

Welcome to ***WALSALL RIGHT 4 CHILDREN***

Children's Services Overview and Scrutiny Committee
10th November 2020

Transformation Overview



Walsall Council

PROUD OF OUR **PAST** OUR **PRESENT** AND FOR OUR **FUTURE**

Transformation overview



Taking stock

Our vision and achievements to date



Looking ahead

Our transformation priorities and activities for the next 3 years



So What?

Our outcomes framework

Taking stock: Our Walsall Right 4 Children journey so far

Walsall Right for Children Vision

Our principles

- Listening and responding to the voices of children
- Restorative Practice... doing with, not for or to
- Focus on making a difference

What we will do

- We will help & support families to be their best
- We believe the best place for children is in a family home, or where this is not possible, an alternative stable and nurturing home
- We take action when children and young people need to be protected.
- We will work with our most vulnerable children and their families

Our priorities

- Locality working
- Quality of practice and support
- Improve achievement and close the gaps
- Develop a strong and stable workforce
- Review our commissioning approach

How we will do it

- Get the basics right for our children; a common sense whole system approach
- Strong leadership informed by 'what works'
- Mirror the lives and challenges of real families
- Implement evidence informed change
- Prioritise the stability of children in all aspects of their life
- Develop a culture of being proud of what we achieve

How will we know we have made a difference?

What children will tell us:

- I am protected from harm and exploitation
- Professionals know me and my family well
- I am not unnecessarily criminalised
- I am listened to and actively involved in decisions about me
- My family and I do not live in poverty, we are not hungry
- We have a home that is affordable, warm and safe
- I am supported to grow and develop and be resilient
- Education builds my confidence and prepares me for independency and adulthood

What impact we will experience from a service point of view:

- More children in full time education and less exclusions
- Reduction in reactive demand through our "front door"
- Fewer children on a child protection plan
- Fewer children coming back for support following children's services ending support
- Reduction of children into our care
- Placement stability for our children who need to be looked after
- Reduction of children getting involved with crime
- Fewer complaints, more compliments
- Reduction in service costs
- Stable permanent workforce who feel proud working for Walsall

Our obsessions

- We develop quality connections, conversation and relationships
- We know our children and families well
- We are all champions for Walsall children



**We launched
our WR4C
vision on the
18th Sept 2018**



Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE



Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

In September 2018 we created our first key pieces of our transformation journey with you based on key principles:



Staff Conference 18/09/2018

1. move away from silo working to a more integrated approach internally (across the directorate and council) and across partners
2. move away from the process driven practice model which 'does to and for' to a more collaborative model that 'works with' families and partners.
3. move to a locality model, where it makes sense to do so
4. focus on connecting practitioners with communities and local resources

Since then we have built our WR4C transformation journey driven by our core principles

Social care redesign into **locality teams** and implementation of **Family Safeguarding**

Establishment of Mocking Bird – to support placement stability of adolescents in foster care

Launched our FDAC in partnership with Dudley and Sandwell preventing vulnerable babies coming into care

Our Big Conversation

co producing our plans with children, young people and families

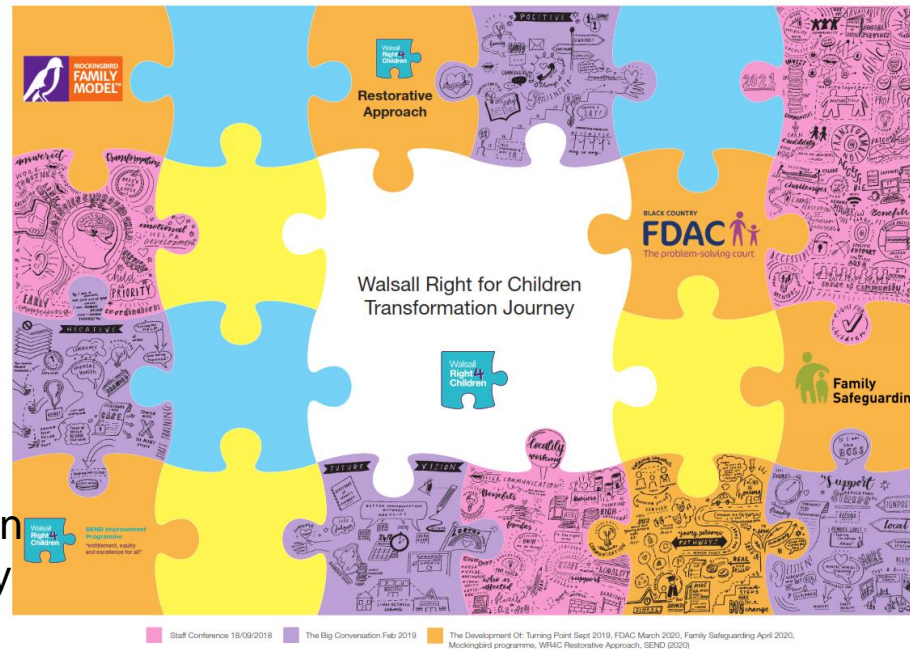
Establishment of Turning Point – to support Adolescents and prevent them from needing to come into care

