

Council – 6th July 2009

Children and Young People's Plan 2009-2012

Service Area: Children's Services

Wards: All

1. Summary of report

The Children Act 2004 requires that every council publishes a Children and Young Peoples Plan (CYPP) to show how they are delivering improved outcomes for children and young people. The first 3 year plan was approved by Council on the 6th July 2006. The new three year plan is attached to this report, together with an executive summary.

The plan is based on a review of progress in improving outcomes for children and young people in Walsall over the last three years and sets the priorities for improvement for the next three years together with the key actions that will be taken by all partners in the Walsall Childrens Trust. It is aligned to the Sustainable Community Strategy and Local Area Agreement and the Councils priorities.

The children and young people's scrutiny and performance panel alongside the Children and Young People's Executive Group will monitor progress. The associated performance measures and targets are monitored through the Council's performance management framework with National Indicators reported to Cabinet on a quarterly basis.

Once Council has approved the Plan it will be distributed widely across the Borough and placed on the council's and Walsall Children's Trust websites.

2. Recommendations

2.1 That Council approve the Children and Young Peoples Plan 2009/10 to 2011/12

3. Background information

3.1 The Plan describes the key successes over the last three years for children and young people

- Achieving an improvement of 5.7% more students obtaining 5 A*-C GCSE results (including English and Maths) to 40.6%, nearly three times the rate of national improvement

- Narrowing the gap with substantial improvement on our results for Pakistani pupils' performance
- Improved schools and results at both primary and foundation stage contributing positively to the overall trend of improvement in standards at key stages 1 and 2.
- Adopting safer behaviours has shown a significant reduction in teenage pregnancies -18.9% from 1998-2007, maintaining the downward trend with the second highest overall reduction in the West Midlands
- Maintaining children's fitness (with 85% of pupils receiving two hours of quality PE and sport each week during school time) and children eating well, with obesity figures held at around 20% (Year 6) and a further reduction in (reception) from 10.4% to 8.9% between 2007/8 and 2008/9.
- Getting services to children when they need them has resulted in waiting times for CAMHS reducing from 10 to 2 weeks and improving the take up of health services for our looked after children.
- An effective anti bullying strategy has been informed by children's views and an increasing number of children report that they would talk to 'someone' about their concerns.
- Furthering children's education and getting them into work or training has reduced our NEET figure to 8.3%
- Children and young people's life experiences are very similar to that of the national average despite living in an area of high deprivation.
- A successful partnership approach to early intervention in domestic violence situations led to fewer related referrals to Childrens Services
- We exceeded our target to reduce the number of first time entrants to the Youth Justice System by delivering a 33% reduction
- High take up of infant immunisations including MMR rates at above 90%

3.2 The plan also highlights the key challenges that need to be addressed:

- Reducing the high and rising rates of infant and perinatal mortality over a ten year period,
- Increasing the percentage of 7 year olds achieving L2+ at KS1 writing
- Reducing the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4
- Increasing the 6th form average points score
- Reducing high levels of offending (particularly Looked after children and black and minority ethnic young people)
- The economic recession adversely impacting on
 - a. levels of child poverty
 - b. percentage of young people not in employment, education or training.

4. Resource considerations

4.1 The Plan is the single overarching strategy for all organisations that work with children and young people and it shows that over £390 million a year is managed by the various agencies involved including £250 million schools allocation.

4.2. The plan shows that the number of children is now growing in Walsall – projections show there will be 1600 more children under 9 over the next 3 years. This together with the impact of the recession, which is linked to increased demand for social care, is likely to increase budget pressures.

5. Citizen impact

The CYPP provides an opportunity to transform the way that services for children and young people are planned and delivered – by driving further integration. 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.

6. 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.

7. Performance and risk management issues

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 ensures 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. The Joint Area Review 2008 commented on the strength of our performance management. A Risk Register is maintained and reviewed by the Children and Young Peoples executive group.

8. 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. An Equality Impact Assessment of the plan is underway.

9. Consultation

We have consulted extensively on this plan, putting in place a comprehensive programme to ensure that as many people as possible have had the opportunity to put forward their views. This has included:

- a stakeholder event held at Beechdale Community Centre, consulting with people working in the statutory, voluntary and community sectors in Walsall.
- a consultation session with young people at the Young Persons Information Centre.
- consultation with parents and carers of children with a disability.
- one to one consultation interviews with children, young people and adults across Walsall.
- an on-line questionnaire for adults.
- consultation with vulnerable groups of children and young people at a health consultation.
- surveys of children and parents were followed up with a number of focus groups.
- discussions with head teachers and other key groups

10. Background papers

Children and Young People's Plan 2006-2009 Report to Council 6th March 2006
Children and Young People's Plan Guidance 2009, Department for Children, Schools and Families
The Children and Young People's Plan (England) (Amendment) Regulations 2007

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Signed:

Executive Director:

Date: 20th June 2009



Walsall Children and Young People's Plan **Executive Summary**

2009/10 to 2011/12



“My Walsall, my future”



Foreword by Councillor Walker

The key to making services for children and families even better is to involve children and young people in informing and developing provision. In this plan, we give commitment to listening to and responding to the voices of children by encouraging and supporting them to contribute and have an input into decisions that affect their lives. We will ensure that we change the things that we can, take note of the views of children and young people but also make sure that we are open, honest and realistic where there are things we cannot change – and make reasons for that clear. I will ensure that **children are at the heart of all we do**.

Strong, caring families are crucial in ensuring good outcomes for children. We will focus more on how we can provide support to parents and help them to feel supported by providing access to assistance early in both universal and specialist settings. We will promote good practice by sharing learning across the partnership from our innovative projects – 'Families Matter', Intensive Intervention Project and Family Nurse Partnerships. We will work in partnership with families and we will do all that we can to provide support in the way that they prefer and in doing so we will **strengthen families and support parents**.

We will integrate our ways of working with children and young people across the Children's Trust. Our approach will focus on the whole child, not just the 'part' that our services are designed for. For example, schools will support families more broadly and social workers will work with schools to support the educational attainment of looked after children. I believe that to do this, we need to integrate our service delivery, maximise the opportunities for partnership working within our Children Area Partnerships and to **integrate our support in accessible services for all**.

We will make sure that we routinely collect evidence from the children and young people themselves about the services we provide and support we offer. This will help us identify what works most effectively and will help us decide when to stop doing something that is not working. We will maintain a **constant focus on improvements for children and young people**.

Young people in Walsall created the strap line "My Walsall, my future" for use by all partners within the Children's Trust. This reflects an acknowledgement by the young people of Walsall to take on a personal responsibility in working together for a brighter future. The challenge for all of those people and organisations who work with children and young people is to demonstrate their commitment to be part of **"My Walsall, my future"**.



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1. Introduction, vision & values

This is an executive summary of our full Children and Young People's Plan which can be found on our website www.walsallchildrenstrust.org.uk. The Plan is a statutory requirement of the Children's Act 2004, and was approved by Walsall Council in July 2009. It covers a three year period to 2011-12 and also shows how we are working to deliver the Sustainable Community Strategy which recognises that children and young people are a key to securing long term prosperity for Walsall.

The purpose of this plan is to show how all the partners in Walsall Children's Trust are working together to improve outcomes for children and young people over the next 3 years. The key partners in the Children's Trust are:

- Walsall Council
 - Children's Services
 - Leisure, Culture & Lifelong Learning
 - Regeneration
- Walsall Children's Services Serco
- NHS Walsall
- Schools & Settings
- Walsall College
- WM Police
- Probation service
- Learning & Skills Council
- Walsall Voluntary Action

The Children and Young People's Plan (CYPP) is the single over-arching strategy that provides a common direction for all our strategies and each agency's individual plans – which contain more detail on how they will implement the improvements in this plan. It is important to note that the plan only refers to our priorities for improvement, we plan to improve a great deal more in children's lives and these additional improvement targets can be found in our CYPP scorecard on our website www.walsallchildrenstrust.org.uk

2. Our vision

We believe that all children and young people in Walsall have the right to be healthy, happy and safe, to be loved, valued and respected and to have high aspirations for a successful future.



3. Our Values

We **respect** all children, young people and their families – by listening carefully to their views and acting on them wherever possible.

We are **open** and **trustworthy** – by making decisions transparently and involving others and we do what we say we will.

We believe in the **potential** of all children – by doing all we can to support their development and talents

We are **caring** and **responsible** – by acting as good corporate parents and going the 'extra mile' in our supportive approaches to all children

We **protect** vulnerable children and young people – by taking firm urgent action when needed, sharing information and not tolerating oppressive behaviour

We engage with children and young people, helping to **empower** them through supporting their **aspirations** and giving them **responsibility**

We celebrate and support **cultural diversity** and children's sense of identity



4. What have we achieved over the last three years?

- Achieving an improvement of 5.7% more students obtaining 5 A*-C GCSE results (including English and Maths) to 40.6%, nearly three times the rate of national improvement
- Narrowing the gap with substantial improvement on our results for Pakistani pupils' performance
- Improved schools and results at both primary and foundation stage contributing positively to the overall trend of improvement in standards at key stages 1 and 2.
- Adopting safer behaviours has shown a significant reduction in teenage pregnancies -18.9% from 1998-2007, maintaining the downward trend with the second highest overall reduction in the West Midlands
- Maintaining children's fitness (with 85% of pupils receiving two hours of quality PE and sport each week during school time) and children eating well, with obesity figures held at around 20% (Year 6) and a further reduction in (reception) from 10.4% to 8.9% between 2007/8 and 2008/9.
- Getting services to children when they need them has resulted in waiting times for CAMHS reducing from 10 to 2 weeks and improving the take up of health services for our looked after children.
- An effective anti bullying strategy has been informed by children's views and an increasing number of children report that they would talk to 'someone' about their concerns.
- Furthering children's education and getting them into work or training has reduced our NEET figure to 8.3%
- Children and young people's life experiences are very similar to that of the national average despite living in an area of high deprivation.
- A successful partnership approach to early intervention in domestic violence situations led to fewer related referrals to Children's Services
- We exceeded our target to reduce the number of first time entrants to the Youth Justice System by delivering a 33% reduction
- High take up of infant immunisations including MMR rates at above 90%

Other key improvements

- Maintained a 'good service with good prospects to improve' for three years running – as judged by Ofsted.
- Awarded a 12 year contract to Serco to provide education services and agreed closer partnership and integrated leadership team.
- Delivered our target of setting up 15 Children Area Partnerships.
- Improved our Children's Homes standards significantly since being identified as an area for improvement in the 2008 Joint Area Review (JAR).
- All looked after children and those with a child protection plan are allocated to social workers and children are visited within expected timescales.

Challenges for Walsall Children's Trust

While progress overall is good, the task of improving some aspects is highly complex and demanding. We give these issues renewed focus in this plan through strategic action planning, and also 'front line' working with parents/carers, families, communities and partners. A key means of improvement will be through regeneration and the substantial investment from Building Schools for the Future (BSF). All of our improvement plans are supported by rigorous performance management.

Our greatest challenges are:

- Reducing the high and rising rates of infant and Perinatal mortality over a ten year period,
- Increasing the percentage of 7 year olds achieving L2+ at KS1 writing
- Reducing the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4
- Increasing the 6th form average points score
- Reducing high levels of offending (particularly Looked after children and black and minority ethnic young people)
- The economic recession impacting on
 - a. levels of child poverty
 - b. percentage of young people not in employment, education or training.

All of these are included in our priorities for the next 3 years listed on the next page, as well as other issues that we need to address.

5. What are our Priorities for the next three years?

Following extensive consultation, we have agreed 6 'cross-cutting priorities' that address specific challenges in Walsall:

1. Encourage healthy lifestyles
2. Promote mental health, wellbeing and enjoyment of life and school
3. Target early intervention to ensure safety
4. Promote social inclusion and reduce child poverty
5. Value and support our young people
6. Improve Service delivery



6. How will you know if we have delivered our priorities for improvement?

Our focus on outcomes means that we have identified 'success measures' so that we can be clear to what extent we have delivered on these priorities.

1. Encourage healthy lifestyles

- Reduce Infant & Perinatal Mortality rate
- Reduce under 18 conception rate per 1,000 females aged 15 – 17 (LAA local)
- Reduce Children travelling to school in cars (LAA)
- Reduce obesity rates in Primary schools children (LAA)

2. Promote mental health, wellbeing and enjoyment of life and school

- Deliver effective CAMHS services
- Reduce % who worry about their future
- Increase % who enjoy school
- Increase % of Young People engaged in positive activities (LAA)

3. Target early intervention to ensure safety

- Reduce Domestic Violence referrals to Social services (LAA local)
- Reduce number who run away
- Enhance targeted support for vulnerable children

4. Promote social inclusion and reduce child poverty

- Reduce numbers and/or negative impact of children in poverty (LAA)
- Increase range and quality of short breaks and support for disabled children
- Improve aspirations and attainment of underperforming groups (FSM, looked after children, SEN, Pakistani, Bangladeshi, White boys)
- Reduce % Not in Education, Employment or Training including Black and Minority Ethnic young people (LAA)
- Reduce Rate of Re- Offending (LAA)
- Reduce cautions & convictions of looked after children

5. Value and support our young people

- Improve % of 7 year olds achieving L2+ at KS1 writing
- Increase % 5+ A*-C GCSEs (Eng & maths)
- Increase % 5+ A*-G GCSEs.
- Increase % level 2 & 3 qualifications
- Increase % who want to go to Higher Education
- Provide more suitable accommodation for Care Leavers
- Improve 6th form average points score

6. Improve Service delivery

- Listen, respond to and involve children, young people and their families and carers in decision making on service delivery and planning
- Ensure services respond to diverse community needs
- Develop our Workforce
- Deliver Education Transformation and leadership (inc. BSF and PCP and LSC transfer)
- Integrate Young Peoples services
- Strengthen Children's Trust and Children Area Partnerships
- Improve value for money and efficiency through effective commissioning
- Investing in Families Matter Programme

(LAA) shows that the target is included in the Borough's Local Area Agreement.

