children.</p> <p>Reducing the number of first time entrants (FTE's) into the youth justice system.</p> <p>Reducing re-offending.</p> <p>Reducing custody numbers.</p> <p>Effectiveness of family support (service user feedback).</p> <p>Provision of short breaks for disabled children delivered.</p>

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>There are improved outcomes for children in care and care leavers.</b></p>	<ol style="list-style-type: none"> <li>1. Review of in house residential provision and implement the findings.</li> <li>2. Complete the review of local foster care provision by: <ul style="list-style-type: none"> <li>Developing a 'Sufficiency Plan' that identifies need and the quality and capacity of provision locally.</li> <li>Develop the work of the Looked After Children's monitoring group to ensure that children's care plans are discharged in a timely way and that children and young people achieve permanence.</li> <li>Implement the 'Move on Scheme' to increase capacity within 'Fostering Futures'.</li> <li>Implement the revised Special Guardianship policy.</li> <li>Implement the Foster Care recruitment strategy in order to increase the number and variety of foster families and carers.</li> <li>Through the Foster Carer Task Force review foster carer payments and implement the proposals.</li> <li>Monitor the impact of the new foster carer marketing strategy.</li> </ul> </li> <li>3. Complete the review of Independent residential provision by: <ul style="list-style-type: none"> <li>Developing a 'Sufficiency Plan' that identifies need and the quality and capacity of provision locally.</li> <li>Develop the work of the Looked After Children's monitoring group with continuous review of residential placements for effectiveness and value for money.</li> <li>Implementing the recommendations of the review of 'Stop Gap' Services.</li> </ul> </li> <li>4. Implement the Corporate Parenting Strategy and Action Plan to ensure that: <ul style="list-style-type: none"> <li>Partners deliver the Children in Care 'Promise'.</li> <li>The opportunities presented by the children in care council are promoted to looked after children.</li> </ul> </li> <li>5. Implement the recommendations of the National Institute for Health and Clinical Excellence and Social Care Institute for Excellence (NICE:SCIE) audit for looked after children.</li> <li>6. Improvements in care planned are delivered through: <ul style="list-style-type: none"> <li>Records of assessments, plans and reviews reflect a focus on children's views and wishes and the cultural and identity needs of children and families and provide a clear picture of their life story and reasons for decisions.</li> <li>Improve the consistency of the quality of personal education plans for the youngest children in care and the pathway plans for care leavers.</li> <li>Improve the information, advice and guidance and the breadth of the 14-19 curriculum provision so that more care leavers remain in education, training and employment.</li> </ul> </li> </ol>	<p>NI 61 Timeliness of adoptions.</p> <p>NI 62 Stability of placements (number of placements).</p> <p>NI 63 Stability of placements (length of placements).</p> <p>NI 66 LAC reviews completed within timescales.</p> <p>NI 99 LAC reaching L4 English and KS2.</p> <p>NI 100 LAC reaching L4 Maths at KS2.</p> <p>NI 101 LAC achieving 5+ A*-C GCSE (including English and maths).</p> <p>NI 147 Care leavers in suitable accommodation.</p> <p>Reduce the use of Agency Foster Care Provision.</p> <p>Local 1400 Reduce the number of looked after children.</p> <p>Increase in the number of special guardianship orders.</p> <p>Increase in the number of approved carers.</p> <p>Reduce the use of independent sector residential provision.</p> <p>OFSTED Unannounced and Announced Inspections.</p> <p>NI148 Care leavers in education, employment and training.</p>

**OUR PRIORITIES FOR 2011-2012 AND HOW WE WILL DELIVER THEM**

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>There are improved outcomes for children and young people in need of protection</b></p>	<ol style="list-style-type: none"> <li>1. Implement the findings of the Governments response to the Munro Review including serious case reviews.</li> <li>2. Ensure consistent thresholds for safeguarding services are set and reviewed by the LSCB.</li> <li>3. LSCB will review safeguarding supervision across the partnership with an aim to developing a common approach.</li> <li>4. Implementation and monitoring of the refreshed Private Fostering policy.</li> <li>5. LSCB are embedding through the performance sub-committee a multi-agency audit tool on 12 cases which feature parental mental health and neglect using the neglect graded care profile.</li> <li>6. LSCB and Adult Safeguarding Partnership Board develop joint working with a view to improving 'think family' approach. Key priorities are parental mental health and transitions to adulthood.</li> </ol>	<p>SCR's continued to be evaluated by OFSTED as adequate or good.</p> <p>Findings from OFSTED unannounced and announced inspections.</p> <p>Audits report that there is effective supervision and key issues.</p> <p>Increased use of the graded care profile and increased referral for parental mental health.</p> <p>NI 64 Child Protection Plans lasting 2 years or more.</p> <p>NI 65 Child Protection Plans for a second or subsequent time.</p> <p>NI 67 Child protection cases reviewed within timescales.</p>

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>Children live in communities where they feel safe, and where harmful behaviour is actively addressed and reduced.</b></p>	<ol style="list-style-type: none"> <li>1. Through the Multi-Agency Risk Assessment strengthen human resources provision across the partnership the Local Authority Designated Officer (LADO) will implement the refreshed allegations against staff procedure; reported to the LSCB on a quarterly basis.</li> <li>2. Conference (MARAC) process the Family Safety Unit (FSU) will support victims of domestic abuse and fast track children into investigation and support mechanisms.</li> <li>3. Dedicated commissioned services from Barnados continue to provide interviews for all young people who run away and refer safeguarding cases when appropriate.</li> <li>4. For 2011-12 the Council will continue to commission the services of Bullybusters, a confidential helpline service for victims of bullying and their families. The Council's anti-bullying policy will be disseminated in schools.</li> <li>5. The Integrated Youth Support Strategy which includes Youth Offending and Anti-Social Behaviour services will align and target services more effectively. For detail see Positive Contribution section.</li> <li>6. To continue to address road safety issues the partnership road safety action plan will be refreshed for 2011-12 with a focus on reducing the number of children killed or seriously injured on roads.</li> <li>7. Continue to deliver the confidential online counselling service through Kooth.com.</li> <li>8. Review of hospital admissions 0-18 due to injury to be carried out and implementation of the findings of the review including improved understanding of the cause of admissions to influence commissioning of services.</li> </ol>	<p>NI 71 Young Runaways.</p> <p>NI 48 Children Killed or Seriously Injured in Road Traffic Accidents.</p> <p>NI 70 Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people.</p> <p>Reducing the number of first time entrants (FTE's) into the youth justice system.</p> <p>Reducing re-offending.</p> <p>Reducing custody numbers.</p> <p>Local 1701 Reported incidents of anti-social behaviour.</p>

# ENJOYING AND ACHIEVING

“We want to raise the achievement of all our young people and to narrow the gap in attainment experienced by our most disadvantaged children”



**This section is about ensuring that all young people are able to make the most of and enjoy the wealth of educational opportunities available. It is about supporting all children to reach their potential and ensuring the most vulnerable receive special attention.**

## WHERE WE ARE NOW

Educational standards for students of all ages in Wirral are high, they continue to improve and for most performance indicators we perform in line with or better than national and statistical neighbour figures. The quality of educational provision for the children and young people in Wirral is high as evidenced by the OFSTED profile of inspections for primary, secondary and special schools. All schools achieved the Extended Schools Full Core Offer.

Improved educational standards are dependent on many factors. One of the most important is the quality of leadership and management in schools and settings. A successful programme of leadership and management development is in place in schools which has been used nationally as an example of best practice.

Another factor is high quality teaching and learning and schools continue to raise standards in this area. Behaviour and attendance programmes have been effective with increased attendance and a reduction in permanent exclusions in secondary schools. As funding transfers to schools, we will provide a high quality traded school improvement service designed to meet the support needs of schools. Partnership and sharing good practice will be a fundamental aspect of that programme.

We have continued to make progress with both the Primary and Secondary school places reviews. As a consequence we have reduced the number of surplus places meaning that increased funding is used to support our children in schools rather than supporting empty school places.

We have successfully implemented the Children's Centres OFSTED framework and inspections of Children's Centres have been good or outstanding. Capital funding has enabled 114 private, voluntary or independent settings to improve outdoor learning environments and provision improving quality in early years foundation learning. There is free entitlement to 15 hours per week childcare for 3 and 4 year olds and funding for 2 year olds has been introduced with clear evidence of impact. Providing effective, high quality universal and targeted services for 0-5 year olds through the Sure Start programme will remain a high priority.



Foundation Learning programmes at Key Stage 4 have started to show demonstrable impact. Ten Diploma lines were implemented. We will follow the outcomes of the Wolf review and continue to promote an effective Key Stage 4 curriculum. We will continue to challenge underperformance at post-16.

We will respond positively to the implications of the Schools' White Paper and subsequent Education Bill. We will implement the new schools system in line with government policy, supporting schools converting to Academy status and we will develop and implement a high quality traded school improvement services to support schools and settings to provide high quality education.

Narrowing the gap in attainment between those affected by disadvantage and other children in Wirral is a high priority. This is particularly the case at Key Stage 4 where the gap is wider in Wirral than the national and statistical neighbour figures. We will continue to focus on reducing the achievement gap for vulnerable groups of children such as those with special educational needs and children in care.

