

Council – 6th March 2006

Children and Young People's Plan 2006-2009

Portfolio: Councillor Eddie Hughes – Children's Services

Service Area: Children's Services

Wards: All

Summary of report

All Councils with children's services responsibilities are required to publish a Children and Young People's Plan (CYPP) by 1st April 2006. As this plan supersedes the Children's Services Plan, which is listed in the Council's constitution as part of the policy framework, the plan needs to be approved by full council.

The CYPP is the single, strategic, overarching plan for all children's services in the local area that are commissioned and delivered by the local authority and its relevant partners. The plan has been developed by the Walsall Children and Young People's Partnership in response to the government's Every Child Matters agenda and is in line with the outcomes for children specified by the Children Act 2004. The plan builds on the strategic direction outlined in the council's overarching strategy for children of 2004.

The CYPP will provide strategic direction for all services that affect children and young people and will contribute to the development of Children's Trust and partnership arrangements in Walsall. The CYPP replaces the requirement for numerous separate strategic plans such as the Education Development Plan, Teenage Pregnancy strategy, and the Adoption Services Plan.

The Government recognise that a good CYPP will evolve over time and initially may include the identification of gaps to be addressed in the first year of implementation. The consolidation of all partner plans in one coherent children's plan and ensuring clear prioritisation will be completed in discussion with partners and in line with current statutory guidance.

Therefore this first plan with specific targets for action during 2006/07 will be revised in line with service improvement, and the continuing development of joint and integrated arrangements for the commissioning and delivery of services to all children. It is vital that the plan is a dynamic document, which takes into account the views of children, young people and their families. We will also need to take into account the results and judgements of service inspections, in particular the annual performance assessment and the forthcoming joint area review of services to children. The plan will be updated each year in line with those judgements.

Consequently, it is proposed that the revised plan be approved each year by council. Therefore the plan, and a progress report, will be presented to Council on an annual basis following the publication of the assessment of council and partner services by OFSTED and the Commission for Social Care Inspection in December each year.

The children's performance and scrutiny panel alongside the Children and Young People's Partnership will monitor progress. The associated performance measures and targets are subject to scrutiny through the Council's performance management framework with key indicators reported in the council's beacon index reported to cabinet on a quarterly basis.

An executive summary of the CYPP is attached to this report. All group leaders/group rooms have a copy of the full plan and it is available on the intranet at <http://intranet/cypp.pdf>. Following Council approval it will be placed on the internet for public access.

Recommendations

That Council approve the Children and Young Peoples Plan.

Resource and legal considerations

The newly formed children and young people's directorate will have a crucial role to play in ensuring robust resources are in place and strong focussed leadership supports the delivery of the plan. The Executive Director for children's services will ensure council directorates and partner agencies are coordinated and that adequate evaluation and monitoring arrangements are in place to demonstrate improvement to outcomes for children. Such extensive requirements place an additional burden on the children and young people's directorate.

Additionally, the CYPP will evidence the contribution of Education Walsall to improved outcomes for children.

The Statutory Guidance on the role and responsibilities of the Directors of Children's Services (DCS) and Lead member for Children's services states that the DCS -

'Will build and lead robust partnership arrangements to ensure public, private, voluntary and community organisations, including culture, sport and play organisations, work together to improve outcomes for children and young people and align appropriate resources of all partner agencies against agreed priorities. The DCS, through local children's trust arrangements, will ensure that partners' plans deliver locally agreed targets and priorities

Citizen impact

The CYPP provides an opportunity to transform the way that services for children and young people are planned and delivered. It does this by focussing on outcomes for children and young people rather than structures and agencies. The 5 outcomes are-

- Being Healthy,
- Staying Safe,
- Enjoying & achieving,

- Making a Positive contribution,
- Achieving economic well-being

This focus on outcomes will require a range of new approaches, from increasing cooperation and collaboration to more effective partnership to develop integrated and efficient services that promote social inclusion and provide appropriate services to our culturally diverse community.

Environmental impact

The plan requires local areas to ensure children are kept safe from accidental injury and death by promoting safe environments such as 'safe routes to schools' and increasing the numbers of schools which have travel published travel plans, thereby encouraging pupils to walk to school and so reduce congestion and pollution.

It also sets out plans to reduce offending behaviour and ensuring young people make a positive contribution to their communities.

Performance and risk management issues

The CYPP is a key component of the children's services improvement agenda, set out in *Every Child Matters: Change for Children*, meeting the requirement to integrate planning for children's services. Partners have ensured that the plan is consistent with and shows clear linkages with the Local Area Agreement (LAA) by incorporating the LAA targets into the CYPP. The plan will also identify the co-dependency of all the LAA pillars (healthy and safer stronger communities and economic development) if the outcomes for children are to be met. Against this backdrop, the CYPP will identify children and young people where outcomes need to be improved and how and when this improvement will be achieved.

The CYPP will be the overarching link to the separate plans which partners will continue to develop and which will by necessity detail the full range of services and assets for which they are responsible. Partners must ensure that those plans are developed and take account of the 5 outcomes and the CYPP.

The council service-planning framework will ensure our service plans align to the overarching CYPP, identifying how services will improve outcomes for children and the performance management framework will support service improvement. The Children and Young People's Executive Group will coordinate performance management of the CYPP across partner agencies while the council will retain final accountability.

Equality implications

The CYPP strives to ensure that 'Every Child Matters' in Walsall and that those children and young people who are most excluded will receive additional support to fulfil their potential and contribute positively to society. The plan will ensure that children's cultural and heritage needs are met.

Consultation

The plan has been based on learning from children and young people during the previous year (in particular through the development of the Rainbow Plan – children's 'translation' of the 'overarching strategy of 2004). Key stakeholders such as head teachers, tPCT staff and schools have been consulted. The plan has been drafted by key partners, and has been formally consulted on at events and meetings during January and February (including the School Organisation Committee). A wide mailing of the draft report in early February sought written responses and a major engagement and development event will take place on 14th March.

Vision 2008

The CYPP will contribute to the Council's Vision by addressing a number of priorities, in particular; ensuring all children are safe and secure, make our schools great and making Walsall a healthy and caring place.

Background papers

Guidance on the Children and Young People's Plan DfES 2005
The Children and Young People's Plan (England) Regulations 2005 1st September 2005

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Signed.....

Executive Director: David Brown

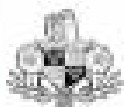
Date: 23rd February 2006

Walsall's Children and Young People's Plan 2006-9; Summary

March 2006

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"My Walsall, my future"



Walsall Council

connexions

BLACK COUNTRY



The Early Years Unit

Education Walsall



Leading learning and skills



Walsall College

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THE CHILDREN AND YOUNG PEOPLE'S PLAN - SUMMARY

PART 1

1.1 Introduction

This Children and Young People's Plan for Walsall sets out our key priorities for how we will improve the lives of our children and young people. It is underpinned by Every Child Matters and a partnership of agencies and organisations committed to a clear focus on outcomes to make a difference. As you read the plan you will see our assessment of where we are now and where we go next to further improve our universal, targeted and specialist services.

This is the first Children and Young People's Plan but it builds on a range of other strategies and work, and upon our own Rainbow Plan – which was developed with young people last year. This is a continuing journey for both children and the adults and organisations who serve them and we look forward to a developing and effective partnership reflected in this plan as a working document.

The Plan is built upon a very successful base where the Audit Commission and Children and Young People's Inspectorates have praised us for the very significant progress we have made in Walsall. However, they, like us, rightly provide further challenges for the next phase, which are covered below.

The challenge for us of course is to make a reality of the NSF statement that children are *'the living message to the time we will not see'*. Or as one young person told the Director of Children's services recently...

'When I'm a grown up I want to have had a brilliant time as a kid.....'

Regeneration and creating a Walsall for all children are inextricably linked. Part of our work is to see the bigger picture, the longer term. Our work, as we move towards more integrated service delivery, focusing on workforce development and the governance issues inherent in Children's Trusts, is to simultaneously be aware that we are planning for 10, 20 years in the future when the children currently in early years will have moved through our schools and other services into adulthood. That they have the skills and self-confidence to make this transition successfully is part of our task.

We will need to change the culture of our support for children and young people, not just building on their views and perceptions as many of us already do...but also seizing the most innovative and creative practice in the borough and making it our own for the whole borough. This will mean that we will radically integrate our service delivery and form a Children's Trust as part of this process. What we must keep hold of during this restructuring however, is that the focus is to further improve real outcomes for children, young people and families – so that growing up in Walsall is as good as it can be.

This Summary Plan does not cover everything we are planning to do, this can be found in the full plan on our website or from the address at the end of this plan.

1.2 Policy context

The Plan fits into the national policy context developed through the government White Paper, *Every Child Matters (ECM)*, the resulting *Children Act, 2004*, and associated plans and policies. Within Walsall, the Plan helps to deliver the *Community Plan* and incorporates the priorities of the *Local Area Agreement (LAA)* and aligns with the Voluntary and Community Sector *Compact*.

1.3 Vision and Mission Statement

The vision is:

To deliver excellent services so that every child and young person in Walsall is valued and matters

Our mission is:

To work together to ensure that children and young people are supported through quality services which are increasingly effective and efficient. The organisations will develop integrated and localised services that promote achievement, enjoyment, safety and well-being, a healthy life and opportunities for all children and young people to make a positive contribution to their own lives, Walsall and wider society.

1.4 Values and Principles

The Plan incorporates the Children and Young Peoples Strategic Partnership Board values and principles:

- We will listen to and involve children, young people and their parents/carers and include their ideas in planning and delivering services
- We will deliver services that are culturally sensitive and that will meet the diverse needs of children and young people
- We will share information necessary to protect and safeguard children in line with agreed codes of working practice
- We will work with children and young people of all ages
- We will provide services for children and young people with lots of differing needs, i.e. specialist services. Where necessary we will tailor services to meet the needs of the most vulnerable children and young people

1.5 Numbers of children and their needs

The age 0 – 17-year population in Walsall is estimated (2003) to be 60,013, this can be broken down into different areas of need, as of the end of 2005 -

Vulnerable children	22,000
Children in need	1,200
Looked After Children	450
Children on the Protection Register	130

We know from our analysis of need that most vulnerable children live in areas of high material deprivation, and we are targeting our resources in those areas (such as children's centres and Surestart). We have detailed information on the variation of need across the borough and targets to reduce inequality between the best and worse wards. For example this plan includes a target to reduce perinatal mortality in the 4 wards with the highest rates. While the child and young people population is projected to fall over the next 10 years, in parts of the Borough it is increasing, particularly among black and minority ethnic communities (24% of children 0-4 are from BME communities), and we need to develop our services in response to this growing need. Teenage pregnancy is higher than the rate for England, but targeted action has brought it down from 2002-4 so that it is now less than the West Midlands average. There are high levels of obesity among children in Walsall. We know that our performance on achievement as measured by Five or more A*-C GCSE or equivalent (incl. English and mathematics) at 36% is low and we have plans to increase this.

1.6 Improving outcomes for children and young people

All of our services are being organised around the five outcomes in ECM; Being Healthy, Staying Safe, Enjoying and Achieving, Making a Positive Contribution and Achieving Economic Well Being. The purpose of the five outcomes is to ensure we focus on the 'whole child' rather than our services and structures and on tangible outcomes rather than processes. Each section contains a brief summary of 'where we are now' and 'where we need to be'. This is followed by a table where we describe detailed 'specific and measurable' priority targets to deliver improved outcomes for children and young people; these are derived from the LAA and Annual Performance Assessment (APA). The table also includes a description of the key actions we will take to deliver the improvements. The full plan includes all of the Outcomes Framework 25 aims and associated targets.

1.7 Key priorities

The breadth of this plan, covering many partner agencies, makes prioritisation challenging. However, based on analysis of need and consultation we have agreed four key priorities for improvement. These are also our 'stretched targets' in our LAA -

- Reduce the under 18 conception rate.
- Increase the numbers of children with GCSE Attainment 5A*-C including English and Maths
- Enable Looked after Children to make a positive contribution
- Reduce the percentage of 16-18 year olds not in education, employment or training (NEET)

While the plan will ensure that a many more improvements are delivered, we will pay particular attention to delivering these key priorities.

PART 2

2.1 Be Healthy

Where we are now

- Substantially fewer teenagers become pregnant than was the case in 1995.
- More children in need who have a disability receive support than a year ago.
- Children requiring a CAMHS service wait less than 13 weeks
- We have increased the number of Looked after Children (LAC) have yearly health assessments

Where we need to be by 2009

- We will reduce the incidence of perinatal mortality in Walsall by 25% over the next three years by targeting our highest areas of greatest need in the borough
 - We will increase the number of LAC who have their initial health assessment within four weeks
 - We will reduce the incidence of obesity among children under 11
 - We will improve services for children with disabilities
 - We will improve access to CAMHS service by reducing further the waiting list to six weeks by 2008; establish a tier 2/3 service for young people with a learning disability.
 - We will reduce teenage conceptions in Walsall
 - We will develop mental health services for 16-18 year olds
- We will also achieve the priority targets determined by the LAA and APA as set out below;;*

Aim	Priority Targets ¹	Action
Physically Healthy	1. To reduce the incidence of perinatal mortality in the 4 areas of greatest need in the borough by 25% (3).	<ul style="list-style-type: none"> Increased maternity team led care Case note review Early gestational age at first visit Detection of Foetal growth restriction Offer of screening tests Promote breast feeding
	2. To reduce the incidence of obesity in children aged between 4 and 11. (2)	<ul style="list-style-type: none"> We will promote physical activity through our summer holiday programme 'Ready steady summer'. Establish baseline and then set improvement targets by September 2006 Establish strategy to reduce obesity in children aged under 11
	3. To improve access to health services and assessments for Looked After Children, ensuring 91% have up to date health assessments by 2008/09. (5)	<ul style="list-style-type: none"> Develop and maintain Specialist Resources Social Care staff to inform Health service of placement details within 5 working days of admission Ensure eligible children have their initial health assessment within 4 weeks of admission to the looked after system. Improve provision of needs led training programmes for carers, health and social care personnel. (NSF 1) Develop initiatives to support looked after young people in taking responsibility for their own health and lifestyle by rolling out Personal Health Fax for all Looked After Children in cohort, including those placed out of borough.
	4. To improve services for children with disabilities by increasing the proportion of children in need who have a disability receiving a service to 6.5% by 2008/09 (9)	<ul style="list-style-type: none"> Increase range of respite services. Review services provided by Education and Children's Social Services Implement recommendations from Audit against standard 8 of the NSF. Increase the number of children and young people utilising direct payments.
Mentally and emotionally healthy	5. To improve access to CAMHS by reducing the waiting time to 6 weeks by 2008/09. (4)	<ul style="list-style-type: none"> Establish tier 2/3 service for young people with a learning disability. Establish out of hours service. Develop services for 16-18 year olds appropriate for their needs. Explore the options for providing services in local settings including Children Centres.
Sexually healthy	6. To reduce teenage conceptions to a rate of 34.7 per 1,000 by 2008/09. (1)	<ul style="list-style-type: none"> Establish a new joint strategy group on Teenage Pregnancy and run a 'Master class' in conjunction with the NRU to redesign our strategy and identify, and fill, service gaps. Sex and Relationships Education (SRE) will be increased together with consistent and effective standards Improved access to health professional in schools. Develop referral pathways with Youth Service 'Centres of Excellence', the provision of advice, referral & contraception.

¹ The numbers in each priority target refer to the 21 key priorities in the full plan

2.2 Staying Safe

Where we are now

- We have substantially reduced the number of Children experiencing abuse and neglect.
- Children at risk are better protected due to improved information sharing across all of the partner agencies.
- The numbers of children being killed or seriously injured in Road Traffic Accidents has reduced from 232 in 1995 to 155 in 2004.
- Fewer children are now looked after as we have reduced by 5% the number in care, and increased the number having their complex needs met locally by 11 during 2005-6.
- Children benefiting from improved stability through adoption have increased to 36 in 2005/06
- More children than in 2004 stay in the same foster home if they have been in care for over four years.
- The local safeguarding board is now operational and is determining its priorities for the year ahead

Where we need to be by 2009

- We will make sure children get the right kind of support through early interventions and flexible service plans.
- We will reduce the numbers of children reporting that they have been bullied by improving access to school health advisers.*
- We will continue to work to reduce road accidents to deliver a 55% reduction from 1995 baseline by further increasing the number of school travel plans and safer routes to school *
- We will extend integrated provision in universal services by linking more professionals with school-focussed teams. For children with more complex needs we will extend our 'team around the child' and identify a lead professional. A common assessment will be completed for all children requiring additional services.
- *We will also achieve the priority targets determined by the LAA and APA as set out below;*

Aim	Priority Targets	Action
Safe from maltreatment, neglect, violence and sexual exploitation	7. To maintain the reduction in the incidence of abuse and neglect as measured by the number of children and young people on the Child Protection Register by reducing this to 25 per 10,000 by 2008/09. (6)	<ul style="list-style-type: none"> ○ Revise Child Protection Procedures in light of new guidance on Working Together ○ Secure and extend the range of services for families suffering domestic abuse, including extending the domestic abuse perpetrator programme to first offenders, targeted support to children and multi agency support for victims ○ Undertake a gap and needs analysis to determine current service provision and need for additional family support services ○ Work with Black and Minority Ethnic communities to assist development of safe childcare practice in community settings ○ Increase awareness of the risk of sexual abuse including internet abuse
Children and young people have security, stability and are cared for.	8. To reduce the number of Looked After Children and Young People to 400 by March 2008. (8)	<ul style="list-style-type: none"> ○ Continue to provide good family support alternatives to becoming looked after. ○ Pursue adoption for children, who cannot return home, building on current good performance. ○ Increase support for permanency orders with relatives, friends and permanent foster carers, including residence, special guardianship and adoption orders. ○ Continue to pursue revocations of care orders for children placed with their parents, where they are no longer needed to safeguard the child's welfare.
	9. To increase the percentage of under 16s looked after for more than 2½ years living in the same placement for at least 2 years or placed for adoption to 67% by 2008/09. (7)	<ul style="list-style-type: none"> ○ Ensure good quality multi-agency support to foster carers, based on a joint understanding of permanency, including through education support initiatives, CAMHS (CARMEN) input and practical support to carers

* In addition;

- The Behaviour Improvement Strategy will analyse need and establish a baseline on the incidence of bullying and racial harassment across the borough and detail actions for reduction
- The Transport Plan will contain detailed actions to further reduce road accidents involving children and increase the number of schools with transport plans

2.3 Enjoy and Achieve

Where we are now

- The attainment gap between Walsall and all schools nationally remains too wide
- We have reduced the number of primary schools performing below national floor targets (key stage 2 English reduced from 27 to 16; mathematics from 32 to 28)
- 95% of children attend schools that perform above the national floor targets for English, mathematics and science.
- More children regularly attend secondary schools in line with the national average
- Fewer children are permanently excluded (secondary schools down from 67 to 22 and in primary schools from 8 to 3) during the academic year 2004/05
- Currently 96% of Looked after Children have a Personal Education Plan (PEP)
- Attendance of children at both primary and secondary schools has improved substantially
- More than 750 young people have signed up to get fit by joining Walsall's three new children's gyms.
- The LNPs have described the needs of children and young people in their areas
- We have secured £750,000 Lottery funding to improve play areas

Where we need to be by 2009

- We will improve the percentage of pupils who achieve 5 or more A*-C GCSEs including English and mathematics
- We will improve the quality of learning and teaching in order to raise attainment and increase participation at all levels *
- We will develop a Borough-Wide approach to personalised learning*
- We will improve the quality of leadership and management of schools*
- We will continue to develop the 'Ready Steady Summer' scheme
- We will increase the level of Looked after Children with PEPs to 100%
- We will further increase the number of Looked after Children with 100% attendance
- We will increase the opportunities for young people to achieve accredited outcomes through their involvement with the Youth Service
- We will act on the results of the Sports and Active Recreation Survey for New Deal and the Year 9 Participation survey
- Develop a coordinated play strategy*

We will also achieve the priority targets determined by the LAA and APA as set out below;

Aim	Priority Targets	Action
Ready for School	10. To improve retained functions of early years (reduce number of actions and improve gradings) (16)	<ul style="list-style-type: none"> ○ Foundation Stage networks developed. ○ Birth to Three Framework and Foundation Stage Curriculum are embedded in all settings through quality training and effective monitoring. ○ Continuum of Effectiveness for settings established
Attend and enjoy school	11. Reduce the number of half day sessions missed due absence in primary schools (11)	<ul style="list-style-type: none"> ○ To improve the levels of attendance where attendance is below the national average through additional school based learning mentor time in primary schools
	12. Reduce the number of half day sessions missed due absence in secondary schools (12)	<ul style="list-style-type: none"> ○ To improve the levels of attendance where attendance is below the national average through additional school based support strategies in secondary schools
	13. Reduce % of LAC who missed a total of at least 25 days of schooling PAF CF/C24* (13)	<ul style="list-style-type: none"> ○ Reward children with 100% attendance ○ Monitor and track school attendance of all LAC ○ Issue monthly updates to Team managers of all outstanding PEPs ○ Any child without a school place will be reviewed by Children Missing Education Panel and placement solution urgently found
Achieve stretching national educational standards at primary school	14. To increase the percentage of 11 year olds achieving level 4 and above to 83% in English and 83% in Maths by 2008/09. (14)	<ul style="list-style-type: none"> ○ Raise standards of literacy through the further roll out of the early language support pilot, extending this to all schools achieving below 65% in L4 English at KS2. ○ Extend the use of collaborative English and maths improvement partnerships with a particular focus on raising attainment at level 4 key stage 2. ○ Reduce the achievement gap of Pakistani heritage pupils compared with the whole Walsall cohort and reduce the achievement gap of pupils eligible for Free School Meals compared with the whole cohort in our priority area by implementing intervention in targeted schools and areas
Achieve stretching national educational standards at secondary school	15. To increase % of 14 year olds achieving level 5 and above to 79% in English, to 79% in Maths and 74% in Science by 2008/09.	<ul style="list-style-type: none"> ○ Implement the national secondary strategies ○ Disseminate best practice from the Behaviour Improvement Programme and implement individual strategies as described in the Excellence in Walsall Plan

Aim	Priority Targets	Action
	15.a All schools to meet the 50% target in English, Maths or Science in NRF districts (15)	<ul style="list-style-type: none"> ○ Reduce the achievement gap of Pakistani heritage pupils compared with the whole Walsall cohort by intervention strategies in targeted schools
	16. To increase GCSE Attainment 5A*-C including English and Maths to 40% by 2008/09. (10)	<ul style="list-style-type: none"> ○ Develop intensive student support to enhance levels of attainment in English and Maths at GCSE and contribute to raise levels of attainment in other subjects (LAA Stretch Target). ○ Raise standards by development of strong subject co-ordinator networks, using specialist school expertise to mentor, innovate and improve schools subject areas to the levels of those attained by the highest performing departments. ○ To further develop and extend the revision opportunities and learning outside school hours opportunities for all young people at KS4 through specialist revision workshops, distance learning packages and the development of learner managed, progress tracking and recording systems. ○ Encourage more individual students to engage in both more flexible, vocational learning packages and/ or alternative to school learning pathways that lead to accredited qualifications, preferably GCSE recognised equivalents.