These priorities are derived from:

- Children and young people's views
- Sustainable Community Strategy and Local Area Agreement
- Joint Strategic Needs Assessment
- Performance review
- Inspection judgments
- Analysis of trends

Each year we carry out a review to see if we have delivered the improvements and check if new ones have emerged. In addition to the 32 priorities described above we have over 100 additional improvement targets and strategic actions in our Children and Young Peoples Scorecard which is available on our website (www.walsallchildrenstrust.org.uk).

We have ensured that our priorities align to the Sustainable Communities Strategy. Walsall Partnership is committed to improving outcomes for children and young people and this is demonstrated in eight of the 30 targets in our Local Area Agreement being dedicated to children and young people.



7. Walsall Children's Trust

Walsall's Children's Trust has been in place since 2004 and is based on

- **a child-centred, outcome-led vision**
a compelling vision for all children and young people, clearly informed by their views and those of their families
- **integrated front line delivery**
organised around the child, young person or family rather than professional boundaries or existing agencies
- **integrated processes**
effective joint working sustained by a shared language and shared processes
- **integrated strategy**
joint planning and commissioning, pooled budgets and
- **inter-agency governance**
with robust arrangements for inter-agency cooperation.

The Government intends to introduce a new law soon that will strengthen Children's Trusts. The statutory "relevant partners" will be extended to include

- maintained schools (and Academies), Sixth Form and Further Education Colleges and Job Centre Plus.

The Board of the Children's Trust will be

- placed on a statutory footing and it will be responsible for developing,
- publishing and monitoring the Children and Young People's Plan.



8. Working together to deliver better outcomes

The key to our transformation is **integration**, breaking down barriers between agencies and job roles. We also work closely with the **Voluntary and Community Sector** as more than 200 voluntary and community sector organisations are helping to improve outcomes for children, young people and their parents or carers. The Chief Executive Officer of Walsall Voluntary Action is a member of Children and Young People's Executive Group (CHEG) and Strategic Commissioning Group to ensure the third sector are at the heart of our Children's Trust.

Where outcomes for children and young people will benefit, staff will increasingly work together in integrated teams that move on from multi-disciplinary models to single integrated teams using para-professionals with transferable core skills. These teams will be organised around localities and the Children's Area Partnership's. Wherever needed, specialised services will be easily accessible via these integrated teams.

Our model of single integrated services incorporates other key changes

- **Prevention**

We will prioritise resources to improve prevention by extending the role of the lead professional and using the Common Assessment Framework (CAF) approach. This engages local professionals in youth settings, children's centres and schools to develop flexible support to children young people and their families and using family group conferences to help build community and family resilience. Our Families Matter pilot project will provide us with new more effective ways of supporting families.

- **Localisation**

Our Children's Area Partnerships will be the focus of all our locality working. These will develop organically, responding to local innovation and needs. Teams will develop links with their local Children's Area Partnership (CAP). They will coordinate, develop and eventually commission local services – within a council wide strategy. Lead Professionals will also appropriately manage service packages for local children and young people working with Youth Services. This means that we will focus our resources on providing easily accessible early support through 'one-stop' shops such as extended schools, children's centres and youth centres

- **Personalisation**

We will create the conditions for flexible, interactive and creative approaches to learning. This will enable pupils to take greater responsibility for their learning and develop their independence by offering anytime, anywhere access to materials, communication and collaboration tools. Schools will support learners to be independent, critical and creative thinkers who are able to be selective in their learning styles in a way that supports personalisation.

- **Specialised intervention when needed**

As our preventative localised solutions increase, the amount of specialist interventions will be re-focussed on providing high quality evidence based support to fewer children and families. Borough wide specialist teams will work closely with the locality staff to ensure a 'seamless' service experience.

- **Schools in the 21st century**

Our Strategy for Change which drives Building Schools for the Future (BSF), including its relationship to Primary Capital Programme (PCP) , is a key vehicle to transform learning in all schools across the borough. Our key areas of development include

- A joined up strategy and approach to access to learning across the borough
- The imaginative use of 'e-learning' and modern technologies as exemplified by the Virtual School pilot
- Our strategy for the support of looked after children
- Our delivery of a wider range of courses and qualifications, within our 14-19 strategy, recognises and utilises the diverse learning styles of our pupils and teaching and support professionals capitalising on their technological capabilities and
- Our approach to inclusion as shown by our review of specialist SEN provision and the development of inclusive resourced provision within our mainstream schools

9. Structure of the Plan

Our plan follows the Every Child Matters five outcomes and we have allocated our priority improvement targets to each outcome to ensure all children and young people in Walsall are

1. Being Healthy
2. Staying Safe
3. Enjoying and Achieving
4. Making a positive contribution
5. Achieving Economic Wellbeing

Much more detail on each of these outcomes can be found in our full Plan (www.walsallchildrenstrust.org.uk)

The next chapter describes the key improvements we are delivering over the next three years. More details on the specific improvement targets can be found in appendix on page 32.



10. Improving Outcomes

10.1 Being Healthy

What we will improve over the next 3 years

1. Reduce Infant & Perinatal Mortality rate
2. Reduce under 18 conception rate per 1,000 females aged 15 – 17
3. Reduce obesity rates in Primary schools children
4. Improve Effectiveness of CAMHS
5. Reduce % who worry about their future

1. Reduce Infant & Perinatal Mortality rate

We will

- deliver robust monitoring of targets and use health intelligence to ensure proactivity and corrective action
- co-ordinate action to prevent deaths and take appropriate action to capture and use relevant learning when deaths occur
- reduce risk through screening and immunisation
- improve local services and access to them.
- target vulnerable groups
- reduce risk through lifestyles changes

2. Reduce under 18 conceptions

We will

- implement planned expansion of schools work, in particular the creation of on-site services.
- develop a systematic approach to identifying those at 'risk' of teenage pregnancy, in particular focussing on the areas of vulnerability that have been identified in recent case reviews.
- further improve integration and coordination of support for young parents through the development of a tiered service model.

3. Reduction in childhood obesity

We will

- deliver the 'Making It Count' programme
- deliver the Shape programme for year 4 children a school based education programme addressing the 8 change of life themes.
- promote Active travel to school project
- deliver WAY4WARD for children before year 6



4. Effectiveness of Child and Adolescent Mental Health Services

We will

- implement the CAMHS strategy
- consult with children and young people and consider a range of models which take into account their needs and costs
- performance manage the new contract
- implement Tamhs (targeted mental health work in schools)
- develop our workforce to meet the identified needs

5. Reduce % of those young people who worry about their future

We will

- identify and map all universal and targeted support services available to young people in Walsall to improve their emotional wellbeing
- improve access to support services in universal settings
- develop resilience in young people through a range of wellbeing and healthy lifestyle activities.
- ensure that universal services are aware of the range of specialist services available, their responsibilities to refer young people to them when appropriate and how, and where, to make those referrals

10.2 Staying Safe

What we will improve over the next 3 years

6. Reduce Domestic Violence referrals to Social services
7. Reduce number who run away
8. Enhance targeted support for vulnerable children

6. Reduce Domestic Violence referrals to Social services

We will

- develop a confident and competent workforce so that all people working with children, young people and their families will be playing their part to support vulnerable children.
- ensure Children's social workers have more manageable caseloads, additional advice and support and more time for post qualifying study.
- enhance current resources and existing targeted support by our approach to Think Family and a range of early intervention and family support services available across the Borough in Early Years and Extended Schools settings.
- more joint working and information sharing across adult and child care services.
- continued response from Domestic Abuse Response Team (DART) to all domestic abuse incidents with targeted support at a much earlier stage to prevent escalation

7. Reduce number who run away

We will

- implement the Children Missing from Home/Care Protocol
- carry out independent return interviews
- deliver early identification and preventative interventions
- ensure sound multi agency planning
- robust data collection and analysis





8. Enhance targeted support for vulnerable children

We will

- establish dedicated specialist mental health, substance and alcohol misuse input for referral, assessment, and intervention to vulnerable children.
- safeguarding training will be widely available to all services including voluntary services providers.
- develop the local preventative offer and deliver more integrated working across Children's Trust providers.
- our Children's Trust arrangements will support the work of local Children's Area Partnerships with a comprehensive needs analysis and activity to support community participation.
- we will continue to raise awareness about the risk of sexual exploitation and child trafficking.
- implement 'Step Down' arrangements

10.3 Enjoying and Achieving

What we will improve over the next 3 years

9. Increase % who enjoy school
10. Improve % of 7 year olds achieving L2+ at KS1 writing
11. Increase % 5+ A*-C GCSEs (including Eng & maths)
12. Increase % 5+ A*-G GCSEs.
13. Improve aspirations and attainment of underperforming groups

9. Increase % who enjoy school

We will

- commission two secondary schools and partner primary schools to carry out action research to ascertain why some children and young people don't enjoy school 'most of the time'.
- roll out learning from the successful schools and support them taking appropriate action.
- increase the number of children and young people participating in future surveys to provide a better reflection of views across the Borough.

10. Improve the % of 7 year olds achieving L2+ at KS1 Writing

We will

- target support for ten schools through the Black Country Challenge with specific training.
- use data to identify pupils at risk of not achieving L2+ and track and monitor their progress.
- draw on Regional Advisor support on writing across the Black Country Partnership through targeted support of 10 identified schools (4 for regional purposes and a further 6 as part of LA cross phase work).
- provide centrally based training and track impact and progress made in schools involved

11. Increase the % of 15 year-old students in schools achieving 5 GCSEs, or equivalent, at grades A*-G or equivalent.

and

12. Increase the % of 15 year-old students in schools achieving 5+ A*-C grades at GCSEs, or equivalent, including English and maths

We will

- provide additional targeted support to threshold schools
- improve the quality of leadership and management at all levels across schools in Walsall.
- maximise support from the Black Country Challenge (BCC) to raise attainment levels (5+ A*-G and 5+A* -C including English and maths) for target groups
- maximise additional resources, through the Next Practice Network for schools at risk
- establish a Challenge Board to co-ordinate support between the BCC Adviser the national strategies consultants and the LA.



13. Improve aspirations and attainment of underperforming groups

We will improve aspirations and attainment for four key groups

a. pupils eligible for free school meals (FSM)

- use 1-1 tuition effectively, providing an additional 10 hours support for identified FSM children.
- provide additional support/interventions from National Strategy consultants

b. Looked after Children

- the Virtual School Head Teacher will champion the needs of looked after children and advise schools on curriculum and learning issues with the support of School Improvement Partners (SIPs).
- ensure that looked after children have targets set by their school and that progress towards these targets is being monitored and that comparison is in place with FFT estimates.
- ensure that Designated Teachers are monitoring the progress of looked after children in their school.

c. Special Education Needs

- introduce the National Strategies Progression Guidance and recommendations as set out in the LA SEN Hub
- appointment of new Senior Children's Improvement Advisers to support SEN attainment

d. Pakistani and Bangladeshi pupils and White boys

- maximise support to both minority groups and white boys cohort via the Black Country Challenge (eg mentoring support)
- REAL project to improve attainment of gifted and talented students BME & EAL learners
- council member group to monitor and review progress

10.4 Making a positive contribution

What we will improve over the next 3 years

- 14. Increase % of young people engaged in positive activities
- 15. Reduce Rate of Re-Offending
- 16. Reduce cautions & convictions of looked after children
- 17. Increase range and quality of short breaks and support for disabled children

14. Increase % of Young People engaged in positive activities

We will

- support active participation and decision making to enable young people to influence provision.
- improve information, advice and guidance, highlighting the menu of activities in their area and the benefits of taking part.
- assess and target those young people who might benefit particularly from these opportunities.