# ENJOYING AND ACHIEVING

## OUR NEW PRIORITIES

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<b>Schools and settings are supported to improve educational provision and attainment</b>	<p>Implement the new schools system in line with government policy, including supporting schools converting to Academy status, and continue to review and improve special school provision.</p> <ol style="list-style-type: none"> <li>Support schools to convert to Academy status, agree protocols for sharing and reporting performance and agree the services that these schools will buy-back.</li> <li>Support schools in their clustering arrangements.</li> <li>Implement a programme to review and improve Special School provision.</li> </ol> <p>Develop and implement high quality traded school improvement services to support schools and settings to provide high quality education.</p> <ol style="list-style-type: none"> <li>Ensure that schools and other stakeholders are fully aware of the implications of the Schools White Paper, the transfer of school improvement grants from the LA to schools and the implications of schools converting to Academies.</li> <li>In consultation with head teachers and governors, design and market a school improvement traded service that generates income to fully cover all costs and meets the needs of schools.</li> <li>Further improve capacity within and across schools by developing a framework for school-to-school support, where appropriate with external partners.</li> <li>Liaise with relevant partners in the Learn Together Partnership to review identified services, Governor Support Service; Primary Assessment; Home Education; Newly Qualified Teachers, and, if cost effective, develop protocols and a framework for sharing services across agreed LAs.</li> <li>Support the co-ordination of the Schools Sports Partnership programme in line with the Schools Forum decision of January 2011. Support the increase of inter- and intra-competitions taking place in schools and encourage schools to use the Olympic and Paralympic values to develop pupil's personal and social education.</li> </ol>	<p>Successful conversion to Academy status.</p> <p>Feedback from schools converting to Academy status.</p> <p>High uptake of school improvement services offered by the LA.</p> <p>NI 89 Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category</p> <p>Reduction in number of schools below floor standards</p> <p>NI 86 Number of schools judges to have good or outstanding standards of behaviour.</p> <p>An agreed framework for school-to-school support is in place.</p> <p>Revised School Improvement Strategy and 'Banding' policies are in place and effectively communicated.</p> <p>NI 72 Achievement of at least 78 points across the Early Years Foundation Stage.</p> <p>NI 73 Achievement at level 4 or above in both English and maths at Key Stage 2.</p> <p>NI 75 5+ GCSE A*-C (inc English and maths).</p>

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
	<ol style="list-style-type: none"> <li>Support secondary schools to implement curriculum changes in line with expected new secondary review, including vocational education and roll-out the curriculum offer of Foundation Learning programme at KS4 in line with Foundation Learning Implementation Plan.</li> <li>Take account of Alison Wolf's review of 14-19 vocational education. Implement any curriculum changes as advised by the DfE.</li> </ol> <p>Raise standards in schools and settings, with a particular focus on schools below the floor standard, on schools in danger of falling into an OFSTED category and on supporting 'satisfactory' schools to become good or better.</p> <ol style="list-style-type: none"> <li>Revise the School Improvement Strategy in the light of the Schools White Paper, the changing roles of the LA and schools and the development of school improvement traded services. Revise the 'banding' system in line with national policy and consult with schools on the uses and implications of the new system of categorising schools.</li> <li>Provide advice and guidance for schools on the implementation of the revised OFSTED inspection framework (September 2011).</li> <li>Identify and support schools below floor standards through monitoring and challenge and through intervention from primary English and Maths Intervention Consultants and seconded secondary staff.</li> <li>Ensure schools below floor standards, Schools Causing Concern or in an OFSTED category make sufficient progress to be removed in the shortest possible time.</li> <li>Implement a revised SIP-like programme as an entitlement for schools that are judged as satisfactory, band 3 or below.</li> <li>Continue to increase the accuracy of assessment and consistency of moderation at transition points.</li> <li>Implement the proposed new reading test for 6 year olds.</li> <li>Review, streamline and improve communications between CYPD and its schools and partners utilising effective IT systems.</li> </ol>	<p>NI 92 Narrowing the Gap at Early Years Foundation Stage.</p> <p>NI 114 Permanent exclusions from School.</p>

**OUR PRIORITIES FOR 2011-2012 AND HOW WE WILL DELIVER THEM**

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>Outcomes for young children and families, especially the most vulnerable, are improved through effective early years support and intervention.</b></p>	1. Review the Early Years and Children's Centre Strategy to ensure Best Value and alignment to corporate objectives for Child Poverty.	NI 72 Achievement of at least 78 points across the Early Years Foundation Stage.
	2. Further develop the use of data so that priorities, resources, support and performance management are more targeted and cost effective.	NI 92 narrowing the gap between the lowest achieving 20% in Early Years Foundation Stage profile and the rest.
	3. Further develop Parenting and Family Support: <ul style="list-style-type: none"> <li>Promote improved outcomes for young children.</li> <li>Promote future good behaviour in older children.</li> <li>Through the outreach model, continue to develop family support in the home.</li> <li>Support the improvement of the home learning environment.</li> </ul>	NI118 Take up of formal childcare by low income working families.
	4. Continue to develop support for the most vulnerable children.	NI 109 Number of Children's Centres.
	5. Improve Early Years & Childcare settings resulting in more good or better OFSTED outcomes and no inadequate judgements.	Numbers of children and families accessing Sure Start Children's Centres (SSCC) services.
	6. Further improve early communication and language development through more effective speech and language services and through continued CLLD and ECAT programmes.	The proportion of children accessing SSCC services from disadvantaged backgrounds.
	7. Improve access to information through community based provision specifically Children's Centres and community settings.	Number of EY settings judged as inadequate.
	8. Ensure Local Authority retained function duties are met.	Number of EY settings delivering flexibility in relation to the 15 hour free entitlement.
	9. Improve the number of Early Years settings and Schools delivering flexibility in relation to the 15 hour free entitlement.	Improvement in the number of early years settings achieving good or better OFSTED judgements.
	10. Review the current strategic approach to the development of and support for childcare new places and their sustainability.	Demonstrable reduction in behavioural management issues being identified as reason for CAF & TAC.  Increase the number of children appropriately referred to Speech and Language therapy service.  Reduction in the number of children at risk of language delay.  Progress towards achieving 15% childcare places penetration rate in target areas.

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>The outcomes of Wirral Council's consultation are implemented to ensure cost effective and high quality services.</b></p>	<p>Music Service</p> <p>1. In consultation with stakeholders, and taking into account the outcome of the National Review of Music Services, review and restructure the Music Service so that it operates within the budget whilst maintaining and further improving the quality and range of Music Service provision.</p> <p>2. Implement the action plan and develop robust systems within the service in response to the MSEP service evaluation.</p>	<p>A new operational structure is in place which ensures that provision does not exceed the allocated budget.</p> <p>A new marketing strategy is established and there is an increase the number of pupils using the services.</p> <p>Monitoring and evaluation of provision demonstrates it is of good quality and pupils have access to quality learning.</p> <p>NI 99 LAC reaching L4+ English at KS2.</p> <p>NI 100 LAC reaching L4+ maths at KS2.</p> <p>NI 101 LAC achieving 5+ A*-C GCSE (including English and maths).</p>
	<p>Looked After Children Education Service</p> <p>3. Review and restructure the Looked After Children Education Service so that it focuses on championing improving outcomes for LAC.</p> <p>4. Improve further procedures for monitoring the performance of LAC and challenging where there is underperformance.</p> <p>5. Provide high quality advice and training for schools and Designated Teachers.</p>	
	<p>Oaklands Outdoor Education Service</p> <p>6. Review the Oaklands Outdoor Education Centre to that it generates sufficient income to fully cover all costs.</p>	

**OUR PRIORITIES FOR 2011-2012 AND HOW WE WILL DELIVER THEM**

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>There is improved provision, choice and outcomes for children and young people with Special Educational Needs and/or disability.</b></p>	<p>Deploy resources in the interests of all Wirral's children and young people with SEND with the emphasis being that they should be educated in local provision.</p> <ol style="list-style-type: none"> <li>1. Develop with Gilbrook School a behaviour support service in line with the Schools Forum report of January 2011.</li> <li>2. Revise the process for commissioning places in Wirral's special schools in line with the Schools Forum decision of January 2011.</li> <li>3. Review and revise Orrets Meadow provision in line with the recommendations of the Overview and Scrutiny Report of January 2010 about Literacy.</li> <li>4. Support capital plans/projects at Stanley, Clare Mount, Foxfield and Meadowside schools.</li> </ol> <p>Improve the early identification of SEND to meet the needs of the most vulnerable children and young people.</p> <ol style="list-style-type: none"> <li>5. Review and revise Local Authority arrangements for early years support work with the children and families with the most complex needs.</li> <li>6. Revise Local Authority criteria for access to specialist provision and services.</li> <li>7. Develop partnership working and planning at key transition points for the 14-19 cohort with SEND/Learners with Learning Difficulties and Disabilities.</li> <li>8. Respond to the forthcoming Green paper on SEND and SEN issues in the new schools system by revising local arrangements as necessary.</li> </ol>	<p>New support service in place.</p> <p>Revised commissioning process in place and changes made to pupil numbers funded and /or new work commissioned.</p> <p>NI 103a SEN statements within 26 weeks (excluding exceptions).</p> <p>NI 103b SEN statements within 26 weeks (including exceptions).</p> <p>NI 104 SEN/Non SEN gap at KS2 English and maths.</p> <p>NI 105 SEN/Non SEN gap at KS4 English and maths.</p> <p>Information and new arrangements criteria are published.</p>

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>There are improved outcomes for children and young people where poverty and disadvantage affect their achievement.</b></p>	<p>Narrowing the Gap</p> <ol style="list-style-type: none"> <li>1. Narrow the attainment gap at Key Stage 4 between FSM and non-FSM pupils by building on the successes from the '100 Club' project.</li> <li>2. Focus Lifelong and Family Learning provision to engage and motivate disadvantaged families, encourage achievement and progression and strengthen communities.</li> <li>3. Ensure provision post-16 enables progression from KS4 at all ability levels and takes account of both learner aspirations and local skills needs.</li> <li>4. Coordinate, monitor and evaluate Year 3 of 1-1 Tuition.</li> </ol> <p>Attendance</p> <ol style="list-style-type: none"> <li>5. Work in partnership with schools, academies and other agencies to reduce Persistent Absence and improve school attendance.</li> <li>6. Utilise a multi-disciplinary approach to support the school attendance of Looked After Children.</li> </ol> <p>English as an Additional Language</p> <ol style="list-style-type: none"> <li>7. Develop the Minority Ethnic Achievement Service (MEAS) as a capacity-building service to respond to local priorities and in response to the survey on Traded Services undertaken with head teachers and governors.</li> </ol> <p>Looked After Children</p> <ol style="list-style-type: none"> <li>8. Work with schools to raise standards of Looked After Children so their outcomes are comparable to their peers.</li> <li>9. Support capacity building in schools through a high quality professional development programme for Designated Teachers.</li> <li>10. Rigorously track and monitor the progress of LAC and challenge where there is underachievement.</li> <li>11. Ensuring that the educational needs of Looked after Children are identified at an early stage and that appropriate support put in place which increases levels of attainment. Support the effective co-ordination of response to pupils in difficulties.</li> <li>12. Ensure that close collaboration between the LACES, Pathways Team, Connexions and education providers improves the employability of care leavers.</li> </ol>	<p>NI 92 narrowing the gap between the lowest achieving 20% in Early Years Foundation Stage profile and the rest.</p> <p>NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS2 and 4.</p> <p>NI 87 proportion of pupils who are Persistently Absent in secondary schools.</p> <p>Proportion of Children In Care who miss 25 days or more of school.</p> <p>NI 107 Key Stage 2 attainment for Black and minority ethnic groups.</p> <p>NI 108 Key Stage 4 attainment for BME Groups.</p> <p>NI 99 Children in care reaching level 4 in English at Key Stage 2.</p> <p>NI 100 Children in care reaching level 4 in Maths at Key Stage 2.</p> <p>NI 101 Looked After Children achieving 5 A*-C GCSE's.</p> <p>NI 148 % care leavers in education, employment or training at age 19.</p> <p>Effective tracking in place for all children in care 0-19.</p> <p>Proportion of Designated Teachers accessing training.</p> <p>NI 106 Young People from low income backgrounds progressing to University</p>