* In addition;

- Our Education Strategy (Excellence in Walsall) sets out our strategies for improving the quality of learning and teaching, our approach to personalised learning, improving the quality of leadership and management in schools and how this plan will be delivered through our schools.
- The Youth Service action plan describes how we will deliver accredited outcomes for young people
- We will join up all the services involved in play provision across the Borough to maximise the use of the new play areas.

2.4 Making a Positive Contribution

Where we are now

- Children of all ages have had more opportunities to participate in decision making
- The numbers of young people offending has remained at the anticipated level.
- Children benefit from a broader range of activities and projects to promote the enterprise curriculum
- We have effective programmes to reduce bullying, racism and other forms of harassment
- Two young people were elected to the UK Youth Parliament
- Young people have advised 5 LNPs on how to involve younger people
- We celebrated the success of LAC through an 'awards evening'
- 18 schools are getting to grips with 'green power' as environmental super hero 'Eco-Girl' hits the borough's primary schools

Where we need to be by 2009

- We will encourage further improved attendance and provide complementary education activities for those disaffected*
- We will implement our YOS strategic plan to ensure that 90% of all young offenders supervised by YOS are in full time EET
- We will commission activities to ensure that Looked after Children have their needs met locally and continue to be engaged effectively
- We plan to build a new college in 2007/08 in partnership with the LSC *
- We will increase the participation of young people in Youth Opinions Unites (YOU)

We will also achieve the priority targets determined by the LAA and APA as set out below;

Aim	Priority Targets	Action
Engage in decision making and support the community and environment	17. To improve involvement of vulnerable (and hard to reach) children and young people in decision making and ensure 175 young people are actively involved with YOU. (19)	<ul style="list-style-type: none"> ○ Establish action to achieve a target of 175 young people actively involved in 'Youth Opinions Unite' youth consultation and participation (YOU). ○ Hold a minimum of 10 meetings between Council Officials and members of 'Youth Opinions Unite' as a driver to consult with young people over local services and identified needs.
Engage in law-abiding and positive behaviour in and out of school	18. To reduce the proportion of children and young people re-offending within 2 years of a conviction to 40.5% by 2008/09. (18)	<ul style="list-style-type: none"> ○ Provide intensive community provision though meeting national targets for intensive supervision and surveillance programme (ISSP) ○ Ensure 90% of all young offenders supervised by YOS are either in full time education, training or employment.
Develop self-confidence and successfully deal with significant life changes and challenges	19.a. To reduce the number of young people placed away from Walsall in independent residential care to 25 by 2008/09 and reduce the number in agency foster care to 75 by 2008/09. (17a) 19.b. To reduce the proportion of children newly looked after placed more than 20 miles from their home to 5.8% by 2008/09. (17b)	<ul style="list-style-type: none"> ○ Develop a multi-agency review process to agree all future placements on an individual basis ○ Develop the 'Out of Borough Initiative' where children who are likely to return back into borough at any given time are tracked and monitored efficiently and effectively.

- In addition:
 - The 14-19 Strategy and Education Strategy will further develop and provide opportunities to improve attendance and divert young people from disaffection
 - As part of the Urban Regeneration Plan and WALCATS development strategy in conjunction with the LSC, a new college will be provided.

2.5 Achieve Economic Well-Being

Where we are now

- Walsall is still a relatively deprived borough (51st out of 354 English districts on the 2004 index of deprivation)
- High numbers of our population have no qualifications (23.2% in 2003 compared to 15% for England) and the numbers of working age population with professional qualifications is low and annual wages, although increasing, are also significantly lower than that for England (£19,793 in 2005 compared to £23,340 for England).
- The percentage of young people Not Engaged in Education, Employment and Training (NEET) is high across the Black Country and high in Walsall (12.5% in December 2004).
- We have already achieved 65% of vulnerable households living in private sector decent homes
- 6.7% of adults with dependent children are unemployed as opposed to 4.9% nationally
- Childcare opportunities are improving and widely available across Walsall

Where we need to be by 2009

- We will implement our comprehensive Community Plan "Working Together for a Stronger Future" – a plan for social community and economic regeneration *
- We will work through the Walsall Regeneration Company in key areas of industrial and residential renewal *
- We will implement the Borough-wide 14-19 Collaborative Provision Strategy
- We will increase the numbers of young people going into higher education and improve the performance of young people studying Level 2 qualifications
- We will continue to support and maximise access to benefits and maintain an overview of the number and distribution of childcare places ensuring that providers are following an approved quality assurance scheme*
- We will also achieve the priority targets determined by the LAA and APA as set out below;*

Aim	Priority Targets	Action
Engage in further Education, Employment or Training on leaving school	20. To reduce the number of young people NEET from 12.4% in Nov 2004 to 9.4% in Nov 2010 (20)	<ul style="list-style-type: none"> Better targeting of NEET hotspots Further development of training provider opportunities. Awareness raising and involvement strategy for young people re Walsall Economic Regeneration. More schools with Career Guidance Quality Mark. Implementation of the 14-19 Collaborative Provision Strategy. Work closely with the LSC to be part of the sub-regional developments
Ready for Employment	21. To improve post 16 education <ul style="list-style-type: none"> To improve the percentage of 18/19 year olds progressing into Higher Education To increase the level of work related learning activity for vulnerable groups. To increase the numbers of 18/19 year olds with level 2 or above qualifications. (21)	<ul style="list-style-type: none"> More activities under the Aim Higher Programme. Review and revise the target setting process for school sixth form students. Further develop more work related opportunities involving more employers. Negotiate "guaranteed" places for Walsall students at local HE Institutions. Implementation of the 14-19 Collaborative Provision Strategy. Prioritise the development of a wider range of level 2 courses with greater access across Walsall.

*In addition -

- The Community Plan sets out the borough wide strategy for economic and social regeneration. The Walsall Urban Regeneration strategy will develop young people as the workforce for the future. The Anti Poverty strategy will continue to maximise support for vulnerable families.
- The Early Years development and childcare plan will maintain the number and range of childcare places, respond to future areas of need as they are identified and ensure providers are accredited as quality assured

PART 3

3.1 Managing excellent services together

The standard of our services

The Audit Commissions 'annual audit letter' January 2006 said that the council's improvement in children's services was particularly remarkable.

Services for children provided by the Council have improved substantially since 2002 when the social care services for children were rated as 'zero star' and the education services were outsourced to SERCO Ltd as Education Walsall by direction of the Government. In 2005 we were judged by CSCI and OFSTED as providing:

- All services as 'good/promising'
- Capacity to improve as 'good/promising'

Our social care services for children were ranked within the top 10 of all 150 councils based on the average Performance indicator score for 2004-5.

Our education service has been judged by Ofsted as highly satisfactory with good capacity for further improvement.

Our health services continue to improve in performance year on year.

Just as we have high expectations of our children, we also have high ambitions for the way we deliver services. Our planning is organised in the context of the ECM Outcomes Framework, (see the diagram page 14). This shows that the Children & Young Persons Executive Group which consists of the Chief Officers from health, education and the Council, ensures that all the partners focus on delivering the outcomes. This plan demonstrates clear prioritisation, based on analysis of need (see main plan) with resources linked to the priorities. We have agreed a plan to ensure we have a workforce that has the skills and experience to work with children and families in all settings.

Walsall Children's Trust arrangements

Agreement on the way forward to implement integrated children's trust arrangements in Walsall was achieved in summer 2005. A project plan was agreed and implemented, with commissioning in the first phase. The initial services identified for early entry into trust arrangements are Child Protection Support Services, Looked after Children Support Services, CAMHS and the Children's Fund. An increasing number of frontline and more specialist teams are established with joint posts the norm in many areas – with early years being an example of this.

Building on this partnership working we will make more effective the set of local arrangements by developing our Children's Trust to

- Promote interagency governance to support and sustain our vision
- Develop joint plans and commissioning arrangements using pooled and aligned budgets which will deliver our priorities
- Shared processes which support frontline work
- Integrate teams delivering services at the frontline

Our capacity to resource, improve, deliver and evaluate services

Through our *Overarching Strategy* we have already demonstrated our ability to cooperate to improve services to children and this Plan reinforces our joint commitment and responsibility to make things happen. Our increasingly joint Commissioning and delivery of services is based on our needs analysis.

A diverse and flexible range of services exists in the 'universal' sector such as in children's centres and schools. More targeted services can be accessed by those working with children or by families themselves without the need for a referral to social care services. Children who have more complex needs will usually require a specialist assessment, but we are committed to reducing the numbers of professionals with whom children and families have to engage. We have aligned our resources to our agreed priorities and this has in some cases meant the realignment of budgets and the decommissioning of some services.

We are focusing our services for children on 'where they are' – from early years settings through children's centres, schools, training and FE providers. This approach aligns with our strategy to deliver local services to meet local needs.

In Children's Social Care during 2006 and beyond we will continue our strategy to make efficiencies in independent placements and reinvest in family support and prevention. We have set ourselves a target to achieve £1.3 million efficiency savings in 2006/07 by reducing the numbers of children in care and remodelling our workforce to ensure we have more 'para-professionals' and other support workers in universal settings. Health services will need to contribute annually to the agreed NHS 2.5% efficiency savings requirement

In total we spend around £260 million each year directly on services for children and young people in Walsall, excluding indirect expenditure through housing, leisure and other services.

Agency	Projected Expenditure 2005-6	Budget 2006-7
Education	206,178,000	217,404,000

Social Care	27,368,000	27,678,000
Health	23,000,000	23,000,000
CAMHS	3,384,000	3,384,000
Total	259,930,000	271,466,000

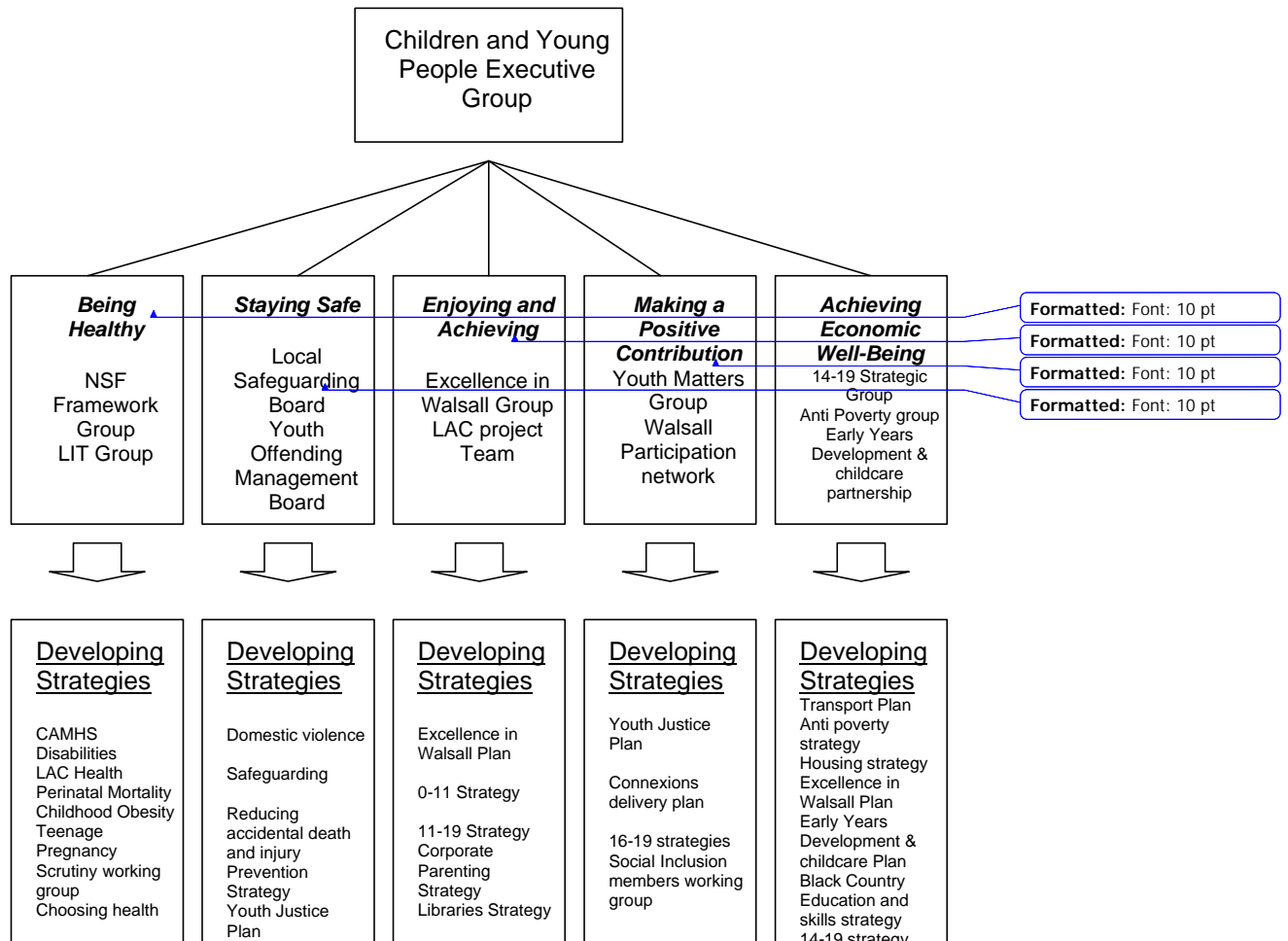
Note: Education budgets subject to change based on pupil numbers and actual allocations announcement in mid 2006.
Health Budgets for 2006-7 to be finalised

We have joint funding arrangements for drug misuse services, integrated CAMHS services and have family links workers funded by social services and working across Sure Start areas. There are clear and transparent joint funding protocols agreed between Education, Health and Social services for the funding of Looked after Children placements.

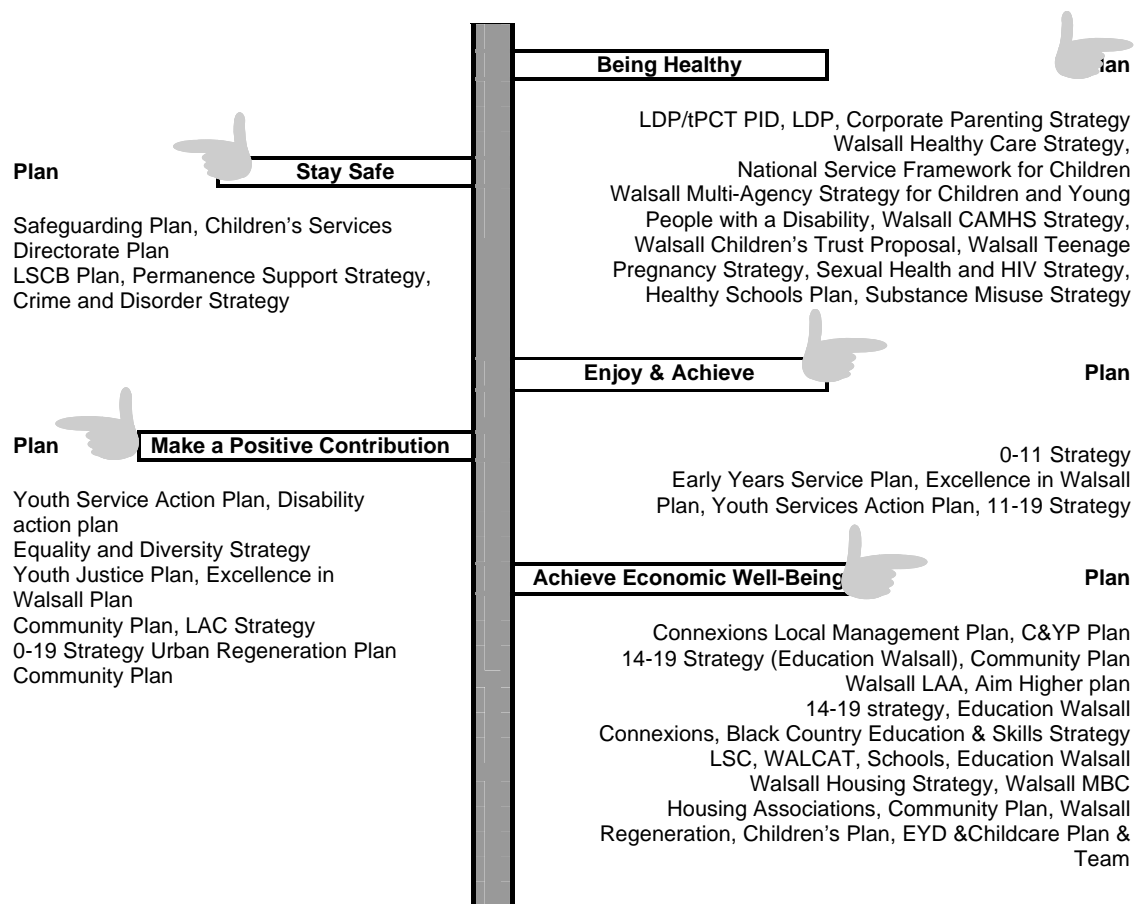
This Plan provides the strategic direction for all agencies that work with children and young people in Walsall. We have designed it to align with the outcomes framework of *Every Child Matters*. The full plan provides much more detail and includes all the 25 aims of the Outcomes framework and associated targets and actions. The full plan also signpost every strategic action to the appropriate agency business plan; this 'cascade' of actions will help us to jointly deliver better outcomes for children. The Children and Young Peoples Executive Group will performance manage the delivery of this plan by coordinating each agencies own performance management systems. For example, within the Council the Children's Performance Board has been established to monitor the key performance indicators aligned to the outcomes framework and ensure corrective action is taken when the outcomes for children are not being achieved. The outcomes and actions are also cascaded into the Children's Social Care Services division business plans. The key messages are relayed to the Executive Management Team and to Cabinet on a quarterly basis. The Children's Partnership also receives information regularly. Education Walsall 'Excellence in Walsall Plan also shows clear alignment not the outcomes. The tPCT also demonstrate focus on outcome delivery by alignment of the NSF standards.

To obtain a full version of this Plan, please use the Walsall.gov.uk website or call Laura Wells on 01922 658450.

Our Joint Planning Outcomes focus

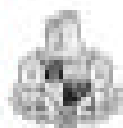


Children and Young Peoples Plan and the signpost to other plans



Walsall's Children and Young People's Plan 2006-9

"My Walsall, my future"



Walsall Council



Walsall College



Education Walsall



WALSALL CHILDREN'S SERVICES
CHILDREN AND YOUNG PEOPLE'S PLAN, MARCH 2006-9
VERSION 2.4, March 2006

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THE CHILDREN AND YOUNG PEOPLE'S PLAN

PART 1

1.1 Introduction

The Children and Young People's Plan

This Children and Young People's Plan for Walsall sets out our key actions for how we will improve the lives of our children and young people. It is underpinned by Every Child Matters and a partnership of agencies and organisations committed to a clear focus on outcomes to make a difference. As you read the plan you will see our assessment of where we are now and where we go next to further improve our universal, targeted and specialist services.

This is the first Children and Young People's Plan but it builds on a range of other strategies and work, and upon our own Rainbow Plan – which was developed with young people last year. This is a continuing journey for both children and the adults and organisations who serve them and we look forward to a developing and effective partnership reflected in this plan as a working document.

The Plan is built upon a very successful base where the Audit Commission and Children and Young People's Inspectorates have praised us for the very significant progress we have made in Walsall. However, they, like us, rightly provide further challenges for the next phase, which are covered below.

The challenge for us of course is to make a reality of the NSF statement that children are *'the living message to the time we will not see'*. Or as one young person told the Director of Children's services recently...

'When I'm a grown up I want to have had a brilliant time as a kid.....'

Regeneration and creating a Walsall for all children are inextricably linked. Part of our work is to see the bigger picture, the longer term. Our work, as we move towards more integrated service delivery, focusing on workforce development and the governance issues inherent in Children's Trusts, is to simultaneously be aware that we are planning for 10, 20 years in the future when the children currently in early years will have moved through our schools and other services into adulthood. That they have the skills and self-confidence to make this transition successfully is part of our task.

We will need to change the culture of our support for children and young people, not just building on their views and perceptions as many of us already do...but also seizing the most innovative and creative practice in the borough and making it our own for the whole borough. This will mean that we will radically integrate our service delivery and form a Children's Trust as part of this process. What we must keep hold of during this restructuring however, is that the focus is to further improve real outcomes for children, young people and families – so that growing up in Walsall is as good as it can be.

Our approach will be to build our services around the needs of children and young people through;

- front-line staff providing integrated services to the child and family;
- shared processes used to support their work;

- joint assessments of need, joint plans and commissioning arrangements with pooled budgets setting priorities and delivering the necessary resources; and
- inter-agency governance arrangements to drive change.

The Plan is the single strategic, overarching plan for all services affecting children and young people in Walsall.