15. Reduce Rate of Re-Offending

We will

- provide a wider range of positive and diversionary activities in localities.
- provide targeted education and training provision that meets the needs of this group and provides realistic opportunities for progression.
- assess young people and focus the work of specialist teams to give support and guidance

16. Reduce cautions & convictions of looked after children

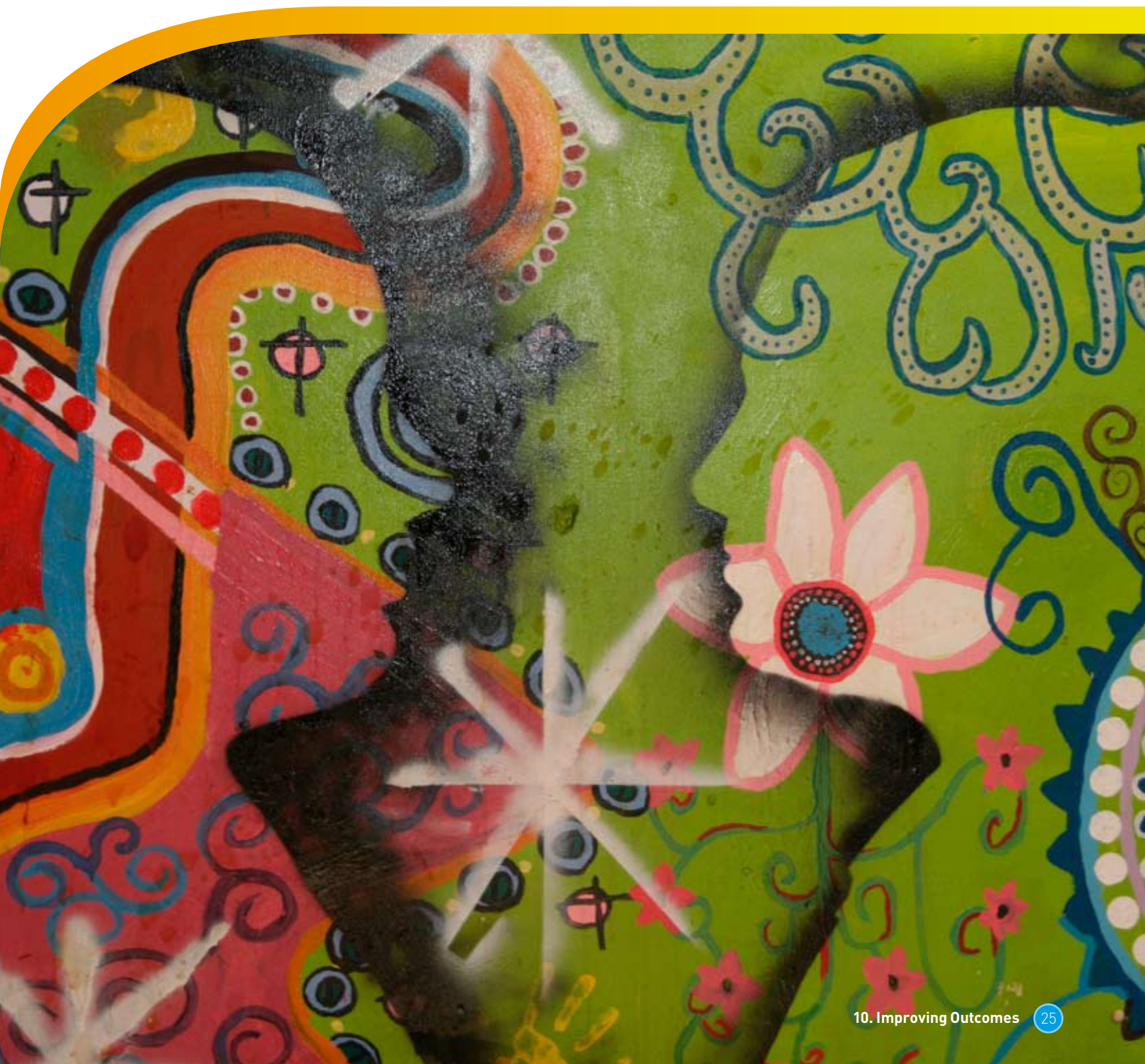
We will

- improve the information, advice, guidance and provision available to looked after children including guidance on positive activities and education, employment and training pathways.
- embed restorative approaches within our children's homes and foster placements.
- work closely with the Police and Crown Prosecution Service, to develop a culture that helps young people and their carers to take responsibility for their actions, and the impacts they have on others

17. Increase range and quality of short breaks and support for disabled children

We will

- improve the quality and range of residential Short Term Breaks locally through the development of a new build programme replacing the existing residential unit to respond better to the diverse range of individual and group needs of children
- explore how partnership and service links with leisure and education can be integrated into new service design to the benefit of children and their families.
- respond to the changing needs of Walsall's disabled children and the respite requirements of their families by working closely with partner agencies.
- deliver the requirements of Aiming High for Disabled Children to improve our capacity and quality to deliver responsive services in a timely way.



10.5 Economic Wellbeing

What we will improve over the next 3 years

- 18.Reduce Children travelling to school in cars
19. Reduce numbers and/or negative impact of children in poverty
- 20.Reduce Not in Education, Employment or Training including Black and Minority Ethnic young people
- 21.Increase % level 2 & 3 qualifications
- 22.Increase % who want to go to Higher Education
- 23.Provide suitable accommodation for Care Leavers
- 24.Improve 6th form average points score

18. Reduce Children travelling to school in cars

We will

- roll out sustainable travel plans across all schools
- educate pupils about the negative effects of travel by car
- develop and promote alternative modes of travel including safe routes for cycling and walking to schools

19. Reduce numbers and/or negative impact of children in poverty

We will

- implement the child poverty strategy, which will assist families to find the most appropriate routes out of poverty
- pilot new ways of working in two priority neighbourhoods, where child poverty presents the greatest challenge
- work with colleagues to promote worklessness reduction among parents

20. Reduce Not in Education, Employment or Training (NEETS) including Black and Minority Ethnic young people

We will

- maintain the high levels (90% during 2008) of year 11 leavers participating in some form of learning
- build on our effective partnership working, improve tracking systems and the wide variety of home visits through our contact team that supports teenagers
- utilise the Children's Area Partnerships (CAP's) to encourage and support local integrated service delivery
- use the 2009/10 Target Action Plan (TAP) as a tool to focus support on the most vulnerable, hard to reach groups.

21. Increase % level 2 & 3 qualifications

We will

- improve collaboration and links with employers and training providers to support the continued development of 14 – 19 curriculum, putting in place a wider range of options required to meet learners needs



- ensure that all young people have access to good quality impartial Information Advice and Guidance including careers education, with provision targeted to meet their specific needs.

22. Increase % who want to go to Higher Education

We will

- build on the work underway to reduce those who will fall into the NEETS category, sustaining support to encourage continued participation into HE
- increase opportunities to study at foundation degree levels linked to partnership working with colleges to improve links with HE courses/opportunities
- implement a mentoring strategy to combat low aspirations, linked to ensuring that all learners understand the commitments they are taking on to reduce fall out rates

23. Provide suitable accommodation for Care Leavers

We will

- work towards a target of 100% of social housing meeting the decent homes standards by 2010, including those occupied by care leavers
- implement a strategy and action plan that reduces the proportion of non decent private sector homes occupied by care leavers
- improve the advice, guidance and choice available to families and those leaving care, raising their awareness and improving their choices, ensuring that the accommodation is of good quality and suitable to meet their needs.

24. Improve 6th form average points score

We will

- ensure the 14-19 strategy and plans focus on improving the range and quality of 6th form offer
- work with individual schools to review and support curriculum development
- school improvement partners will focus discussion on Sixth Form provision and standards as well as Key Stage 3 and 4 performance management targets

11. Improving service delivery

Improving outcomes for Children and Young people are supported by service delivery improvements. This section shows how we plan to improve the way we work across the Children's Trust.

What we will improve over the next 3 years

25. Listen, respond to and involve children, young people and their families and carers in decision making on service delivery and planning
26. Ensure services respond to diverse community needs
27. Develop our Workforce
28. Deliver Education Transformation and leadership (including BSF, PCP and LSC transfer)
29. Integrate Young Peoples services
30. Strengthen Children's Trust and Children Area Partnerships
31. Improve value for money and efficiency through effective commissioning
32. Investing in Families Matter Programme

25. Listen, respond to and involve children, young people and their families and carers in decision making on service delivery and planning

We will

- require our service planning to show what actions are planned to improve services based on children and parents views – with at least 20 service plan actions rated Green in the third 3 year
- regularly audit services to ensure they have used consultation effectively
- increase the number of children completing the Tellus survey each year and including their key concerns as priorities in our planning

26. Ensure services respond to diverse community needs

We will

- ensure all services have narrowing gap reduction targets by 2010
- check that user satisfaction scores across communities is monitored and any significant gaps are reduced
- carry out Equality impact assessments on all key strategies within 3 years

27. Develop our Workforce

We will

- use the Children's One Workforce Tool to collate evidence to assess the degree of integration of the children's workforce in Walsall by Summer 2009
- produce an new integrated workforce strategy by end of 2009
- improve recruitment and retention of social work staff

28. Deliver Education Transformation and leadership (including BSF, PCP and LSC transfer)

We will

- focus on improving the achievement of underperforming groups whilst ensuring all pupils achieve their best
- develop and implement innovative transformation programmes through a co-ordinated approach across the Black Country Challenge, Building Schools for the future and Primary Capital programme and the councils school improvement and 14-19 strategies
- encourage new partners to work closely with schools and settings through new governance arrangements, thus increasing capacity for future leadership transformation

29. Integrate Young Peoples services

We will

- agree the preferred operational model for the integrated service
- launch new service
- design and implement workforce development plan and implement the staffing transitional plan
- complete Connexions/IAG commissioning process

30. Strengthen Children's Trust and Children Area Partnerships

We will

- strengthen our Children's Trust governance by setting up a children's trust board
- create a Joint Commissioning Unit
- integrate our management and align or pool budgets for key services
- support CAPS to commission local solutions

31. Improve value for money and efficiency through effective commissioning

We will

- deliver efficiencies from transferred services such as the Learning and skills Councils activity
- develop effective early intervention and preventive services based on the Families Matter programme
- require each service to deliver cashable and non-cashable efficiency savings each year
- commission services to maximise opportunities to deliver high quality services that are cost efficient and effective

32. Investing in the Families Matter Programme

We will

- invest £2 million in the Families Matter programme and share learning with front line services
- engage and support 100 families and 250 young people each year

12. Conclusion

This summary of our full, three year, Children and Young People's Plan (which can be found at walsallchildrenstrust.org.uk) is intended to provide a brief description of our priorities for improvement and how we plan to deliver them. We are grateful for all the people who have helped us develop the plan, through our consultation events and on-line survey to the staff who have written it.

You can find out how well we progress with the improvements over the next three year at our website which we will update regularly.



13. Glossary

APA – Annual Performance Assessment

BCC – Black Country Challenge

BSF – Building Schools for the future

CAMHS – Child and Adolescent Mental Health Services

CAPS – Children's Area Partnerships

CHEG – Child and Young People's Executive Group

CIN – Children in Need

CPP – Child Protection Plan

CSIA – Children Services Improvement Adviser

CYPP – Children and Young People's Plan

DAAT – Drug and Alcohol Action Team

DCSF – Department for Children Schools and Families

EBP – Education Business Partnership

ECM – Every Child Matters

EET – In Education, Employment or Training

EWS – Education Welfare Service

FFT – Fischer Family Trust

IAG – Information, Advice and Guidance

IIP – Investors in People

IfH – Investing for Health

JAR – Joint Area Review

JSNA – Joint Strategic Needs assessment

LA – Local Authority

LAA – Local Area Agreement

LIT – Local Implementation Team

LSC – Learning and Skills Council

LSCB – Local Safeguarding Children Board

NEET – Not in Education, Employment or Training

NSF – National Service Framework

NVQ – National Vocational Qualification

Ofsted – The Office for Standards in Education

PCP – Primary Capital Programme

PEC – Professional Executive Committee

REAL – Raising Equality and Achievement for Learners

SEF – Self evaluation form

SEN – Special Educational Needs

SEAL – Social emotional aspects of learning

SHA – Strategic Health Authority

SIP – School Improvement Partner

TLC – Transition and Leaving care team

WNF – Working Neighbourhoods Fund

WP – Walsall Partnership

14. Appendix – 3 year targets for improvement

1. Being Healthy

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Reduce under 18 conceptions	Vital signs	54.5 (2007)	33.3	30.2	30.2	<ul style="list-style-type: none"> Implement planned expansion of schools work, in particular the creation of on-site services. Implement plans for 'You're Welcome' in GP Practices. Develop a systematic approach to identifying risk of teenage pregnancy, in particular focussing on the areas of vulnerability that have been identified in recent case reviews. 	2011 2012 2009/10	Diane Osborne
Reduction in childhood obesity in year 6	Vital signs	20% (08/09)	18.8%	18.6%	18.4%	Roll out of <ul style="list-style-type: none"> Making It Count programme (prevention and treatment) Shape programme for year 4 children. A school based education programme addressing the 8 change of life themes. Active travel to school project WAY4WARD for children before year 6. (Prevention & treatment) 	2010/11 2010 2011 2009-10	Barbara Watt
Reduction in infant & Perinatal mortality	Infant mortality	8.3 (05-07)	7.54	7.39	7.25	<ul style="list-style-type: none"> Deliver robust monitoring of targets and use health intelligence to ensure proactivity and corrective actions Prevent deaths and take appropriate action to capture and use relevant learning when deaths occur Improve local services and access Reduce risk through screening & immunisation Reduce risk through lifestyle changes Targeting vulnerable groups 	2009 Ongoing	Jane Evans
	Perinatal mortality					<ul style="list-style-type: none"> Reducing risk through screening Targeting vulnerable groups Reducing risk through lifestyles changes 	Ongoing	
Reduce % of those young people who worry about their future	Gap between national average and Walsall	+2%	+1%	-1%	-2%	<ul style="list-style-type: none"> Improve access to support services in universal settings Develop resilience in Young People through a range of well-being and healthy lifestyle activities. Ensure that universal services are aware of the range of specialist services available, their responsibilities to refer young people to them when appropriate and how, and where, to make those referrals 	2010 2010/11 2010/11	Jane Evans
Effectiveness of CAMHS	a full range of CAMH been commissioned	3	4	4	4	<ul style="list-style-type: none"> Review process Performance management of contract Implementation of the CAMHS strategy 	2009 2011 2010	Jane Evans
Vital signs	16 and 17 year olds have access to services & accommodation?	3	4	4	4	<ul style="list-style-type: none"> Performance management of contract Consultation with young people Implementation of the CAMHS strategy 	2010 2009/10 2010	Jane Evans
	24 hour cover is available to meet urgent needs	3	3	3	4	<ul style="list-style-type: none"> Consider a range of models which take into account CYP need and cost 	2011	Jane Evans
	full range of early intervention support services delivered in universal settings	3	3	3	4	<ul style="list-style-type: none"> Implement Tamhs (targeted mental health work in schools) Workforce development 	2011 2011	Jane Evans