# POSITIVE CONTRIBUTION

“We want to engage all young people more fully in issues affecting their lives and particularly those at risk of disaffection”



**This section concerns the ways young people are supported to make a positive contribution to their communities. It is about involving all young people at every stage in the decisions that affect them and young people themselves making the decisions. It also includes provision of opportunities to do as well as to learn, helping them to develop their self-confidence, resilience and a sense of purpose and ensuring that there are no barriers to their involvement in these positive activities.**

## WHERE WE ARE NOW

Since our last plan we have developed our youth provision through the opening of four state of the art Youth Hubs offering a wide range of activities with extended opening times. This is reaping benefits through a provision of a greater variety of activities and better provision of advice and support services through the new delivery model. Our Play Strategy and successful initiatives such as the extended Duke of Edinburgh scheme and services commissioned in response to local need have also enabled more children and young people to become involved in a wider range of positive activities.

Our new website teen Wirral ensures that children and young people can find out when activities are on offer across Wirral. It also offers advice to young people about issues that concern them, signposts them to further information and allows an accessible route for young people to have their say.

Our Youth Offending Team has made excellent progress with a reduction in the number of first time entrants into the criminal justice system and

reduced re-offending rates. Intervention planning has been key to this such as the use of Restorative Justice practices as an alternative to prosecution and has also led to a reduction in the number of school exclusions. Initiatives are also in place to support young offender to access education, employment or training and to find accommodation.

The National Treatment Agency has assessed our Young Persons Substance Misuse Plan as “Fit for Purpose” with steady and consistent performance from support services. Waiting times are excellent with 100% of referrals seen within agreed timescales, with the majority of young people’s needs being effectively met.

In 2010 OFSTED assessed that we have a number of successful arrangements for involving children and young people from a range of backgrounds in reviewing and planning services. This area has been extended with the formation of pupil panels in Special schools to ensure the involvement of young people with learning difficulties and disabilities in the decision making process. We are determined to continue development in this area to ensure that the work supporting young people to make a positive contribution continues to thrive.

We continue to work to improve opportunities for children and young people in care to influence policy. The Children in Care Council effectively engaged through consultation with young people and developed the Wirral Promise which sets standards for the Council’s engagement with children in care. A successful Lottery application means that children in care will continue to have access to leisure opportunities and the take up of activities remains high.



We are facing the challenges created by reduction in public funding in this area by clearly defining our priority areas and developing innovative solutions to maximise use of resources. 2011-12 will see a re-design of Integrated Youth Support which will involve detailed evaluation of opportunities in delivering services differently through working with voluntary community and faith organisations and the private sector. We will look to ensure that this project is a means of extending the reach of this work to more vulnerable young people.

# POSITIVE CONTRIBUTION

## OUR NEW PRIORITIES

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<b>Fewer children and young people are involved in offending and anti social behaviour</b>	<ol style="list-style-type: none"> <li>1. A comprehensive review of Integrated Youth Support will include: <ul style="list-style-type: none"> <li>• Evaluation of need including local consultation.</li> <li>• Development of key shared priorities.</li> <li>• Restructure of management to ensure effective operational services.</li> <li>• Identifying earlier those at risk of multiple poor outcomes and of engaging in risky behaviours to ensure that targeted prevention services are provided.</li> </ul> </li> <li>2. Improve and develop Commissioning: <ul style="list-style-type: none"> <li>• Effective use of intelligence to target funding at prioritised specific needs of vulnerable young people.</li> <li>• Use the Triage approach to identify young people in need of assessment and identify those requiring support to deal with anti-social behaviour.</li> <li>• More effective and efficient targeted challenge and support for young people involved in ASB and youth offending.</li> <li>• Review the Challenge &amp; Support process to young people are referred at as early a stage as possible and a range of diversionary and supportive interventions are available.</li> </ul> </li> <li>3. Drug and Alcohol Services will incorporate preventative strategies as part of its work programme: <ul style="list-style-type: none"> <li>• Screening and early intervention; 100% of looked after children will be screened.</li> <li>• Engagement of families through links with Children's Centres; weekly clinics to operate from 4 Children's Centres.</li> <li>• Improved education and support for primary school children.</li> <li>• Families provided with Substance Misuse support.</li> </ul> </li> <li>4. Development of the Restorative Justice Project. <ul style="list-style-type: none"> <li>• The YOS will continue to train staff from partner agencies in Restorative Conferencing in conjunction with the school exclusions officer.</li> <li>• Develop a framework to monitor the impact of Restorative Justice (RJ) and share good practice between agencies.</li> </ul> </li> </ol>	<p>Reducing the number of first time entrants (FTE's) into the youth justice system.</p> <p>Reducing re-offending.</p> <p>Reducing custody numbers.</p> <p>Local 1701 Reported incidents of anti-social behaviour.</p> <p>NI 86 Number of secondary schools judged as having Outstanding Behaviour.</p> <p>Establishment of a reliable measure of anti-social behaviour involving children and young people and monitor performance against this.</p> <p>Reduction in total number of young people reporting either frequent use of drugs, or alcohol or both.</p> <p>NI 39 Alcohol harm-related hospital admission rates.</p> <p>Number of young people moving out of treatment.</p> <p>Framework completed and good practice shared.</p> <p>MST completed with 18 families.</p> <p>Positive post contact evaluations recorded.</p>

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
	<ol style="list-style-type: none"> <li>5. Development of the Multi-Systemic Therapy (MST) project: <ul style="list-style-type: none"> <li>• MST therapists will work in close partnership with the young person's family and community to strengthen protective factors known to assist in reducing the risk of future offending and anti-social behaviour and edge of care.</li> <li>• The three therapists will work with four families over a 3-5 month basis.</li> <li>• A working strategy will be developed to monitor the impact of MST on completion.</li> <li>• Post-therapy review will include drug and alcohol testing.</li> </ul> </li> </ol>	<p>NI 92 Narrowing the Gap at Early Years Foundation Stage.</p> <p>NI 114 Permanent exclusions from School.</p>

**OUR PRIORITIES FOR 2011-2012 AND HOW WE WILL DELIVER THEM**

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>Children and young people have access to a range of appropriate play and developmental opportunities which meets their needs.</b></p>	<p>The Early Intervention Grant will be used to commission activities that provide vulnerable young people with developmental opportunities.</p> <ul style="list-style-type: none"> <li>• Young people will be members of commissioning panel.</li> <li>• Planning meetings with providers will focus on specific interventions in priority areas.</li> <li>• Future commissioning of Play and Youth Service Providers will seek to expand the range of providers by encouraging organisations to develop consortium bids.</li> <li>• The Play Builder Programme will be expanded to increase the number of children involved in play in outside facilities.</li> <li>• Short break and activity taster sessions will be provided for disabled children and children with Learning Difficulties and Disabilities (LDD) to increase take up.</li> </ul>	<p>NI 57 Children and young people's participation in high quality PE and sport.</p> <p>Local 1700a Participation in and outcomes from youth work: Participation.</p> <p>Local 1700b Participation in and outcomes from youth work: Recorded Outcomes.</p> <p>Local 1700c Participation in and outcomes from youth work: Accredited Outcomes.</p> <p>Contracts reflect targeted provision in areas of need.</p> <p>Increase in young people taking up play and other developmental opportunities.</p> <p>An increase in the number of providers and nature of opportunities available.</p>

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>Children and Young People are actively engaged in community and democratic decision making process.</b></p>	<ol style="list-style-type: none"> <li>1. Young people at Youth District Forums will set priorities for the development of District Plans.</li> <li>2. Young people will be members of commissioning panels for the Early Intervention grant.</li> <li>3. The success of children and young people will be regularly communicated via Teen Wirral.</li> <li>4. The requirement to promote positive images of young people will be included in contracts of newly commissioned services.</li> <li>5. For our looked after children beyond Wirral, we will set Healthier Homes Standards to be met by residential providers.</li> <li>6. We will engage young people as verifiers to drive and monitor the "You're Welcome" assessment process for health organisations.</li> </ol>	<p>Local 1700a Participation in and outcomes from youth work: Participation.</p> <p>Local 1700b Participation in and outcomes from youth work: Recorded Outcomes.</p> <p>Local 1700c Participation in and outcomes from youth work: Accredited Outcomes.</p> <p>Representatives from 4 districts will be members of commissioning panels for the Early Intervention Grant.</p> <p>Teen Wirral Website monthly report on the successes of young people.</p> <p>50% of Wirral residential settings for Looked After Children will achieve the Healthier Homes Standard by January 2012.</p> <p>A minimum of 10 organisations will be engaged in or have achieved 'You're Welcome' status.</p>

# SOCIAL AND ECONOMIC WELLBEING

“We want to equip our young people better for adult life and particularly to narrow the gap experienced by our most disadvantaged young people in their prospects”



**This section is about preparing young people with the skills they need to cope with the challenges of the modern world. We want them to be happy confident individuals equipped to make the most of opportunities such as further training, education or employment and to achieve their potential.**

## WHERE WE ARE NOW

Significant progress has been made with young people Not in Education, Employment or Training (NEET) current levels are lower than the same time in the previous year despite the ongoing global recession. The 2010 Year 11 activity survey resulted in the highest ever rates of young people going into learning, and the September Guarantee target for an offer of learning for young people in Wirral were exceeded. Through partnership working particular progress has been achieved for young people with learning difficulties or disabilities, the number taking up further education opportunities has increased by 33% in 2010-11.