1.2 Vision and Values

Vision and Mission Statement

The Children and Young People's Strategic Partnership Board first agreed a strategic vision in 2002. It has been revisited and updated since, including in December 2005, to ensure continued relevance to both local needs and national policy.

The vision is:

To deliver excellent services so that every child and young person in Walsall is valued and matters.

The mission behind this Plan is:

To work together to ensure that children and young people are supported through quality services which are increasingly effective and efficient. The organisations will develop integrated and localised services that promote achievement, enjoyment, safety and well-being, a healthy life and opportunities for all children and young people to make a positive contribution to their own lives, Walsall and wider society.

Values and Principles

This Plan incorporates the Children and Young People's Strategic Partnership Board values and principles:

- We will listen to and involve children, young people and their parents/carers and include their ideas in planning and delivering services
- We will deliver services that are culturally sensitive and that will meet the diverse needs of children and young people
- We will share information necessary to protect and safeguard children in line with agreed codes of working practice
- We will work with children and young people of all ages
- We will provide services for children and young people with lots of differing needs, i.e. specialist services. Where necessary we will tailor services to meet the needs of the most vulnerable children and young people

The ethos is that all children will have a good start in life and that children and their families will be helped to cope on their own. In times of need children and their families will be supported quickly to stop difficulties from getting worse. Organisations will boost opportunities for personal development and breaking cycles of deprivation.

The approach is to provide universal services in widespread settings based on what the child wants and needs. Organisations will be expected to back targeted services for early intervention and prevention. Specialist services will be focused on the most vulnerable children with the greatest need. Increasingly services will provide a local multi disciplinary service delivery with a key worker identified for the child according to the needs of the child and their family. There will be a single assessment process for all vulnerable children with services delivered in mainstream settings where possible.

Organisations will employ and train an up-to-date workforce with the skills and experience to meet children and young people's needs

Outcomes for Children and Young People in Walsall

This Plan is the delivery mechanism for the *Outcomes Framework*. The chapters in part 2 are written to cover each of the 5 outcomes and to address the 5 aims associated with each outcome. Developing such a broad remit will take time and some aims need further work.

Outcome:	Being healthy
Aims:	Physically healthy Mentally & emotionally healthy Sexually healthy Healthy lifestyles Choose not to take illegal drugs
Outcome:	Staying safe
Aims:	Safe from maltreatment, neglect, violence and sexual exploitation Safe from accidental injury and death Safe from bullying and discrimination Safe from crime and anti-social behaviour in and out of school Have security, stability and are cared for
Outcome:	Enjoying and achieving
Aims:	Ready for school Attend and enjoy school Achieve stretching National Education standards, at primary school Achieve personal and social development and enjoy recreation Achieve stretching National Educational standards at secondary school
Outcome:	Making a positive contribution
Aims:	Engage in decision-making and support the community and environment Engage in law-abiding and positive behaviour in and out of school Develop positive relationships and choose not to bully or discriminate Develop self-confidence and successfully deal with significant life changes and challenges Develop enterprising behaviour
Outcome:	Being included
Aims:	Engage in further education, employment or training on leaving school Ready for employment Live in decent homes and sustainable communities Access to transport and material goods Live in households free from low income

Our sixth 'outcome' is to ensure that we have well managed services acting in partnership to deliver improved outcomes for children. This is covered in part 3.

Key priorities

The breadth of this plan, covering many partner agencies, makes prioritisation challenging. However, based on analysis of need and consultation we have agreed four key priorities for improvement. These are also our 'stretched targets' in our LAA -

- Reduce the under 18 conception rate.
- Increase the numbers of children with GCSE Attainment 5A*-C including English and Maths
- Enable Looked after Children to make a positive contribution

- Reduce the percentage of 16-18 year olds not in education, employment or training (NEET)

While the plan will ensure that many more improvements are delivered, we will pay particular attention to delivering these key priorities.

Our priority targets are shown in the table below; they show the most important outcome improvements to be made in Walsall (including our key priorities) They are taken from the ECM outcomes framework, LAA and Annual Performance Assessment recommendations. However, performance in Walsall will be managed against all of the ECM targets – which are all included in Part 2

Our priority Targets

Being Healthy	<p>1. <i>Reduce the under 18 conception rate by targeting “hotspots of those most at risk, through increased sex and relationships SRE in schools and having improved access to a health professional in school”</i></p> <p>2. Reduce Incidence of obesity among children under 11</p> <p>3. Reduce perinatal mortality rate</p> <p>4. Improve access to CAMHS</p> <p>5. Improve Access to Health Services for LAC (PAF C19)</p>
Staying Safe	<p>6. Reduction in the incidence of abuse and neglect as measured by the child protection register</p> <p>7. Increase % of under 16s who have been looked after for 2.5 or more years, living in the same placement for at least two years or placed for adoption.</p> <p>8. <u>Reduce LAC</u></p> <p>9. <u>Improve serviced for children with disabilities</u></p>
Enjoying and Achieving	<p>10. <i>Increase GCSE Attainment 5A*-C including English and Maths.*</i></p> <p>11. Reduce half days missed through absence in primary schools</p> <p>12. Reduce half days missed through absence in secondary schools</p> <p>13. <i>reduce LAC school absence (PAF C24)</i></p> <p>14. Increase % 11 year olds achieving level 4 and above in English and Maths.</p> <p>15. Increase % 14 year olds achieving level 5 and above in English, Maths and Science</p> <p>15a. Increase % of pupils achieving level 5 or above in English, maths and science in all schools located in the districts in receipt of NRF</p> <p>16. <u>Improve retained functions of early years (reduce number of actions and improve gradings)</u></p>
Making a positive Contribution	<p>17. <i>Enable Looked after children to make a positive contribution by</i></p> <p>a. <i>reducing numbers placed outside Walsall,</i></p> <p>b. <i>reduce % of newly LAC placed more than 20 miles from Walsall</i></p> <p>18. <i>Reduce re-offending rate</i></p> <p>19. <u>Improve involvement of vulnerable (and hard to reach) children and young people in decision making</u></p>
Achieving economic well-being	<p>20. <i>Reduce % of 16-18 year olds not in education, employment or training NEET* and APA</i></p> <p>21. <u>Improve post 16 education</u></p>

Sources: LAA, LAA Stretch and APA

1.3 Context

National Policy Background

Various key national policy documents have informed the development of this Plan.

- *Every Child Matters (ECM)*
Introduced a fundamental change to build services around the child, young person and family, while supporting parents and carers, and developing the workforce, changing culture and practice. It promoted the idea that all young people should achieve five key outcomes (being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being).
- *The Children Act 2004*
Introduced a duty to co-operate, a duty to safeguard and promote the welfare of children through the Local Safeguarding Board, and the requirement to develop a single statutory Children & Young People's Plan
- The *Outcomes Framework* of the ECM sets out the detail to deliver the outcomes - aims, targets and indicators, and inspection criteria.
- *National Service Framework for Children, Young People and Maternity Services (NSF)* published in 2004
- The Government Green Paper *Youth Matters*, July 2005, addresses key issues relating to how teenagers are supported and challenged.
- The *Childcare Bill* confirms the role of local authorities as strategic leaders, working in partnership across all sectors to shape the future provision of childcare and delivery of early childhood services, raising quality of provision and improving outcomes for all children
- 'Transforming Youth Work – resourcing excellent youth services' describes the values/principles under which youth services should operate.
- 14-19 Education and Skills White Paper will guide the improvement of vocational education, and higher education

Duty to Co-operate

All organisations working with children and young people now all have a statutory duty under Section 10 of the *Children Act 2004* to co-operate to improve children's wellbeing by achieving the five outcomes. Local authorities must take a lead in making arrangements to promote co-operation between local agencies whose work impacts on children within the authority's area. As joint stakeholders, all relevant partners must co-operate with the authority in the making of those arrangements and to help shape them so as to ensure that co-operation results in improvements in all areas of service delivery and in associated outcomes for children and young people. This is not just about agreeing a set of processes; but includes the continuous joint working needed to make co-operation a reality. It is not limited to work at a strategic level; it covers multi-agency front-line teams as well as high level inter-agency governance.

Local Strategic Background

Community Plan

Walsall's *Community Plan* was published in September 2005. It provides the strategic direction for the Borough until 2010. The Walsall Borough Strategic Partnership helps deliver the community plan and is organised around four pillars;

- a.) Safer Stronger Communities,
- b.) Healthier Communities and Vulnerable Adults,
- c.) Children and Young People
- d.) Economic Development and Enterprise

This Plan contributes to the *Community Plan*, to all of the pillars, but in particular to the Children and Young People's element.

Local Area Agreement

The *Local Area Agreement* (LAA) between the Borough and the Government will be finalised by 1 April 2006. This commits us to deliver specific improvements in performance for children and young people in return for a pump priming grant in April 2006 and, if certain stretch targets are achieved, a Reward Grant in 2009. As such the LAA will form the core priority of this plan. The LAA concentrates on narrowing the gap in health and social inequalities across the borough, for children and young people by focusing on;

- Closing the gap between the outcomes for children and young people in Walsall and the national expectations.
- Closing the gap between the outcomes for children and young people in the worst and the best areas of Walsall.
- Narrowing the gaps between life expectancy outcomes between children and young people in Walsall and in the rest of the country.

Compact

We will use the *Compact* to assist improved outcomes for children. The *Compact* is an agreement between statutory and non-statutory partners in the Borough and the Voluntary and Community Sector. It is a framework that will help improve effective joint working and the way we work together towards common goals and visions.

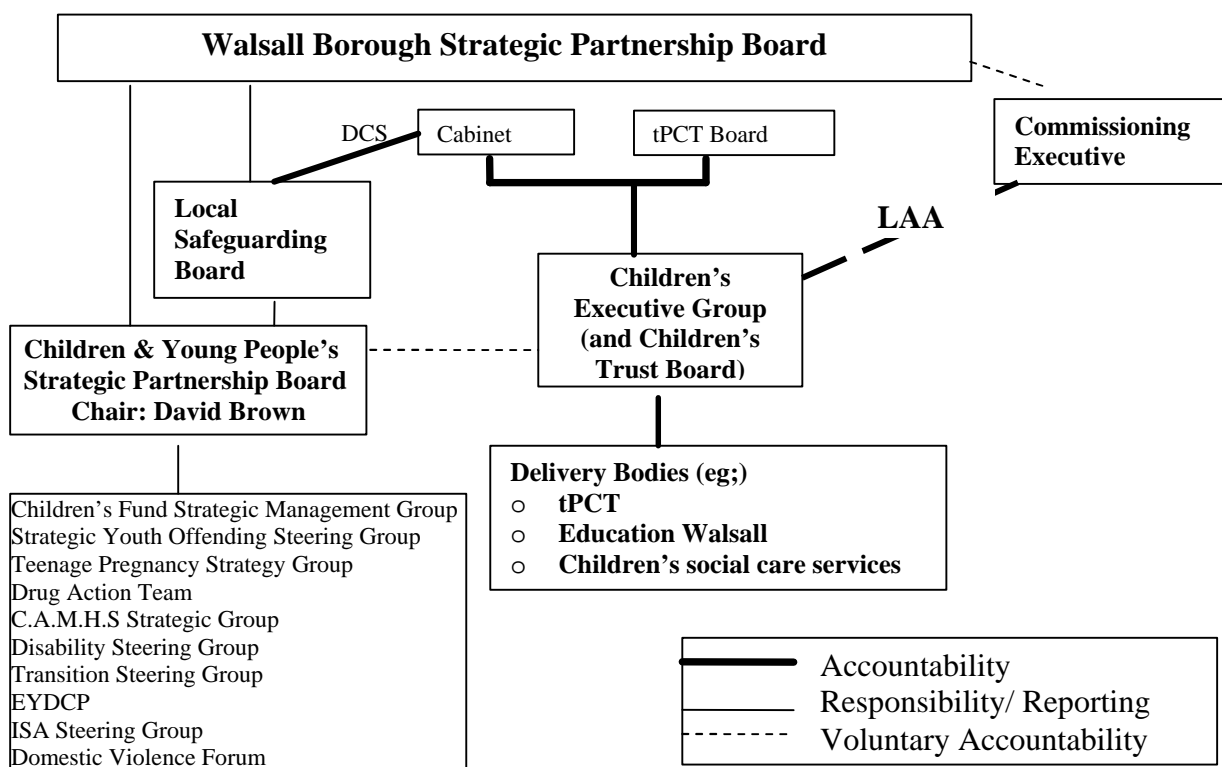
Previous Plans

We have already made substantial commitment to partnership working for children, based on listening to what children want. This plan incorporates and builds on that work. In September 2004 the Walsall Children and Young People's Strategic Partnership Board (CYPSPB) agreed an *Overarching Strategy* for all children's services. In January and February 2005 it was translated by Jodie Reed (aged 11), Stacey Poole (aged 11), Fay Reed (aged 8) and Michael Poole (aged 13) with support from the Children's Fund. The revised document is known in Walsall as the *Rainbow Plan*.

Partnership Governance

Our Partnership Governance arrangements are well established and have operated successfully for several years. We have recently amended them to fit with the Walsall Borough Strategic Partnership arrangements; so that we have a 'pillar executive group' – the

Children and Young People's Executive Group - that consists of the lead managers for each key agency to ensure we align our planning and drive forward integrated service delivery.



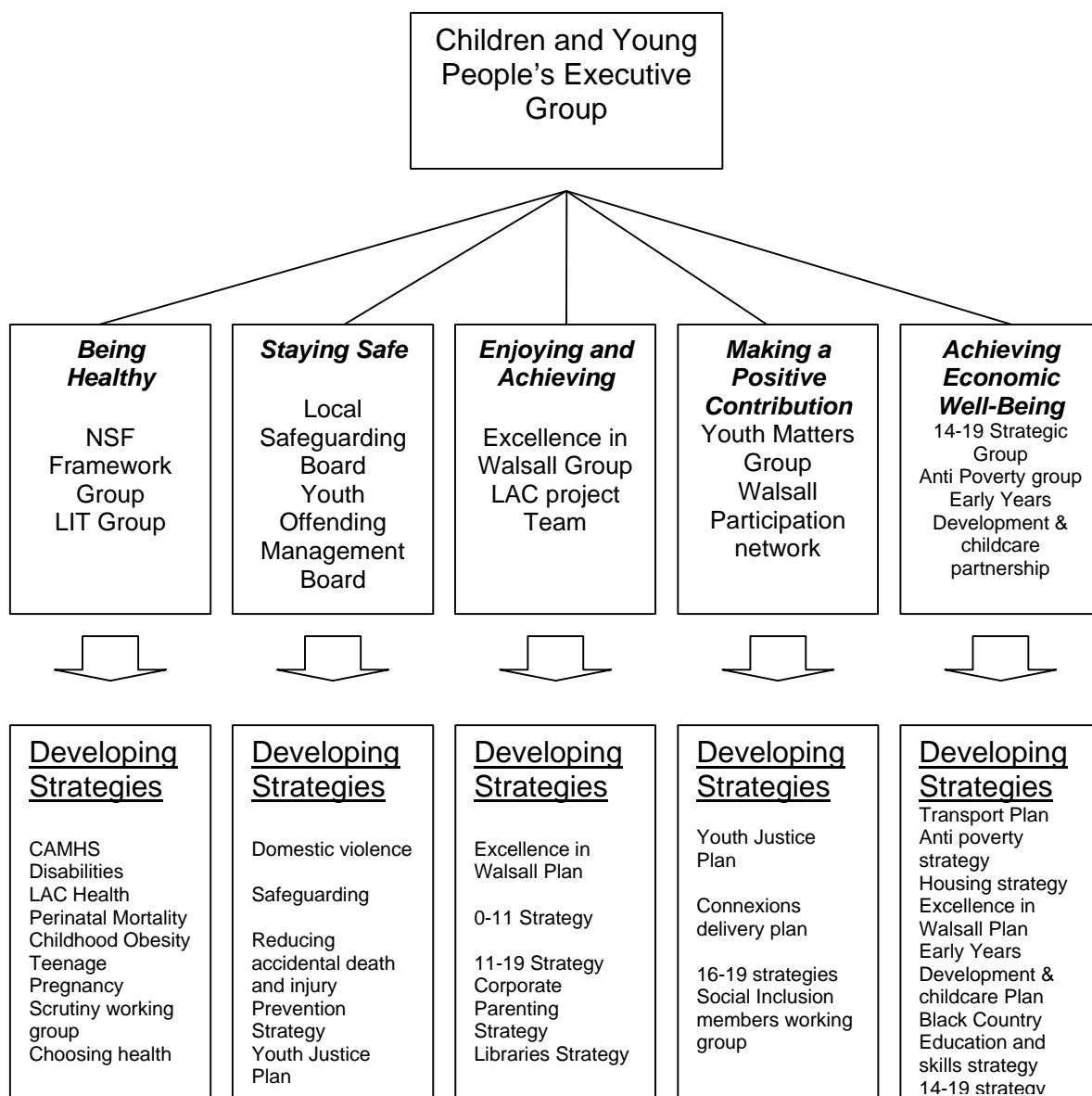
The CYPSP has agreed the priorities set out in this plan. The partnership has a Children's Executive Group (CEG) which ensures that the priorities agreed by the partnership are enacted through the relevant agency executive body.

Partnership working has characterised the delivery of Children's Services in Walsall since 2002 when the Children and Young People's Strategic Partnership Board (CYPSPB) was established. The Board includes the key statutory authorities of education, health and social services plus other services both statutory and voluntary that provide services to children and young people.

The Board established and oversaw the multi-agency approach to developing the Information Sharing Agreement (ISA) in 2002/03, approved the arrangements which were implemented through the Child Concern Model in April 2003 and approved the Local Preventative Strategy (LPS) in March 2003.

More recently the Board has determined the basis for establishing a Children's Trust in Walsall and for developing the LAA.

The Board ensures that all initiatives and services within Walsall fit firmly within the national policy background for children and young people. The Children and Young People's Executive Group ensures that individual service strategies fit within the national context of the five ECM outcomes, see the following diagram.



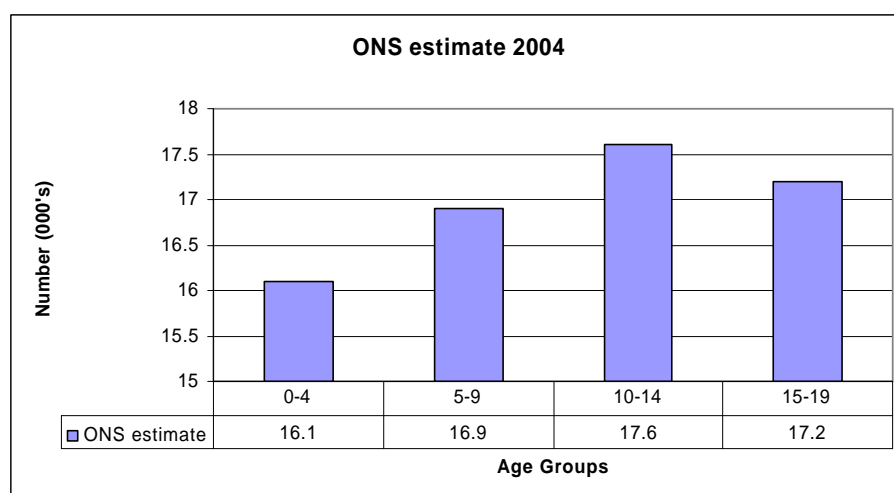
1.4 Needs analysis

We know that Walsall faces particularly difficult challenges- it is one of the 15% most deprived Local Authorities in England – ranking 51st worse out of 354 councils.

Demography

Walsall's 0-17 population was 61,873 in the 2001 census¹. The mid year estimate for 2004 is 60, 915. (The 2003 estimate was 61,013 and is used in some performance indicators).

We can show a break down of Walsall's child population in five year bands the. The 2004 estimate for 0-19 year olds is 67,800², which makes up 26.8% of the total population in Walsall. The age group which is most numerous is 10 – 14 year olds.



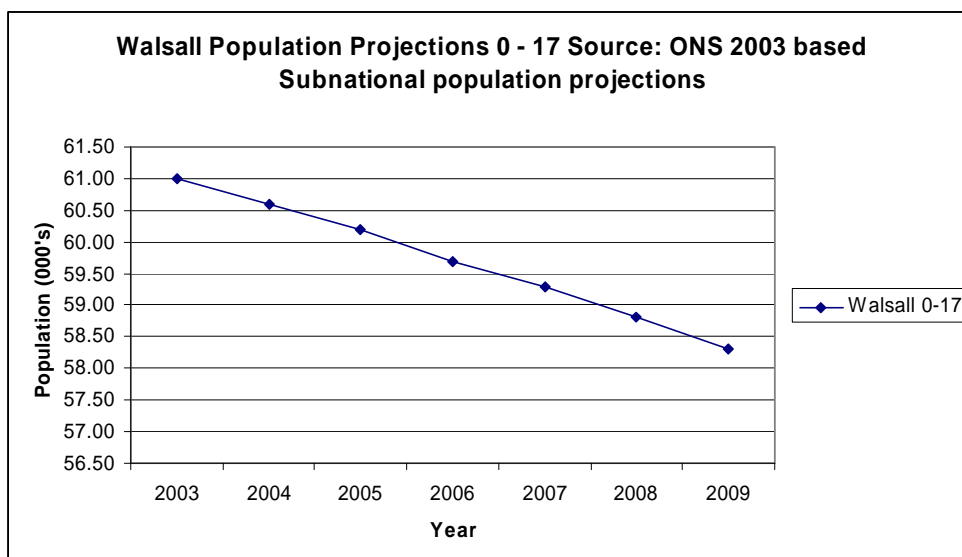
The population projections³ for Walsall show a declining population for 0-17 year olds. The IPF referred to in the chart is a group of councils with social services responsibilities suggested by the Department of Health which are “most similar” to Walsall, often called the “IPF Family Group”, this may be referred to when comparing Walsall to other councils for social services.⁴

¹ Source: ONS Census 2001.