2. Staying Safe

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Reducing Domestic Violence Referrals to Social Services	Reduce the number of referrals to Children's social care for domestic Abuse (Local)	406	405	400	395	Contribute to overarching DV Strategy and reduce DV referrals to Social Services (Local LAA)	March 2010	Kay Child
Reduce number who run away. Self assessment definition to be included & sign off required from outcome lead	NI 71	Not known	Baseline set	-5%	-5%	Develop appropriate services and responses to children who run away	September 2009	Kay Child
Enhance targeted support for vulnerable children	% of children becoming subject to a CP plan for a second or subsequent time NI 65	13.8	12	12	12	All services to ensure safeguarding champion reviews procedures and awareness Ensure all services comply with Safer Recruitment arrangements Enhance targeted support for vulnerable children	March 2010	Kay Child

3. Enjoy & Achieve

* All 2011-12 targets are provisional and subject to consultation with headteachers

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	*2011-12 target	Strategic Actions	Completion date	Lead officer
Increase % who enjoy school	Reduce the % who indicate they 'do not enjoy school' (TellUs3)	10%	9.1%	8.3%	7.5%	016a Commission action research into causes and possible solutions 016b Increase participation in TellUs 4 and TellUs 5 surveys	2009 2010	Earl Richards
Improve the % of 7 year olds achieving L2+ at KS1 Writing	%7year olds achieving L2+ at KS1 Writing APA 30030F E&A 20	77%	81%	82%	83%	Regional Advisor supporting writing across the Black Country Partnership through targeted support of 10 identified schools (4 for regional purposes and a further 6 as part of LA cross phase work). Specific training organised for 10 participating schools in developing middle leaders (literacy subject and assessment leaders) to monitor and track progress of identified children Centrally based training to be completed and subsequent impact tracked along with progress made in schools involved in phase 1 of APP	2009 2009	Earl Richards
Improve GCSE results	% of 15 year old pupils in schools maintained by the LA achieving 5 GCSEs or equivalent at grades A*-G or equivalent E&A 46	91%	92%	93%	94%	Additional targeted support to threshold schools Improve the quality of leadership and management at all levels across all schools in Walsall	2009 -2010 2011	Shannon Moore
	Achievement of 5+ A*-C grades at GCSE or equivalent including English & maths NI 75 E&A 43 (Statutory)	40.6%	48.3%	54.6%	55%			
Improve aspirations and attainment of underperforming groups	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4 NI 102 E&A 27 (Statutory)	-29%	-26%	-24%	-22%	Effective use of 1-1 tuition. Additional 10 hours support for identified children based initially on school improvement data and end of Key Stage data. Additional support/interventions from National Strategy consultants...	2009-2010 2010	Earl Richards

Improve aspirations and attainment of underperforming groups	Looked after Children achieving 5 A*-C GCSE or equivalent at KS4 including English & maths NI 101 E&A 42 (statutory)	11%	15%	15.5%	16%	Virtual Head Teacher to champion the needs of looked after children and to advise schools on general school improvement especially on curriculum and learning issues which will produce better provision The support of SIPs will be integral in this process. Ensuring that looked after children have targets set by their school and that progress towards these targets is being monitored and that comparison is in place with FFT estimates. Analysing where there is underachievement and ensuring that schools put in place intervention strategies. Ensuring that Designated Teachers are monitoring the progress of looked after children in their school	2009-2010 2009-2010 2009-2010	Sharon Tott
	The Special Education Needs – (SEN) non-SEN gap – achieving A*-C GCSEs including Eng and maths NI 105 E&A 56	-38	-37	-36	-35	Introduction to the National Strategies Progression Guidance and recommendations as set out in the LA SEN Hub Monitoring of progress to take place through National Strategy consultants visits Appointment of new SCIA to support and work alongside GCSE targets as set out above	2009 – 2010 2009 – 2010 2009	Connie Mergen
	Increase the attainment of Pakistani, pupils at KS4 in 5 A*-C GCSE grades, or equivalent, including English and maths.	33%	37%	42%	47%	Monitoring of progress of groups by school and cohort EMA member group to maintain an overview progress Secondary EAL programme pilot to be established across all secondary schools	2009 2010 2011	Earl Richards
	Increase the attainment of Bangladeshi pupils at KS4 in 5 A*-C GCSE grades, or equivalent, including English and maths.	46%	47%	48%	50%	BC Challenge mentor programme to support students REAL pilot for improving the attainment of gifted and talented students BME & EAL learners		
	% of 15 year old white boys in schools maintained by the Local Authority achieving 5 GCSEs or equivalent at grades A* - C or equivalent, including English and maths	34%	41%	48%	55%	Targeting support, tracking and monitoring the attainment of groups vulnerable to underachievement		

4. Making a Positive Contribution

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Reduce rate of re-offending	NI19 (LAA)	1.16 (07-8)	1.08	1.04	1.00	Specialist targeted interventions and programmes i.e. Prevent and Deter Intensive Intervention Programme. Provide additional resource through NETT Targeted Action Plan	2012 2011	Julie Samuels
Reduce (Black/Black British) offenders on Youth Justice system disposals	NI 44c	7	5.4	3.7	2.1	Liaison with Police Liaison with Local Criminal Justice Board Targeted activities through Intensive Intervention Programme	Ongoing Ongoing 2012	Wendy Thompson
Reduce cautions and convictions for looked after children	C18	2.8	2.7	2.5	2.4	Contribute to the looked after children offending task force. Restorative approaches embedded in children's homes. Roll out restorative approaches to foster placements. Embed preventative and targeted actions from looked after children Offending Action Plan Extend Protocol with police and CPS	2009/10 2010 2011 2010 2010	David Bovell/ Wendy Thompson
Ensure that all 14 year olds participate in leisure (or recreational activities) outside school	NI110 (LAA) Young people's participation in positive activities	71.3	74	78.5	80	Develop Targeted Action Plan Develop wide range of positive and diversionary activities within localities. Use range of media to promote opportunities. Regularly consult young people to update activity menu.	2009 2011 2011 ongoing	Head of Young Peoples Integrated support services
Increase the range and quality of short breaks and support for disabled children	Improve services to children with disability by increasing the number respite foster care breaks	340	366	393	422	Develop a new build programme to provide a fit for purpose short breaks unit. Develop partnership and service links with leisure and education services. Respond to changing needs of disabled children and respite requirements of families with ongoing marketing and recruitment Deliver requirements of Aiming High strategy	2011 2011 Ongoing 2011	David Bovell

5. Achieve economic wellbeing

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Reduce the proportion of children who travel to school by car (LAA)	NI 198 (LAA)	27.6% (provisional)	29.4%	28.4%	28%	Work with schools to implement Sustainable School Travel Plans (STPs). Promote more sustainable and healthier travel modes to school walking and cycling Note: Targets are determined by LAA; they may be revised	100% STPs in place 2012	Mark Rickard
Reduce Not in Employment, Education or Training (Neets) including vulnerable groups	NI 117 (LAA) – % of 16-18 year olds (NEET)	8.3%	8.9%	8.7%	8.5%	In conjunction with YOS continue to work with looked after children and transition and leaving care team to support young people into EET. Implement WNF NEET TAP Continue to target those Young People who are not engaging fully in ETE, and actively support with attaining their individual goals. Through partnership working with the Police & Youth Offending Service engage with young people through deploying detached workers via a Technology bus, to reduce young people engaging in ASB.	Ongoing 2009-10 Ongoing Ongoing	Jane Woodall
Reduce numbers and/or negative impact of children in poverty	NI 116 (LAA) – Proportion of children in poverty	25.7% (April 2007)	23.5%	22.5%	22.5%	Delivery LAA target action plan initiatives. Delivery of Child Poverty Reduction strategy Effective pilot interventions in 2 neighbourhoods – roll out learning	Ongoing Ongoing April 2010	CP Reduction Manager
Improve 6th form average points score	6th form average points score per candidate closing the gap	627	645	665	690	Directing support and intervention to schools performing below the threshold by using School Improvement Data. Delivery of RAPS in School Causing Concern monitored through review meetings Agree local 14-19 implementation plan with partners	2009 2010 2010	Jane Woodall
Increase % of level 2 and 3 qualifications	NI 79 – Achievement of Level 2 qualifications by age 19	65.5% (2007/8)	70.4%	70.6%	70.7%	Develop pathway plans into higher education including mentoring programs Alternative curriculum work in schools and centres gives young people that are identified as under achieving the opportunity to gain some formal qualifications/awards.	2010 2011	Jane Woodall
	NI 80 – Achievement of Level 3 qualifications by age 19	36.5% (2007/8)	40.8%	41.3%	41.9%	Support the introduction of a wider range of courses and qualifications and applied courses (including diplomas) from foundation level to level 3 as part of a Walsall wider learner entitlement Specifically target qualifications to be supported through the Virtual School and pathway plans	2012 2011	
Increase % who want to go to higher education	Tell Us 2 survey indicator	48% (academic year 2008)	50%	52%	54%	To increase participation of targeted groups in Aimhigher activities To ensure all students have appropriate post 16 offer via Sept Guarantee To provide targeted intervention to raise aspiration across all phases and settings especially reducing gap for pupils from low income backgrounds Ensure all children and young people have access to clear, impartial (IAG) on the basis of personal needs and promote options as appropriate	Ongoing Ongoing Ongoing	Jane Woodall/ Helen Owen
Provide suitable accommodation for care leavers	NI 147 – Care leavers in suitable accommodation	85.7	100%	100%	100%	To improve choice and quality of local accommodation available to care leavers including support arrangements on obtaining and retaining housing.	Ongoing	David Bovell

6. Service Management

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Listen, respond to and involve children, young people and their families and carers in decision making on service delivery and planning	Number of user learning actions in service plan rated Green (on target)	Not collected	10	15	20	Ensure key action is cascaded in to all service plans	April 2009	D. Harman
						Reporting system operating	October 2009	A. Stewart
	Increase number of children who complete Tellus	917	1500	2000	2500	Encourage all schools to participate Provide reports back to schools to assist with their SEFs	October 2009	E. Richards
Ensure services respond to diverse community needs	Number of Gap reduction targets and/or actions in service plans	Not collected	5	10	15	Ensure all service plans include actions and/or targets to reduce gaps	March 2010	Stewart
	Equality Impact Assessments of key strategies	Na	2	5	10	Complete an EqlA on the Children's trust major strategies	ongoing	
Develop our Workforce	Improve recruitment and retention of key staff – vacancy rates	Set baseline of key groups vacancy rates	-2% points on baseline	-3% points on baseline	-5% points on baseline	Produce an new integrated workforce strategy by end of 2009 Improve recruitment and retention of key staff groups	Dec. 2010	A. Stewart
Deliver Education Transformation and Leadership (inc. BSF and PCP)	The total number of Education Contract KPIs (inc table B) measured over a 12 month period that are achieving band 2 performance or above.	Not yet available for year 1	95%	96%	97%	Continuous improvement monitored through the quarterly Contract Board reports and meetings	Ongoing	T. Stainer
Integrate Young Peoples services	increased participation pre and post 16, improved attainment, reduced numbers of young people Not in Education, Employment or Training	See relevant targets in sections above				Preferred Operational Model agreed Programme Board Staff consultation next phase, Staffing Transitional Plan produced Workforce development plan produced Launch new service Connexions service option approved by Cabinet Transitional staffing Plan implemented	June 2009 July 2009 August 09 Dec 2009 October 2009 Autumn 2009 March 2010	Head of YPIS
Strengthen Children's Trust and Children Area Partnerships	Deliver new statutory guidance requirements	See relevant targets in sections above				Set up Children's Trust Board Support CAP commissioning Set up Joint Commissioning Unit Strengthen relationship with LSCB Develop workforce	2009 2009 2009 2009 Ongoing	L. Hughes
Improve value for money and efficiency	Contribute to council Annual efficiency savings	1.4%	To be agreed annually			Embed in service planning Project management	Ongoing	D. Harman
Investing in Families Matter Programme	Engaged families	na	100	100	100	Invest £2 million in the Families Matter programme and share learning with front line services	Ongoing	A. Roche
	Engaged young people	na	250	250	250			



MARY DOWD - 1812-1891
This plaster cast is the only one that stands on The Bridge.

Walsall Children and Young People's Plan

Executive Summary

2009/10 to 2011/12





Walsall Children and Young People's Plan

2009/10 to 2011/12



"My Walsall, my future"

Foreword by Councillor Walker

The key to making services for children and families even better is to involve children and young people in informing and developing provision. In this plan, we give commitment to listening to and responding to the voices of children by encouraging and supporting them to contribute and have an input into decisions that affect their lives. We will ensure that we change the things that we can, take note of the views of children and young people but also make sure that we are open, honest and realistic where there are things we cannot change – and make reasons for that clear. I will ensure that **children are at the heart of all we do**.

Strong, caring families are crucial in ensuring good outcomes for children. We will focus more on how we can provide support to parents and help them to feel supported by providing access to assistance early in both universal and specialist settings. We will promote good practice by sharing learning across the partnership from our innovative projects – 'Families Matter', Intensive Intervention Project and Family Nurse Partnerships. We will work in partnership with families and we will do all that we can to provide support in the way that they prefer and in doing so we will **strengthen families and support parents**.

We will integrate our ways of working with children and young people across the Children's Trust. Our approach will focus on the whole child, not just the 'part' that our services are designed for. For example, schools will support families more broadly and social workers will work with schools to support the educational attainment of looked after children. I believe that to do this, we need to integrate our service delivery, maximise the opportunities for partnership working within our Children Area Partnerships and to **integrate our support in accessible services for all**.