Effective partnerships have been demonstrated by the success of the Working Neighbourhood funded 'Wirral Apprentice' programme. This programme supports employers by fully funding apprentices for 2 years, matched by a pledge of permanency from the employer. It has resulted in appointments of individuals 22% of whom were previously NEET. The programme has been extended with new apprenticeships funded via the European Social Fund and targeted towards Wirral residents aged 16-18; or 19-24 and NEET or unemployed.

Significant progress has been made in implementing 14-19 reform in Wirral. A full strategic analysis of Wirral learning and training provision 16-19 was carried out during 2010 and was published in the form of a Commissioning Statement. The curriculum challenge has been to further develop Diploma opportunities for young people, but also to deliver a foundation learning curriculum at key stage 4 and prepare for implementation post-16. Key to the future direction of 14-19 vocational education will be the outcome of the Wolf review which is due to report back in March 2011 and implementation of the Education Bill.

Too few of our care leavers are in education, training or employment, particularly by age 19 and too many young people drop out of their chosen courses. Impartial information, advice and guidance is available to all young people to support effective decision making and targeted support is available to the most vulnerable.

Wirral is an active participant in the Liverpool City Region (LCR) Employment and Skills agenda and has contributed to the development of the strategy and commissioning framework, which identifies key growth areas in terms of jobs and income.

In 2010-11 economic pressures and the reduction in government funded initiatives mean that providing education, employment or training to all young people remains a challenge. A clear focus will be maintained on vulnerable groups such as care leavers, young offenders, those with LDD and teenage parents to ensure the gap between the most able and most vulnerable does not continue to widen. A further key area for development will be Children's Trust involvement in the development of a Local Child and Family Poverty Strategy and a revised Housing Strategy.

# SOCIAL AND ECONOMIC WELLBEING

## OUR NEW PRIORITIES

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>Increased numbers of young people participating and achieving their potential.</b></p>	<ol style="list-style-type: none"> <li>Continue to progress towards full participation by 2025 for young people aged 18. This will be done through the commissioning of a range of high quality learning opportunities and courses through the implementation of the: <ul style="list-style-type: none"> <li>14-19 Plan.</li> <li>14-19 Quality Assurance Framework.</li> <li>School Sixth Form Quality Monitoring &amp; Evaluation Framework.</li> </ul> </li> <li>Support vulnerable groups to access post-16 learning opportunities, including, further education and apprenticeships.</li> <li>Facilitate progression from further education to higher education for those vulnerable learners where appropriate.</li> <li>Secure further funding from the Young Peoples Learning Agency (YPLA) for the delivery of the Young Parents to be Programme.</li> <li>Work with the National Apprenticeship Service to create a more diverse range of apprenticeship opportunities.</li> <li>Provide young people with confidence and skills, and information to travel independently using the 'travel trainers' programme.</li> <li>Develop the Learning for Living and Work Framework for learners with LDD and/or SEN designed to develop a fit for purpose funding system that is learner focussed</li> </ol>	<p>NI 79 Achievement of a level 2 qualification by the age of 19.</p> <p>NI 80 Achievement of a level 3 qualification by the age of 19.</p> <p>NI 81 Inequality gap at level 3 aged 19.</p> <p>NI 82 Inequality gap at level 2 aged 19.</p> <p>NI 91 Participation of 17 year olds in education or training.</p> <p>NI 117 Reduce the percentage of 16-18 year olds not in education employment or training (NEET).</p> <p>NI 148 Care leavers in Education, employment and training.</p>

PRIORITY	HOW WE WILL DELIVER	HOW WE WILL BE JUDGED
<p><b>The numbers of 16-18 vulnerable young people NEET are reduced.</b></p>	<ol style="list-style-type: none"> <li>In recognition of the current economic climate and global recession we will refresh the: <ul style="list-style-type: none"> <li>Borough EET Strategy</li> <li>IYS Strategy</li> <li>14-19 Plan</li> </ul>                     With a specific focus and monitoring of the progress of vulnerable groups and appropriate preventative and targeted intervention including: <ul style="list-style-type: none"> <li>Looked After Children</li> <li>Teenage mothers</li> <li>Young Offenders</li> <li>Young People with SEN/LDD</li> <li>Those with substance misuse issues</li> </ul> </li> <li>Ensure Wirral young people receive impartial and robust information, advice and guidance (IAG) by ensuring Wirral schools and providers achieve the National standards for IAG.</li> <li>Extend the employability programmes for NEET young people (subject to a successful ESF bid) and specifically vulnerable groups and implement the Wirral Apprenticeship Programme.</li> <li>Aim to secure further European Social Fund funding to continue the 14-19 Strategic Partnership's priority to reduce NEET.</li> <li>Ensure breadth of commissioned learning provision is aligned with the attainment profile of Wirral young people.</li> <li>Provision commissioned must have clearly identified progression routes in to further learning or employment.</li> </ol>	<p>NI 117 16-18 year olds not in education employment or training (NEET).</p> <p>NI 148 Care leavers in Education, employment and training.</p> <p>Young Offenders engagement in suitable education employment and training.</p>
<p><b>Reduce child poverty and homelessness.</b></p>	<ol style="list-style-type: none"> <li>Implementation of the CES Employment and Skills Strategy, WEDS priorities and 14-19 Plan including the 'whole family' approach to addressing worklessness acknowledging the current economic climate and impact of the recession.</li> <li>Maintain a 'whole family' approach to tackling worklessness including improving the reach of children's centres to vulnerable families. In 2010-11 this will be developed through involvement in the development of a Partnership Child and Family Poverty strategy and a revised Housing Strategy.</li> <li>Increase the number of households containing children and young people that are referred to Health through Warmth for heating and insulation grants, thereby reducing fuel poverty amongst this group.</li> </ol>	<p>NI 116 Proportion of children in poverty.</p> <p>NI 118 Take up of formal childcare by low-income working families.</p> <p>NI 147 Care leavers in suitable accommodation.</p> <p>Implementation of the Child and Family Poverty Strategy.</p>

# MANAGING OUR SERVICES

We will ensure that effective use is made of public resources for the benefit of children, young people and families



**This section is about how we will design and manage our services to achieve the priorities we have outlined in previous sections. We will ensure that effective use is made of public resources for the benefit of children, young people and families.**

## SAFEGUARDING

Protecting our children and young people from harm is a key priority for the whole partnership and is led by the Local Safeguarding Children Board (LSCB). The LSCB has a clear vision that places safeguarding at the centre of the Children's Trust's overall commitment to supporting children and the families it serves. The Director of Children's Services and the Lead Member for Children's Services have clear roles and responsibilities as champions for children, young people and their families. The Director reports directly to the Council Chief Executive and Leader of the Council.

The LSCB promotes high standards in safeguarding work across the partnership and has the responsibility to hold organisations to account to ensure these standards are met. A protocol is embedded in the Children's Trust Memorandum of Understanding which clearly outlines the working arrangements between the LSCB and the Children's Trust. The LSCB Business Plan is refreshed annually and is integrated with the Children and Young People's Plan through the work of the Staying Safe Strategy Group.

The LSCB has a robust performance framework which informs on a range of partnership activity in targeted areas and details information on the

application of thresholds for services. This ranges from the referral rates, the child protection plan rate and the number of young people looked after who run away and the volume of return interviews undertaken. Full information regarding safeguarding activity completed in 2010-11 is outlined in our LSCB annual review published alongside this new plan. The key areas where improvements were made included:

- Improvements to the infra-structure of the LSCB; appointing an Independent Chair, Lay Members and a Business Manager.
- Appointing a Common Assessment Framework (CAF) Quality Assurance Manager who has devised and implemented robust systems for CAF, to embed the CAF as a key element in supporting children and families.
- Leading on the national Social Care Institute of Excellence (SCIE) pilot of review of Serious Case Review process and subsequently submitting findings on the Munro Review 'Call for Evidence'.
- Undertaking a review of the response by the police and Social Care on domestic violence contacts with revised procedures.
- Undertaking a number of themed audits and reviews to monitor and improve services to safeguard children.
- Establishing a number of task specific sub groups of the LSCB including e-Safety, Risk Governance Management and the Executive Group. These have played a crucial role in achieving the aims of the LSCB.

Safeguarding in 2011-12 will be subject to potentially wide-ranging changes through the publication in April 2011 of the national Munro Review of Child Protection. Wirral Children's Trust

and the LSCB will work together to ensure the recommendations from the review are successfully carried out. In addition to this large scale undertaking other key areas for development in 2011-12 include:

- To continue to improve the functioning and accountability of the Board.
- To improve learning from Serious Case Reviews and Critical Incidents by making use of and developing SCIE model as a review framework.
- To evaluate the extent to which lessons identified in previous or current reviews have been learnt in practice; specifically relating to issues of parental mental ill-health, child sexual abuse, domestic abuse and neglect.
- Continue to monitor thresholds across the partnership for Common Assessment Framework, Child in Need, Team Around the Child and Child Protection.
- To closely monitor the effects of budgetary pressures and potential organisational restructuring of services, acting as necessary to continue to effectively safeguard and promote the welfare of children.
- To improve communication processes between the LSCB, its sub-committees, the wider workforce and general public.
- To strengthen joint working arrangements between the LSCB and the Safeguarding Adults Board.
- To maintain representation and contribution to Multi Agency Public Protection Panels.



## INTEGRATION OF SERVICES

Wirral's Children's Trust supports Lord Laming's view (Victoria Climbié Enquiry, 2003) that:

*"I am in no doubt that effective support for children and families cannot be achieved by a single agency acting alone. It depends on agencies working together. It is a multi-disciplinary task."*

In order to be responsive to local need Wirral has organised services linked to districts and areas with the development of area teams incorporating co-located services. Provision of a range of services in one place provides benefits including positive outcomes for service users, enhanced processes of professionals working together and synergy of service delivery leading to greater efficiency and effectiveness. Wirral's co-location project was short-listed for a Local Government Chronicle Children's Services award.

A good start in life is essential if children are to fulfil their potential and provision of integrated high quality early years provision and family support services is a priority for Wirral. We have 16 children's centres, 3 satellite centres and various outreach points with footprints based on areas of poverty. They ensure that all parents and carers with children under 5 years old can access integrated services that are responsive to local need. 'Wirral's Children First' Strategic Board ensures a consistent and integrated approach to early years priorities and outreach through strategic development and sharing of good practice.