² Source: ONS 2004 mid year estimate

³ Source ONS 2003 based subnational population. These projections use 2003 estimates as a base and therefore should not be directly compared with the 2004 estimates. The further away the projection is from the base year the higher the error margin.

⁴ Walsalls IPF group is Bolton, Coventry, Dudley, Oldham, Rochdale, Rotherham, Sandwell, St. Helens, Tameside, Wakefield, Wigan, Wolverhampton, Darlington, Derby and Stockton-on-Tees



Children and Young People live in the greater numbers in the west and central areas of the borough. The wards of Palfrey and Blakenall have the highest percentage in the borough, Aldridge Central and South, Pelsall and Streetly have the lowest number of people in these age groups, this is reflected if we look at families within the borough.

The number of families with dependent children varies across the borough. According to the 2001 census in Streetly Aldridge South and Central less than 37% of families included dependent children, in contrast to this the in the wards Birchills-Leamore, Willenhall South, Pleck, Blakenall, St Mathews and Palfrey more than 50% of families had dependent children.

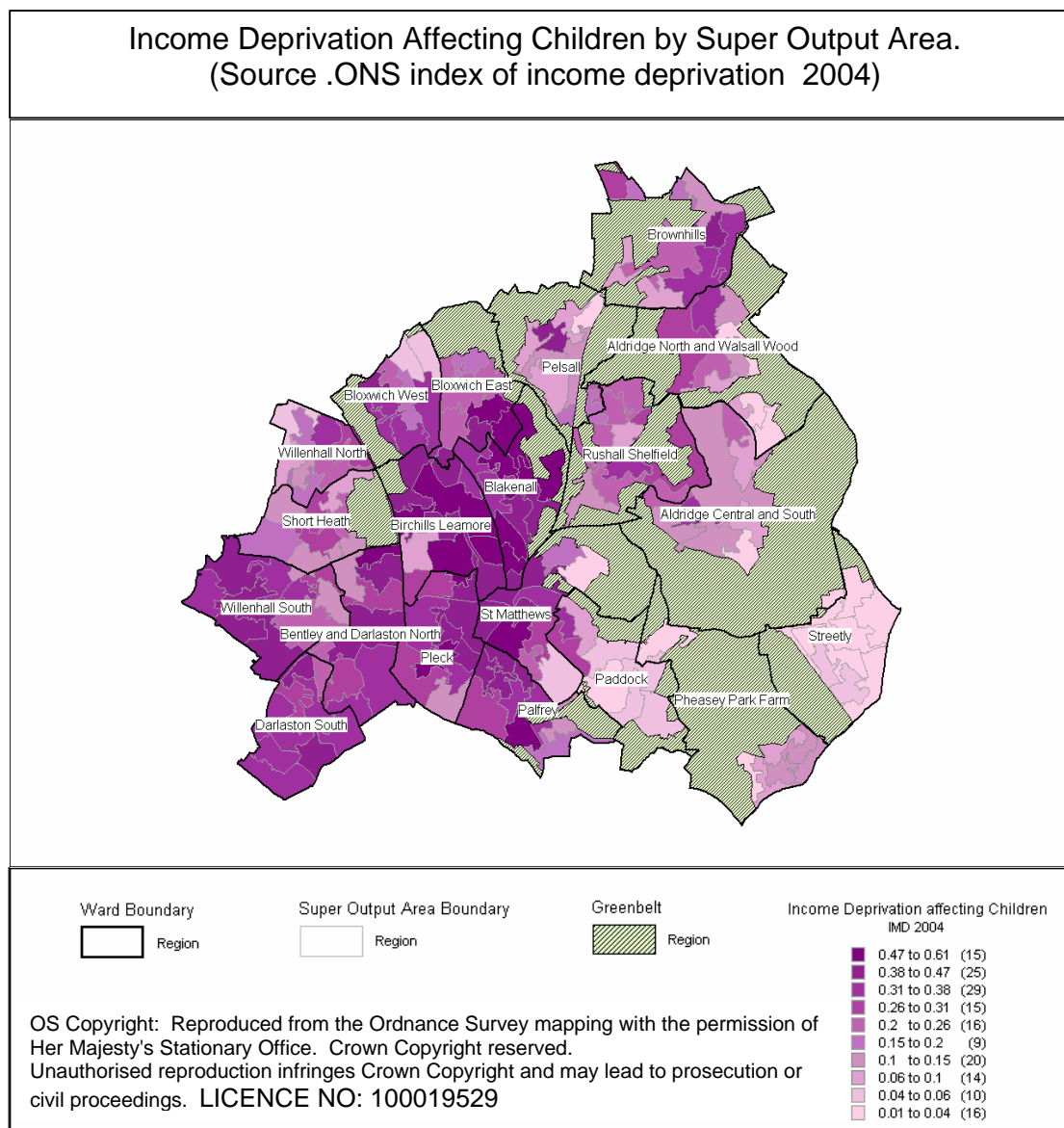
This is mirrored by the number of lone parent families with dependent children were found in. In fact, almost a quarter (**23.2%**) of Walsall's lone parents resided in Blakenall, Birchills Leamore, and Willenhall South. Geographically these wards were sited in the centre and west of the borough.

In contrast, looking at the three wards having fewest lone parents families, namely Paddock, Pheasey and Streetly it was noticed that these all sat to the eastern side of the borough. Between them, these wards contained only **6.3%** of the borough's lone parent families, but as previously mentioned these wards also had an overall lower number of families with dependent children.

In 2001, just over 90% of all lone parent households in Walsall were headed by a female, this was similar to 1991. The 2001 Census defines a dependent child as a person in a household aged 0 to 15 (whether or not in a family) or a person aged 16 to 18 who is a full time student in a family with parent(s).

Geography of Need

When we compare this with the scores for income deprivation affecting children in the Indices of deprivation 2004 ⁵ the areas with a higher level of deprivation are also those with a higher number of under 19's⁶.

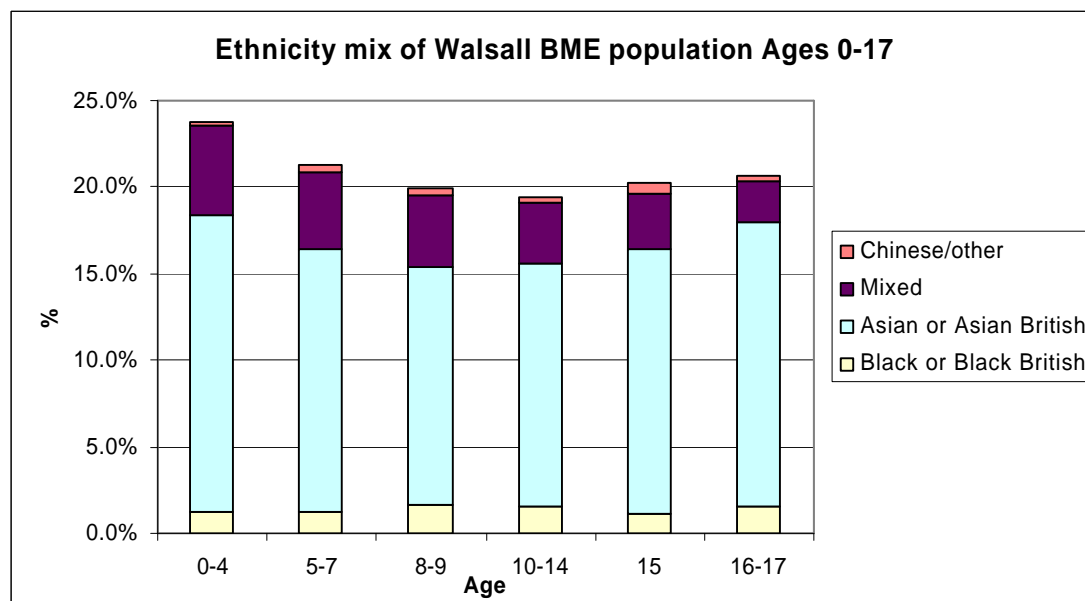


⁵ Source: ONS 2004. The Income deprivation affecting children score represents the percentage of under 16's living in low income families, by super output area. Super output areas as shown in the map on this page and the following map are areas which contain on average 1500 people and not less than 1000 people.

⁶ The percentage of under 19's in an SOA correlates significantly and strongly (0.712 Spearmans Rho, 1% Significance level) when using Walsall data, although the relationship is not as strong for the West Midlands region as you would expect with a larger sample the variables still correlate (0.518, Spearmans Rho 1% Significance level)

Ethnicity

Whilst people from black and ethnic minority communities comprise 13.6% of the population, the proportion of the children and young people population from BME communities represents 21.2% of the child and young people population, for the 0-4 age group this is even higher at 23.8%.

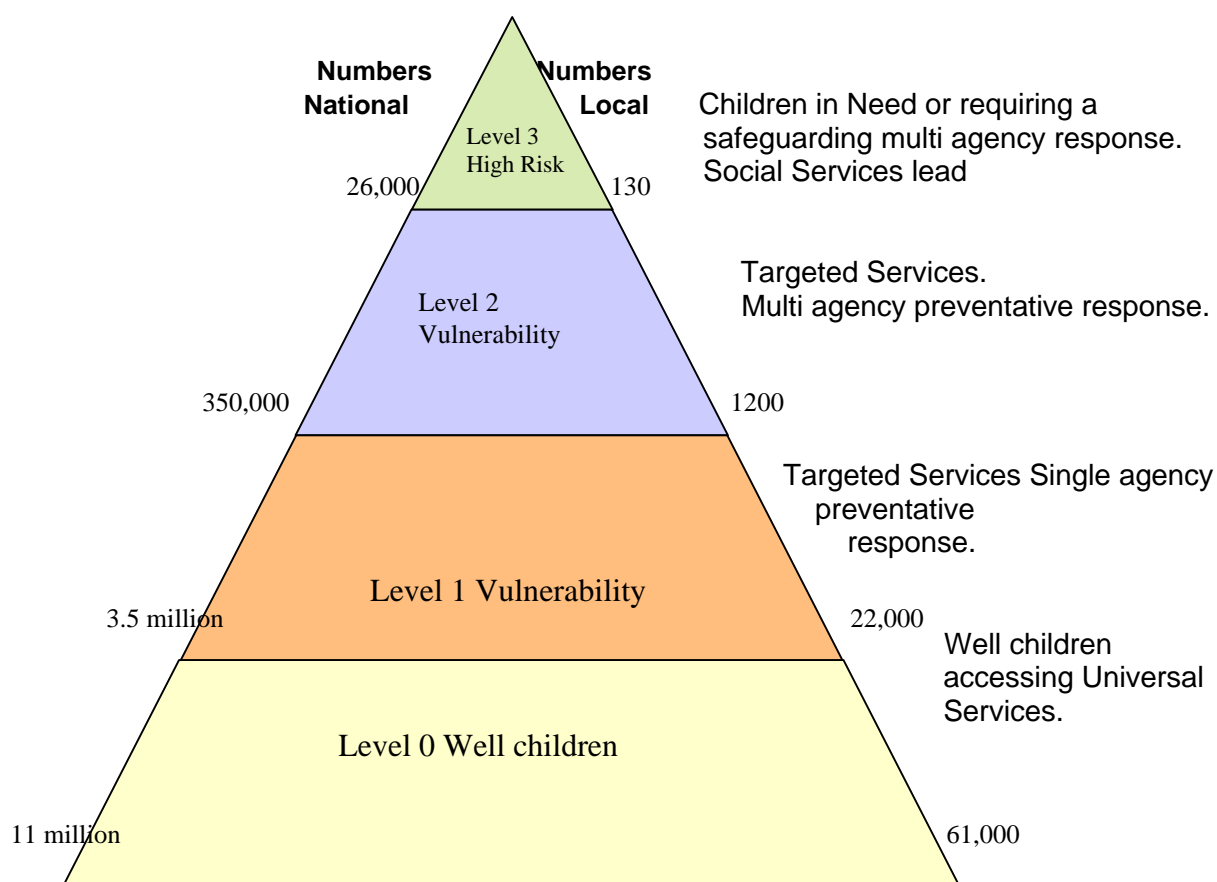


Children in need

A child is deemed to be in need if:

- He, or she, is unlikely to achieve or maintain, or have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision for him of services by a local authority
- His, or her, health or development is likely to be significantly impaired, or further impaired, without the provision for him of such services.
- He, or she, is disabled.”

Walsall has adopted the Child Concern model to care for children. It is represented diagrammatically as follows:



Four levels of vulnerability have been identified locally to achieve this:

Level 0 –

These children are essentially well children who access universal services of health, education and leisure provision.

Level 1 –

These children are from households where the carer(s) is/are under stress which **may** affect their child's health and development or are children whose health and development may have been adversely affected. These children require a single agency response.

Level 2 –

These are children whose health and development is being impaired or there is a high risk of impairment. These children may require a multi agency response with a lead and co-ordinating role being taken by the referring agency.

Level 3 –

These are children who are experiencing significant harm or where there is a likelihood of significant harm. These children are at risk of removal from their current carer. These children require a multi agency response where Social Services take the lead.

It is not necessary for professionals to systematically work their way through each proceeding level of vulnerability. Some children and their circumstances will require professionals to start at Level 3 or Level 2.

This model is underpinned by the following principles:

- The child's welfare and safety is paramount.
- All agencies must demonstrate commitment to effective multi-disciplinary processes for all Children in Need and not just those in need of protection.
- Whilst the Assessment Framework gives Social Services 'lead' responsibility for assessments of Children in Need, in managing this 'lead' role, the skills and knowledge of other agencies will be fully utilised.
- Inter-agency collaboration must seek to avoid duplication and unnecessary intrusion into family life.
- That all agencies adopt and work to a similar Risk Assessment model.
- Collaborative working is a pre-requisite.
- Problem solving by each agency at the earliest possibility is essential. Agencies should therefore make use of the Advice & Consultation Service offered by Social Services & other agencies.

A new national assessment process, the Child Assessment Framework (CAF), is a new process of working with vulnerable children, which is currently being piloted in Walsall.

The CAF does not replace specialist assessments. If the need for a specialist assessment is identified then this should be progressed to immediately. The CAF is a 'snapshot' of a child/young person's situation when professionals feel that they need to know more about that child/young person and ascertain if services or specialist assessments are required.

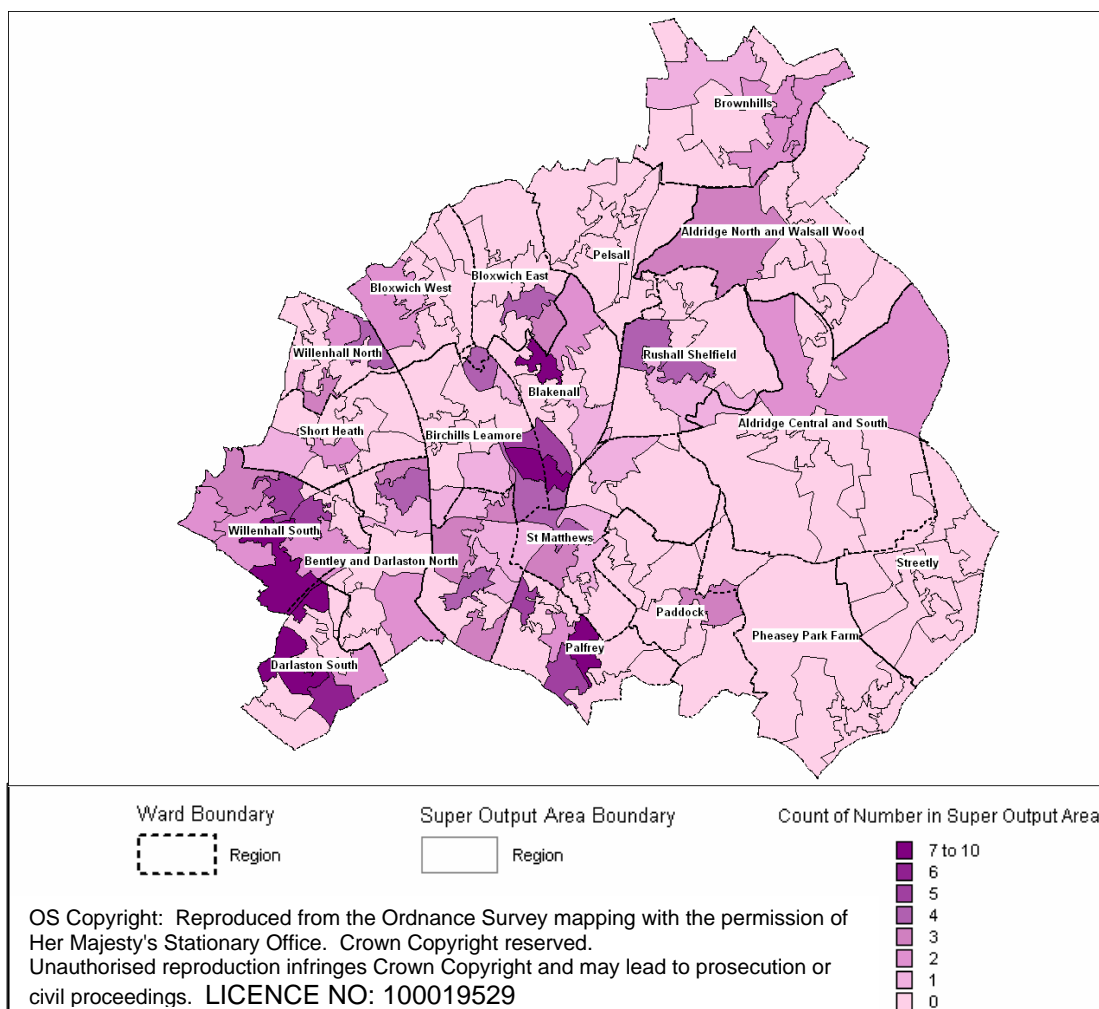
The CAF is designed to be used in a multi-disciplinary setting and is rooted in collaborative and joint working. To this end, in most cases, a CAF will be agreed to be undertaken (with parental consent) at the stage of a Child Concern Model level two meeting. As this meeting will include all of the main professionals involved with a child being in attendance, it can be agreed which professional will co-ordinate the assessment (known as the lead professional) and which professional will provide what information to the lead and by when. The notion of the CAF is that everyone involved has a role and 'does their bit' as opposed to relying upon one professional to undertake all of the assessment.

Once completed, the lead professional will enter onto the child index that they have undertaken a CAF and hold the most recent and up to date information.

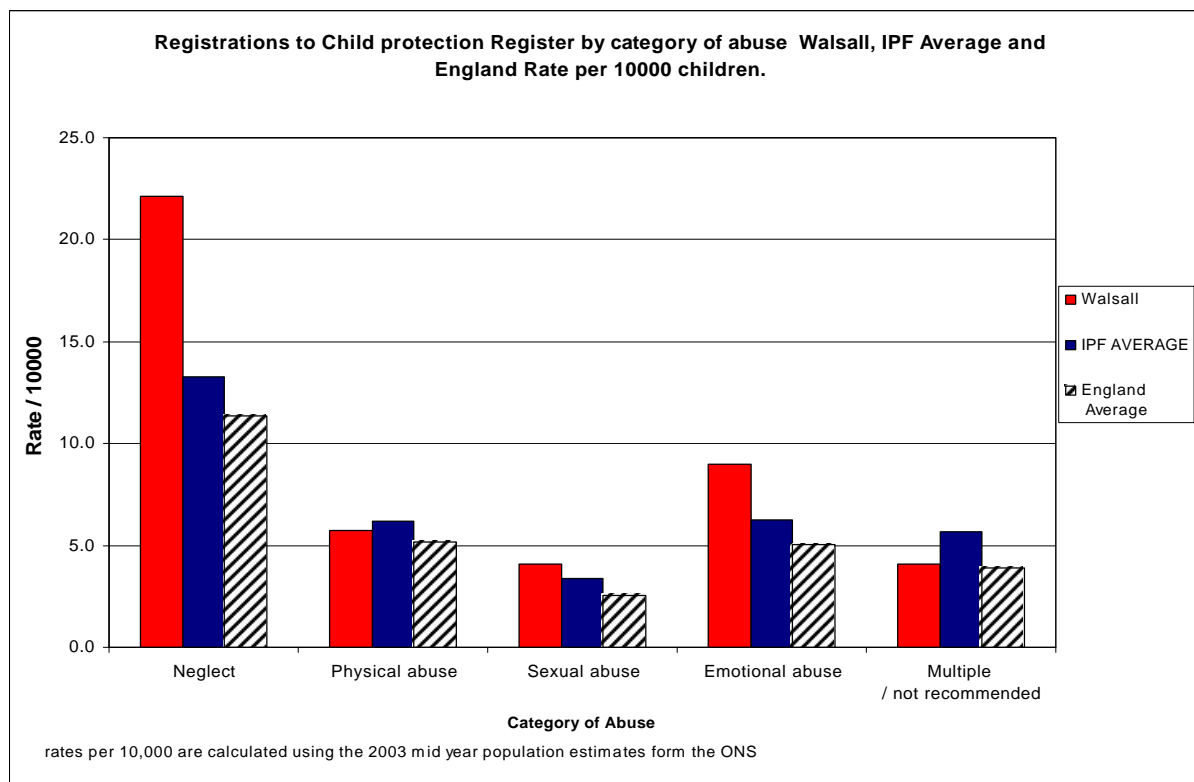
The DfES have set a timeline of two years for full implementation of the CAF, commencing in April 2006. Training for all agencies is currently being planned.

Child Protection Register

There are higher numbers of children on the child protection register in the West and Central areas of the borough.



We have reduced from 36 per 10,000 children on the register in just over 26 per 10,000 in December 2005, equivalent to 132 children on the register. This means that we are now more in line with other authorities. We will work towards maintaining these figures by ensuring preventative services are targeted at families in localised settings. There were higher numbers of neglect and abuse when comparing Walsall's numbers against the IPF comparator average.