We will make sure that we routinely collect evidence from the children and young people themselves about the services we provide and support we offer. This will help us identify what works most effectively and will help us decide when to stop doing something that is not working. We will maintain a **constant focus on improvements for children and young people**.

Young people in Walsall created the strap line "My Walsall, my future" for use by all partners within the Children's Trust. This reflects an acknowledgement by the young people of Walsall to take on a personal responsibility in working together for a brighter future. The challenge for all of those people and organisations who work with children and young people is to demonstrate their commitment to be part of "**My Walsall, my future**".

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1. Introduction, vision & values

1. Introduction, vision & values

This is Walsall's second 3 year children and young people's plan. It is a Statutory Plan, required by the Children's Act 2004, and was approved by Walsall Council in July 2009. It covers a three year period to 2011-12.

Its purpose is to show how we plan to build on our successes so far and secure further improvements in outcomes for Children and Young People. It is based on a detailed analysis of needs and results from our recent consultation with children and young people and their parents/carers. All of this helps to prioritise our work to address the key challenges facing children, young people and their parents and carers. The plan shows how we help to deliver Walsall Partnership's Sustainable Community Strategy.

The key partners in the Children's Trust who have agreed this plan are;

- Walsall Council
 - Children's Services
 - Leisure, Culture & Lifelong Learning
 - Regeneration
- Walsall Children's Services Serco
- NHS Walsall
- Schools
- Walsall College
- WM Police
- Probation service
- Learning & Skills Council
- Walsall Voluntary Action

The Children and Young People's plan is the single overarching strategy that provides a common direction for all the agencies' own plans. These plans contain more detail on how they will implement the improvements contained in this plan. It is important to note that the plan only refers to our priorities for improvement; we plan to improve a great deal more in children's lives; all these improvement targets can be found in our CYPP scorecard on our website www.walsallchildrenstrust.org.uk. We have incorporated actions into this plan from an Equality Impact Assessment which can also be found on our website.

Our vision

We believe that all children and young people in Walsall have the right to be healthy, happy and safe, to be loved, valued and respected and to have high aspirations for a successful future

Values

We **respect** all children, young people and their families – by listening carefully to their views and acting on them wherever possible.

We are **open** and **trustworthy** – by making decisions transparently and involving others and we do what we say we will.

We believe in the **potential** of all children – by doing all we can to support their development and talents.

We are **caring** and **responsible** – by acting as good corporate parents and going the 'extra mile' in our supportive approaches to all children.

We will **protect** vulnerable children and young people – by taking firm urgent action when needed, sharing information and not tolerating oppressive behaviour.

We engage with children and young people, helping to **empower** them through supporting their **aspirations** and giving them **responsibility**.

We **celebrate** and support cultural diversity and children's sense of identity.

Structure of the Plan

This plan is in three parts;

1. **Where we are now** – Chapters 2-4

Our analysis of needs, consultation and review of last three years progress

2. **Where we want to be** – Chapter 5

Our strategic priorities and children's trust

3. **How we will get there** Chapters 6 to 10

The core of this plan focuses on how we will improve the quality of life for all children and young people and are based on the national 'Every Child Matters' five outcomes;

1. Being Healthy
2. Staying Safe
3. Enjoying and Achieving
4. Making a positive contribution
5. Economic Wellbeing

Within each outcome chapter there are five 'every child matters' aims (making 25 in total) and for each of these aims the plan address the same questions

- Review of last three years improvements
- What we have learnt from children, young people and their parents or carers
- Where we want to be in 3 years
- What we will change in service delivery



Part 1: Where we are now

2. Needs assessment – summary

2. Needs assessment – summary

Each year we carry out a needs analysis to identify our priorities. The first phase results in a set of priorities that are agreed with Government Office West Midlands each January. Our needs analysis is based on;

- Joint Strategic Needs Assessment
- Children and young people's views
- Performance review
- Place survey
- Inspection judgments
- Analysis of data and trends

Increasing Deprivation & Inequalities

- There is a high level of deprivation in Walsall, ranking 47th of 354 Councils on the income deprivation affecting children index (IDACI 2007) placing it in the 13% most deprived councils. A similar measure, the Index of Multiple Deprivation (IMD) shows that deprivation has increased with our ranking declining from 51st out of 354 Local Authorities in England to 45th rank (1 being the most deprived) from 2004 to 2007.
- Over a quarter of children in Walsall live in poverty (26.9% IDACI 2007). From 2004 to 2007, Palfrey and Birchills-Leamore wards together accounted for 61.4% of the increase in the number of children in poverty in the Borough as a whole. Along with Pleck and St Matthew's, these four wards contained 91.5% of the increase.
- Deprivation and child poverty is set to worsen with the current economic recession. Initial effects are illustrated in the almost 80% rise in job seekers allowance claimants seen between May 2008 (when the rise started) and February 2009 across Walsall. Our analysis shows that this will lead to increased demand for social care support.
- 20.7% of children in the borough are eligible for free school meals compared with 14.3% nationally, in addition there has been a 5.2% rise of children who were granted Free School Meals from Feb 2008 (8702) in Walsall to Feb 2009 (9156) as a result of our commitment to increase take-up of free-schools meals in 2008/09.
- Raising children's aspiration for their future and attainment is a challenge. The Tellus3 survey (the annual survey of children's views) shows that while aspiration to attend higher education has improved, it remains below the national average.

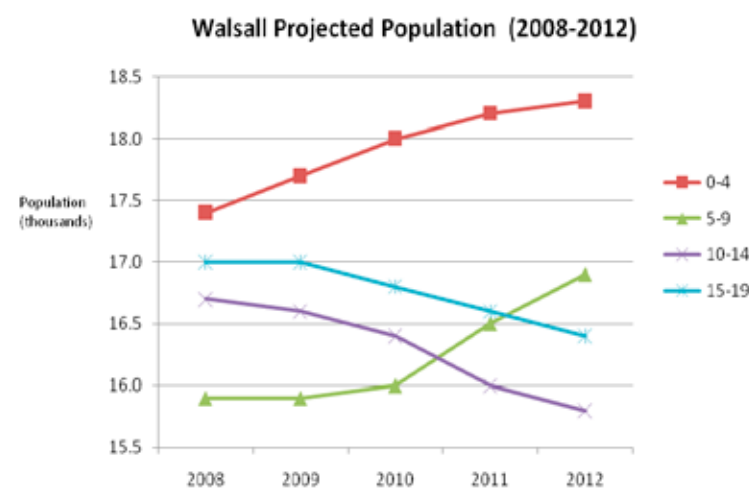
East/West differences

- Walsall is a borough of contrasts with a clear east/west divide. There are high levels of deprivation, including unemployment and poor health, to the west of borough, whereas parts of the east are more affluent.
 - There is twice the rate of overcrowding in the west (7%) than in the east (4%).
 - There are twice the number of Black and Minority Ethnic (BME) residents in the west (17%) than in the east of the borough (9%).
- Despite the east being generally more affluent, there are pockets of deprivation. For example "Aldridge North and Walsall Wood" and "Aldridge Central and South" wards each has a neighbourhood that falls within the 25% most deprived neighbourhoods in England based on their IDACI scores.

Increasing under 10 population

The **overall** total population of Walsall is projected to show a small rise by 2012 (258,500)⁹. Walsall's under 18 population is estimated to be 60,729. The 2006 based population projections from the Office for National Statistics estimate the under 18 population will rise to 61,500 by 2012. From 2009-2012 the projected increases are:

- 600 more children in the 0-4 year age range
- 1000 more children in the 5-9 year age range.



Increasing Black and Minority Ethnic population

For the last 4 years (2005-2008), approximately 30% of births each year have been within the Black and Minority Ethnic (BME) population. The BME proportion of children in primary schools currently stands at 29%.

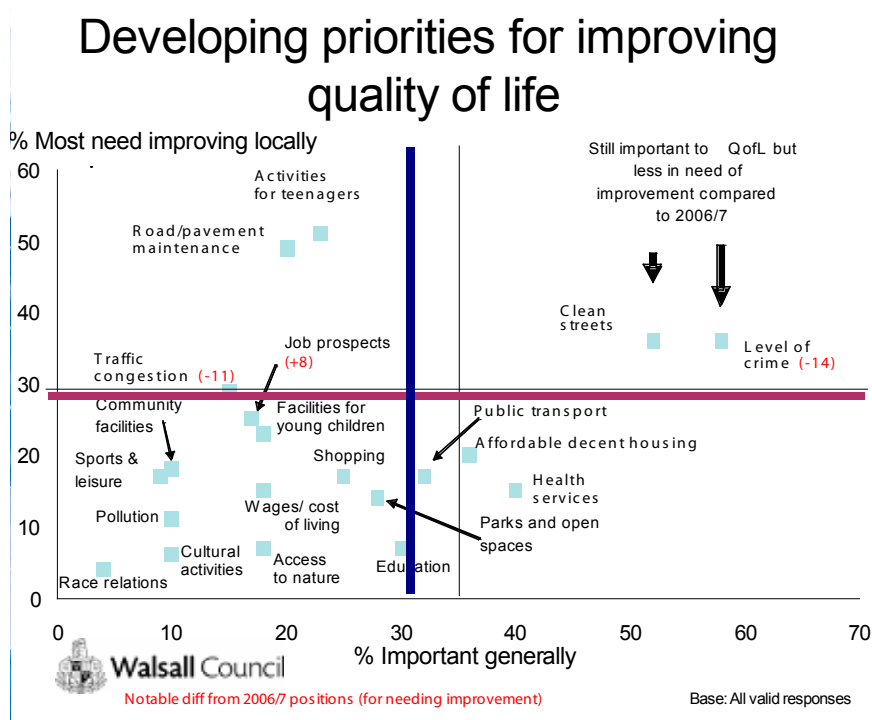
Children overcoming adversity

Despite the significant challenges that children and young people face due to high levels of deprivation, they rated life in Walsall as close to the national average on the majority of aspects in the recent TellUs 3 (2008) survey. It also placed Walsall in the top 5 local authorities for emotional well-being of children. This was based on the number of young people who reported that when they were worried about something, they talked to their mum or dad, friends or another adult. This positive news reflects that children and young people receive effective support from parents, the local community and Walsall Children's Services. Commitment to provide early support and prevention remains a key priority for Walsall for the next three years.

Public Perception of young people and Parents

The recent 2008/09 Place Survey (postal survey) highlighted that Walsall residents thought that "activities for teenagers" was the most important issue that needed improving.

In Walsall a majority (55%) of residents feel that Parents do not take responsibility for their children – only one in five (21.9%) of residents think that they do, – while this is similar to the Black Country council average (22.9%), it is lower than the MORI Met/Unitary authorities' average (28.0%)



Our full needs assessment can be found at our microsite
(web address www.walsallchildrenstrust.org.uk)



3. Listening to the voice of children, young people and their parents and carers

3. Listening to the voice of children, young people and their parents and carers

Our Children's Trust Arrangements place a high priority upon the involvement of children, young people, their families and carers in the planning and delivery of our services. We believe strongly that they are equal citizens and, in our experience, it is by giving them a strong voice and influence that real outcomes have been achieved over the last three years. Our Children's Trust Active Involvement Charter is an important document that sets the benchmark against which we operate. Our consultation standards are based upon the 'Hear by Rights' principles.

We have consulted with children and young people, undertaken surveys and involved them in improving our services on many occasions. This has ranged from the Children's Trust Partnership Forum and groups and events and through local and national surveys like the TellUs Survey. We have developed Active Involvement Toolkits so that everyone in Walsall who is consulting with children, young people, their families and carers, adopts an approach that is of a consistently high quality.

Some examples of the key messages and how we have acted upon them to improve outcomes are described below:

1. Be Healthy

Children and young people's key issues and concerns

What you said	What we changed	What more we will do
<i>Looked after children and young people wanted a greater voice in how health care is provided</i>	We involved children and young people in developing our healthy care standards through your Council4Kids and as a result of this we have now revised our foster care training package to include your views.	We will work towards developing environments which promote positive emotional well being in our in all placements for Looked after children.

Parents and carers issues and concerns

What you said	What we changed	What more we will do
<i>You said that you wanted your children who needed a CAMHS referral to get quicker access</i>	We have now put in place a process which means that all referrals to our CAMHS services will be seen within two weeks.	We will ensure that those Children and Young People who require additional or alternative services will be signposted and supported appropriately to ensure access. Where there are gaps in provision we will highlight these in future planning cycles.