The drawing together of the Youth Service, Youth Offending Service and Anti Social Behaviour Team into an Integrated Youth Support Service (IYSS)

offers advantages at strategic, management and operational levels. This service allows for enhanced strategic planning and enables joint key priorities to be identified in areas such as offending, teenage pregnancy, alcohol and substance misuse. It will result in a refined management structure which offers both efficiency savings and the opportunity for managers to work outside previous service boundaries sharing expertise and taking advantage of opportunities for enhanced service delivery. Benefits will include; a fully integrated Youth Outreach Service, full advantage being taken of the district model of youth provision with locality planning and improved coordination of positive activities for young people within youth Hubs, youth clubs and voluntary, community and faith sector youth projects. A coordinated offer of activities, advertised on the teen Wirral website setting out a positive range of "things to do and places to go", including Wirral Youth Theatre activities and the Duke of Edinburgh Award Scheme with these being set alongside other leisure services and voluntary sector activities.

Effective workforce development underpins our integrated approach. We lead the Greater Merseyside Learn Together Partnership in developing innovative training in multi-disciplinary working with local universities. We owe it to our staff to make sure they have the skills they need and that their individual professional specialisms are understood and respected. Wirral Children's Workforce Strategy and a programme of integrated workforce development is in place. A common induction programme delivered by the Voluntary, Community and Faith Sector is designed to ensure that all will have the skills and specialist knowledge relevant to their professional practice.

## INTEGRATED PROCESSES

All partners agree that the implementation of integrated processes is crucial to address unmet needs and help children access the right services earlier.

We have clearly defined structures and governance arrangements for the Children's Trust and the Local Safeguarding Children's Board. They provide an effective and transparent framework and clarity of roles and responsibilities to sustain and improve outcomes for all our children and young people. The Boards have collaborated on a protocol which outlines how they will work together and maintain challenge and support.

The Children's Trust oversees the development of integrated working. We have published our guidance which is for the use of all those working with children, young people and their families and includes information on key processes including the Common Assessment Framework (CAF) and Team around the Child (TAC).

The CAF enables information to follow the child between services in a common format. Robust and effective processes are in place to collect, monitor and quality assure CAF activity across the partnership. This data is effectively used to commission early intervention services. Team around the Child (TAC) working allows all agencies and the child and their family to be involved in working together to support the family, led by a Lead Professional. The Lead Professional role is effectively embedded across the partnership. It reduces overlap and inconsistency in the services received by children and families through a single

point of contact for the child or family co-ordinating the delivery of agreed actions.

Use of the integrated working framework and CAF and TAC processes effectively assists practitioners to understand and respond to the needs of the child and their family and allows a preventative approach through early identification of additional needs.

## COMMISSIONING

Commissioning is the process by which local needs are met and involves both specifying and securing high quality provision. It is vital in the effective management and development of services to meet the needs of and improve outcomes for children and young people. It ensures that spending decisions are directly informed by the priorities and aspirations of the Children and Young People's Plan and represent best value.

Wirral Children's Trust Board is the key driver to ensure the effective commissioning of all services to children and young people in Wirral. To deliver this work effective joint commissioning is essential. The benefits of joint commissioning are that it will help agencies together to:

- Target services to give the greatest impact on outcomes
- Avoid duplication of services
- Ensure value for money & efficiency
- Develop coordinated services
- Share expertise and best practice
- Share intelligence about needs

We have established an operational Joint Commissioning Group which imposes the discipline of the commissioning cycle i.e. assessing demand, reviewing present service configuration, assessing available budgets, implementing service redesign, monitoring performance and adjusting service provision to improve the match between capacity and demand. The group has developed a work plan to support continued improvement of joint commissioning practices. Joint Commissioning operates with regard to our published Strategic Joint Commissioning Framework for Children and Young People in Wirral. There is a clear focus on the commissioning of preventative services for vulnerable groups.



### RESOURCES

This plan identifies the priorities for improving the lives of children and young people in Wirral and provides a clear focus for all who work in this field. The partnership continues to work towards greater budget co-ordination and wherever possible supplement resources through bidding opportunities. Effective value for money and efficient use of resources is a key activity for us in order to effectively deliver our priorities and create better outcomes for children and young people.

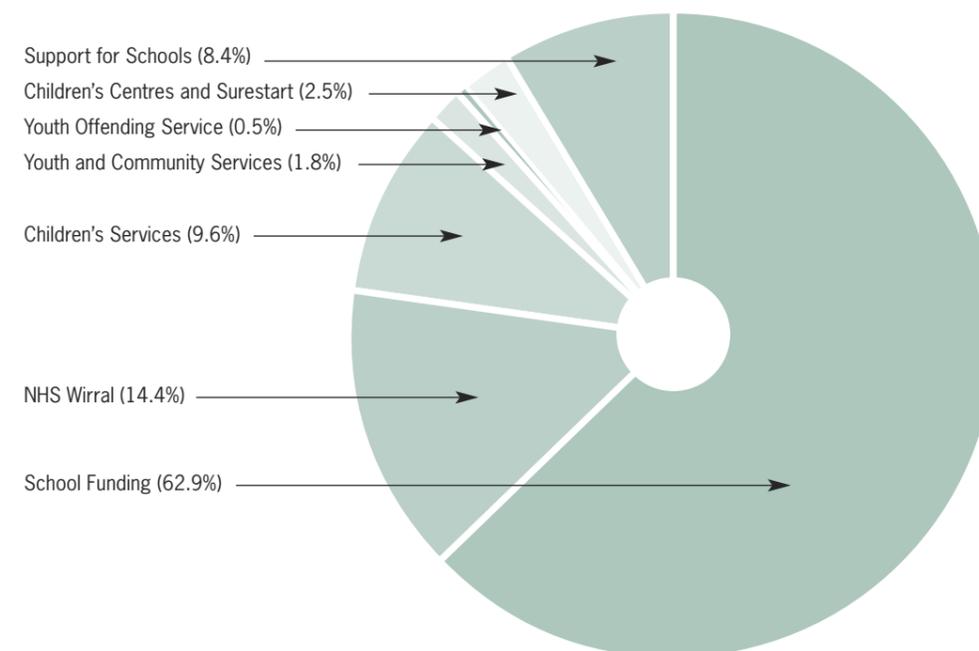




Service / Activity	£000	
<b>Children's Services</b>		
Assessment and care management	14,104	37.0%
Residential care	6,445	16.9%
Fostering services	7,555	19.8%
Adoption services	1,530	4.0%
Safeguarding	719	1.9%
Short breaks for disabled children	2,597	6.8%
Home care services	782	2.0%
Children and family support	4,286	11.2%
Looked after children - education support	129	0.3%
<b>Youth and Community Services</b>	7,206	
<b>Youth Offending Service</b>	1,891	
<b>Children's Centres and Surestart</b>	10,018	
<b>Support for Schools</b>		
Education psychology	1,066	3.2%
Home to school transport	5,153	15.3%
Education welfare	659	2.0%
School improvement	2,551	7.6%
Asset management	3,463	10.3%
Other LA functions	880	2.6%
Strategic management	1,455	4.3%
Premature retirement compensation	3,576	10.6%
Capital financing charges	14,827	44.1%
<b>School Funding</b>		
Individual schools budget	231,015	92.0%
Contingency	1,267	0.5%
Special education needs budgets	14,510	5.8%
Early years	562	0.2%
Other schools services	3,643	1.5%

Service / Activity	£000	
<b>NHS Wirral</b>		
Child health in the community	14,416	25.1%
Children's hospital services	17,161	29.9%
Maternity and neonatal services	18,385	32.0%
CAMHS	5,085	8.9%
Family support services	925	1.6%
Children and young peoples welfare services	460	0.8%
Services for young people	845	1.5%
Childrens support services	119	0.2%
<b>Total Budgeted Expenditure</b>	<b>399, 285</b>	

Figure 4: Planned expenditure on services for children and young people 2011-2012





## PERFORMANCE MANAGEMENT

Multi-agency strategy groups have been established to facilitate progress in each of the five Every Child Matters outcome area. All CYPP priorities are owned by the multi-agency strategy groups and are operationally performance managed by the Children's Trust Executive. The Council performance management system PIMS can be accessed by partner organisations to regularly update information and to facilitate streamlined reporting.

Performance on outcomes is reported quarterly to the Children's Trust Board. The Board's role is to support practitioners in delivering outstanding performance and to challenge underperformance. Wherever the information suggests that action needs to be taken to ensure progress is maintained against our priorities the Children's Trust Board will see that this is done.

In addition to the CYPP there are many detailed plans and projects underlying the CYPP priorities. The Children's Trust Board can focus special attention and debate on a specific theme or area. The board will analyse the relevant information presented and where appropriate make recommendations or facilitate activity related to that area.

Performance is also reported on a quarterly basis to Wirral Council Cabinet. One of the goals in the Council's Corporate Plan is to provide 'better life chances for children, young people and families'. The Director of Children's Services reports to each meeting of the Children and Young People Overview and Scrutiny Committee where quarterly performance management is reported.

A range of inspections of schools, services and settings are carried out by OFSTED. For each individual inspection when recommendations are made we will ensure that they are acted on swiftly.

Our progress against the priorities in this plan will also be challenged by OFSTED through the annual Children's Services Assessment. We value the input of independent external inspectors such as OFSTED. We listen carefully to what they tell us about where improvements are required and act on their recommendations.

As we write this plan a national review of performance indicators is underway which will impact on how we can benchmark our progress against national performance and that in other similar areas. In outlining our priorities we have indicated how we will be measured in reference to performance indicators currently available, although we are aware there may be some changes. To mitigate these changes, at a local level we are reviewing our own indicators to ensure that we can effectively monitor our progress in delivering outcomes in our priority areas whilst ensuring that an efficient and streamlined approach is utilised.

## EQUALITY AND DIVERSITY

Wirral Children's Trust has a commitment to contributing to a fairer society by ensuring that unlawful discrimination, harassment and victimisation is eliminated, equality of opportunity is advanced and good relations are fostered between different groups.

A comprehensive equality impact assessment involving all partners and young people took place in 2009. This assessment has been updated to take account of the new public duties of the Equality Act 2010 to take account of the 'protected characteristics' of disability, gender reassignment, pregnancy and maternity, race, religion and belief, age, sex and sexual orientation.