The map shows the location of the Children Centres, some don't as yet have postcodes (Aldridge Central, Beechdale, Fibbersley, Paddock, Pelsall, Streetly and Willenhall North) and therefore aren't on the current map.



Health

Local analysis⁷ shows the level of need in these areas;

Low Birth Weight

Low Birth Weight (LBW) is defined as a birth weight of less than 2,500 grams, and nationally accounts for around 8% of all live births.

The percentage of LBW babies in the West Midlands (2000-2002) was 9.96% of which Walsall was the third highest with 10.51% of all births being low weight. This is a 'stretched' target in the LAA for Healthier Communities.

Infant Mortality

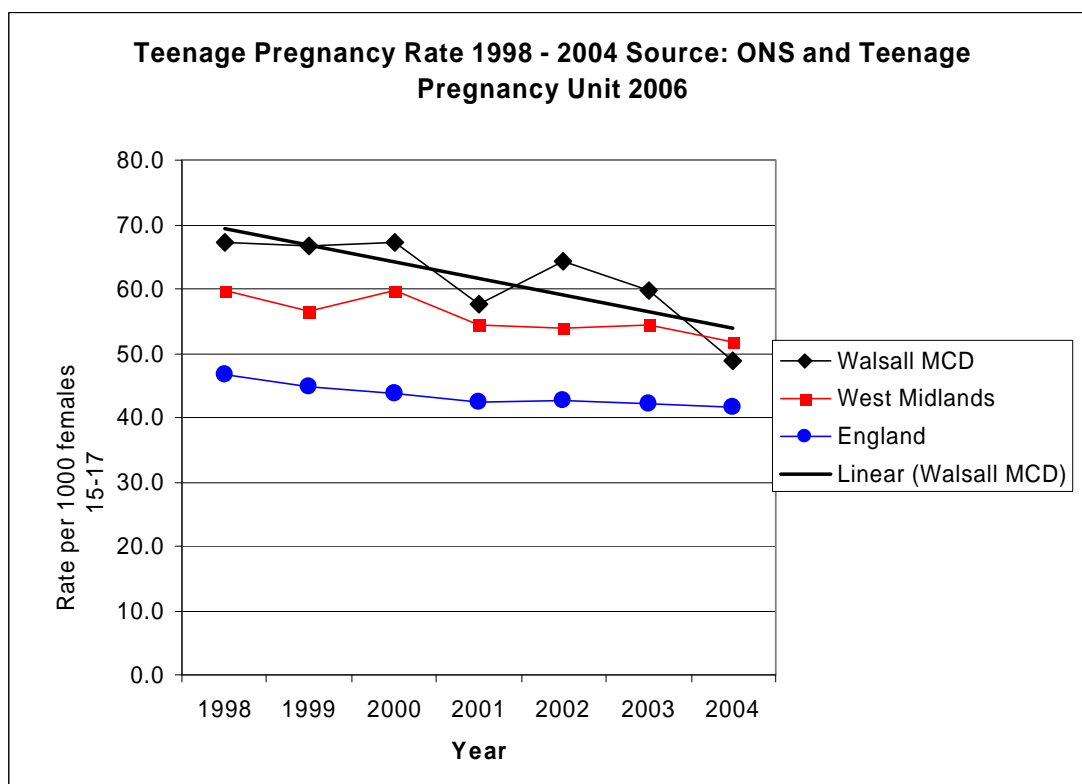
Infant mortality is the number of infant deaths (under 1 year old) per 1,000 live births, and is thought to be linked very strongly with deprivation.

Walsall's rate of 5.7 had been closer to the national figure at 5.46 deaths per 1,000 live births – but in 2004 it rose to 9.1 (caution must apply as they are small numbers and subject to fluctuation). There has also been a rising rate of perinatal mortality (death within 7 days). This is a priority for us to address and there is a target to reduce infant mortality in the LAA.

Teenage Pregnancy

The UK has the highest rate of teenage pregnancy in the whole of Europe. The rates in some parts of the West Midlands are much higher than the rest of England and this is the case in Walsall. The national rate (per 1,000 15-17 female population) is 41.5. It is 51.8 over the West Midland Metropolitan Authorities and 48.7 in Walsall, the rate of teenage pregnancies amongst females aged 15 – 17 has dropped to a rate from of 67.2 per 1000 in 2000, the target for 2006/07 is to continue the downward trend and further reduce the rate to 43.7 .

⁷ A Summary of the West Midlands Key Health Data Report 2004/2005 from the University of Birmingham Department of Public Health and Epidemiology, November 2005



Suicide in Young People

Suicidal behaviour tends to be more common amongst people from low socio-economic backgrounds and in recent years the rates in young men has shown a substantial increase, however rates have fallen some 30% since the peak in 1998. For the five year period 1998-2002 the directly standardised rates in Walsall for suicide and “undetermined injury” (ages 15-34) were 21.54 in men and 2.52 in women. This compares favourably to 21.88 and 4.52 for the whole of the West Midlands region.

Education

The improvements in services in Walsall and possible reduced population has led to a reduction in the numbers of children and young people with special needs. The number of statements has fallen from a peak of 1590 in 2000 to 1380 in 2005. The percentage of those with statements has not only fallen in Walsall but it has now fallen below the national average, see the following table.

	1999	2000	2001	2002	2003	2004	2005
England	2.08	2.12	2.16	2.16	2.14	2.13	2.07
Walsall	2.22	2.33	2.20	2.12	2.17	2.10	2.04

The percentage of children placed in maintained Special Schools in Walsall (5-15 population) has remained fairly consistent at 1.07%.

The number of children and young people placed in independent and non-maintained special schools by the Local Education Authority as of January of each year was 50 in 2004, 40 in 2005 and 41 in 2006. Of the 41, 20 were placed and funded 100% by Education Walsall and 21 joint funded by Education, Health & Social Care. 15 of the children and young people were looked after.

1.5 Key Developments

Safeguarding Board

The Local Safeguarding Children's Board (LSCB) has the overarching responsibility to meet the requirements of section 14(1) of the Children Act 2004 as follows:

to co-ordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in the area of the authority; and,

to ensure the effectiveness of what is done by each person or body for that purpose.

Although LSCB will measure its performance against the staying safe outcome its work will take account of and contribute to all five ECM outcomes

The LSCB has well established governance arrangements through to the Local Strategic Partnership. It has strong working relationships with the wider strategic partnerships. The LSCB will nominate a lead officer to represent their interests on the Children's Trust Board to ensure contribution to the planning, commissioning and delivery of all services to children and young people.

The LSCB will meet on a quarterly basis and receive reports from the executive group. Where senior agency representatives sit on the Boards of other partnerships they will have a responsibility to execute their unique and statutory role effectively. They must be prepared to form a view of the quality of local activity, to challenge organisations as necessary, and to speak with an independent voice.

Children's Trust

Agreement on the way forward to implement integrated children's trust arrangements in Walsall was achieved in summer 2005. A project plan was agreed and implemented, with commissioning in the first phase. The initial services identified for early entry into trust arrangements are Child Protection Support Services, Looked after Children Support Services, CAMHS and the Children's Fund. An increasing number of frontline and more specialist teams are established with joint posts the norm in many areas – with early years being an example of this.

An increasing number of frontline and more specialist teams are established with joint posts the norm in many areas.



Other major services will continue with multi-disciplinary working in parallel alongside the Children's Trust development.

Children's Centres and Extended Schools

Children's centres and extended schools are the means by which children and young people will benefit from an integrated menu of "extended services" that has the potential to support children to achieve each of the Every Child Matters outcomes. Extended services aim to meet the needs of all children and families, but especially those most vulnerable to poorer health, social and educational outcomes. To achieve the delivery of services that are appropriate, timely and of good quality that are universal in scope, yet focussed on the needs of individuals, will require the deconstruction of traditional professional boundaries and the development of new roles and competency frameworks.

A workforce to deliver our expectations

The workforce development agenda threads through the planning for the future. Better inter-professional co-operation and skills mixing will support both delegation (and therefore extension) of care. The Primary Care Trust and its partners are engaged in a number of projects across the skills range to take these aspirations forward, eg the Link Worker Project that will support the development of new skills in local parents with low level educational attainment so they can take up care roles in child and family care and support. This will be aided in children's centres through the harmonisation of support worker roles across various providers and through the development of specialist public health roles to lead work around sexual health/teen pregnancy, obesity/nutrition and substance misuse.

This approach will benefit children and families by

- ensuring more children and families are reached and supported at a level which meets their needs earlier
- that there are fewer unwanted long term outcomes, and by
- the extension of skills to address children with more complex needs.

PART 2 – Delivering the five outcomes

This part of the plan describes how we will deliver the 5 outcomes for children. Each of the next 5 chapters focuses on each outcome, associated aims and targets and how we plan to deliver them. There is further information in the appendix which provides the 3 year targets and key actions and signpost to delivery plans.

2.1 Being Healthy



Our approach

The *National Service Framework for Children* (NSF) is the key strategic policy after ECM itself which is driving the Being Healthy outcomes for children and young people. The NSF has developed new national standards across the NHS, Social Services and Education for children. The new standards will ensure better access and smoother progression in the provision of services for children, from initial contact with the NHS, via a GP surgery or NHS hospital, through to social services support and in partnership with Education. Children will have access to modern health, social care and education services. Most importantly, the NSF is about putting children and young people at the centre of their care, building services around their needs.

Key issues include giving appropriate information throughout the whole process to parents and families, clear transparent

partnership working which meets the 11 standards of the NSF.

Do you come here often? is a creative project commissioned by Arts into Health at Walsall Community Arts Team and Teenage Pregnancy, and funded by Walsall teaching Primary Care Trust.

Nothing matters more to families than the health, welfare and success of their children. Moreover, improving the health and welfare of mothers and their children is the surest way to a healthier nation. Adults are grown up children, and carry the legacy of their childhood with them

throughout their lives. The best way to achieve a healthier and fairer society for the future is to improve health and tackle health inequalities in childhood. Many services need to work together to help children to reach their full potential. Healthy children start with healthy mothers, so the NSF stretches back before birth to include maternity services. It also reaches across the transition into adult life and adult services.

In order to ensure Children are healthy, we need to deliver health services in different ways, that are accessible and child friendly. As a first step we have developed a service outline for health input to children centres that has been progressed by clinicians and therapists, supported by interagency workshop. This sets out the principles of provision, and the core, enhanced and additional items of service that comprise the menu of health offer for every children centre.

The workforce development agenda threads through our vision and planning for the future. Better inter-professional co-operation and skills mixing will support both delegation and extension of care. The tPCT and its partners are engaged in a number of projects across the skills range to take these aspirations forward for example the Link Worker Project. This project will support upskilling of local parents with low level educational attainment to take up care roles.

The approach of changing service delivery and enhancing our workforce will benefit children and families by

- ensuring more children and families are reached and supported at a level which meets their needs earlier.
- reducing the number of unwanted long term outcomes.
- addressing children with more complex needs in a holistic approach.

Our Achievements

Physically Healthy Maternity Services

There are approximately 3,000 births in Walsall each year and most of these babies are born healthy. The maternity service provides care which is fair to all mothers and babies, responds to areas of greatest need and meets the needs of all mothers and babies. Parents and carers are given information on healthy living and how to do the best things for their babies, support will also be given to increase breast feeding rates (NSF 11). The number who unfortunately die before birth and up to the first week of life is small but we know that there are certain areas of the borough where these numbers are higher than other areas. Walsall tPCT has set as a target to reduce perinatal mortality by 25% over the next three years and has identified four areas of the borough where rates are highest. These areas will be targeted to receive extra resources which will offer increased maternity team led care and screening programmes.

Learning Difficulties and Disabilities

The early identification of the needs of children and young people with learning difficulties and / or disabilities is enabled by the provision of a 'one stop' accessible initial referral process open to professionals from all agencies and parents themselves. A 'Team around the Child' model has been adopted which offers family based, integrated multi-agency support and a key worker who can work directly with the family and provide support advocacy and signpost to information. The Team around the Child was developed as a direct result of listening to parents and carers. Multi disciplinary transition planning reviews engaging health professionals take place in schools to support transition from children's services to adult services. There are approximately 1200 children and young people with learning difficulties and / or disabilities. Door to door transport is provided for families accessing groups or clinics provided by the Child Development Service and to Special Schools. This enables easy access and equity of services for families from minority groups in the community. First language Interpreter services are arranged for all assessment periods and clinic sessions at the CDC and whenever complex medical information/diagnosis

is given. Where possible information regarding disabling conditions and the Statementing process for Special Educational Needs is given in first language. Palliative Care has continued to be developed in partnership with Wolverhampton PCT and a business has been made for mainstreaming the service into NHS when the funding ceases July 2006. A Community Matron has been appointed to the Home care service

Parents group for children recently diagnosed with Autism Spectrum Disorder.

“These evenings have been invaluable in understanding the organisations that can help and offer support to ourselves and others. It helps to know that we are not isolated and that other families are having to cope with the same challenging behaviour that we are; knowing that professionals are just a phone call or visit away is most comforting.”

Looked after Children

The health of Looked after Children is supported through the provision of specialist posts, which provide support, advice and assessments of their needs. This support has meant that the number of children and young people looked after who have up to date health assessments and access to dental services is good (88.8%) compared to other areas (England average of 78.1% in 04/05). Our health support service for Looked after Children has ensured that all under 5's have their developmental assessment up to date.

Mentally and emotionally healthy

A multi-agency CAMHS strategy is in place that ensures joint working with education, health and social care whilst maintaining children at the lowest possible level of intervention. Children and young people have access to a range of support for emotional and mental health needs, with specialist teams for Looked after Children and those that are offending. The number of children accessing the service has increased over the last year and the waiting list has reduced to below 13 weeks. Training for staff working with children and young people is in place that provides advice and support in identifying possible mental health problems and in making appropriate referrals to CAMHS. The new Primary Care Team has been established to support tier 1 workers in CAMHS, enabling children and young people to remain within local community settings.

Sexually Healthy

Teenage Pregnancy Support

We have an effective multi-disciplinary teenage pregnancy strategy in place which has helped to reduce the numbers of young women becoming pregnant by developing more effective prevention activities and talking to young women and men about what they want from these services. Approximately 300 young woman become pregnant each year in Walsall. We are reviewing all existing policies and setting standards for sex and relationship education in schools and how it can be improved. We enable teachers and community nurses to participate in the PSHE certificate course developed by the Department of Health and the Teenage Pregnancy Unit as a way to ensure the quality of the education being delivered, We are working with Youth Services to provide advice, referral and contraception to young people in 3 Youth Service centres of Excellence.

*Healthy Lifestyles
Tackling obesity*

“It makes me healthy and fit”
 “Got used to different activities every week”
 “Positive because it is fun”
 “It is making me healthier and it is good fun”

Source: Pertemps Coachright, Sports and Healthy Eating Initiative

In October 2005, a report into childhood obesity was produced on behalf of the Health Scrutiny Panel and the Children's and Lifelong Learning Scrutiny Panel. The report made a number of recommendations. Walsall is beginning a data monitoring pilot to collect BMI measurements from children in January 2006. The pilot will be run in 4 primary and 4 secondary schools and will be used to establish a baseline figure.

The tPCT has piloted a weight management programme for children, the first of its kind in the country. The Fun 4 Life clinic is a community; family based intervention which was piloted over a 12 month basis revealing positive physiological and psychological results. The tPCT has recently developed the Hungry for Activity project focused around healthy eating in selected primary schools across Walsall and aims to help primary schools to achieve the Healthy Schools standards for Healthy Eating and Physical Activity and to improve access, availability, awareness and affordability of healthy food choices.

Smoking Prevention and Choosing not to take Drugs

Children and young people are discouraged from smoking and substance abuse (including drugs, volatile substances and alcohol) and supported in giving up (NSF 1) this is achieved through Healthy Schools Programme, see Ofsted Report Healthy schools programme and through, School Nursing work and Children's Fund and Connexions programmes, a drugs strategy is in place, across the partnership.

Aim	Priority	Action
Physically Healthy	To reduce the incidence of perinatal mortality in the 4 areas of greatest need in the borough by 25%.	<ul style="list-style-type: none"> o Increased maternity team led care o Case note review o Early gestational age at first visit o Detection of Foetal growth restriction o Offer of screening tests o Promote breast feeding
	To reduce the incidence of obesity in children under 11.	<ul style="list-style-type: none"> o We will promote physical activity through our summer holiday programme 'Ready steady summer'. o Establish baseline and then set improvement targets by September 2006 o Establish strategy to reduce obesity in children aged under 11
	To improve access to health services and assessments for Looked After Children – target	<ul style="list-style-type: none"> o Develop and maintain Specialist Resources to do so. o Social Care staff to inform Health service of

	<p>91% of eligible children (PAF C19)</p> <p>Increase the number of LAC who have their initial health assessment within 4 weeks of admission to the looked after system (Promoting the Health of Looked After Children DOH 2002)</p> <p>Ensure all those involved in the care of LAC will have appropriate knowledge and skills to promote the health of LAC (Healthy Care Standard DfES 2001)</p>	<p>placement details within 5 working days of admission (Walsall LAC Procedure)</p> <ul style="list-style-type: none"> ○ Offer greater choice of venue and model of health assessment/reviews. ○ Age appropriate health promotional information is provided to those not accessing mainstream education. (NSF 1) ○ Health providers are informed, when necessary, about the particular needs and circumstances of looked after children. ○ Improve provision of needs led training programmes for carers, health and social care personnel. (NSF 1) ○ Develop initiatives to support looked after young people in taking responsibility for their own health and lifestyle by rolling out Personal Health Fax for all LAC in cohort, including those placed out of borough. (Promoting the Health of LAC DOH 2002)
	<p>To improve services for children with disabilities by increasing the proportion of children in need who have a disability receiving a service to 6.5%</p>	<ul style="list-style-type: none"> ○ Increase range of respite services. ○ Review services provided by Education and Children's Social Services ○ Implement recommendations from Audit against standard 8 of the NSF. ○ Increase the number of children and young people utilising direct payments.
Mentally and emotionally healthy	<p>To improve access to CAMHS by reducing the waiting time to 6 weeks.</p>	<ul style="list-style-type: none"> ○ Establish tier 2/3 service for young people with a learning disability. ○ Establish out of hours service. ○ Develop services for 16-18 year olds appropriate for their needs. ○ Explore the options for providing services in local settings including Children Centres.
Sexually healthy	<p>To reduce teenage conceptions to a rate of 34.7 per 1,000 by 2008/09.</p>	<ul style="list-style-type: none"> ○ Establish a new joint strategy group on Teenage Pregnancy and run a 'Master class' in conjunction with the NRU to redesign our strategy and identify, and fill, service gaps. ○ Sex and Relationships Education (SRE) will be increased together with consistent and effective standards ○ Improved access to health professional in schools. ○ Develop referral pathways with Youth Service 'Centres of Excellence', the provision of advice, referral & contraception
Healthy Lifestyles	<p>Support children and young people in making decisions on healthy lifestyles including healthy eating and smoking.</p>	<ul style="list-style-type: none"> ○ To follow
Choose not to take illegal drugs	<p>Support children and young people in making decisions to not engage in substance misuse.</p>	<ul style="list-style-type: none"> ○ To follow

2.2 Staying Safe

We will help children and young people feel safe at home, in school and in their communities

Our Approach

At the front line, in universal settings such as nurseries, schools and Children's Centres, teachers, health professionals and child care workers are working together. Professionals and 'para' professionals work in localities as 'teams around the school'. They meet each term to support the school in providing an inclusive environment for children and young people.

Using the Child Concern Model, teachers or health professionals concerned about a child complete a common assessment to determine the child's likely needs and can access a range of culturally appropriate services.

The team around the school utilise the Child Concern Model to identify children and young people who may need additional support and this can be accessed in universal settings where appropriate.

For those children who are vulnerable or who have complex needs, a referral to specialist services may be necessary. The team around the child have access to a referral pathway for children with learning difficulties and/or disabilities and for those with emotional and behavioural needs. There is a single referral point of access for all social care referrals. This single point of access also provides safeguarding services for all children in Walsall, and will seek access to services which enable a child to remain at home wherever possible.

"To be with people you feel safe with and not to get tempted into trouble."

(Younger Children's Views on Every Child Matters. CSCI 2005)

Our achievements

Safe from maltreatment, neglect, violence and sexual exploitation

We work together to keep children and young people safe from abuse and harm by providing a range of preventative services to meet these needs. The Domestic Abuse Strategy provides the framework for supporting families in these situations through the early identification and provision of early services through the multi-disciplinary Family Support Panel. We know that we can only keep some children safe by placing the children on the child protection register. We have recently seen a reduction in the numbers placed on the register since April 2005 of 90 children and young people. This has been achieved through more effective targeting of specialist resources at an earlier stage particularly in situations of domestic abuse, which also includes advice and cultural support to Asian women, as well group work with children at the refuge which enables them to talk about their experiences. The Domestic Abuse Strategy, which has been reviewed, involves working with the perpetrators as well as those experiencing domestic abuse through our Multi-Agency Risk Assessment Conference (MARAC). This covers the whole of the borough and is effective as a result of the information shared by the

Police on offenders which enables multi-agency plans to be established for these families.

“Not many people actually know what grooming is. I mean we didn’t when we first started. We looked upon our own experiences as well. Because we dealt with our own issues we were able to make “Sex, Lies and Love?” a success and help other people”
Young person’s experience of the ‘Sex, Lies and Love’ Project, Walsall Youth Offending Service

We have reduced the number of children on the register from 36 per 10,000 to just over 26 per 10,000 in December 2005. As we currently have 132 children on the register, this means that we are now more in line with other authorities. We will work towards maintaining these figures by ensuring preventative services are targeted at families in localised settings. In particular we need to ensure that this specialist support for those experiencing domestic abuse is maintained and developed further.

A significant proportion of children and young people are on the register because they have been neglected by their parents, although this number has halved in the past year. The majority of children on the register are aged under 10 (70%). Although all age groups have reduced over the last year, the number of children aged between 10 and 15 has remained the same.