2. Stay Safe

Children and young people's key issues and concerns

What you said	What we changed	What more we will do
<i>You told us through the Children's Trust Partnership Forum and through our TellUs Survey that bullying was an issue for you</i>	Over 60 of you are now active members of the young people's Anti Bullying Forum and oversee the implementation of the Anti-bullying Strategy and good practice standards.	All child care settings will be routinely recording incidents of bullying and discrimination and their response. Sixty per cent of services for children and young people will have reached at least the bronze standard award. Child care workers including those in the voluntary sector will have access to tools and advice to help them tackle discrimination and deal with children and young people who experience bullying or bully others
<i>You have told us through the Children's Trust Partnership Forum that your parks and open spaces are sometimes not up to scratch. You wanted safer and more accessible parks and green spaces, you also wanted to have a say in the way that we improve and develop our parks</i>	<p>We now have an online consultation tool called 'green stat' where you can give your views about existing provision and put forward suggestion on future developments. We have improved lighting and designed out anti-social behaviour hot spots.</p> <p>We now routinely consult with you through the Children's Trust Partnership Forum on proposed developments and seek your views at the very highest level before we implement any proposal around our green spaces.</p>	Design of buildings and open spaces will 'build out' trouble spots including schools through Primary Capital Programme and Building Schools for the Future. Local plans will explicitly address the impact on children and young people and will state how these issues will be addressed
<i>You told us that you feel anti-social behaviour is a problem in some parts of Walsall.</i>	<p>The Youth Offending services, in partnership with the youth service, the police and others are now delivering a youth inclusion programme in areas which have been identified as crime hotspots.</p> <p>Working in partnership with Magistrates in the Community, Police, Community Support Officers and Safer Walsall Partnership, we now also have Junior Neighbourhood Watch schemes active across the borough.</p>	Closer relationships between Crime and Disorder Partnership and the Children's Trust will be in place. WSCB will play a more robust role in agreeing local crime and disorder priorities and regular briefings on these issues will be available to the Board

3. Enjoy and Achieve

Children and young people's key issues and concerns

What you said	What we changed	What more we will do
<i>You have told us through the Children's Trust Partnership Forum meetings at six schools that you would like more youth provision and things to do outside of school hours.</i>	Better advertisement of existing activities and facilities has been co-ordinated through the Youth Service and schools.	Area youth workers are liaising with young people to explore the possibilities of providing even more activities.

4. Make a Positive contribution

Children and young people's key issues and concerns

What you said	What we changed	What more we will do
<i>You told us that you want to have cleaner neighbourhoods, your streets and your neighbourhoods to be litter free and all graffiti removed and that you want the older generation to value your contribution.</i>	Our 'Green Fingers Project' – a community based programme, has brought together whole communities across generations to work together planning litter picking, the removal of graffiti and the planting of shrubbery in order to enhance the look and feel of their neighbourhood. You have told us, through your evaluation of the project, that you feel much more respected by the older generation and that you want to help us to implement this project across Walsall over the next year.	We will work across the borough through Children's Area Partnerships to support to children and young people to engage in positive activities with a local impact that is visible within individual communities.
<i>Our looked after children told us that they wanted to be listened to rather more.</i>	We have worked with you to help you form your own unique council which links to the Virtual School and the Corporate Parenting Board. Young people who are looked after now attend the corporate parenting board and present individual and representative views directly to the Board. You now have direct access to a lead member, executive directors and senior managers. You have named this group 'Council4Kids'. Now your views are represented at the highest level of the council.	Support services will promote closer links with young people's forums including the 'council for kids' and we will seek to further personalise the corporate parent role to improve the range of ways in which children in care are listened to.

<i>You told us that you want to be active citizens with more opportunities for volunteering to contribute to your communities and enhance your CVs and help you to secure job opportunities</i>	We have developed a volunteering policy as a tool to support young people wishing to become volunteers – allowing them to explore different experiences and also to up skill them to access paid employment or training. Our volunteering programme currently has 50 participants registered who are either on placements/ courses. Each young person has an action plan which is used as a tool to identify progression routes and includes support for them to gain at least a NVQ level 2 qualifications.	We will improve the way in which opportunities for children and young people are coordinated and to extend our reach to those who may have felt excluded feel confident to make a positive contribution. The development of Walsall's Integrated Youth Support Service and the greater community focus of schools will help this process and provide the support young people need
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5. Achieve economic well being

Children and young people's key issues and concerns

What you said	What we changed	What more we will do
<i>Young people accessing Connexions said that they wanted more one to one work because they value being with someone they trusted, and felt more able to ask questions and get involved when they needed to.</i>	<p>The 'Keep on Track' project currently supports 90% of participants into education, training or employment. We have successfully developed this service based on the young people's views to include more one to one support.</p> <p>We have now launched an innovative mentoring programme which has seen high achieving year 12 pupils from the local grammar school buddy with year 12 students who are care leavers. The grammar school pupils offer peer influence, support and advice to children leaving care. This innovation and excellent practice is helping to reduce NEET figures.</p>	<p>We will develop a 'shadow board' for Integrated Young Peoples Support Services to involve them in our decision making.</p> <p>We will also focus on hearing from those who have been previously 'hard to reach'</p>

Parents and carers issues and concerns

What you said	What we changed	What more we will do
<i>Parents of children and young people with special needs want a wrap around service to support their children from 0-18 years.</i>	We improved the service provided by the Children's Disability Team by focusing on transition throughout from early years up to secondary schooling. We have also successfully reduced the number of families waiting for respite care.	We will strengthen and monitor transition planning for all Children and young people with SEN or disability in settings and schools.
<i>Parents of children and young people with special needs voiced their concerns about their ability to attend a full range of meetings, including transition reviews, especially those held during the school day.</i>	Social Services and Education Teams have agreed to work together to ensure that meetings are conducted jointly, putting less pressure on parents to attend lots of meetings.	We will plan with reviewing officers joint Annual Reviews and PEP Reviews' We will focus on working with partners to improve the transition experience into adult services.

Getting the process right

Walsall Viewfinder is a sophisticated partnership-wide consultation database supported by Walsall Partnership which will allow us to capture and share the findings from all consultation activity involving children and young people, families and carers, and to use this information to further enhance our service planning.

Our Children's Trust Active Involvement Strategy and Action Plan places even greater emphasis upon the engagement of those groups who are harder to reach – including BME communities, young people who are looked after, those with complex needs and parents and carers. It will build on the best examples of what we already have – a well-established parent/carers forum for those who have a child with a special educational need or disability.

Our specialist consultation team located within the youth services -Youth Opinions Unite – is a model of detached youth work. It supports young people's involvement through a series of youth forums and school councils and works in partnership with voluntary and community based organisations that are able to reach out and capture the voices of young people who are harder to reach. Team A is run by young people for young people and offers an effective means of confidence building which results in more effective consultation and participation.

We have some good examples of commissioning panels which bring together young people and professionals as equal partners to decide which potential providers could best meet the needs of young people. A recent example of this is the commissioning of Young People's Services. Our young people continue to participate in the development of our workforce through active membership of all recruitment panels for senior staff appointments across our partnership arrangements.

The membership of the Safeguarding Children Board includes a young people's representative. The young person attends all events and is an active member, offering a two way communication process between the Board and a variety of youth groups. This is set to develop further as the current member mentors another young person in their role as they join the Board.

Over the next three years we will:

- ensure that the views of young people about their experiences across the five ECM outcomes directly inform the ongoing revision of priorities and actions within the children and young people's plan
- expand the model of consultation and participation developed through our Children's Trust Partnership Forum as we implement further our approach to implement the principles of World Class Commissioning.
- extend the Tellus Survey – our aspiration is to secure a 100% response rate over the next three years. We want our children and young people to give us even more information on which to base our future plans and to give them even more confidence that they do have a say.
- administer our Active Involvement Charter and adapt our toolkits so that consultation reaches beyond the easy to reach and routinely engages with those who have traditionally felt excluded from the decision making processes.
- ensure that Walsall Viewfinder database is used to its full potential and that we continue to develop a culture of sharing that will enhance it further.
- ensure that we have an active school council in all schools across Walsall and that every child and young person feels confident enough to 'have their say'.
- continue to explore opportunities for developing alternative and innovative ways of engaging with children young people, their families and their carers.

How have we consulted on this plan?

We have consulted extensively on this plan, putting in place a programme of consultation to ensure that as many people as possible have had the opportunity to put forward their views. This has included:

- a stakeholder event held at Beechdale Community Centre, consulting with people working in the statutory, voluntary and community sectors in Walsall.
- a consultation session with young people at the Young Persons Information Centre.
- consultation with parents and carers of children with a disability.
- one to one consultation interviews with children, young people and adults across Walsall.
- an on-line questionnaire for adults.
- consultation with vulnerable groups of children and young people at a health consultation.
- surveys of children and parents were followed up with a number of focus groups.
- discussions with head teachers and other key groups.

The above consultation processes told us what you thought of the first draft of the plan. We have used this information to inform the final plan, taking into account what you said should be changed. The main things you told us, and that we have taken into account in this plan, were:

- you supported the vision, agreeing that it encompasses all the things we should aspire to. We took into account the changes or wording you suggested.
- whilst you thought that all of our six priorities are important, you thought that 'targeting early intervention to ensure safety' and 'promoting mental health, well being and enjoyment of life and school' were the two most important.

- within the Be Healthy chapter, you told us we should include more about disabled children and young people, information about SEAL, more about homeless young people and a commitment to ensure information about issues and services is readily available to children, young people, parents and carers and professionals.
- within the Stay Safe chapter you told us we should include a commitment to ensuring social workers have reasonable caseloads, that people working with children and young people should have specific training on how to identify suicide risks and that children and young people should be trained to assess and evaluate the effectiveness of bullying policies.
- within the Enjoy and Achieve chapter, you told us that we needed to commit to asking children and young people about the types of extra-curricular activities they want, to improve information about Early Years provision and to look at the factors that lead to under achievement.
- within the Making a Positive Contribution chapter, you told us we should include a commitment to ensuring transport enables children and young people to take part in positive activities, that training and support for parents, carers and those who bully should be available outside of school as well as inside and that healthy relationships education would help to combat bullying and discrimination.
- within the Achieve Economic Well Being chapter, you told us that we should include the importance of volunteering making young people 'job ready', that we needed to provide more suitable accommodation in safer areas for care leavers and that we needed to work to improve transport for young people to access a range of services.



4. Review of progress over the last three years 2006-9

4. Review of progress over the last three years 2006-9

Successes for Walsall Children include;

- Achieving an improvement of 5.7% more students obtaining 5 A*-C GCSE results (including English and Maths) to 40.6%, nearly three times the rate of national improvement
- Narrowing the gap with substantial improvement on our results for Pakistani pupils' performance
- Improved schools and results at both primary and foundation stage contributing positively to the overall trend of improvement in standards at key stages 1 and 2.
- Adopting safer behaviours has shown a significant reduction in teenage pregnancies -18.9% from 1998-2007, maintaining the downward trend with the second highest overall reduction in the West Midlands
- Maintaining children's fitness (with 85% of pupils receiving two hours of quality PE and sport each week during school time) and Children eating well, with obesity figures held at around 20% (Year 6) and a further reduction in (reception) from 10.4% to 8.9% between 2007/8 and 2008/9.
- Getting services to children when they need them has resulted in waiting times for CAMHS reducing from 10 to 2 weeks and improving the take up of health services for our looked after children.
- An effective anti bullying strategy has been informed by children's views and an increasing number of children report that they would talk to 'someone' about their concerns.
- Furthering children's education and getting them into work or training has reduced our NEET figure to 8.3%
- Children and young people's life experiences are very similar to that of the national average despite living in an area of high deprivation.
- High take up of infant immunisations including MMR rates at above 90%

Other key improvements;

- Maintained a 'good service with good prospects to improve' for three years running – as judged by Ofsted.
- Awarded 12 year contract to Serco to provide education services and agreed closer partnership and integrated leadership team.
- Set up, developed and reached our target of setting up a total 15 Children Area Partnerships.
- Children's Homes standards have improved significantly since being reported as an area for improvement in the 2008 Joint Area Review (JAR).
- All looked after children and those with a child protection plan are allocated to social workers and children are visited within expected timescales.

Challenges for Walsall Children's Services

While progress overall is good, the task of improving some aspects is highly complex and demanding. We give such issues renewed focus in this plan through strategic action planning, and also 'front line' working with parents/carers, families, communities and partners. A key means of improvement will be through regeneration and the substantial investment from Building Schools for the Future (BSF). All of our improvement plans are supported by rigorous performance management.

Our greatest challenges are –

- Reducing the high and rising rates of infant and perinatal mortality over a ten year period,
- Increasing the percentage of 7 year olds achieving L2+ at KS1 writing
- Reducing the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4
- Increasing the low 6th form average points score
- Reducing high levels of offending (particularly Looked after children and black and minority ethnic young people)
- The economic recession impacting on;
 - a. levels of child poverty
 - b. percentage of young people not in employment, education or training.

All of these are included in our priorities for the next 3 years listed on the next page, as well as other issues that we need to address.



Part 2: Where we want to be

5. Our Priorities & Strategic Direction for 2009-2012

5. Our Priorities & Strategic Direction for 2009-2012

This plan shows our strategic direction for the next three years and focuses on how we intend to deliver our priorities. These priorities are derived from

- Children and young people's views
- Sustainable Community Strategy and Local Area Agreement
- Joint Strategic Needs Assessment
- Performance review
- Inspection judgments
- Analysis of trends

In addition to the priorities described below we have over 150 additional improvement targets and strategic actions in our Children and young people's Scorecard which is available on our website www.walsallchildrenstrust.org.uk

Our six (plus two local) LAA targets are indicated in our list below and show how important children and young people are for the whole Walsall Partnership. We have aligned our priorities to the Sustainable Communities strategy (see appendix 1).

Our Priorities

This plan provides a clear direction of travel for the whole Children's Trust using the Every Child Matters five outcomes (see chapters later in this plan).

Following extensive consultation we have agreed 6 'cross-cutting priorities' that address specific challenges in Walsall –

1. Encourage healthy lifestyles
2. Promote mental health, wellbeing and enjoyment of life and school
3. Target early intervention to ensure safety
4. Promote social inclusion and reduce child poverty
5. Value and support our young people
6. Improve our service delivery

Our focus on outcomes means that we have identified 'success measures' so that we can be clear to what extent we have delivered on these priorities.

