

Cabinet – 11 December 2013

Walsall Children and Young People's Plan 2013 - 2016

Portfolio: Councillor R Andrew

Related portfolios: Affects all portfolios

Service: Children's Services

Wards: All

Key decision: No

Forward plan: No

1. Summary

- 1.1 The primary purpose of the Walsall Children and Young People's Partnership Board is to produce, and ensure delivery of, a Children and Young People's Plan (CYPP).
- 1.2 Walsall's CYPP is a 3 year partnership plan that sets out the collective priorities of local partners to improve outcomes for children and young people, their families and carers in the Borough.
- 1.3 The Plan identifies eight challenging priorities for improvement, many of which focus attention and intervention on aspects of children's lives that have proved to be the hardest to shift both nationally and locally.
- 1.4 This report outlines the development of Walsall's CYPP and asks members to refer the Plan to full Council.

2. Recommendations

That Cabinet refer the Children and Young People's Plan 2013 - 2016 (**Appendix 1**) to full Council for adoption.

3. Report detail

3.1 Children and Young People's Partnership Board

The primary purpose of the Walsall Children and Young People's Partnership Board is to produce, and ensure delivery of, its Children and Young People's Plan which will improve outcomes for all children and young people and support their families and carers. The Board, comprising representation from a wide range of

key stakeholders including the Council, Health, Police, NHS and Schools also provides strategic leadership, and promotes cooperation, for all agencies that work with children and young people in Walsall

3.2 The Board's objectives are:

- To improve outcomes for all children and young people in Walsall, with particular attention to closing the gap in outcomes for vulnerable groups such as Looked After Children and children with Learning Difficulties /Disabilities
- Promote cooperation and joint working across the partnership
- To provide leadership on the governance, strategy and integration of services across all partners and approve relevant strategies of the partnership
- Promote communication and data sharing across partners to help protect children and improve outcomes.

Each Member of the Board will act as a champion for Children and Young People interests in their agency.

3.3 Change and Improvement Priorities 2013/16

Priority 1: Supporting the most vulnerable families to provide the best start in life for children.

Priority 2: Ensure that children maintain a healthy weight

Priority 3: Reduce the harm caused by child exploitation including children missing from school, care and home.

Priority 4: Ensure a greater diversity of choice for learning, training and employment for young people.

Priority 5: Develop a single whole life experience of support that ensures a seamless journey through childhood and adolescence into adulthood and removes the concept of "transition".

Priority 6: Employ the voices, contributions and achievements of children and young people to inform improvements in services.

Priority 7: Ensure better communications between front line staff in all agencies that support children and families.

Priority 8: Mitigate the impact of child poverty

3.4 Challenges Going Forward

The CYP Board has identified challenging priorities for improvement, many of which focus attention and intervention on aspects of children's lives that have proved to be the hardest to shift: both nationally and locally.

The Board has resolved to work "Better together for Children". Each member of the Board will lead the delivery of actions against one of the identified priorities and will be held accountable by the Board for making a positive impact on outcomes for children.

The Board will carry out robust evaluations of "single agency issues", for example, those relating to the challenges on pupil progress and attainment, and use tools such as Deep Dives to look critically at front line practice.

Delivery of the CYP plan will require operational staff in all agencies to work in closer partnership with each other and to adopt more collaborative working practices. These demands will come at a time when many professionals are facing reduced budgets, greater demands on their time and national or local re-organisation

4. Council priorities

The Walsall Plan sets out an ambitious programme of improvement to the economic and social fabric of the Borough that will impact positively on the lives of every citizen who lives in Walsall. The CYP Board welcomes the opportunities it now has to contribute to the Walsall Plan priorities of:

- Supporting businesses to thrive and supporting local people into work
- Improving health including wellbeing and independence of older people
- Creating safe, sustainable and inclusive communities
- Improving safeguarding, learning and the life chances for children and young people

The Board has positioned its own improvement planning firmly within the framework for improvement set out in the Walsall Plan. The Board will respond positively to any requests from other partnership boards to contribute to their improvement priorities.

5. Risk management

The Board has identified significant aspects where children's life chances will only improve if all professional agencies work together to address the consequences of deep seated inequalities and lack of aspiration that are evident in many communities across Walsall.

Not tackling these priorities successfully poses significant and sustained risks to the learning and life chances of children and young people.

Delivery of the CYP plan will require operational staff in all agencies to work in closer partnership with each other and to adopt more collaborative working practices. These demands will come at a time when many professionals are facing reduced budgets, greater demands on their time and national or local re-organisation.

6. Financial implications

The CYP Plan priorities will be delivered within existing resources.

7. Legal implications

The CYP Partnership Board demonstrates Walsall's commitment to the statutory duty for partners to cooperate to improve outcomes (S10 Children's Act 2004). The CYP Partnership Board holds the Section 75 management body for joint funded health and social care services for children and the Youth Justice Board accountable for the proper discharge of their functions. The Board is advisory and has no powers delegated to it as a body; its power is based on delegated powers held by the officers.