Once these children are taken off the register, they should not need to be registered again if we have been able to work with families successfully. We know that of the number of children and young people registered each year between 10 and 15% have been re-registered. This is acknowledged as good practice by the DfES. We will only re-register children where it is in their best interest to do so. We will work towards maintaining these figures by ensuring the provision of specialist prevention services. We will invest money into CAMHS to ensure effective post-abuse support which will assist with our strategies for preventing re-registrations and reducing the numbers of looked after children.

Our multi-agency Young People at Risk of Sexual Exploitation (YPSE) Panel which assesses the needs of these young people has been reviewed and the results of this will inform its future operation. One of the key issues identified through the Panel is the increasing number of young people engaging in unhealthy sexual relationships. This priority links directly to the Being Healthy outcome. We are engaging with small voluntary organisations to help young people who do not normally engage with mainstream provision enabling them to make choices about sexual relationships and to provide support when needed. This is part of our response to the Richard Inquiry.

Our response to keeping children and young people safe is underpinned by the development of safe recruitment practices across the partnership. These have been established and will be rolled out to partner organisations to ensure that only appropriate people will be employed to work with children and young people.

Our approach to keeping children and young people safe from harm and abuse will be delivered by our Local Safeguarding Children’s Board (LSCB) which was established in February 2006.

The *Children Act 2004* has increased the responsibility on all staff employed by the tPCT to consider the welfare of children in any plans they put in place for their clients. The Child Protection Team has been strengthened to include a Designated and Named Nurse

for Child protection as well as a Specialist School Health Advisor, a Specialist Health Visitor and clerical support. This increase in staff has enabled the team to take an active part in the tPCT induction course and mandatory updating sessions so that all staff employed through the Trust are aware of the policies in place to safeguard children and who to contact for specialist advice and support. It has resulted in the team being able to offer greater training opportunities and a more pro-active service of child protection supervision to practitioners working with vulnerable children. Notifications of all domestic abuse incidents from the Police have resulted in a significant rise in the numbers of children on Walsall's Child Protection Register

Safe from accidental injury and death

The LSCB has established a number of sub-groups to address particular issues. This includes our developing the Child Death Review Panel which will establish a process for formally reviewing all child deaths on a multi-agency basis and will look at how issues can be rolled out to prevent other such deaths. We are currently involved on behalf of the West Midlands region, in piloting a Sudden Unexplained Death in Infants (SUDI) protocol. This will be rolled out across the region once the pilot has been completed and will provide a multi-agency process for responding to sudden deaths in infants.

The Panel will also provide a forum for reviewing deaths of children and young people in road traffic accidents. Walsall's target developed under the *Our Healthier Nation* strategy is to reduce the number of children who are killed or injured on the roads by 55%. We know that we are on the way to achieving this target for children as we regularly review accident data to prioritise and target road safety resources. There were there 232 children and young people killed or seriously injured in 1995 and this had reduced to 155 in 2004. We also have a successful programme of child pedestrian training and cycle training as well as targeting the journey to school with prevention activities. These include school gate congestion and seat belt campaigns as well as Safe Routes to School initiatives and the promotion of School Travel Plans.

We have secured representation from the Fire Service on the LSCB and have ensured that leaflets on the importance of smoke alarms have been sent out to families.

Safe from bullying and discrimination

We have a network of services and strategies to address bullying in and out of school. Our Children's Fund Programme has a programme to provide support to children who are bullied in school and other initiatives include playground buddies to befriend children at risk of bullying in the playground. We will also address protective behaviours and notions which challenge traditional images of bullies and bullying.

Safe from crime and anti-social behaviour in and out of school

The Safer Walsall Borough Partnership and its Borough Resource Allocation Group are addressing our multi-agency response to meeting the needs of young people as victims not just as offenders themselves.

We are partners in the 'Stop it Now' campaign which aims to raise awareness amongst children, their carers and the wider community of the risk of sexual abuse. This is done through providing information in schools, libraries, other public venues on the dangers and potential for abuse as well as providing a telephone helpline for potential abusers to seek help. This will result in a multi-agency conference in May 2006 and will be measured by re-evaluating public awareness of the dangers through re-doing street and house surveys to gauge these levels.

The Youth Offending Service provides a Youth Inclusion and Support Programme (YISP) project for 8 – 13 year old young people who are displaying anti-social behaviour or low level criminal activity which has not attracted a Police charge. This project covers the whole of Walsall. This has resulted in a Junior Youth Inclusion Programme (JYIP). This project is an area specific programme providing activities for 8–11 year olds in that area. This project is run by NACRO on behalf of the YOS. The Safer Schools Programme (SSP) bases a number of workers in a School working with young people in years 6 to 8 in order to reduce truancy and conflict through the school using project based activities and restorative justice principles.

School beat officers operate within the borough which will support schools in maintaining a safe environment. The role out of Neighbourhood policing will create closer links with communities and improved response.

Children and young people have security, stability and are cared for.

A big part of our strategy to meet this aim is to reduce the number of Looked after Children which we know is higher than similar authorities. We will do this through the provision of more localised preventative services and maintain our success in getting children adopted. We have achieved a 5% reduction in the total number of looked after children, reversing a long standing trend in numbers, as we have improved in safeguarding Walsall children within their own families and communities. This was achieved against a national trend of increasing numbers.

There were 450 children and young people looked after at the end of December 2005. Over the last 18 months, we have worked hard to reverse a year on year trend of rising numbers, making the Looked after Children a more targeted service for those, who cannot remain at home. This has resulted in a reduction of 11 on the number looked after at the end of March 2005, and building on the reduction by 22 the previous year (from 483 to 461). We aim to reduce this to 445 by the end of March 2006 and to 420 by March 2007. While the number of children and young people has remained the same, there has been a noticeable reduction in those aged between 10 and 15. A total of 30 children have been adopted so far this year and we have a high number in pre-adoptive placements. We will work towards maintaining these figures.

As corporate parents, we have a duty to ensure that children and young people who are looked after feel safe and cared for in their placement. We know that for a variety of reasons, sometimes children have to move. We know stability is important for children and young people and we will look to see how we can improve on our performance of 60% who have been looked after for 2 ½ years and living in the same placement for 2 years or placed for adoption.

To achieve this, the main strands of our strategy are:

- Ensure most young people, who become looked after return home or are secured on other permanent orders within 2 years (mainly through residence orders, special guardianship arrangements or via adoption)
- Ensure that those young people who need to remain looked after permanently, as placed in families who can commit to looked after them into adulthood within 6 months
- Recruit enough permanent foster carers and adopters able to meet our children's needs

- Provide targeted and timely support to aim for no child having to move, unless it is in his or her best interest to do so (eg because the placement or care provided is no longer benefiting the child)
- Provide good support to other permanent arrangements, which encourage relative, friends and permanent foster carers to seek and maintain residence, special guardianship and adoption orders

Aim	Priority	Action
Safe from maltreatment neglect violence and sexual exploitation	To maintain the reduction in the incidence of abuse and neglect as measured by the number of children and young people on the Child Protection Register by reducing this to 25 per 10,000 by 2008/09.	<ul style="list-style-type: none"> ○ Revise Child Protection Procedures in light of new guidance on Working Together ○ Secure and extend the range of services for families suffering domestic abuse, including extending the domestic abuse perpetrator programme to first offenders, targeted support to children and multi agency support for victims ○ Work with Black and Minority Ethnic communities to assist development of safe childcare practice in community settings ○ Increase awareness of the risk of sexual abuse including internet abuse
	To ensure the level of re-registrations is maintained in line with good practice at 10%.	<ul style="list-style-type: none"> ○ Undertake gap and needs analysis to determine current service provision and need for additional services.
Safe from accidental injury and death	To reduce the number of children and young people injured or killed in road traffic accidents by 55% on the 1995-97 baseline.	<ul style="list-style-type: none"> ○ Continue the development of the Child Death Review Panel. ○ Maintain existing successful preventative programmes of road traffic awareness.
Safe from bullying and discrimination	% of 11-15 year olds who state they have been bullied in the last 12 months	To follow
Safe from crime and anti-social behaviour in and out of school	Fear of crime and anti-social behaviour	<ul style="list-style-type: none"> ○ Develop response for children and young people as victims through Safer Walsall Borough Partnership. ○ Evaluate 'Stop it now' campaign.

<p>Children and young people have security, stability and are cared for.</p>	<p>To reduce the number of Looked after Children and Young People to 400 by March 2008.</p>	<ul style="list-style-type: none"> o Continue to provide good family support alternatives to becoming looked after. o Pursue adoption for children, who cannot return home, building on current good performance. o Increase support for permanency orders with relatives, friends and permanent foster carers, including residence, special guardianship and adoption orders. o Continue to pursue revocations of care orders for children placed with their parents, where they are no longer needed to safeguard the child's welfare.
	<p>To increase the percentage of under 16s looked after for more than 2½ years living in the same placement for at least 2 years or placed for adoption to 67% by 2008/09.</p>	<ul style="list-style-type: none"> o Ensure good quality multi-agency support to foster carers, based on a joint understanding of permanency, including through education support initiatives, CAMHS (CARMEN) input and practical support to carers

2.3 Enjoy and Achieve

We will help children and young people enjoy and achieve, in school at home and in their communities

Our Approach

We have developed an appropriate emphasis in Walsall on the raising of attainment and achievement through earlier Education Development Plans. We are conscious that, although making real progress, we still have some way to go on narrowing attainment gaps on national norms. Underpinning our approach is the commitment to promote enjoyment, encourage engagement and celebrate and share success. A key feature of our approach is ensuring that schools take responsibility for such improvement and we have widened their engagement in leading networks and partnerships.

Our achievements

Ready for School

The children's information service provides quality advice and information to parents, carers and children and those working with them. This year an outreach service will be delivered through Children's Centres and Sure Starts. There is a well developed support structure to ensure that the provision of early education and care is of a high quality in Walsall. A team of teachers and Early Years workers is available to support both the maintained and non-maintained settings. A programme of training opportunities are available, often provided free, to target all people working with the under fives. This is being developed into the 'Communication Matters' programme this year. There is a cluster framework of foundation stage settings. Each cluster is chaired by a nursery head teacher and is designed to share best practice and address any emerging areas of need. A focus this year has been on play and next year will be mathematics. An annual conference is held in October this is targeted at both maintained and non-maintained settings. It is always oversubscribed and provides support particularly for general areas for improvement identified by Ofsted.

Our 'Success for All' project provides inclusion support for those children in the early years with SEN.

Attend and Enjoy School

The attendance of children and young people at school has improved for the third year running at a rate faster than the national rate and faster than our statistical neighbours. The DfES has confirmed that the '*LA is ahead of trajectory to meet it's 07/08 absence target*' also adding that '*We are pleased to note that you have already met your combined primary/secondary absence target for 2005/06. (Nick Baxter, Manager, Improving Behaviour and Attendance Unit, DfES 13.09.2005 ref: LEA-1708-2005)*' The local authority provides a continuum of support to its schools, pupils and parents to ensure high quality support for attendance:

- a. Universal Support - from the Education Welfare Service, deployed on a formulaic basis to all schools. dependent on upon the individual

- b. Targeted Support - additional support, through the deployment of Attendance Support Workers, to Priority Schools identified by DfES or the Walsall Priority Schools Action Group.
- c. Specialist Support - additional and enhanced support to individuals and groups of pupils following identification as having poor attendance or being at risk of disaffection from school.

The number of children and young people excluded from school has been reduced markedly. There is a systematic training and support programme that continues to provide the impetus for an exceptional year on year reduction.

Children and Young people who do not attend school or are at risk of missing education are monitored by the 'Children Missing Education Panel'. Effective procedures have been established and a caseload database for 'CME' pupils has been established alongside a clear referral and tracking system. Between December 2005 and February 2006 three of Walsall's Pupil Referral Units have been judged by Ofsted to be very successful, providing very good outcomes for children and young people. A range of individuals have been supported with particular educational needs that have involved hospital teaching, home tuition, on and off-site support following medical diagnosis and provision for pregnant school girls. The Education support team for LAC provides targeted support, such as individualised tracking of attendance and 'rewards scheme' (the Excellent initiative) and has been recognised by Ofsted as providing an excellent service. They also consults regularly with looked after children, including through every PEP meeting and review. PEP completion rates and reviews compare well with our comparator group.

Achieve stretching national educational standards at primary school

Results at the end of Key Stages 1 and 2 demonstrate that pupils are making progress faster than the national figures. The 'gap' is being narrowed yet there is still a distance to go in a substantial number of schools to enable Walsall's children to achieve to their full potential. Education Walsall **monitors** the performance of all children in all schools through analysing pupil performance data (national and local), validation of school self-evaluation and published OfSTED reports. It is through this monitoring that effective practices are identified and provides the basis of action in those schools that require further support or intervention.

Education Walsall **evaluates** the effectiveness of actions taken by all schools to secure improvement. This is achieved by analysing the school's own self-evaluation, asking questions and looking for first-hand evidence that action has been taken to sustain high performance or improve on previous best. This is undertaken through an annual discussion with schools about their self-evaluation judgements, but may require other visits to validate the school's judgements. The judgements are summarised in the annual commentary and made available to the headteacher and chair of governors of each school. From April 2006, this work will be undertaken in secondary schools via a new National School Improvement Partner Programme; and from January 2007 for primary schools. This information informs the strategic priorities for inclusion in the annual Excellence in Walsall plan. Where standards fall below that expected (using contextual value added and other data in the Performance and Assessment Report (PANDA) or where performance shows a downward trend or remains static and uninspiring, schools are asked what steps they are taking to improve. Where improvement plans or targets are not considered sufficiently challenging Education Walsall will ask the school to reconsider their plans. If the school targets remain unchallenging or where it is considered that insufficient steps are being taken to improve, Education Walsall retains the right to inform the school and to identify the school in the DfES return as a school setting insufficiently challenging targets and this triggers additional monitoring and evaluation. This **challenge** is critical in ensuring school, Local Authority and

National targets are met and to ensure that the Walsall headteachers vision of high attainment and high achievement is reached.

The annual **Excellence in Walsall** plan details the actions that have been identified to support schools in providing Walsall children and young people with top quality education provision

Achieve personal social development and enjoy recreation

The Youth Service offers a wide range of social educational programmes and activities that are designed to provide challenging, enjoyable and informative opportunities. Many of these programmes are certificated and offer young people the chance to achieve recorded and accredited outcomes.

The Youth Service contributes to the support and social education of looked after young people and provides a range of challenging and enjoyable activities for young people with disabilities both in specialist youth projects and in the wider work of the service.

Considerable emphasis has been placed on the economic regeneration of Walsall, this includes ambitious proposals for the redevelopment of the Town Centre. This will provide enhanced opportunities for 'state of the art' facilities for young people. There is a real determination to include young people in the bringing this vision to reality.

Achieve stretching national education standards at secondary school

Why children felt school was important

1. To learn
2. To get an education
3. To get a good job
4. To make friends

Younger Children's Views
on Every Child Matters
CSCI 2005

- The performance of young people at Key Stage 3 has improved in each subject this year. The number gaining 5+A*-C GCSE's remains in line with that of our statistical neighbours but below the national average. A steady improvement has been made over the last few years and the implementation of a comprehensive 11-19 strategy with clear progression routes and a more appropriate curriculum is a priority within the life of this plan. We have identified within an 'Excellence in Walsall' plan three key broad areas for action that we believe will impact on outcomes for young people:

- Enhance learning opportunities for all children and young people through the provision of a curriculum that is personalised to individual needs through:
- Improve the quality of leadership and management at all levels across all schools in Walsall through:
- In partnership with other agencies develop and implement a Walsall-wide multi-agency approach to learning.

The development of a strategy for the introduction of the core offer of extended services in schools will ensure a multi-agency focus on raising young peoples' achievement. The Education support team for LAC ensure that all LAC have PEPs and also provide a range of support such as homework clubs.

Aim	Priority	Action
Ready for School	To improve retained functions of early years (reduce number of actions and improve gradings)	<p>Foundation Stage networks developed.</p> <p>Birth to Three Framework and Foundation Stage Curriculum are embedded in all settings through quality training and effective monitoring.</p> <p>Continuum of Effectiveness for settings established</p> <p>Support the synergy of all agencies in working across early years focussing on Children's Centres, workforce reform and the overall perspective of the young child.</p>
Attend and enjoy school	<p>To reduce half days missed through absence in primary schools.to 5.69%</p> <p>To reduce half days missed through absence in secondary schools to 7.17%</p>	<p>To improve the levels of attendance in primary schools where attendance is below the national average through additional school based learning mentor time.</p> <p>To improve the levels of attendance in secondary schools where attendance is below the national average through additional school based support strategies.</p>
	Reduce % of LAC who missed a total of at least 25 days of schooling PAF CF/C24*	<p>Reward children with 100% attendance</p> <p>Monitor and track school attendance of all LAC</p> <p>Issue monthly updates to Team managers of all outstanding PEPs</p> <p>Any child without a school place will be reviewed by Children Missing Education Panel and placement solution urgently found</p>
Achieve stretching national educational standards at primary school	To increase the percentage of 11 year olds achieving level 4 and above to 83% in English and 83% in Maths by 2008/09.	<p>Raise standards of literacy through the further roll out of the early language support pilot, extending this to all schools achieving below 65% in L4 English at KS2.</p> <p>Extend the use of collaborative English and maths improvement partnerships with a particular focus on raising attainment at level 4 key stage 2.</p> <p>Reduce the achievement gap of Pakistani heritage pupils compared with the whole Walsall cohort and reduce the achievement gap of pupils eligible for Free School Meals compared with the whole cohort in our priority area by implementing intervention in targeted schools and areas</p>
Achieve personal and social development and enjoy recreation	To improve the engagement of parents and children and young people particularly those in vulnerable groups, in feeding into the future children and young people's strategy and	<p>Outreach from Children Centres – support to each LNP</p> <p>Implement Extended services actions in schools</p> <p>Actions to meet a target of 60% for young people actively involved in youth work gaining a recorded outcome.</p> <p>Actions to meet a target of 30% of youth participants gaining an accredited outcome</p>

Aim	Priority	Action
	plan.	Actions to meet a target of 70% of youth participants expressing satisfaction with the service they are receiving
Achieve stretching national educational standards at secondary school	To increase % of 14 year olds achieving level 5 and above to 79% in English, to 79% in Maths and 74% in Science by 2008/09.	Implement the national secondary strategies Disseminate best practice from the Behaviour Improvement Programme and implement individual strategies as described in the Excellence in Walsall Plan
	All schools to meet the 50% target in English, Maths or Science in NRF districts	Reduce the achievement gap of Pakistani heritage pupils compared with the whole Walsall cohort by intervention strategies in targeted schools
	To increase GCSE Attainment 5A*-C including English and Maths.	Develop intensive student support to enhance levels of attainment in English and Maths at GCSE and contribute to raise levels of attainment in other subjects (LAA Stretch Target). Raise standards by development of strong subject co-ordinator networks, using specialist school expertise to mentor, innovate and improve schools subject areas to the levels of those attained by the highest performing departments. To further develop and extend the revision opportunities and learning outside school hours opportunities for all young people at KS4 through specialist revision workshops, distance learning packages and the development of learner managed, progress tracking and recording systems. Encourage more individual students to engage in both more flexible, vocational learning packages and/ or alternative to school learning pathways that lead to accredited qualifications, preferably GCSE recognised equivalents.

2.4 Make a Positive Contribution

We will help children and young people make a positive contribution, in school and in their communities

Our Approach

Most young people deal successfully with the challenges of growing up and developing through childhood and adolescence. They lead positive lives and, with support and encouragement, they can make a valuable contribution to society.

We anticipate that all agencies working with children and young people will ensure that there are opportunities to allow children and young people to make their contribution and to provide additional support to the small number of young people who are struggling to adopt a positive role within society.

Our achievements

Engage in decision making and support the community and environment

Children and young people participate in decision making and supporting the community through forums such as Youth Opinions Unite and the Youth Parliament. There is now a formal link between the Youth Forum – a group established for children and young people with disabilities and Youth Opinions Unite. The youth forum have played a significant part in the programme of 'Kindred Spirits' the training and awareness programme for those working with young people with disabilities. Representatives of Youth Opinions Unite have been fully involved in the development of the Community Plan, the Local Area Agreement and have been invited to attend Council, Cabinet and Scrutiny meetings and have on more than one occasion hosted the meeting of the Children and Young Peoples' Strategic partnership. Young people are routinely involved in the selection processes for the appointment of key posts within the council and partner children's services.

Children and Young People are key to the planning, organisation and delivery of Walsall's summer activity programme.

Engage in law-abiding and positive behaviour in and out of school

There have been significant improvements in the behaviour of children young people in Walsall. Fixed term and permanent exclusions from school are significantly reduced, youth offending rates are satisfactory when compared with national figures. There is an effective 'Safer / Stronger' partnership with clear strategies linked through the community plan and the local area agreement. Areas becoming 'hot spots' are effectively targeted by a quick response from the Borough Resource Allocation Group (BRAG). This innovative and effective group created through the Walsall Borough Strategic Partnership deploys resources from the Education Welfare Service, the Police, community wardens and council services to support local communities where a particular need has been identified. A very successful programme of interventions was commissioned as tensions rose in some areas of Walsall following the terrorist incidents earlier in the year.

There has been very positive progress in the work of the Youth Offending Service that has set a range of priorities with challenging targets within its strategic plan. Partners are supporting the service, for example by a secondment of a teacher from a pupil referral unit so that there is a cross service capacity to address joint targets such as:

- Ensure that 90% of all young offenders who are supervised by the YOS are either in full-time education, training or employment.
- Ensure that young people have the appropriate health screening through General, Mental and Drug Use / Misuse, whilst ensuring these screenings and interventions are done in a timely manner.
- Through the named accommodation officer, ensure that all young offenders under the supervision of the YOS have suitable accommodation.