The resulting equality action plan has enabled children's services in Wirral to highlight the ongoing work that is undertaken as well providing a focus on areas of equality that need addressing. Throughout the life of our last plan we made considerable achievements in many areas to promote equality of opportunity and to remove barriers to services.

Feedback from the announced inspection of safeguarding and looked after children identified adequate practice in Equality and Diversity in both areas in regard to case note recording. A challenge for 2011-12 is to ensure that our policies and guidance are fully disseminated and put into practice in our social care assessment processes.

Through our strategy groups we will continue to make progress on any areas identified and the implementation of our action plan is carefully monitored by Wirral Children's Trust Executive. A refreshed equality impact assessment for 2011-12 is published alongside this new plan and can be retrieved from Wirral Council Children's Trust website.

# IN CONCLUSION

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..an opportunity to self-assess the way we work, evaluate our effectiveness and put things in place to make improvements



**We hope you have enjoyed reading this plan; we have enjoyed writing it. It provides us with an opportunity to self-assess the way we work, evaluate our effectiveness and put things in place to make improvements. It allows us to clearly focus our priorities to address need; identified from our intelligence but also importantly from what people tell us and their ideas for improvement. It also allows us to dream a little; to envisage what we could do if we work together innovatively with passion, focus and energy; the children and young people of Wirral deserve no less.**

Our new priorities are set out in summary form on the following page which can be printed as a poster.



# WIRRAL CHILDREN AND YOUNG PEOPLE'S PLAN 2011 - 2012

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## OUR VISION

“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.”

## OUR PRINCIPLES

- Every child matters
- Keeping our children safe through effective safeguarding
- Improving outcomes for children, young people and their families
- Organising around children and young people, taking account of their views
- Operating across the partnership as a single integrated Children’s Service
- Continuing to build on excellent partnership working
- Integrated strategy and governance
- Integrated delivery and processes
- Early intervention and prevention
- Targeted support for vulnerable groups
- Equal value and common standards
- Fitness for purpose utilising new approaches and technology to improve our efficiency and service
- Responsibility and accountability.

## OUR PRIORITIES

### BEING HEALTHY

- Inequalities in the health of children and young people are reduced.
- The harmful consequences of risk taking behaviour are reduced.
- All children and families are encouraged and supported to achieve and maintain a healthy weight and lifestyle.
- The Child Health Strategy is effectively implemented.

### STAYING SAFE

- Vulnerable children, young people and families receive targeted, early intervention which meets their needs and improves their life chances.
- There are improved outcomes for children in care and care leavers.
- There are improved outcomes for children and young people in need of protection.
- Children live in communities where they feel safe, and where harmful behaviour is actively addressed and reduced.

### ENJOYING AND ACHIEVING

- Schools and settings are supported to improve educational provision and attainment.
- Outcomes for young children and families, especially the most vulnerable, are improved through effective early years support and intervention.
- The outcomes of Wirral Council’s consultation are implemented to ensure cost effective and high quality services.
- There is improved provision, choice and outcomes for children and young people with Special Educational Needs and/or disability.
- There are improved outcomes for children and young people where poverty and disadvantage affect their achievement.

### MAKING A POSITIVE CONTRIBUTION

- Fewer children and young people are involved in offending and anti social behaviour.
- Children and young people have access to a range of appropriate play and developmental opportunities which meet their needs.
- Children and young people are actively engaged in community and democratic decision making processes.

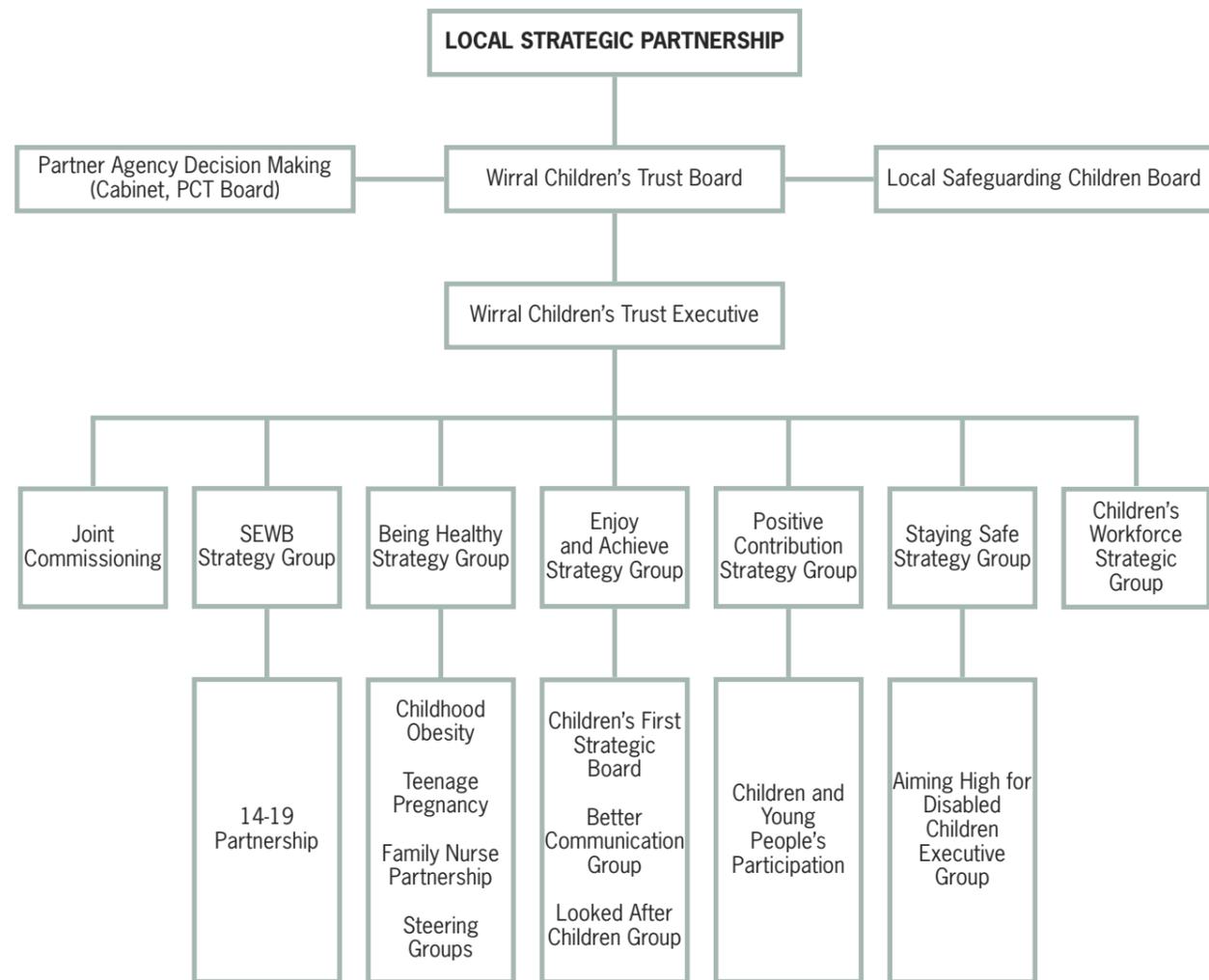
### SOCIAL AND ECONOMIC WELLBEING

- Increased numbers of young people participating and achieving their potential.
- The numbers of 16-18 vulnerable young people NEET are reduced.
- Reduce child poverty and homelessness.

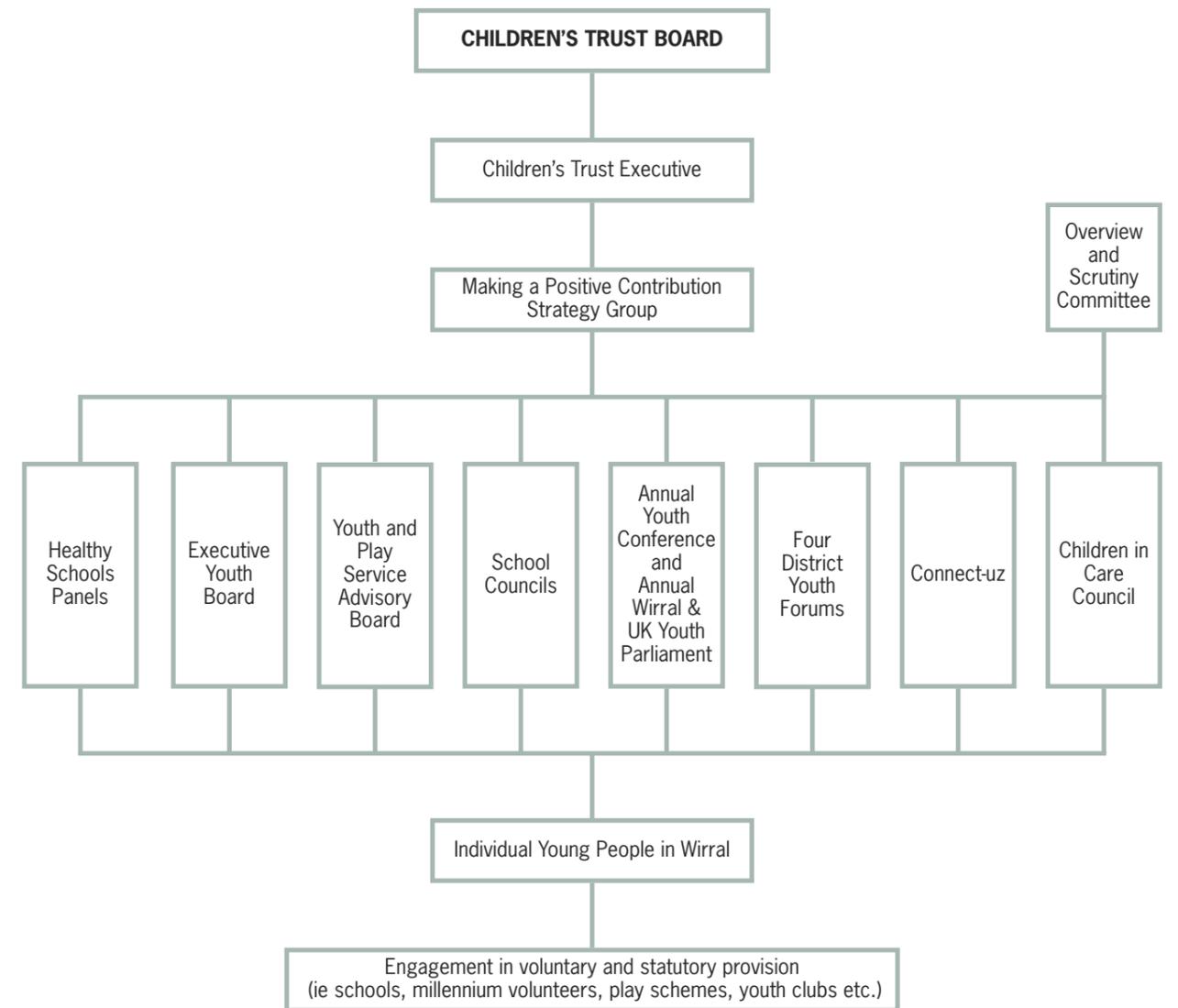
# APPENDICES

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# THE STRUCTURE OF WIRRAL CHILDREN'S TRUST



# WIRRAL YOUNG PEOPLE ENGAGEMENT STRUCTURE



# PERFORMANCE FRAMEWORK

A national review of performance information and indicators is underway; in 2010-11 a number of national indicators were discontinued. This framework references performance indicators currently available.