1. Encourage healthy lifestyles

- Reduce Infant & Perinatal Mortality rate
- Reduce under 18 conception rate per 1,000 females aged 15 – 17 (LAA local)
- Reduce the percentage of Children travelling to school in cars (LAA)
- Reduce obesity rates in Primary school children (LAA)

2. Promote mental health, wellbeing and enjoyment of life and school

- Deliver comprehensive CAMHS service
- Reduce percentage who worry about their future
- Increase percentage who enjoy school
- Increase percentage of Young People engaged in positive activities (LAA)

3. Target early intervention to ensure safety

- Reduce Domestic Violence referrals to Children's Services (LAA local)
- Reduce the number of children and young people who run away
- Enhance targeted support for vulnerable children

4. Promote social inclusion and reduce child poverty

- Reduce numbers and/or negative impact of children in poverty (LAA)
- Increase range and quality of short breaks and support for disabled children
- Improve aspirations and attainment of underperforming groups (including FSM, looked after children, SEN, Pakistani, Bangladeshi, White boys gap reduction)
- Reduce percentage Not in Employment, Education or Training including Black and Minority Ethnic young people (LAA)
- Reduce Rate of Re- Offending (LAA)
- Reduce cautions & convictions of looked after children

5. Value and support our young people

- Improve percentage of 7 year olds achieving L2+ at KS1 writing
- Increase percentage 5+ A*-C GCSEs (Eng & maths)
- Increase percentage 5+ A*-G GCSEs
- Increase percentage level 2 & 3 qualifications
- Increase percentage who want to go to Higher Education
- Provide more suitable accommodation for Care Leavers
- Improve 6th form average points score

6. Improve service delivery

- Listen, respond to and involve children, young people and their families and carers in decision making on service delivery and planning
- Ensure services respond to diverse community needs (e.g. Equality impact assessments)
- Develop our workforce
- Deliver Education Transformation and leadership (inc. LSC transfer and BSF and PCP)
- Integrate Young People's services
- Strengthen Children's Trust and Children Area Partnerships
- Improve value for money and efficiency through more effective commissioning
- Invest in Families Matter Programme

Those targets that are also included in the borough's Local Area Agreement are shown as [LAA].

Our Children's Trust

Walsall's Children's Trust has been in place since 2004 and is committed to;

1. Putting children and young people at the heart of all we do
2. Focussing on improving outcomes – rather than structures and processes
3. Our common vision and goals
4. Working together
5. Increasing integration of our planning, budgeting and service delivery

Our three year journey of increasing formal integration in the Children's Trust

We know that delivering big improvements in outcomes requires that we increasingly integrate across all levels of the organisations in the Children's Trust. A new Children's Trust board will enhance further the integrated strategic leadership and by increasing the alignment/integration of budgets we will support joined up working across the Trust.

Our key milestones are;

2009-10	<ol style="list-style-type: none"> 1. Establish a Children's Trust Board 2. Set up Joint Commissioning Unit 3. Identify and align high level partner agreed budgets 4. Identify pooled budget options that will deliver improved outcomes <ol style="list-style-type: none"> a. Looked after children placements b. Disabilities c. Continuing Care d. CAMHS e. Teenage Pregnancy
2010-11	<ol style="list-style-type: none"> 1. Implement agreed aligned budgets for key services 2. Implement pooled budgets for services where evidence shows such arrangements will improve outcomes
2011-12	Review impact on outcomes and plan further appropriate integration

Working together to deliver better outcomes

The key to our transformation is integration; breaking down barriers between agencies and job roles. Where outcomes for children and young people will benefit, staff will increasingly work together in integrated teams that move on from multi-disciplinary models to single integrated teams using para-professionals with transferable core skills. These teams will be organised around localities and the Children's Area Partnership's. Wherever needed, specialised services will be easily accessible via these integrated teams.

Our model of single integrated services incorporates other key changes;

- **Prevention**

We will prioritise resources to improve prevention by extending the role of the lead professional and extending the Common Assessment Framework (CAF) approach. We will build upon our pilot sites (Darlaston and Bentley) across the Borough by engaging local professionals in youth settings, children's centres and schools to develop flexible support to children young people and their families and using family group conferences to help build community and family resilience. Our Family Matters pilot project will provide us with new more effective ways of supporting families.

- **Localisation**

Our Children's Area Partnerships will be the focus of all our locality working. These will develop organically, responding to local innovation and needs. Teams will develop links with their local Children's Area Partnership (CAP). They will coordinate, develop and eventually commission local services – within a council wide strategy. Lead Professionals will also appropriately manage service packages for local children and young people working with Youth Services. This means that we will focus our resources on providing easily accessible and early support through 'one-stop' shops such as extended schools, children's centres and youth centres

- **Personalisation**

We will create the conditions for flexible, interactive and creative approaches to learning with the objective of enabling pupils to take greater responsibility for their learning and develop their independence by offering anytime, anywhere access to materials, communication and collaboration tools. Schools will support learners to be independent, critical and creative thinkers who are able to be selective in their learning styles appropriately supporting personalisation.

- **Specialised intervention when needed**

As our preventative localised solutions increase, the amount of specialist interventions will be re-focussed on providing high quality evidence based support to fewer children and families. Borough wide specialist teams will work closely with the locality staff to ensure a 'seamless' service experience.

- **Schools in the 21st century**

Our Strategy for Change which drives Building Schools for the Future (BSF), including its relationship to Primary Capital Programme (PCP) , is a key vehicle to transform learning in all schools across the borough. Our key areas of development include:

- A joined up strategy and approach to access to learning across the borough
- The imaginative use of 'e-learning' and modern technologies as exemplified by the Virtual School pilot
- Our strategy for the support of looked after children
- Our delivery of a wider range of courses and qualifications, within our 14-19 strategy, recognising and utilising the diverse learning styles of our pupils and teaching and support professionals capitalising on their technological capabilities and
- Our approach to inclusion as shown by our review of specialist SEN provision and the development of inclusive resourced provision within our mainstream schools

See more information in Chapter 12.



Part 3: How we will get there

6-10. Improving Outcomes

6. Be Healthy
7. Stay Safe
8. Enjoy and Achieve
9. Make a positive contribution
10. Economic Wellbeing

6. Being Healthy

This chapter provides an overall summary on health issues, 2 case studies, and then focuses on the five aims for children and young people to be:

1. Physically healthy
2. Mentally and emotionally healthy
3. Sexually healthy
4. Healthy lifestyles
5. Choose not to take illegal drugs

For each aim; the same headings are used:

- Review of last three years improvements
- What we have learnt from children, young people and their parents or carers
- Where we want to be in 3 years
- What we will change in service delivery

This approach provides a rich level of detail that we use for planning improvements across the wide range of needs of children and young people.

The chapter concludes by setting measurable improvement targets for the next 3 years for these priorities;

- Reduced Infant & Perinatal Mortality rate
- Reduce under 18 conception rate per 1,000 females aged 15 – 17
- Reduce obesity rates in Primary schools children
- Deliver comprehensive CAMHS service
- Reduce % who worry about their future

Many more improvement targets are included in our full scorecard which can be found at our website www.walsallchildrenstrust.org.uk and some are referred to in the chapter.

Brief summary of key successes and challenges over last 3 years

Reducing teenage pregnancy has achieved an overall reduction from the 1998-99 baseline of 21.6%. Obesity figures held at around 20% (Year 6) and showed a further reduction in (reception) from 10.4% to 8.9% between 2007/8 and 2008/9 due to eating well and by maintaining children's fitness with 85% of pupils receiving two hours of PE and sport each week. Ensuring children receive services when they need them has resulted in waiting times for CAMHS reducing from 10 to 2 weeks and good provision exists regarding the take up of health services for our looked after children although targets set for 2009/10 of 95% remain a challenge. There is high take up of infant immunisations including MMR rates at above 90%.

High and rising rates of infant mortality over a ten year period increasing from 7.1% in 1995/97 to 8.3% in 2005/07 compared with England average reduction from 6.1% to 4.9%.

Proportion of mothers initiating breast feeding remains below our comparator authorities. Initial evaluation of the Family Nurse Partnership suggests good engagement and healthier choices taken by young pregnant women and their partners.

Walsall has a specialist young people's substance misuse team, Cri/T3. Their services continue to reach out to the vulnerable young people in the Borough with excellent partnership working they have increased their referral rates from 149 in 2007/08 to 319 in 2008/09.

Case Study 1 – The Real Benefits of Partnership Work for Teenage Parents

N was referred to the Teenage Pregnancy team as a pregnant schoolgirl aged 14. N should have been in year 10 but was a 'non-attende' who had previously been supported by the 'Street Teams' in respect of engaging in risk taking behaviour. N's unborn child became the subject of a 'child Protection Plan

Throughout 'N' has been supported by multi-agency professionals including Teenage Pregnancy team, Family Nurse Partnership Programme, Education Re-integration and Social care A co-ordinated 'holistic' response ensured that N had the opportunity to re-engage with Education and supported to make the changes needed to safeguard herself and her child into the future.

This co-ordinated response has resulted in positive outcomes for both and a long-term commitment from N to provide a stable and loving environment. N is attending school and enjoying learning and achieving and is engaging with a local nursery provider for work experience and gain insight into the developmental milestones of children, she said;

"I'm now back in School and looking forward to starting College. I wouldn't have done this without help and support."

N's child is no longer subject to a child protection plan. N and her child are looking forward to an independent and successful life

Case Study 2

The Children's Community Nursing Service (CCNS) is involved with D whose mother thinks CCNS are the bee's knees and that they do exactly 'what it says on the tin'. D has complex needs and it had often been left to him or his mother to co-ordinate his care. With the involvement of the CCNS, they are able to access the Lead Professional who can co-ordinate care planning and services involved with the family. The Lead Professional role ensures that the individual's needs are anticipated and services can be proactive rather than reactive. An example is that specialist equipment can be planned and provided in time to suit D's needs. D's mum feels that with the team and lead professional acting as advocates for her and her son, she doesn't have to be constantly battling for things. In addition, incorporating the Continuing Care lead role into this service means that families can deal with someone they know when it comes to accessing the continuing care pathway, thus ensuring a seamless service and peace of mind for families.

AIM 1: Physically healthy

Review of last three years' performance

Walsall continues to work towards improved physical health from birth to adulthood and beyond. We deliver integrated maternity care through a personalised service which improves accessibility, socialisation and helps to identify early signs of post natal depression.

The introduction of the maternity support worker role has improved the quality of consultation each woman receives. Link workers have focussed on Bengali and Mirpuri women who have not previously accessed services as early as other communities. Health Visitors have been working with travelling families, women and children experiencing domestic abuse and to support the reduction of teenage pregnancy.

Increasing breastfeeding means more babies can realise long term health benefits. UNICEF's Baby Friendly Initiative which aims to support parents in making informed choices about feeding and caring for their babies has been achieved at Manor Hospital and has passed Stage 1 Community Initiative.

Every child now receives two hours of quality physical education through school sports partnerships. Physical Activity (PA) advisors have trained over 30 staff from schools to deliver 'Active Clubs' and 'Family Fit' sessions for children and parents and are developing an 'Expose' programme to introduce teenagers to new forms of PA. Extensive work has been jointly undertaken with colleagues in Sport & Leisure Development to support PE and sports coaching in schools and through the school swimming service to improve children's fitness (within the new '5 hour offer' for pupils receiving quality PE and sport each week).

From January 2009 Walsall offered free swimming for under 16s and this will continue until at least March 2011.

Our target was to improve services for children with disabilities by increasing the proportion of children in need who have a disability receiving a service to 7% by 2009. We are on track by increasing short breaks and respite care packages.

What we have learnt from Children and Young people and/or parents and carers over last 3 years

Consultation tells us:

- Parents and carers struggle to access joined up Children's services and find themselves repeating their story to each service.
- Parents in the Family Nurse Partnership have consistently reported high levels of satisfaction with the Programme (Birbeck, 2008) and the link with one Family Nurse as key professional; fathers in particular have been well engaged even when not still in a relationship with the baby's mother.

Children and young people with disabilities have said:

- They have a strong regard for friendship and want to do the same activities as their able bodied friends. Not seeing friends makes them feel lonely.
- They value their independence in accessing leisure facilities but this can be compromised due to limited provision, difficulty in access and transport.
- Mainstream facilities often lack specialist equipment, which enable them to use services such as swimming pools.

Where we want to be in 3 years time

There will be improved access to maternity services which meet each woman's needs quicker, more often and will be personalised so that fewer babies will die and more babies will be breast fed each year.

We will help to reduce weight for mothers, increase numbers of children of a healthy weight and improve weaning practice and support families to choose healthier foods and influence the availability of healthy foods locally.

Children and families will access a range of free activities in their local area that help them to achieve and maintain a healthy weight and to feel good about themselves. Their school day will incorporate lots of activity including walking buses, cycle to school groups, wake and shake, activities to do at playtime and lots of clubs at lunchtime and evenings. PE sport and physical activity will be inclusive and children will be able to take part in activities that they enjoy. Schools facilities will open before and after school and in the school holidays. Activities for the whole family will be available and parents will also be able to use sport, leisure and recreation facilities including pools and equipment to get active independently. Children with disabilities will have access to a range of short breaks, which include access to leisure facilities and, for example, Sneyd Watersports Centre and the Aldridge Airport "High Ropes" Centre.

What we will change in service delivery to achieved the improved outcomes

We will work more collaboratively across the whole children's workforce to ensure children, young people and families are safe and at the centre of joined up care planning, where individual's needs are fully recognised and the story is told once.

Maternity services will deliver improved ante-natal and neonatal screening that meet new standards which will help towards reducing infant and perinatal mortality.

There will be an increase in the existing 2 hours of quality physical education in schools in particular working towards the new "5 hour" offer.

Children will have access to a wide range of PE, sport and physical activity opportunities, both in and out of school. These opportunities, along with healthy eating and healthy lifestyle messages, will allow children and families to focus on not only on enjoying their lives but also in maintaining a healthy weight throughout childhood, into adulthood.