Develop positive relationships and choose not to bully and discriminate

Evidence from rates of participation data and analyses of recent school Ofsted inspections show a positive picture of children and young people in Walsall being effectively assisted in developing their spiritual, moral, social and cultural awareness along with freedom from bullying, racism and other forms of harassment. There is an increasing number and variety of schemes that encourage pupil involvement in positive intervention work such as mentoring and pupil counsellors. 'Playground buddies' and 'Solomon's' are programmes that have been celebrated recently in Schools News.

Develop self-confidence and successfully deal with significant life changes and challenges

Generally the outcomes for children and young people in this area are good with children and young people actively supported in managing changes in their lives. PSME programmes in schools are increasingly innovative and a recent area of success has been the commissioning of the Community Arts Team to support Healthy Schools and Healthy Lifestyle initiatives.

There is an effective programme to maximise the number of Looked after children who participate in their reviews and innovative programmes to capture their views and act upon them. One of Walsall's key areas for development through the LAA is to increase expertise, facilities and appropriate provision to enable more looked after children and children with special needs to have their needs met locally.

J, aged 15, is a young person, who has benefited directly. He had been placed in the only residential unit willing to care for him, following risky behaviour and self harming. J was unhappy about being placed at a great distance from Walsall and the partner agencies were concerned about the quality of care, education and therapeutic support he was receiving.

Having agreed a risk management strategy and a package of support for a local foster carer, he returned to Walsall. As no school local to his placement was able to support him, he has worked with Black Country Futures (BCF) and is now following the national curriculum. He has gained IT certificates and is keen to train as a learning

The Youth Offending Service is working pro-actively to support young people using a 'prevention grant' from the Youth Justice Board to fund the following projects:-

- Reduction / Preventing Offending by Looked After Young People (ROLAC).
- Joint commissioning parenting programmes as part of prevention.
- Development of Youth Consultation Group of children and young people who have, or are, in contact with the YOS.

Develop enterprising behaviour

As part of the regeneration of Walsall there is an ambitious plan to build, in partnership with the Learning and Skills Council, a new college in 2007/08. Part of the vision for this college, supported by the Urban Regeneration Company and Advantage West Midlands is to develop the enterprise culture among young people in Walsall.

The education Business Partnership, the two Business and Enterprise Specialist Schools and the regional enterprise advisor are contributing to development in this area and there will be an enterprise dimension to the curriculum promoted through the 11-19 strategy.

The vocational curriculum and the individualised learning pathways within it are recognised as essential strategies for reducing the number of children and young people who are not engaged in education employment or training (NEET). The development of more modern apprenticeships and work based approaches are a 'cross cutting' priority recognised throughout Walsall.

Aim	Priority	Action
Engage in decision making and support the community and environment	To improve involvement of vulnerable (and hard to reach) children and young people in decision making	Establish action to achieve a target of 175 young people actively involved in 'Youth Opinions Unite' youth consultation and participation (YOU). Hold a minimum of 10 meetings between Council Officials and members of 'Youth Opinions Unite' as a driver to consult with young people over local services and identified needs. Engage Young Carers in organising a consultation event. Include young people in recruitment process for key posts working with children
Engage in law-abiding and positive behaviour in and out of school	To reduce offending, re-offending and anti-social behaviour: Reduce the number of children and young people re-offending within 2 years of a conviction to 40.5%	Provide intensive community provision though meeting national targets for intensive supervision and surveillance programme (ISSP) Ensure 90% of all young offenders supervised by YOS are either in full time education, training or employment.
Develop positive relationships and choose not to bully and discriminate	To maintain and develop the Positive Action for Young People Programme (PAYP)	Develop a range of Youth Community Arts Projects

Aim	Priority	Action
Develop self-confidence and successfully deal with significant life changes and challenges	To reduce the number of young people placed away from Walsall in independent residential care to 25 by 2008/09 and reduce the number in agency foster care to 75 by 2008/09.	<p>Develop a multi-agency review process to agree all future placements on an individual basis</p> <p>Develop the 'Out of Borough Initiative" Through this initiative, a structure has been set in place where children who are likely to return back into borough at any given time are tracked and monitored efficiently and effectively.</p> <p>Develop a multi-agency review process to agree all future placements on an individual basis</p>
	To reduce the proportion of children newly looked after placed more than 20 miles from their home to 5.8% by 2008/09.	
Develop enterprising behaviour	% 18-24 year olds self employed, manage their own business...	Develop with partners an appropriate content for the 'enterprise' curriculum

2.5 Achieve Economic Wellbeing

Our approach

Walsall has ambitious plans for social, community and economic regeneration and a strategic plan for development and renewal led by the Local Strategic Partnership and delivered through the Community Plan “Working Together for a Stronger Future”. This is supported by the activities of the Walsall Regeneration Company. The plan recognised young people as the group who are key to the transformation of Walsall through being the workforce of the future, and also the community leaders of today and tomorrow.

The need for the economic regeneration plans results from the significant decline in the traditional small scale manufacturing business base. Many of those businesses remaining have struggled to invest or diversify to meet the challenges of the current economy. Much of the current population is employed in low paid, unskilled or semi-skilled employment or has no job and this situation is exacerbated by a population decline. Evidence suggests that young people who have gained new skills and “knowledge based” employment i.e. as a result of their professional, managerial or technical qualifications, are attracted outside the area by jobs, housing, leisure and a perception of a better quality of life.

Key statistics that demonstrate this include:-

- Walsall's rank as 51st out of 354 English Districts on the 2004 Index of Deprivation.
- Walsall is amongst the 10% most economically deprived (income deprivation) local authorities in England.
- Walsall's employment rate is well below the national average 67.8% compared to 74.6% for England (2003)
- 23.2% of the working age population have no qualifications compared to 15% for England (2003)
- Annual wages in 2005 in Walsall are at £19,793 compared to £23,340 for England.
- 13 out of the 200 Wards in Walsall have less than 30% of knowledge workers (professionally qualified) in their actively employed population.
- The % of the working population qualified to NVQ Level 2 or equivalent (A-Levels) is 49.7% compared with 61.5% nationally.

Our achievements

We now have a much more detailed analysis of where the key issues are and how they can be addressed in Walsall. The regeneration plan includes the redevelopment of the areas of highest unemployment and skills shortages that correspondingly have the lowest levels of qualified workers, educational attainment, and highest numbers of young people who are currently not in education, employment or training (NEET). Through the 14-19 plan and with the support of all partners, the LSC, Connexions, Training Providers, College, Schools, Education Business Partnership, Voluntary Organisations, Health Services etc, a learning and skills development strategy and a collaborative provision strategy is currently being produced. This is now bringing all education and training opportunities into a coherent and coordinated Borough-wide organisation that reflects the planned regeneration corridors and centres. The transport infrastructure programme is underway and linked into the Black Country-wide development to improve accessibility to education, training and employment opportunities as by 2008 the new Walsall College Business and Learning Campus will be completed. The Borough is fully involved in the Black Country Children and Young People's Education and Skills Strategy. To give a full priority to this area, a reduction in the

percentage of young people who are NEET (section 1 below) has also been identified and accepted as a Local Area Agreement stretch target.

Our analysis shows us that we must:-

- i) continue to improve the attainments and achievements of all of our children and young people including those with additional barriers to learning;
- ii) ensure that more young people make the transition into further education and training and if in employment this includes continued learning to accredit and formalise their skills;
- iii) increase the number of young people with qualifications at all levels, particularly NVQ levels 2 or 3 or equivalents;
- iv) further develop education and training provision and opportunities linked to the proposed regeneration agendas and the employment sector skills gap areas;
- v) raise awareness and levels of understanding amongst young people of the regeneration proposals, future employment prospects and the advantages of living, learning and working in Walsall in the future.
- vi) Continue to target and improve the life chances and economic well being of groups of young people who may be more at risk of exclusion e.g. those with learning difficulties, transient families, looked after or from minority ethnic communities.

Engage in Further Education, Employment and Training on leaving school

The Black Country has one of the highest percentages of young people not engaged in education, employment and training (NEET) in the country. Consequently, it is a key target for all agencies including Walsall Council, Black Country Connexions, the Learning and Skills Council, Government Office West Midlands (Local Area Agreement), the Borough Strategic Partnership, the Black Country Consortium, Walsall Regeneration Company and the 14-19 strategy agreed across all schools, the college, University of Wolverhampton and training providers. Our percentage of young people who are NEET shows a fall from 12.5% in December 2004 to 10.3% in December 2005. This is the largest reduction across the Black Country. This includes a reduction for young people with learning difficulties (from 17.2% to 17%), those who are looked after (from 38.5% to 31.3%) and for young people from Black Minority Ethnic communities (BME) (from 7.4% to 6%). We have fewer young people participating in higher education but generally more are remaining in education rather than training and employment – an increase from 66% in December 2004 to 73% in December 2005.

All partners have been working hard together to target this area for intense activity, Aim Higher has provided at least 600 young people with activities related to Higher Education with some being involved in more than one programme. This has also engaged 60 school staff and over 100 parents, with activities ranging from visits and taster days to master classes and undergraduate mentors. There have been record numbers of callers at Local Connexions Centres, and specific funding has targeted those groups thought to be more “at risk” and hardest to reach. Comprehensive data systems are in place to track young people across the Black Country and analyse local need. A local transition strategy and young person’s individual plan has been implemented for those with learning disabilities and more intensive work done through the engagement of BME voluntary groups and young people themselves.

Continuing to improve the percentage of young people in Education, Employment and Training is a key priority for all partners in Walsall. Consequently it is a stretch target for the Local Area Agreement (to reduce the NEET percentage to 9% by 2010. In addition, we need to continue to target our vulnerable groups and harder to reach young people. As set out earlier, this priority is a key part of the range of coordinated plans in Walsall and fundamental

to the future success and achievement of the Walsall vision for regeneration and economic success for the future. An awareness raising and involvement programme with young people to share and shape the Regeneration Strategy is also planned and the completion of the ongoing work to implement a Borough-wide 14-19 Collaborative Provision Strategy.

"Four 18 year olds who stayed on at school to take a new CACHE Diploma in Child Care and Education that the school had developed, reported that they were very happy with their achievements particularly because it gave the opportunity to do practical work placements. They were clear that they would not have returned to the sixth form if this type of course had not been on offer"

Ready for employment

No up to date national statistics are currently available to show what percentage of 18-30 year olds are in Higher Education, but the percentage of "knowledge workers" (those with professional qualifications (NVQ level 4+) is lower than the national average (12.6% as opposed to over 15% nationally). Over the calendar year 2005, over 1400 key stage 3, 1100 key stage 4 and 490 post-16 young people have engaged in authority coordinated work related learning activity. In addition, individual schools have engaged large numbers of students in formal work experience and other activities as they are required to do. The numbers of students engaged in Aim Higher activities related to Higher Education has already been reported but in total over 3,630 students have had very significant involvement in 14-19 work related learning activities. With the changes in the performance target calculation of the % 19 year old with L2 or above in NVQ 2 or equivalent, the Black Country data for 03/04 shows the figure as 58.8% as compared to 67% nationally. Whilst participation rates in Education Post 16 have risen in Walsall, there has been a decrease in the good grades that young people have attained as measured by the average points score.

A comprehensive alternative education programme is in place to support young people for whom the traditional school based curriculum is no longer appropriate. This is run and coordinated through the KS4 New Leaf Pupil Referral Centre. In 05/06, 33 young people from schools are being supported, 23 who have previously been permanently excluded and 20 who have been identified as Children Missing Education. Young people with severe learning difficulties attend college on a regular basis from their school base, one or two days a week and ASDAN is offered by all special schools to 14-19 year old students. Work experience is available to young people who are ready to work, with placements from one day a week up to one week blocks, several times a year.

Whilst it is encouraging that the numbers of young people remaining in education after statutory school leaving age is increasing, we need to improve the number going into Higher Education and the quality of the results achieved. If we are to meet the future employment needs set out in the Regeneration Plan, we need to increase our skilled workforce, particularly in the areas of Distribution and Retail, other Business Services, Construction, Education and Health and Social Work. The University of Wolverhampton is rated 4th in the country for the quality of its teacher training and more and more Walsall young people are remaining locally to access this. A major building programme is underway to improve and extend the Higher Education opportunities on the Walsall campus of the University and when set against the new Walsall College and Business Learning Campus, education and training for all of these workforce demand areas will be available locally. Our collaborative provision strategy where young people will access a tailor made learning entitlement will also ensure that this diversity is achievable through rationalisation and partnership working across all of the sectors. The rate of achievement of qualifications by those young people accessing the alternative curriculum programme is increasing as the provision develops (only opened in

2003 in its current form). In 2004/05, 53 accreditations were gained including GCSEs and 60% of all entry level students gained an accreditation compared to a West Midlands average of 24%. Ofsted, January 2006, judged the provision as Grade 2 – good. A significant number of young people experiencing success in this way are also looked after by the local authority.

We need to continue to increase the numbers of young people going into higher education through greater Aim Higher activity to raise aspirations. Allied to this, we also need to ensure that young people who are studying A Level and other Level 2 qualifications are challenged to improve their performance to ensure that this is no barrier to access to higher education. Working alongside the University of Wolverhampton, more young people need to be given the opportunity whilst still in school or at college to gain credits towards higher level courses and we should continue to align our provision development to identified future employment and regeneration needs.

New Leaf Centre Ofsted Report:

“The Centre makes effective use of a wide range of vocational and training places at other training organisations, business and colleges. This ensures students have good opportunities to gain the key skills they will need to move into work, training or further education”

Undergraduate Mentors

Wolverhampton University have a pool of trained and CRB checked undergraduates who work in schools with up to four 13-18 young people to support them in work and encourage them to aim to enter Higher Education.

Housing and Community Engagement

Children and Young People should live in decent homes and in sustainable communities

Walsall has made significant improvements against national performance indicators in relation to its housing stock. The average length of stay in Bed and Breakfast accommodation for families has reduced from six weeks in 2002/03 to two weeks in 2004/05. We do not use shared hostel accommodation for homeless families at all in Walsall and there have been significant improvements in the number of families placed in temporary accommodation of any description. The government target of 65% of vulnerable households should live in decent homes by 2006 was reached in Walsall in 2003. Fifteen young parents are being housed in supported accommodation at the present time and it is estimated that this number should fall if the targets to reduce teenage pregnancy are achieved. In general, the housing needs of different vulnerable groups such as young parents, Looked After Young People and Young Offenders are met through the targeted teams who support them, for example the Youth Offending Service has an identified Housing Officer to support those returning from custodial sentences.

Whilst meeting the housing needs of young people in Walsall is not a significant problem, more work is needed to support young people to maintain their own tenancy. In general, looked after young people and identified target groups such as learning difficulties and young offenders are reasonably well catered for but more could also be done to support 16-19 year olds who present as homeless but who have not previously been identified as vulnerable. There is a need for more specialised supported accommodation units, a Director of Housing Services for young people and a ‘fast-track’ referral system for young people at risk, to receive the support they need.

Child Poverty

Live in households free from low income

As set out earlier, Walsall has a significant percentage of wards within those ranked as the most deprived nationally. It is no surprise therefore that average earnings are lower than national and there are a high number of benefit claimants on Job Seekers Allowance. (5.3% in 2004 compared to 5.1% nationally) and Income Support for lone parents is at the same level as nationally. Of lone parents in employment, more women than men have part time jobs (23.8% compared to 6.2%) and more men than women have full time jobs (49% compared to 17.5%). The most significant difference in national statistics is in relation to families with no adults in employment who have dependant children where Walsall has 6.7% compared to 4.9% nationally. Childcare is widely available across Walsall with an increase from 4,104 places in 2003 to 4,289 in 2005. This is at a time of a falling birth rate in Walsall, so take up across the Borough does not support a need for more places in the near future.

The levels of deprivation in Walsall is such that we would automatically expect the number of low income households to be higher than average but not significantly. The number of benefit claimants has remained fairly constant from 2003-04 but there has been a slight increase in Job Seekers Allowance and Income Support claimants. The BME community are over-represented in all of the statistics showing that this is an area for concern. The Community Plan is the vehicle for monitoring progress in this area and action is planned to support job creation across the Borough as part of the Regeneration Strategy through "Linking people with jobs". The new council one stop shop development in the town centre is ensuring that benefit uptake is maximised and supports claims for a full range of benefits.

We will continue to support and maximise access to benefits for those families who require assistance. Increasing the employment opportunities for lone parents and low income households will be a major part of the Regeneration plans discussed at the beginning of this chapter

We will maintain the current number of child care places and increase the number of child care providers following an approved quality assurance scheme. The Children's Centres developments will support earlier intervention and prevention of family difficulties and offer advice and support to parents wishing to return to work or who are struggling to make ends meet.

Aim	Priority	Action
Engage in further Education, Employment or Training on leaving school	<ul style="list-style-type: none"> • To reduce the number of young people NEET from 12.4% in Nov 2004 to 9.4% in Nov 2010 	<ul style="list-style-type: none"> • Better targeting of NEET hotspots • Further development of training provider opportunities. • Awareness raising and involvement strategy for young people re Walsall Economic Regeneration. • More schools with Career Guidance Quality Mark. • Implementation of the 14-19 Collaborative Provision Strategy. • Work closely with the LSC to be part of the sub-regional developments
Ready for Employment	<ul style="list-style-type: none"> • To improve the percentage of 18/19 year olds progressing into Higher Education • To increase the level of work related learning activity for vulnerable groups. • To increase the numbers of 18/19 year olds with level 2 or above qualifications. 	<ul style="list-style-type: none"> • More activities under the Aim Higher Programme. • Review and revise the target setting process for school sixth form students. • Further develop more work related opportunities involving more employers. • Negotiate “guaranteed” places for Walsall students at local HE Institutions. • Implementation of the 14-19 Collaborative Provision Strategy. • Prioritise the development of a wider range of level 2 courses with greater access across Walsall.
Live in decent homes and in sustainable communities	<ul style="list-style-type: none"> • To bring all social housing up to a decent standard by 2010 and develop more specialist accommodation /units for young people. 	<ul style="list-style-type: none"> • Training for Housing Officers to recognise the particular needs of vulnerable young people. • Advice and support services at an earlier stage to maintain tenancies. • Develop more specialist supported accommodation units for young people. • Produce a Directory of Services. • Develop a fast-track system for young people at risk.
Access to transport and material goods	<ul style="list-style-type: none"> • Level of material deprivation and low income 	To follow
Live in households free from low income	<ul style="list-style-type: none"> • Creating new employment opportunities and linking people to jobs. • Increase the number of child care providers with an approved quality assurance scheme by 50% 	To follow

PART 3

3.1 Managing excellent services together

The standard of our services

The Audit Commissions 'annual audit letter' January 2006 said that the council's improvement in children's services was particularly remarkable.

Services for children provided by the Council have improved substantially since 2002 when the social care services for children were rated as 'zero star' and the education services were outsourced to SERCO Ltd as Education Walsall by direction of the Government. In 2005 we were judged by CSCI and OFSTED as providing:

- All services as 'good/promising'
- Capacity to improve as 'good/promising'

Our social care services for children were ranked within the top 10 of all 150 councils based on the average Performance indicator score for 2004-5. Our education service has been judged by Ofsted as highly satisfactory with good capacity for further improvement. Our health services continue to improve in performance year on year.

Just as we have high expectations of our children, we also have high ambitions for the way we deliver services. Our planning is organised in the context of the ECM Outcomes Framework, (see above). This shows that the Children & Young Person's Executive Group which consists of the Chief Officers from health, education and the Council, ensures that all the partners focus on delivering the outcomes. This plan demonstrates clear prioritisation, based on analysis of need (see main plan) with resources linked to the priorities. We have agreed a plan to ensure we have a workforce that has the skills and experience to work with children and families in all settings.

'The children's partners will make decisions about services, getting them right, and the services will have to listen and act on them'

Jodie, Stacey, Fay and Michael from Walsall Children's Fund

Walsall agencies will continue to transform the way they deliver services to children and young people through robust interagency arrangements both for governance and planning of services and through the integration of these services on the front line, where this will improve outcomes for Walsall children. The Children and Young People's Strategic Partnership, (CYPSP) a coalition of statutory and voluntary agencies with strong links to children and young people through Walsall Youth Opinion Unite and Walsall Children's Fund, set out its vision for future in its *Overarching Strategy* in 2004. Since this time progress has been made, which has enhanced services to children, and enabled them to make good progress in all areas of their lives.

Just as we have high expectations of our children, we also have high ambitions for the way we deliver services. Our planning will demonstrate clear prioritisation, with resources linked to the priorities. We have agreed a plan to ensure we have a workforce that has the skills and experience to work with children and families.

Together we agree to co-operate to

- Improve significantly the lives of all children and young people in Walsall

- Act quickly to support children and their families so problems do not become worse
- Enhance children's ability to cope while reducing the effects of vulnerability
- Provide all children with a good start in life through universal services delivered in settings centred round the child.
- Ensure children who are vulnerable, in need, or who have complex needs that require targeted or specialist services will have a single assessment and services delivered in mainstream settings wherever possible.
- Provide service delivery settings which are multi-disciplinary with a key professional identified for the child according to the needs of the child and family.
- Implement a strategy which will enable us to train or employ a modernised workforce with skills and experience to meet children's needs.

Partnership Governance

Our Partnership Governance arrangements were described in Part 1, but it is worth emphasising that they are key to the delivery of this Plan. The Children and Young People's Executive Group is chaired by the Director of Children's Services and consists of the key Strategic Managers in the Borough, each of whom has a lead role for an Outcome. They have drafted the outcome chapters in this plan and will ensure it is delivered within their own organisations, in partnership and by integrating services.

Our capacity to improve and deliver services

Through our overarching strategy we have agreed to co-operate to improve services to children and have pledged our joint responsibility to make things happen. Commissioning and delivery of services is based on our clear needs analysis as set out in this plan and we have agreed to procure services from those providers best able to meet children's needs, whether from the statutory, voluntary, or independent sector.

A diverse and flexible range of services exists in the 'universal' sector such as in children's centres and schools, and more targeted services can be accessed by those working with children or by families themselves without the need for a referral to social care services. Children who have more specialist or complex needs will usually require a specialist assessment, but we are committed to reducing the numbers of professionals with whom children and families have to engage.