Implementing Restorative Practice

To change our culture and behaviour throughout our leadership and work **WITH** families

Implementing Right Help Right Time

With partners and application of threshold training



Social work recruitment and retention strategy- significantly reduced our reliance on agency social workers.

**SO WHAT –
Remember our
feedback from children
and families through
our
BIG CONVERSATION
2018**



FEEDBACK from Children, young people and partners now

Head teacher feedback

I first came in
Although I
have the
agency
un
if

Emily is the supervising worker for 2 children who are allocated to me and have twice weekly contact with their mother. Emily has helped me make this aspect of the children's plan one that I don't **worry** about. Emily is a **breath of fresh air** and has caused **never too much trouble** (accommodating my needs). She is always seeking to help parents access services, sharing information, working with the father's information, working with the sharing information, etc. She is professional in her approach and clear and responsive. She is professional in her approach beyond thorough in her approach to risks to the children. She has given **the holistic picture** of the children's numbers to oversee. I have made Emily, I feel that I am **fortunate to have her** on my team. We all know that the tight hands of communication

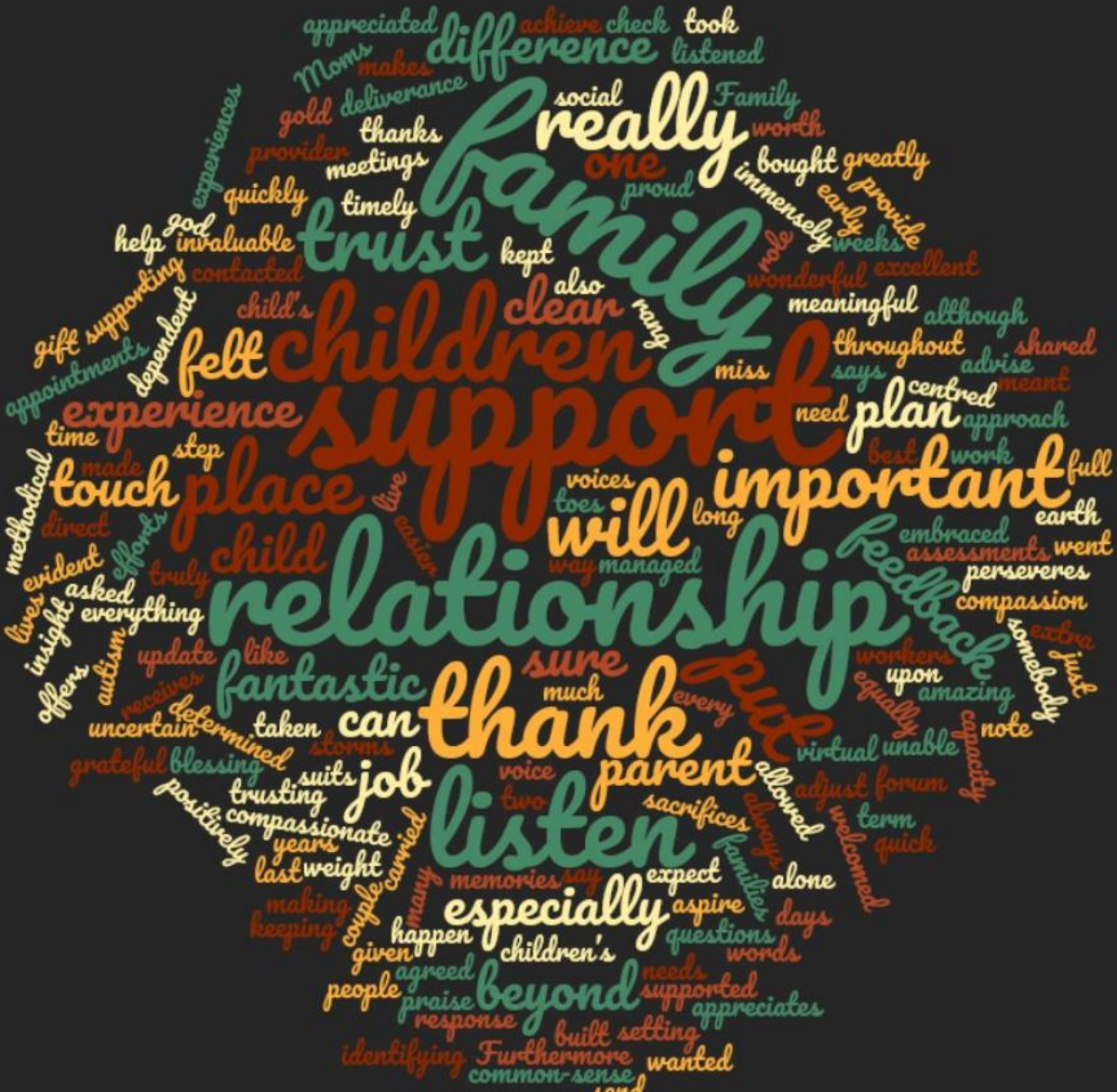
Feedback from a mom

that we have a social worker who is a social worker we have ever met. As a social worker, I would recommend her to us with emergency food support. I offered to help but it wasn't needed. She is a great person, she is helpful. She is a great person, she is helpful. She is a great person, she is helpful.

Head teacher feedback on partnership work with the LA