8. Property implications

No property implications arising from this report.

9. Health and wellbeing implications

The CYP Plan reflects the analysis of need set out in the Joint Strategic Needs Assessment and the Health and Wellbeing Strategy.

10. Staffing implications

The Board's objectives include the goals of promoting co-operation and joint working across the partnership and promoting communication and data sharing across partners to help protect children and improve outcomes for them.

11. Equality implications

The CYP Plan sets out key priorities for partnership working to improve the lives of children and support them in getting the best start in life no matter their socio-economic circumstances.

The CYP Partnership Board has focussed its improvement effort on the most vulnerable groups of children and young people.

12. Consultation

12.1 The CYP Partnership Board is a multi-agency Board and as set out in section 3 the CYP Plan priorities for improvement were identified through a robust partnership challenge.

12.2 Appropriate council colleagues in finance, legal and HR have also been consulted.

Background papers

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Rose Collinson

Interim Executive Director

2 December 2013

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Councillor R Andrew

Portfolio Holder

2 December 2013

‘Better Together For Children’



**Walsall Children
and Young People’s
Plan 2013 - 2016**

Introduction

Children and young people in Walsall face many barriers to success during their early years, their childhood and their early adulthood. The current national landscape of weak employment prospects, increased child poverty and cuts to public services are making these barriers increasingly hard to overcome.

There is convincing evidence in Walsall, as there is elsewhere, that being born into a family with multiple disadvantages makes it far less likely that a child will reach his/her potential to learn, achieve and go on to enjoy a happy, healthy and successful adult life.

Data shows that disadvantage starts early in Walsall, with infant mortality being amongst the highest in the country – a trend that runs contrary to the national picture of improvement.

For many children in Walsall, family life is defined by financial hardship. The borough has high levels of child poverty with pockets of significant deprivation and this situation is expected to worsen as welfare reforms continue to impact on families.

Children's overall performance in Walsall schools has shown signs of steady but slow improvement in recent years. However, the number of pupils who attend good or outstanding schools remains comparatively low and Walsall's performance in national tests/exams puts the borough's performance in or near the lowest national categories. The gap in achievement between the most vulnerable children and their peers, though narrowing, is still too wide.

Too many children and their families do not aspire to reach the highest levels of success. The JSNA tells us that *"Walsall faces real challenge around low levels of aspiration and only 44% of year 6 children expect to study after year 11"*.

Those delivering public services to children and their families in Walsall are very aware of the barriers that confront children, young people and families. The Walsall Plan focuses attention on the importance of multi-agency partnership working in tackling the causes and the consequences of these barriers:

"A joined up coherent approach is required that cuts across traditional service divides and geographical boundaries and the traditional relationship we have had with our customer, local Walsall people and the services we provide to them. These are indeed challenging times but our strong track record of partnership work means we are well placed to respond". The Walsall Plan 2013- 2016.

The Children and Young People's Partnership Board is determined to play a central part in the governance of the strategic partnership in Walsall. The Walsall Plan, the Health and Well-being Action Plan and the Joint Strategic Needs Assessment have all been used as an important starting point in the discussion and debate that has shaped this Plan.

Following the Ofsted inspection of LA safeguarding practice in 2012 and the resulting Improvement Notice, the Board has carefully examined how its work makes a difference to outcomes for children and young people. Partners have examined their own past practice as members of the Board and have challenged themselves and each other on whether they asked the right questions about how safe children were before the inspection.

Every partner has committed to deliver more robust partnership working: at the frontline of their own service delivery as well as at Board level. The Board has resolved to be “Better Together for Children”: to work differently, to challenge on behalf of children and young people and to be held accountable individually and collectively for the difference the Partnership makes to outcomes for children and young people.

After critically considering its role, the Board now believes that it can bring added value to its work by operating on 3 separate but related levels:

1 Contributing to the overarching corporate ambition for Walsall.

The Walsall Plan sets out an ambitious programme of improvement to the economic and social fabric of the Borough that will impact positively on the lives of every citizen who lives in Walsall. The CYPP Board welcomes the opportunity it now has to contribute to the Walsall Plan priorities of;

- Supporting business to thrive and supporting local people into work
- Improving health including well being and independence for older people
- Creating Safe, Sustainable and Inclusive Communities
- Improving Safeguarding, Learning and The Life Chances for Children and Young People

The Board has positioned its own improvement planning firmly within the framework for improvement set out in The Walsall Plan. The Board will respond positively to any requests from other partnership boards to contribute to their improvement priorities.