3.2 Resources

We have aligned our resources to our agreed priorities and this has in some cases meant the realignment of budgets and the decommissioning of some services.

In Children's Social Care during 2006 and beyond we will continue our strategy to make efficiencies in independent placements and reinvest in family support and prevention. We have set ourselves a target to achieve £1.3 million efficiency savings in 2006/07 by reducing the numbers of children in care and remodelling our workforce to ensure we have more 'para-professionals' and other support

workers in universal settings. Health services will need to contribute annually to the agreed NHS 2.5% efficiency savings requirement

In total we spend around £260 million each year directly on services for children and young people in Walsall, excluding indirect expenditure through housing, leisure and other services.

Agency	Projected Expenditure 2005-6	Budget 2006-7
Education	206,178,000	217,404,000
Social Care	27,368,000	27,678,000
Health	23,000,000	23,000,000
CAMHS	3,384,000	3,384,000
Total	259,930,000	271,466,000

Note:

- 1.) Education budgets subject to change based on pupil numbers and actual allocations announcement in mid 2006.
2. Health Budgets for 2006-7 to be finalised

We have invested in preventative services; for example the % of spend on family support in social care services increased from 39% to 42% from 2004/4 to 2004/5. This is resulted from an increased investment in prevention by £700,000 over a three-year period (2002/03 onwards) by implementing comprehensive family support strategy providing a range of services including support to parents in developing parenting skills, mentoring of teenagers using youth work and coaching skills, practical support to parents in financial and domestic management. This has been complemented by £1.3m children's fund investment across Walsall targeting support to vulnerable children including those at risk of bullying, disabled children and children at transition phases in their lives. Neighbourhood renewal funding of over £3m has been invested in the 'learning commission' in partnership with schools.

We have joint funding arrangements for drug misuse services, integrated CAMHS services and have family links workers funded by social services but working across Sure Start areas. There are clear and transparent joint funding protocols agreed between Education, Health and Social services for the funding of Looked after children placements. Resources are planned and spent jointly with partners

3.3 Performance management

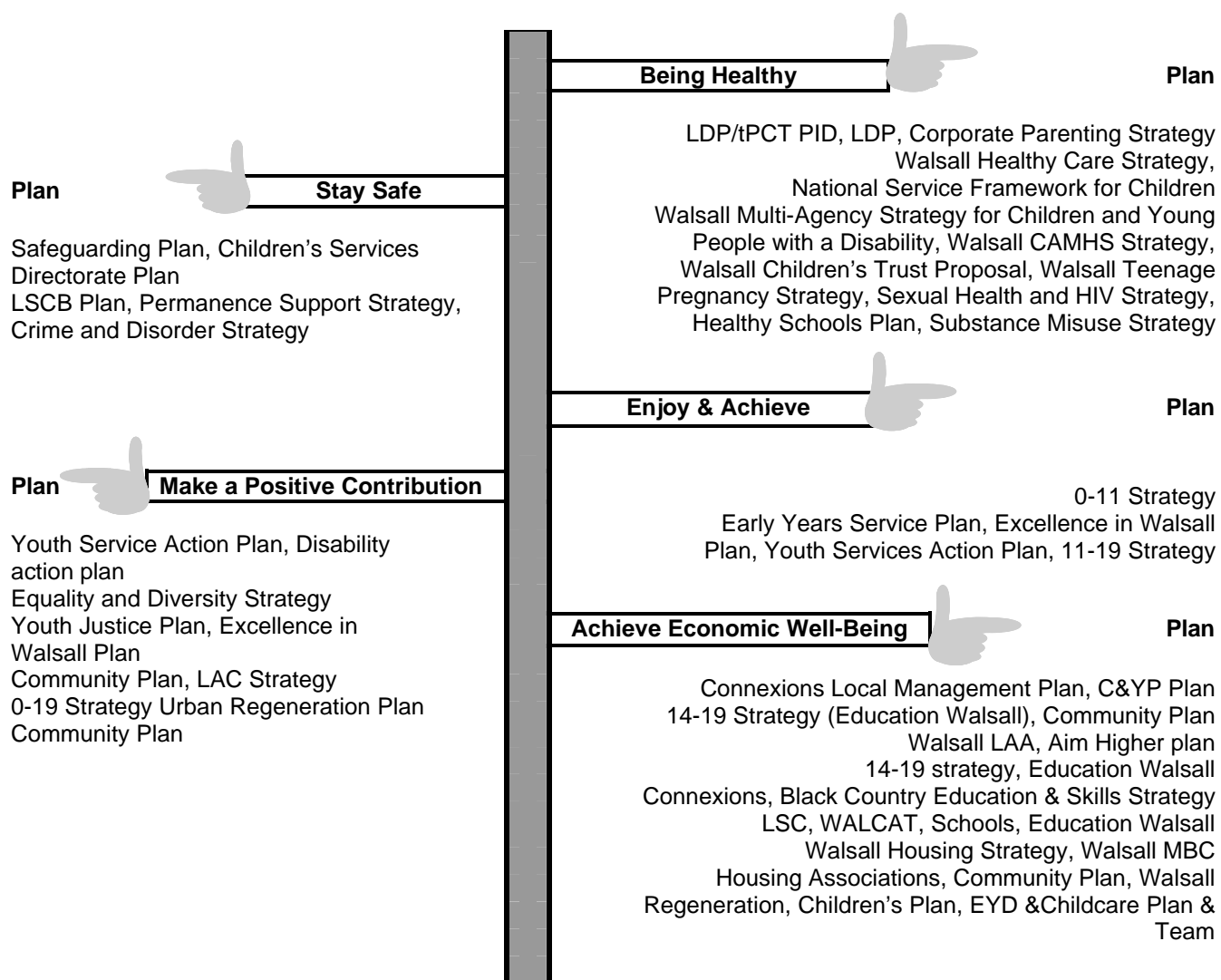
'How the children's partnership will check how things have been done, developing services and keeping them going'

Jodie, Stacey, Fay and Michael from Walsall Children's Fund

This Plan provides the strategic direction for all agencies that work with children and young people in Walsall. We have designed it to align with the outcomes framework of *Every Child Matters*. The full plan provides much more detail and includes all the 25 aims of the Outcomes framework and associated targets and actions. The full plan also signpost every strategic action to the appropriate agency business plan (see diagram below); this 'cascade' of actions will help us to jointly deliver better outcomes for children. The Children and Young People's Executive Group will performance manage the delivery of this plan by co-ordinating each agencies own performance management systems. For example, within the Council the Children's Performance Board has been established to monitor the key performance indicators aligned to the outcomes framework and ensure corrective

action is taken when the outcomes for children are not being achieved. The outcomes and actions are also cascaded into the Children's Social Care Services division business plans. The key messages are relayed to the Executive Management Team and to Cabinet on a quarterly basis. The Children's Partnership also receives information regularly. Education Walsall 'Excellence in Walsall Plan also shows clear alignment not the outcomes. The tPCT also demonstrate focus on outcome delivery by alignment of the NSF standards.

How this Plan 'signposts and directs' the work of many other agency plan



PART 4 Appendices

CYPP Targets and Action Plan 2006/7

Appendix A

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Be Healthy	1. Physically Healthy	To reduce the incidence of perinatal mortality in the 4 areas of greatest need in the borough by 25% (LAA)			25% ? in 4 targeted areas	<ul style="list-style-type: none"> Increased maternity team led care Case note review Early gestational age at first visit Detection of Foetal growth restriction Offer of screening tests Promote breast feeding 	LDP/ tPCT PID
		2. To reduce the incidence of obesity in children aged between 4 and 11. (2) (LAA)	Being established			<ul style="list-style-type: none"> We will promote physical activity through our summer holiday programme 'Ready steady summer'. Establish baseline and then set improvement targets by September 2006 Establish strategy to reduce obesity in children aged under 11 	LDP/ tPCT PID
		(3. To improve access to health services and assessments for Looked After Children, ensuring 91% have up to date health assessments by 2008/09. (5) PAF C19) (LAA local)	89.05%	90.0%	91.0%	<ul style="list-style-type: none"> Develop and maintain Specialist Resources Social Care staff to inform Health service of placement details within 5 working days of admission Ensure eligible children have their initial health assessment within 4 weeks of admission to the looked after system. Improve provision of needs led training programmes for carers, health and social care personnel. (NSF 1) Develop initiatives to support looked after young people in taking responsibility for their own health and lifestyle by rolling out Personal Health Fax for all Looked After Children in cohort, including those placed out of borough. 	Corporate Parenting Strategy LDP Walsall Children's Trust Walsall Healthy Care Strategy National Service Framework for Children

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Be Healthy cont...	1. Physically Healthy	(4. To improve services for children with disabilities by increasing the proportion of children in need who have a disability receiving a service to 7.0% by 2008/09 (PAF E67) (9)APA)	7.0%	7.0%	TBC	<ul style="list-style-type: none"> o Increase range of respite services. o Review services provided by Education and Children's Social Services o Implement recommendations from Audit against standard 8 of the NSF. o Increase the number of children and young people utilising direct payments. 	Walsall Multi-Agency Strategy for children and young people with a disability
	2. Mentally & emotionally healthy	Death rate from suicide and undetermined injury					
		3. To improve access to health services and assessments for Looked After Children, ensuring 91% have up to date health assessments by 2008/09. (5) (LAA)	10 weeks	8 weeks	6 weeks	<ul style="list-style-type: none"> o Establish tier 2/3 service for young people with a learning disability. o Establish out of hours service. o Develop services for 16-18 year olds appropriate for their needs. o Explore the options for providing services in local settings including Children Centres. 	Walsall CAMHS Strategy Walsall CAMHS Children's Trust Proposal

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Be Healthy cont...	3. Sexually healthy	To reduce teenage conceptions to a rate of 34.7 per 1,000 by 2008/09. (LAA S)	43.7 per 1,000	39.2 per 1,000	34.7 per 1,000	<ul style="list-style-type: none"> Establish a new joint strategy group on Teenage Pregnancy and run a 'Master class' in conjunction with the NRU to redesign our strategy and identify, and fill, service gaps. Sex and Relationships Education (SRE) will be increased together with consistent and effective standards Improved access to health professional in schools. Develop referral pathways with Youth Service 'Centres of Excellence', the provision of advice, referral & contraception. 	Walsall Teenage Pregnancy Strategy Sexual Health and HIV Strategy
		Diagnostic rate of new episodes of STIs among U16 & 16-19yo					
	4. Healthy lifestyle	Average alcohol consumption					
		% Children who are regular smokers (DH) % Children eat 5 portions of fruit and veg a day					

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Be Healthy cont...	5.Choose not to take illegal drugs	Harm caused by illegal drugs (HO)					
		Has 3 components including reduce use of Class A drugs by under 25s					
Stay Safe	6. Safe from maltreatment, neglect, violence and sexual exploitation	Re-registrations on Child Protection Register PAF A3 LAA	10%	10%	10%	<ul style="list-style-type: none"> ○ Revise Child Protection Procedures in light of new guidance on Working Together Secure and extend the range of services for families suffering domestic abuse, including extending the domestic abuse perpetrator programme to first offenders, targeted support to children and multi agency support for victims 	Safeguarding Plan Children's Services Directorate Plan.
		7. To maintain the reduction in the incidence of abuse and neglect as measured by the number of children and young people on the Child Protection Register by reducing this to 25 per 10,000 by 2008/09. (6) LAA –local)	32.0 per 10,0 00 (195)	28.0 per 10,000 (170)	25.0 per 10,000 (152)	<ul style="list-style-type: none"> ○ Undertake a gap and needs analysis to determine current service provision and need for additional family support services ○ Work with Black and Minority Ethnic communities to assist development of safe childcare practice in community settings Increase awareness of the risk of sexual abuse including internet abuse 	Safeguarding Plan Children's Services Directorate Plan.

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Stay Safe cont...	7. Safe from accidental injury and death	To reduce the number of 0-15yo who are killed or injured in road traffic accidents by 55%.				<ul style="list-style-type: none"> Continue the development of the Child Death Review Panel. Maintain existing successful preventative programmes of road traffic awareness. 	
	8. Safe from bullying and discrimination	% 11-15yo who state they have been bullied in last 12 months					
	9.Safe from crime and anti-social behaviour in and out of school	Fear of crime and anti-social behaviour				<ul style="list-style-type: none"> Develop response for children and young people as victims through Safer Walsall Borough Partnership. Evaluate 'Stop it now' campaign. 	
	10.Have security, stability and are cared for	%U16 looked after for >2 ½ yrs living in same placement for >2 yrs or placed for adoption (LAA)	63% (173/275)	65% (175/270)	67% (177/265)	Ensure good quality multi-agency support to foster carers, based on a joint understanding of permanency, including through education support initiatives, CAMHS (CARMEN) input and practical support to carers	
		Care cases completed in the courts within 40 wks	TBC	TBC	TBC	TBC	
		8. To reduce the number of Looked After Children and Young People to 400 by March 2008. (8) (APA)		400		<ul style="list-style-type: none"> Continue to provide good family support alternatives to becoming looked after. Pursue adoption for children, who cannot return home, building on current good performance. Increase support for permanency orders with relatives, friends and permanent foster carers, including residence, special guardianship and adoption orders. Continue to pursue revocations of care orders for children placed with their parents, where they are no longer needed to safeguard the child's welfare. 	

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Enjoy and Achieve	11. Ready for school	Level of development reached at the end of the foundation stage, incl narrowing the gap in the 20% most disadvantaged areas.					
		Improve retained functions of early years (reduce number of actions and improve gradings) (APA)	TBC	TBC	TBC	<ul style="list-style-type: none"> Foundation Stage networks developed. Birth to Three Framework and Foundation Stage Curriculum are embedded in all settings through quality training and effective monitoring. Continuum of Effectiveness for settings established 	
	12. Attend and enjoy school	Half days missed through absence (LAA S) 13. Reduce % of LAC who missed a total of at least 25 days of schooling PAF CF/C24* (13)	6.06 % 9.5% (27/285)	5.88% 9.0% (25/280)	5.69% 8.5% (23/275)	<ul style="list-style-type: none"> To improve the levels of attendance where attendance is below the national average through additional school based learning mentor time in primary schools Reward LAC children with 100% attendance Monitor and track school attendance of all LAC Issue monthly updates to Team managers of all outstanding PEPs Any child without a school place will be reviewed by Children Missing Education Panel and placement solution urgently found 	

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Enjoy and Achieve cont...	13. Achieve stretching national educational standards at primary school	%7yo achieving L2+ at KSI					
		Educational achievement of 11yo LAC compared with peers	TBC	TBC	TBC	TBC	

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Enjoy and Achieve cont...	13. Achieve stretching national educational standards at primary school continued	%11yo achieving L4+ in Eng & Maths, incl floor target (LAA S)	E 80% M 77%	E 81% M 78%	E 83% M83%	<ul style="list-style-type: none"> o Raise standards of literacy through the further roll out of the early language support pilot, extending this to all schools achieving below 65% in L4 English at KS2. o Extend the use of collaborative English and maths improvement partnerships with a particular focus on raising attainment at level 4 key stage 2. Reduce the achievement gap of Pakistani heritage pupils compared with the whole Walsall cohort and reduce the achievement gap of pupils eligible for Free School Meals compared with the whole cohort in our priority area by implementing intervention in targeted schools and areas 	
	14. Achieve personal and social development	Take-up of sporting opportunities by 5-16yo.				<ul style="list-style-type: none"> o Outreach from Children Centres – support to each LNP o Implement Extended services actions in schools o Actions to meet a target of 60% for young people actively involved in youth work gaining a recorded outcome. o Actions to meet a target of 30% of youth participants gaining an accredited outcome o Actions to meet a target of 70% of youth participants expressing satisfaction with the service they are receiving 	
		Take-up of cultural and sporting opportunities among >16yo					

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Enjoy and Achieve cont...	15. Achieve stretching national educational standards at secondary school	%14yo achieving L5+ in Eng, Maths, Sci & ICT, ind floor target (LAA S)	E 76% M 73% Sc 70%	E 77% M 75% Sc 70%	E79% M 79% Sc 74%	<ul style="list-style-type: none"> Implement the national secondary strategies Disseminate best practice from the Behaviour Improvement Programme and implement individual strategies as described in the Excellence in Walsall Plan Reduce the achievement gap of Pakistani heritage pupils compared with the whole Walsall cohort by intervention 	
		%16yo achieving the equivalent of 5 A*-C GCSE, incl floor target. (LAA S)	36.5 %	37.5%	38.5%	<ul style="list-style-type: none"> Develop intensive student support to enhance levels of attainment in English and Maths at GCSE and contribute to raise levels of attainment in other subjects (LAA Stretch Target). Raise standards by development of strong subject co-ordinator networks, using specialist school expertise to mentor, innovate and improve schools subject areas to the levels of those attained by the highest performing departments. To further develop and extend the revision opportunities and learning outside school hours opportunities for all young people at KS4 through specialist revision workshops, distance learning packages and the development of learner managed, progress tracking and recording systems. Encourage more individual students to engage in both more flexible, vocational learning packages and/ or alternative to school learning pathways that lead to accredited qualifications, preferably GCSE recognised equivalents. 	
		Educational achievement of 16yo LAC compared with peers	TBC	TBC	TBC	TBC	

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Make a Positive Contribution	16. Engage in decision making and support the community and environment	%Children in secondary schools participating in (a) election of school/college council members (b) mock general elections					
		Voluntary and community engagement					
		17. To improve involvement of vulnerable (and hard to reach) children and young people in decision making and ensure 175 young people are actively involved with YOU. (APA) (19)				<ul style="list-style-type: none"> Establish action to achieve a target of 175 young people actively involved in 'Youth Opinions Unite' youth consultation and participation (YOU). Hold a minimum of 10 meetings between Council Officials and members of 'Youth Opinions Unite' as a driver to consult with young people over local services and identified needs. 	
	17. Engage in law-abiding and positive behaviour in and out of school	Reduce level of offending					
		Crimes brought to justice					

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Make a Positive Contribution cont...	17. Eng age in law-abiding and positive behaviour in and out of school	18. To reduce the proportion of children and young people re-offending within 2 years of a conviction to 40.5% by 2008/09. (18) (APA)	46.5%	43.5%	40.5%	<ul style="list-style-type: none"> ○ Provide intensive community provision though meeting national targets for intensive supervision and surveillance programme (ISSP) ○ Ensure 90% of all young offenders supervised by YOS are either in full time education, training or employment. 	
		Permanent and fixed period exclusions					
	18. Develop positive relationships and choose not to bully or discriminate	%10-19yo admitting to (a) bullying another pupil in last 12 months (b) attacking, threatening or being rude due to skin colour, race or religion				<ul style="list-style-type: none"> ○ Develop a range of Youth Community Arts Projects 	
		Measure to be identified from Children's Perception Survey (Inspectorates)					
	19. Develop self- confidence and successfully deal with significant life changes and challenges						

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Make a Positive Contribution cont...	19. Develop self-confidence and successfully deal with significant life changes and challenges	19.a. To reduce the number of young people placed away from Walsall in independent residential care to 25 by 2008/09 and reduce the number in agency foster care to 75 by 2008/09. (17a) 19.b. To reduce the proportion of children newly looked after placed more than 20 miles from their home to 5.8% by 2008/09. (17b) (LAA S) & (APA PAF C69)	29 Residential Foster Care 6.2% (6/100)	27 Residential Foster Care 6.0% (6/95)	25 Residential Foster Care 5.8% (5/93)	<ul style="list-style-type: none"> Develop a multi-agency review process to agree all future placements on an individual basis Develop the 'Out of Borough Initiative' where children who are likely to return back into borough at any given time are tracked and monitored efficiently and effectively. 	
	20. Develop enterprising behaviour	%18-24 yo who are self-employed, manage own business or have thought seriously about starting their own business				<ul style="list-style-type: none"> Develop with partners an appropriate content for the 'enterprise' curriculum 	

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Achieve Economic Well-being	21. Engage in further education, employment or training on leaving school	%16-18 year old not in education, employment and training (LAA S)	10%	9.7%	9.4%	<ul style="list-style-type: none"> Better targeting of NEET hotspots Further development of training provider opportunities. Awareness raising and involvement strategy for young people re Walsall Economic Regeneration. More schools with Career Guidance Quality Mark. Implementation of the 14-19 Collaborative Provision Strategy. 	
		Improve post 16 education (APA)					
	22. Ready for employment	21. To improve post 16 education <ul style="list-style-type: none"> To improve the percentage of 18/19 year olds progressing into Higher Education 				<ul style="list-style-type: none"> More activities under the Aim Higher Programme. Review and revise the target setting process for school sixth form students. Further develop more work related opportunities involving more employers. Negotiate "guaranteed" places for Walsall students at local HE Institutions. Implementation of the 14-19 Collaborative Provision Strategy. Prioritise the development of a wider range of level 2 courses with greater access across Walsall. 	

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Achieve Economic Well-being cont...	22. Ready for employment continued...	<ul style="list-style-type: none"> To increase the level of work related learning activity for vulnerable groups. To increase the numbers of 18/19 year olds with level 2 or above qualifications. 					
		% 19yo achieving 2+ in NVQ2 or equivalent					
	23. Live in decent homes and sustainable communities	%18-30yo participating in higher education					
		%social housing & vulnerable households in the private sector in a decent condition. Cleaner, safer & greener public spaces, and quality of the built environment in deprived area				<ul style="list-style-type: none"> Training for Housing Officers to recognise the particular needs of vulnerable young people. Advice and support services at an earlier stage to maintain tenancies. Develop more specialist supported accommodation units for young people. Produce a Directory of Services. Develop a fast-track system for young people at risk. 	

OUTCOMES	Aims/ Objectives	Indicators and Targets	2006/7	2007/8	2008/9	Strategic Actions	Plans reference
Achieve Economic Well-being cont...	24. Access to transport and material goods	Level of material deprivation & low income					
	25. Live in households free from low income	% children living in relative low-income households					
		incl % children living in workless households					
		stock and take-up of childcare for all families					