"I just wanted to take a minute to say thank you. For everything you all do, but especially for the last few months. The **ongoing support and communication** has been **exceptional** from all of your teams and all areas of the Local Authority with whom we work. I really think **we have found our rainbow** - I've been a head now for longer than I care to remember, and I genuinely don't think I have ever felt as much a **part of Walsall** as I have recently. **Together**, we have become **stronger.**"







Looking ahead

3 Strategic aims to
secure the Right
Help at the Right
Time

Reducing our demand

- Stopping failure demand
- Preventing escalation of demand (demand avoidance)
- Avoidance of high cost help and support

Developing a highly skilled/stable workforce

- Developing our profile as an employer
- Making the job do-able and enabling our workforce to do the right thing
- Supporting our staff with an effective workforce and wellbeing strategy
- Developing a clear career pathway and succession planning
- Having a clear recruitment and retention strategy

Co-ordinating and influencing the establishment of a mature WR4C partnership platform to drive the delivery of the WR4C vision.

This work will need to link with

- Walsall Together
- Safeguarding Partnership
- Walsall for All
- Safer Communities
- Resilient Communities
- Youth Justice Board
- Regional Violence Prevention
- Troubled Families

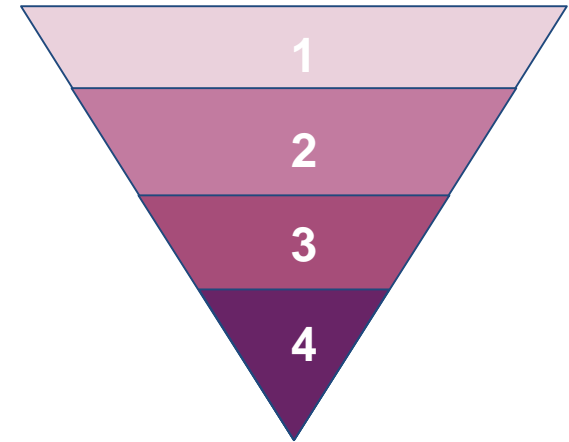


Direction of Travel – Overall Theme

Overall Theme

As the direction of travel for each component has been developed, drawing on good practice and Walsall context, a number of themes have been identified which are common to all components. The themes can help to build a picture of the direction of travel for the council as a whole, in order to best deliver the set of ten outcomes.

- 1 Using effective marketing and communications to change behaviour.**
- 2 Using local assets and empowering communities to deliver outcomes.**
- 3 Partnering in an effective way where a council-only response is not enough.**
- 4 Providing one, clear, unified offer for council-only delivered services.**