2 Single Agency Priorities

The Board recognises that improving some of the most pressing indicators of children’s health and well- being is the principle responsibility of one agency within the Partnership. For example although all partners can champion the need for improved educational performance, it is schools and the teachers and head teachers within them that really impact on children’s learning, progress and achievement. Similarly the delivery and monitoring of progress and impact in the improvements demanded by the DfE Improvement Notice are, at the moment, primarily the responsibility of the council, WSCB and the Improvement Board.

The Board will keep itself informed of progress in these “single agency responsibilities”. It will follow closely the progress of the implementation of the Safeguarding Improvement Plan and the Board will devote time in “Themed Meetings” to hear about and to question the pace and sustainability of improvements that the council is making to children’s social care.

Such meetings will be a regular feature of the Board’s work programme and will be used to examine progress on the most pressing single agency issues. The accountable partner will provide partners with an appraisal of progress, reporting honestly and openly on any delay or difficulty in bringing about improvements. Members of the Board will probe the evidence presented and share any additional views from their own frontline practitioners: posing searching questions on the strength of evidence and the pace and sustainability of improvements.

In addition, the Board will use the Deep Dive methodology to examine single agency issues for example following the implementation of the new School Improvement Strategy, members of the Board are working with head teachers and officers over the autumn of 2013 to determine the impact and outcomes of sector led improvement within clusters of schools. Other themed reviews may cover:

- Attainment
- Early help – including Walsall’s strengthening families programme
- Safeguarding

3 Issues that can only be addressed through robust partnership working

The Board has identified significant aspects where children’s life chances will only improve if all professional agencies work together to address the consequences of deep seated inequalities and lack of aspiration that are evident in many communities across Walsall.

Central to the Board’s commitment to work differently is the creation of this Children and Young People’s Plan. In the making of the Plan, Board members modelled their determination to build a better partnership and to develop “*a culture and ownership that shows we are in this together for and on behalf of children and young people.*” (Board meeting January 2013.)

The Board agreed that the process to create the Plan requires every organisation to show a commitment to:

- Improve partnership working
- Take collective responsibility for the work of the Board and delivery of the new Plan
- Deliver a new Plan that is owned and delivered by all participants
- Ensure that the Plan is used by professionals and really informs day to day practice across all relevant services
- Identifying fewer and more focussed priorities – focussing on the really “hard to shift” outcomes for children and young people

Each member of the Board was asked to identify the most significant priority for improvement as seen from their own professional standpoint. Partners were asked to base their decision on their answers to these questions:

- Where are the greatest risks to children and young people that you come into contact with?
- What is the data telling us?
- Who are the most vulnerable groups of children in this aspect?
- What are the “wicked” issues that can only be solved in a different, more co-ordinated and shared approach?
- Which outcomes for children are in greatest need of improvement?
- How could partners help your service to make more rapid or more sustained improvement to these outcomes?

- Which partner agencies could add most value to the work of your service in these issues?
- Are others outside Walsall doing better in this aspect? Can we learn from them?

Every member of the Board rose to this challenge and ten draft priorities were debated by the CYPP Board on 27 March 2013. Each draft priority was assessed using the same criteria: of:

- Does this priority address the needs of one of the most vulnerable groups of children/young people in Walsall?
- Is there a real need for improvement in this area?
- Does this aspect really demand partnership working? Will partnership working significantly improve the outcome for children and young people?
- Can we be sure that success/ progress can be demonstrated through robust evidence?

Following this discussion, some changes and additions were called for and the Board has now agreed 8 priorities for improvement over the coming 3 years. Each of these priorities is “sponsored” by a member of the CYP Board.

	Priority	Sponsor
1	Supporting the most vulnerable families to provide the best start in life for children.	Director of Children’s Services
2	Ensure that children maintain a healthy weight.	Director of Public Health
3	Reduce the harm caused by child sexual exploitation including children missing from home	Chair of Walsall Safeguarding Children Board
4	Greater diversity of choice for learning, training and employment for young people	Operational Director, Walsall Training Providers/Vice Principal Walsall College
5	Develop a single whole life experience of support that ensures a seamless journey through childhood and adolescence into adulthood and removes the concept of ‘transition’.	Director of Adult Social Care
6	Employ the voices, contributions and achievements of children and young people to inform improvements in service	Jointly sponsored by Primary head teachers Forum and Walsall Association of Secondary head teachers
7	Ensure Better communication between frontline staff in all agencies that support children and families	Jointly sponsored by Head of Probation - Walsall LDU and Assistant Director Children’s Social Care
8	Mitigate the impact of child poverty	Head of Housing

The role of the priority sponsor is to:

- Agree success measures and strategic actions

- Produce a Priority Delivery Plan outlining those agencies that will contribute to delivering the improved outcomes and what each will do.
- Hold to account each agency identified within the Delivery Plan to deliver what is set out there
- Report, as required, to the CYP Board – outlining progress and raising any performance issues that might delay or limit progress

The Delivery Plans for each Priority can be found on our website and will be revised over time to demonstrate impact and progress: [Link](#)