There will be further changes to the national framework during 2011-12; in addition new local indicators will be developed to ensure we can effectively monitor our progress in delivering outcomes in our priority areas.

PERFORMANCE INDICATOR TITLE	ACTUAL			TARGETS			HISTORICAL PERFORMANCE	
	2007/08	2008/09	2009/10	2010/11	2009/10	2010/11		2011/12
<b>NI 48</b> - Children killed or seriously injured in road traffic accidents (% annual change, based on 3-year rolling average)	-	25	14.5	-	15.6	6.2	Indicator under review	↓
<b>NI 51</b> - Effectiveness of CaMHS	15	15	16	16	16	16	16	↔
<b>NI 53</b> - Prevalence of Breastfeeding at 6-8 weeks from birth	-	28	28	-	29.9	35.1	35.1	↔
<b>NI 55</b> - Obesity in Reception aged Children	9.1	9.6	9.3	-	9.37	9.5	Targets set by NHS	↓
<b>NI 56</b> - Obesity in Year 6 aged Children	19.7	19.1	20.6	-	20.4	20.9	Targets set by NHS	↑
<b>NI 57</b> - Participation in Sporting Activities	71	71	82	-	-	84	90	↑
<b>NI 58</b> - Emotional Health of Children in Care (lower is better)	-	15.3	12.2	-	Target setting from 2012/13			↑
<b>NI 60</b> - Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	89.8	79.1	75.9	-	80	80	80	↓

PERFORMANCE INDICATOR TITLE	ACTUAL				TARGETS			HISTORICAL PERFORMANCE
	2007/08	2008/09	2009/10	2010/11	2009/10	2010/11	2011/12	
<b>NI 61</b> - Timeliness of adoption	55.6	61.1	87.5	-	68	80	80	↑
<b>NI 62</b> - Stability of placements: number of placements (lower is better)	12.5	10.2	6.5	-	10	9	9	↑
<b>NI 63</b> - Stability of placements: length of placement	62.6	67	64.5	-	70	72	70	↓
<b>NI 64</b> - Child Protection Plans lasting 2 years or more (lower is better)	3.4	4.8	1.7	-	5	4	4	↑
<b>NI 65</b> - Child Protection Plan for a second or subsequent time (lower is better)	14.5	11.2	17.1	-	15	14	15	↓
<b>NI 66</b> - LAC cases which were reviewed within required timescales.	95.2	96.3	94	-	100	100	100	↔
<b>NI 67</b> - Child Protection cases which were reviewed within required timescales	100.0	99.2	99.3	-	100	100	100	↔
<b>NI 68</b> - Percentage of referrals to children's social care going on to initial assessment	65.9	64.3	74.7	-	72	75	90	↑
<b>NI 70</b> - Reduce emergency admissions to hospital relating to unintentional and deliberate injuries to children (lower is better)	159.6	145.8	122.6	-	129.8	Target set by NHS		↑
<b>NI 71</b> - Young Runaways	-	12	14	-	14	15	15	↑
<b>NI 72</b> - Achievement of at least 78 points across the Early Years Foundation Stage	46	49	52	58	57	57	57	↑
<b>NI 73</b> - Achievement at level 4 or above in both English and maths at Key Stage 2	72	75	74.2	75	77	78	79	↔

PERFORMANCE INDICATOR TITLE	ACTUAL				TARGETS			HISTORICAL PERFORMANCE
	2007/08	2008/09	2009/10	2010/11	2009/10	2010/11	2011/12	
<b>NI 75</b> - 5+ GCSE A*-C (inc English and maths)	48.4	50.2	53.8	58.6	55.2	57	60.7	↑
<b>NI 79</b> - Achievement of level 2 at 19	71.2	74.7	75.7	-	-	-	82	↔
<b>NI 80</b> - Achievement of level 3 at 19	43.9	48.3	47	-	-	-	54	↔
<b>NI 81</b> - Inequality gap at level 3 aged 19 (lower is better)	33.5	33.6	31.8	-	-	-	28	↑
<b>NI 82</b> - Inequality gap at level 2 aged 19	47.4	59.5	57.5	-	-	-	64	↓
<b>NI 86</b> - Secondary schools judged as having good or outstanding standards of behaviour	86.4	86.4	90.9	-	88	90	90	↑
<b>NI 87</b> - Secondary Schools Persistent Absence (Lower is better)	7.1	4.9	4.5	-	6.4	5.5	4	↑
<b>NI 89a</b> - Number of Schools judged as requiring Special Measures (lower is better)	-	-	1	-	0	0	0	↓
<b>NI 89b</b> - Average time taken for Schools to come out of Category (lower is better)	-	24	-	-	0	0	0	N/A
<b>NI 91</b> - Participation of 17 year olds in Education or Training	79	79	83	-	-	-	85	↑
<b>NI 92</b> - Narrowing the Gap at FSP (Lower is better)	34.3	31.9	31.3	27.6	30.2	29	27.6	↑
<b>NI 99</b> - LAC reaching L4 English at KS2	41	62	59	51.9	44	53	18	↓
<b>NI 100</b> - LAC reaching L4 maths at KS2	52	62	50	55.6	44	56	15	↑
<b>NI 101</b> - LAC achieving 5+ A*-C (including English & maths)	7.9	10.5	7.4	7.8	7.4	6.25	5	↑

PERFORMANCE INDICATOR TITLE	ACTUAL				TARGETS			HISTORICAL PERFORMANCE
	2007/08	2008/09	2009/10	2010/11	2009/10	2010/11	2011/12	
<b>NI 102a</b> - FSM/Non FSM gap at KS2 English and maths (lower is better)	23.7	21.7	24.5	21.6	1	21	17.9	↑
<b>NI 102b</b> - FSM/Non FSM gap at KS4 English and maths (lower is better)	36.5	36.5	36.9	34.9	-	35.8	30.2	↑
<b>NI 103a</b> - SEN statements within 26 weeks (excluding exceptions)	-	-	100	95.6	98	100	100	↓
<b>NI 103b</b> - SEN statements within 26 weeks (including exceptions)	-	-	99.2	94.8	92	94	96	↓
<b>NI 104</b> - SEN/Non SEN gap at KS2 English and Maths (lower is better)	55.9	55.9	52.4	47.7	0	50	46	↑
<b>NI 105</b> - SEN/Non SEN gap at KS4 English and Maths (lower is better)	44.1	44.1	49.7	52.3	0	41	47	↓
<b>NI 106</b> - Young People from low income backgrounds progressing to University (Lower is better)	31	31	-	-	-	-	-	↑
<b>NI 107b</b> - Key Stage 2 attainment for Black and minority ethnic groups (Any Other White Background) (lower is better)	-	-	-3.5	-8.3	6	-	16	↑
<b>NI 108</b> - Key Stage 4 attainment for BME Groups (lower is better)	No groups with more than 30 pupils				-	-	-	-
<b>NI 109</b> - Delivery of Sure Start Centres	-	-	100	-	100	100	100	↑
<b>NI 111</b> - First Time Entrants into the Youth Justice System (lower is better)	1620	1620	-	-	1570	1500	Indicator under review	↑
<b>NI 112</b> - Reduction in the Under 18 Conception Rate (lower is better)	-5.6	-5.6	-21	-	-28	-39	-50	↑

APPENDIX 3

PERFORMANCE INDICATOR TITLE	ACTUAL			TARGETS			HISTORICAL PERFORMANCE
	2007/08	2008/09	2009/10	2010/11	2009/10	2010/11	
<b>NI 113</b> - Prevalence of Chlamydia (lower is better)	-	21.6	21.6	-	17	25	Indicator under review ↓
<b>NI 114</b> - Permanent exclusions from School (lower is better)	0.1	0.08	0.08	-	0.07	0.07	↑
<b>NI 116</b> - Proportion of Children in Poverty (lower is better)	24.3	24.2	24.2	-	-	-	↔
<b>NI 117</b> - 16 to 18 year olds who are not in education, employment or training (NEET) (lower is better)	9.5	9.1	9.1	8.2	7.1	6.9	↔
<b>NI 118</b> - Take up of Formal Childcare by Low-income working families	21.1	22.3	22.3	-	-	-	↑
<b>NI 147</b> - Care Leavers in Suitable Accommodation	91.1	91.4	91.4	-	95	95	↔
<b>NI 148</b> - Care Leavers in EET	40	55.2	55.2	-	-	58	↔
<b>Local 1268</b> - Percentage of schools achieving healthy school status in the National Healthy School Programme	61.4	100	100	-	100	-	↔
<b>Local 1400</b> - Number of looked after children (lower is better)	607	626	626	668	590	565	↓
<b>Local 1700a</b> - Participation in and outcomes from youth work: Participation	20	21	21	-	21	22	↓
<b>Local 1700b</b> - Participation in and outcomes from youth work: Recorded Outcomes	61	72	72	-	63	64	↔
<b>Local 1700c</b> - Participation in and outcomes from youth work: Accredited Outcomes	22	23	23	-	25	28	↓

PERFORMANCE INDICATOR TITLE	ACTUAL			TARGETS			HISTORICAL PERFORMANCE	
	2007/08	2008/09	2009/10	2010/11	2009/10	2010/11		2011/12
<b>Local 1701</b> - Number of reported incidents of anti-social behaviour (lower is better)	18414	15524	15524	-	17558	13949	13601	↑
<b>Local 1702</b> - Reduce the level of vehicle nuisance (lower is better)	-	1442	1442	-	1420	1400	1380	↑