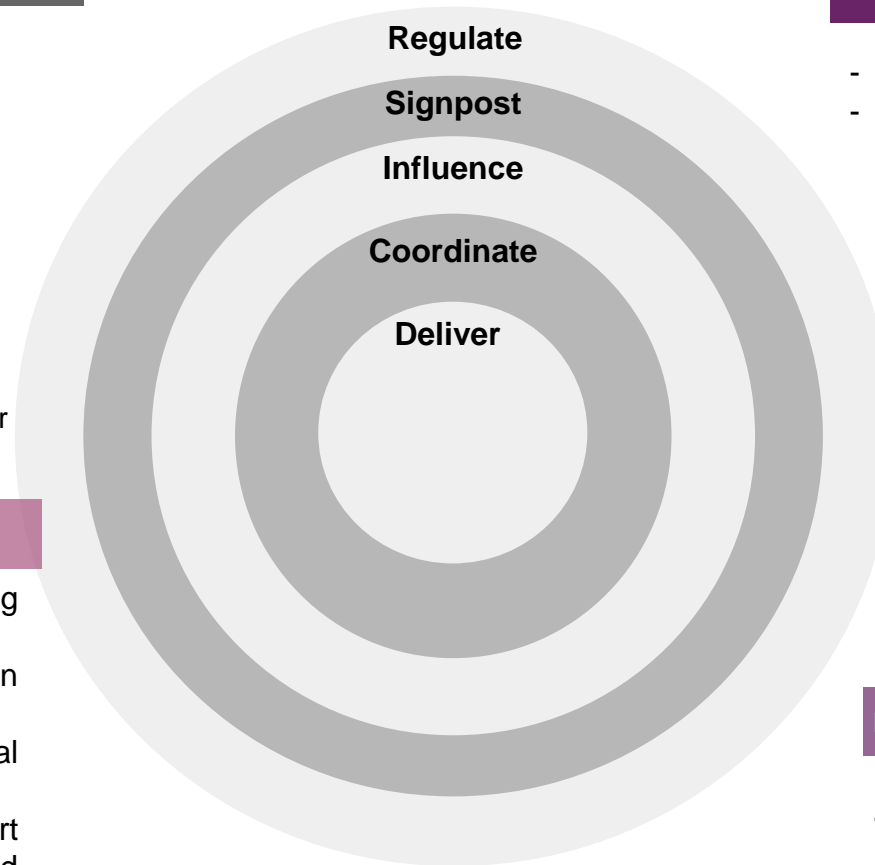
Activity towards the top of the triangle is light touch for the council and tends to reach the population universally. Activity towards the bottom of the triangle requires more resource and expertise from the council and tends to be targeted to specific groups or cohorts within the population.

Further develop the locality model

- Co-located teams in localities
- Implementation of Family Safeguarding
- Development of a clear locality partnership offer
 - Online offer
 - Targeted EH offer (internal)
 - Redirection of demand through partnership offer

Effective response to Adolescents

- Embedding and flexing Turning Point resources
- Development of exploitation hub
- Partnership offer to contextual safeguarding
- Review of placement support including learning and upscaling of Mocking bird
- Youth Justice – link to Turning Point, MASH and locality working



Big Conversation/Big Collaboration

- Family Led decision making
- Volunteering

SEND

- EHCP hub
- Local Offer
- Outsource Sendiass
- Review of CWD

Reducing Exclusions

- Implementing Walsall framework for emotional wellbeing and mental health
- Restorative Practice



So What? Our outcomes framework

Our Outcomes framework published in September 2020 will measure Indicators in 3 categories:

How Many — these are indicators that relate to demand and enable us to monitor whether the demand for services is in the right place and reducing or increasing where expected.

How Well — these are indicators that relate to performance and look at whether children, young people and families are receiving the right services and support on time.

So What — these are indicators which measure outcomes for children, young people and families. As outcomes are often difficult to measure on a quantitative basis, qualitative data from audit activity and in particular, feedback from children, young people and families will provide additional evidence of outcomes.



Walsall Right 4 Children Outcomes

Our services and support is responsive to needs of different communities (locality model)	Our response to vulnerable adolescents is effective	Children with SEND are identified and supported effectively	Children at risk of exclusions can access effective support	Our services are developed and delivered in collaboration with children, young people and families
<ol style="list-style-type: none"> 1) The needs of children and families are well understood in each locality 2) Partners are proactive in responding to these needs (graduated response) 3) Children and families have easier access to services 4) Children and families are better connected with community resources to enable them to build resilience 	<ol style="list-style-type: none"> 1) The response in meeting the needs of vulnerable adolescents is local and proactive 2) More vulnerable young people are engaged in education 3) More young people are supported in their family home 4) Fewer young people enter the Criminal Justice system 	<ol style="list-style-type: none"> 1) Children who have SEND are identified effectively 2) Children who have a SEND need receive a high quality, graduated response to their needs. 3) Children with SEND are supported through a robust local offer of support and services to reach their full potential 4) Families find it easier to access the right help 	<ol style="list-style-type: none"> 1) Children and young people feel supported to engage with education 2) Root causes of exclusions are understood. 3) Schools are more inclusive 4) Professionals and families find it easier to access the right support to ensure children remain in education 	<ol style="list-style-type: none"> 1) Children, young people and families are involved in service design and development 2) Children, young people and families are involved in developing and implementing their plans 3) Children, young people and families feel more resilient 4) Children, young people and families can provide regular feedback



Questions