# GLOSSARY

Aiming High for Disabled Children (AHDC)	Aiming High for Disabled Children and their families is a national programme designed to transform services for disabled children and their families.
Body Mass Index (BMI)	Body Mass Index is a measure based on height and weight, which is used to identify whether an adult is over/under weight or obese.
Brook	Provides free and confidential sexual health advice and contraception to young people.
Change4Life	A national initiative to support families in healthy eating and activities.
Charter of Participation	A charter developed by children and young people to support all organisations to build participation into their strategic planning and service delivery and to help ensure that children and young people will play an increasingly important role in Wirral organisations.
Child & Adolescent Mental Health Services (CAMHS)	A range of services available which provide help and treatment to children and young people who are experiencing emotional or behavioural difficulties, or mental health problems, disorders and illnesses.
Child protection plan	A child is subject to a child protection plan if they are considered to be at continuing risk of significant harm.
Child Tax Credit	Child Tax Credit is for people who are responsible for at least one child or qualifying young person. Child Tax Credit is paid direct to the person who is mainly responsible for caring for the child or children.
Children and young people	Generally refers to a person under the age of 18. Also includes any person aged 18, 19 or 20 whom a local authority has looked after at any time after attaining the age of 16, or who has a learning disability.
Children and Young People's Plan (CYPP)	The single, strategic, overarching plan for all services affecting children and young people.
Children in Care Council	Children in Care act as a reference group for the Council to scrutinise policy issues and other developments that will affect children in care. The Council has direct access to the Director of Children's Services and the Lead Member to discuss any issues affecting children in care.
Children in need	Children are deemed 'in need' if they are unable to experience positive outcomes without interventionist services or support.
Children's Centre	Children's centres are developed in line with the needs of the local community so no one children's centre is the same. However, there is a core set of services they must provide, including, child and family health services, and advice on parenting, local childcare options and access to specialist services for families.
Connexions	Greater Merseyside Connexions Partnership (Connexions) has been commissioned by the Local Authority to provide information, advice and guidance and other services to young people.

Commissioning	Commissioning is about ensuring effective and efficient services are in place to meet the identified needs of communities and individuals. It involves the full process from needs assessment, planning, implementing, analysis and evaluation.
Common Assessment Framework (CAF)	A nationally standardised approach to conducting an assessment of the needs of a child or young person and deciding how those needs should be met.
Early Years Foundation Stage Profile (EYFSP)	Early learning for 3-5 year olds.
Equality Impact Assessment (EIA)	An Equality Impact Assessment is a tool for identifying the potential impact of policies and services on the community. It is about ensuring needs are met and that equality is promoted.
Every Child Matters (ECM)	This was introduced by the previous government as a framework to ensure that organisations involved with providing services to children to work more closely together and share information, to protect children and young people from harm and help them achieve what they want in life.
Every Child Matters outcomes	Underpinning the ECM agenda is the aim that every child, whatever their background or their circumstances, has the support they need to: Be Healthy, Stay Safe, Enjoy & Achieve, Make a Positive Contribution, and Achieve Economic Well-Being.
Further education (FE)	Post-statutory education primarily for 16-19 year olds.
FSM	Free School Meals.
GCSE	General Certificate in Secondary Education.
GP	General Practitioner.
Health Services in Schools (HSiS)	Health services hosted in Wirral secondary schools. Each school has a school nurse and a youth worker attending.
Healthy Schools Status (HSS)	Healthy Schools Status is the standard a school works towards, under the Healthy Schools agenda. Core themes include physical activity, healthy eating and emotional well-being.
HENRY	Health, Exercise, Nutrition for the really young programme.
Index of Multiple Deprivation (IMD)	The Index of multiple deprivation is a Deprivation index, created by the Department for Communities and Local Government (DCLG).
Joint Strategic Needs Assessment (JSNA)	The Joint Strategic Needs Assessment is undertaken in partnership across health, social care and other partners to identify the needs of communities to inform the commissioning, planning and improvement of services.
Key Stages (KS)	The age groups within which the educational progress of children is monitored through National Assessment Tests: KS1 (age 5-7), KS2 (age 7-11), KS4 (age 14-16). KS3 tests were discontinued in 2009.
Lead Professional (LP)	A lead professional role acts to reduce overlap and inconsistency in the services received by children and families through a single point of contact for the child or family co-ordinating the delivery of agreed actions.
Learn Together Partnership (LTP)	The Learn Together Partnership is a collaborative of Cheshire East, Cheshire West and Chester, Halton, Knowsley, Liverpool, St Helens, Sefton, Warrington and Wirral Children and Young People's Services.
Learning Difficulties and Disabilities (LDD)	Some children, young people or adults have learning difficulties and/or disabilities. Children with learning difficulties or disabilities have a wide variety of support and services available.
Level 2/Level 3 qualification	Level 2 qualifications refer to GCSEs at grades A*-C and equivalent vocational qualifications. Level 3 refers to A Levels and equivalent.
Local Safeguarding Children Board (LSCB)	The local safeguarding children board is a multi-agency partnership with the aim of safeguarding all children and protecting them from harm.

Local Strategic Partnership	The aim of the Local Strategic Partnership (LSP) to bring together the key organisations in a local area with the aim of delivering a better quality of life for local people.	Project	A project is a temporary organisation that is needed to produce a unique and pre-defined outcome or result at a pre-specified time and using pre-determined resources.
Looked after (also known as in care)	Sometimes a child in need may be assessed as needing to becoming looked after/in care in order to provide them with better opportunities to meet the five ECM outcomes. This is either as part of a voluntary agreement with the child's parents, or via court order (in which case the local authority has parental responsibility). In most cases, it involves the child living away from home with foster carers or in a residential setting, as appropriate.	Restorative Justice (RJ)	An approach to justice that focuses on the needs of victims and offenders, instead of satisfying abstract legal principles or punishing the offender. Victims take an active role in the process, while offenders are encouraged to take responsibility for their actions.
Multi Systemic Therapy (MST)	Multi Systemic Therapy (MST) (so-named because it addresses the different systems in a adolescent's life) is an intensive, family-focused and community-based treatment program for chronic and violent youth. The evidence-based therapy is goal oriented and aims at helping caregivers manage and nurture their challenging adolescents more effectively.	SCIE	Social Care Institute for Excellence.
Multi agency	Working across a number of agencies to achieve an outcome.	Serious Case Reviews	Serous case reviews are conducted by the Local Safeguarding Children Board when a child dies, and abuse or neglect are known, or suspected to be a factor. The purpose of serious case reviews is to establish whether lessons can be learned from the case about the way local professionals and organisations work together to safeguard and promote the welfare of children, to act upon these lessons and as a consequence improve inter-agency working.
Narrowing the Gap	Reducing the differences between different groups of children and young people in terms of achievement, opportunity and quality of life.	Special Educational Need (SEN)	A child with special educational need is one who will require something additional to or different from what is provided for other children of the same age in order to make progress. This may involve obtaining a statement of this need.
National Child Measurement Programme (NCMP)	The National Child Measurement Programme (NCMP) is part of the programme of work to implement the Healthy Weight, Healthy Lives strategy, and is overseen by the Cross-Government Obesity Unit. Children in Reception Year (ages four and five) and Year 6 (ages 10 and 11) are weighed and measured at school. The information is then used to help the NHS plan and provide better health services for children.	Special Educational Needs and Disability (SEND)	Some children and young people have both special educational needs and/or a disability.
National Indicator Set (NIS)	The National Indicator Set was an identified set of measures used by the previous government to assess the performance and progress of local areas. It has recently been discontinued although some of the indicators remain valid and in use.	Sure Start	A national programme to deliver the best start in life for every child, bringing together education, childcare, health and family support. It covers children from conception through to age 4, and up to age 16 for those with special educational needs and disabilities.
Needs assessment	An analysis of what children, young people and their families need in order to achieve the five ECM outcomes.	Targeted Service	A service specifically targeted at individuals or groups requiring specialist support or intervention. The aim is to support children, young people and families for appropriate periods of time and then where possible to meet their need within universal provision.
NICE	National Institute for Clinical Excellence.	Team Around the Child (TAC)	A team made up of professionals from across the children and young people's workforce convened together to meet the needs of the child or young person.
NHS	National Health Service.	Teen Wirral	Wirral Council's website for young people aged 13 plus providing a range of information regarding youth activities and advice and support. <a href="http://www.teenwirral.com">www.teenwirral.com</a>
NI	National Indicator.	UNICEF	United Nations Children's Fund with a mandate to address the long-term needs of children and women in developing countries everywhere.
Not in education, employment or training (NEET)	Young people not in education, employment or training are at risk of further negative outcomes and as such, services aim to reduce the number of young people with this status.	Universal Service	Services designed to meet the needs of all children and young people.
OFSTED	OFSTED is the Office for Standards in Education, Children's Services and Skills. They regulate and inspect services, schools and settings to achieve excellence in the care of children and young people, and in education and skills for learners of all ages.	Wirral Children's Trust (WCT)	Wirral Children's Trust refers to the partnership between statutory and voluntary agencies within the area.
Outcome	An outcome is the end result which we are aiming towards.	Wirral Involvement Schools Council	A schools council for children in special schools.
Outcomes-based	Outcomes-based refers to an approach by which we start with the outcome we want to achieve, and then state how we are going to achieve it and how we will know when it has been achieved.	Youth Offending Service (YOS)	A Youth Offending Service (YOS) is a multi-agency team that is coordinated by a local authority. It deals with young offenders, sets up community services and reparation plans, and attempts to prevent youth recidivism and incarceration.
Participation	Participation refers to the full and active involvement of children, young people and families in the development and improvement of services.		
Primary Care Trust (PCT)	Primary Care Trust.		
Physical Education (PE)	Physical Education.		
Performance management	The set of processes adopted by an organisation to ensure it attains its key objectives and targets.		
Priorities	Priorities are the identified areas on which we will focus resource and effort. They are based on thorough needs assessment and are agreed by the Children's Trust.		
Programme	A programme is made up of a specific set of projects (see below) identified by an organisation that together will deliver some defined objective, or set of objectives, for the organisation.		