The Healthy Child Programme and the Health Promotion Programme will be fully implemented as the model of universal health and wellbeing provision from maternity to adulthood, progressively layered and delivered to maximise the achievement of good health (and other) outcomes such as reduced levels of obesity, improved emotional health and opting to choose less risky lifestyles.

We will improve short break provision and other sport, leisure, recreation and physical activity opportunities and will work with Leisure, Culture & Lifelong Learning services to improve access to appropriate equipment and training to use their facilities. We will provide more activities which include extended schools, holiday activities and overnight breaks. Also ensure access to a range of domiciliary and short break providers and develop joint transition plans with adult services from the age of 14years.

AIM 2: Mentally and emotionally healthy

Review of 1st plans improvements targets

The psychological and emotional well being of all children plays an essential role in their future development. A holistic Child and Adolescent Mental Health Service approach delivers a range of services to children and young people with universal, targeted and specialised needs.

Maternal mental health has been prioritised through early identification and intervention with the support of a clinical practice nurse. A dedicated health visitor supports women who are victims of domestic abuse. Primary mental health work is delivered through individual support and programmes in schools or community locations such as Children's Centres. "Teens & Toddlers", is an innovative, practical teenage pregnancy prevention and mental health programme that fosters greater awareness of the reality of conception and parenting for young people continues to be delivered successfully. The 'Feeling Good' project targets South Asian women of 14 years and over to improve mental, physical health and healthy eating.

We said that we would improve access to Child and Adolescent Mental Health Services and we have done this by ensuring all referrals are accepted and reducing the waiting time to 2 weeks.

The emotional health and well being of our looked after children remains an integral component of the holistic annual health assessment; this has been embedded further by introducing assessment and evaluation of children's emotional and behavioural development for all young people 4-16years. Young people in Transition and Leaving Care remain a priority. We must ensure that access to services enables them to make healthy choices particularly around substance misuse and sexual health.

The Named Nurse works closely with the Virtual School liaising and supporting professionals from both health and social care regarding the health needs of this group, and includes distribution of the updated Health Fax to all young people 11years plus. To date, positive feedback has been received from young people regarding the Health Fax commenting that the content is helpful and in a design and format they like.

What we have learnt from Children and young people and/or parents and carers over last 3 years

Consultation tells us:

- Children and young people require more information about where they can receive support and help locally.
- Children and young people do not want to wait for many weeks and months to be seen by a practitioner.
- Children and young people do not want to repeat their story. Child and Adolescent Mental Health Services (CAMHS) have developed a single referral point of access which will help to address this issue.
- Foster carers require advice, support and a full training programme from Child and Adolescent Mental Health Services (CAMHS) to provide the appropriate care for the children and young people they foster.

Where we want to be in 3 years time

We will ensure that Children and young people requiring low level support (tier 1) in local universal settings and specialist support (tier 2-3) receive the most appropriate response within the appropriate time frame and at a mutually agreed venue.

Increased numbers of Children and young people will be consulted about their experiences of accessing Mental Health Services which will help shape future services and they will be more aware of support available to them and they will feel listened to. We will ensure homeless young people are able to access CAMHS and develop processes so that they do not slip through the net.

The further development of Social Emotional Aspects Learning (SEAL) will increase emotional intelligence and provide young people with strategies to deal with difficult situations such as homophobic bullying.

Young people at risk of offending behaviour will be able to access increased support via the mental health worker based at Youth Offending service. There will be a planned approach to delivering care to young people in secure settings anywhere in the country.

What we will change in service delivery to achieved the improved outcomes

Safeguarding children and young people will be central focus when commissioning all services. Interagency partnership working will be strengthened and resources will be targeted to universal, targeted and specialist services by identifying the assessment of need at every level. Children and young people will be able to share their experiences which will contribute to future planning and service improvements.

CAMHS will see and assess all children and young people who are referred to the service and there will be improved support and signposting to other services. Looked after children will continue to be a priority and will experience improved services through agencies working together.

AIM 3: Sexually healthy

Review of 1st plans improvements targets

Excellent partnership work and the existence of an evidence based, newly revised Teenage Pregnancy Strategy (2009-2011) have helped Walsall to maintain a downward trend in reducing 'under 18 conceptions'. Prevention and support are two strands to the Teenage pregnancy Strategy.

The Integration of teenage pregnancy within the wider structures of Children's Service's, has enabled us to identify at an early stage those who are at risk, prevent unintended pregnancies amongst vulnerable groups, and support those in deprived communities.

We provide young people with the means to avoid early pregnancy, but also to tackle the underlying circumstances that motivate young people to want to become pregnant, or lead them passively to become pregnant or young parents at a young age.

There has been an increase in access to health professionals in schools through the development of Young People's Health Advisor (YPHA) posts. Drop in sessions are being developed in schools within hot-spot areas. Centres of Excellence are benefiting from the expertise of the Young Person's Health Advisors and a partnership approach to engage with young people.

The Family Nurse Partnership (FNP) and Teenage Pregnancy Team, linked to the Teen Pregnancy antenatal clinic ensure a dedicated resource for improving the health of young mothers. The FNP approach has demonstrated reduction in smoking, greater uptake of breast feeding and engagement with fathers.

Chlamydia screening is delivered from a range of venues for young people 15-25 years. Department of Health targets are proving to be a challenge to achieve.

What we have learnt from Children and young people and/or parents and carers over last 3 years

Consultation tells us:

Young People said that without assurance of confidentiality services would struggle to engage young people. This will be a standard within the 'Your Welcome Criteria' which is due to be rolled out during 2009.

Young People want to be greeted with a positive approach by staff of all young people services. Staff who smile, listen and are respectful even if they are unable to help. Young People helped design post cards which carried positive messages and guidance for services.

Some Young People who have accessed FNP have said it has changed their lives. The programme has provided individually tailored support.

Where we want to be in 3 years time

We want Walsall's Teenagers to choose not to become young teenage parents, therefore we will provide support to build and maintain the resilience of all children & young people through the development of self-esteem, educational attainment and high aspirations so that young people will develop positive and fulfilling relationships.

We will ensure vulnerable young people and those most at risk of teenage pregnancy are identified and supported earlier. Teenage Pregnancy and sexual health work will be integrated into all young people services so that consistent support and messages are delivered to all young people.

We will increase access to Family Nurse Partnership to vulnerable groups of young people to improve antenatal health, enhancing child development and school readiness, linking the family to wider social networks and employment.

What we will change in service delivery to achieved the improved outcomes

We will ensure better outcomes for our teenage parents, and their children by delivering comprehensive support packages via the Family Nurse Partnership programme and the (multi-agency) Teenage Pregnancy Team. We will extend the Family Nurse Partnership Programme in Walsall to increased numbers of vulnerable young people.

There will be increased opportunities for young people to gain access to sexual health advice and services will continue to improve. A 'needs' assessment has resulted in a review of current sexual health services and provision, we are moving towards a 'hub and spoke' delivery model in line with Department of Health recommendations. Core services such as sexual health and family planning clinics are the hub whilst the extended satellite clinics are the spokes which improve access to services

We will prioritise workforce development and ensure that front line staff has the skills and knowledge necessary to support young people safely and appropriately.

AIM 4: Healthy lifestyles

Review of 1st plans improvements targets

Children's centres have offered the opportunity to provide a menu of health and well being services jointly with local Health Visitors and Midwives. This has enabled women to receive post natal care at a centre and established a relationship with staff that facilitates access to a range of other services on offer such as breast feeding peer support, mother and baby groups. There is high take up of infant immunisations including MMR rates at above 90%

The Speech and Language Therapy Service deliver a supportive service to all Children's Centres. Health Promotion materials are used to support parents in developing appropriate communication skills in young children and provide guidance on how to seek help if they have concerns. There is a 98% uptake of the Child Health Surveillance Screening programme.

Parents and the community of Walsall Wood have targeted healthy eating, physical activity and smoking cessation through their local whole school approach. Libraries successfully support informal learning which contributes to healthy lifestyles and 25% of young people are members. 100% of children receive Bookstart packs through Cradle clubs, Mother and Toddler Clubs. Each year around 10% of children and young people aged 4-11 will participate in the Summer Reading Challenge. Children and young people are able to take part in the annual 'Bostin' Book Bonanza 8 children's book festival. Walsall Active Youth (WAY) deliver 'Healthy Beginnings' for children aged 2-4 and their families.

Obesity prevalence in Reception is 8.9% (07/08 figures), lower than the national and regional average. In Y6, 20% of children are obese; this is higher than the national and regional average.

Walsall Children's Services, Healthy Schools programme which raises pupils' self esteem and guidance on how to tackle bullying and personal stress has achieved 100% engagement of schools and 75% of schools have achieved healthy school status.

Young Person Health Advisors specialising in key public health issues support a range of activities to improve young people's sexual health, mental health and smoking/alcohol use, extending access to health advice through Drop in clinics and linking them into other services.

What we have learnt from Children and young people and/or parents and carers over last 3 years

Consultation tells us:

- To provide information for children and young people and their carers that are personalised and readily available in school, Children's Centre's and other local venue's using accessible technology such as touch screen and text.
- Children and young people want increased access to informal learning services outside of school such as homework clubs, free access to computers provided by libraries.
- Anecdotal evidence and feedback from parents indicates a greater understanding of the importance of language development and improved engagement with the speech and language therapy service.

Where we want to be in 3 years time

There will be an improved integrated healthy lifestyle package of support and awareness which includes key messages about teenage pregnancy, emotional well being, healthy weight, drugs and alcohol. So that young people can be supported to make healthy lifestyle choices but are also knowledgeable about the consequences of the choices they make.

We want to continue to protect Children and young people from childhood illness and diseases by delivering a comprehensive immunisation programme.

'GOALS', an 18-week weight management intervention for children aged 4-7, will be piloted in October 09. Additional support can be offered for parents of overweight children who are signposted to 'Make It Count'.

Children aged 8-16 years will be able to access Fun4Life, a weight management intervention for overweight and obese children and their families. Fun4Life programmes run at various locations across the borough, approximately 1 programme per term.

There will be increased levels of walking and cycling to and from school which will promote a healthy lifestyle. As well as increasing the number of schools developing high level plans.

What we will change in service delivery to achieved the improved outcomes

Walsall FC will be piloting a SHAPE (Saddlers Health Awareness Promoting Exercise) programme for Year 4 children. This will be delivered to children in Year 4, in school and will be based around the 8 key Change4Life messages and PSHE curriculum. We will design, implement and develop an overweight and obesity care pathway to reduce obesity prevalence amongst children.

Healthy schools will deliver an enhanced programme. Each school will go through a health check and develop two projects targeting national/local priorities such as reducing obesity or teenage pregnancy. There will be closer working with the Sport & Leisure service, in particular its Health team, to ensure that the best possible use of resources and expertise is made. For example; a joined up marketing campaign between Children's Services and Leisure, Culture & Lifelong Learning to promote Healthy Lifestyles for children and young people will be undertaken

We will continue to deliver a comprehensive screening and immunisation programme which includes HPV to protect Children and young people.

We want to be able to demonstrate improved standards, enhanced safeguards and reduced inequalities through the promotion of healthy lifestyle for disabled children and their families so that they may enjoy and achieve.

Increased numbers of Children and young people will be consulted about their experiences of accessing services which will help shape future services and they will be more aware of support available to them.

Aim 5: Choose not to take drugs

Review of 1st plans improvements targets

During the last three years Walsall DAAT has successfully delivered training to midwives and other health professionals on drugs awareness. Voluntary sector partner Crime Reduction Initiative/T3 is commissioned to deliver specialist drug treatment interventions. The service has worked hard to develop its services across the borough working in schools with looked after children and the leaving care team, BME groups and other young people friendly agencies, and are now generating over three hundred referrals into treatment each year. Crime Reduction Initiative/T3 has undertaken a DAAT/Children's Trust commission pilot to investigate why high levels of young people with substance misuse related issues presenting into acute hospital service and has successfully developed referral pathways between services. This work has been mainstreamed based on the successful pilot.

The DAAT has commissioned in partnership with Walsall Youth Offending Service, a full-time specialist drugs and alcohol worker, working exclusively with young people engaged in the criminal justice system. Walsall Community Health provide a full-time young people's generic health advisor who delivers education and prevention interventions.

A health advisor supports young people in the transition and leaving care service. Screening tools are in place to signpost young people into specialist treatment services.

What we have learnt from Children and young people and/or parents and carers over last 3 years

Consultation tells us:

- Young People have stated that the service has helped them in areas such as being drug/alcohol free, drug/alcohol reduction, family issues, offending issues, physical and emotional health, housing issues and education and training. Young people have also added further comments such as: helped to increase their awareness of drug related issues, helped to boost their confidence, improved their performance at school and had led them to decide against ever using drugs.
- Our needs assessment has identified that there have been some changes in the type of drug use and therefore we must make changes in our approach in targeting young people and our approach to prevention methods.
- A range of approaches are required to meet the differing needs of communities and cultures throughout Walsall with Service Level Agreements reflecting specific targets of engagement to reflect any under representation in services.

Where we want to be in 3 years time

Children and young people and their families will receive appropriate information about the support available to them locally and avoid the use of illegal drugs. They will have greater understanding of how this can be accessed. They will see local and national campaigns highlighting the dangers of substance misuse and binge drinking.

Children and young people and their families will have increased knowledge of factual information about substance misuse and associated risks.

We want to identify vulnerable young people earlier much earlier and provide increased support and improve our approach to signposting.

What we will change in service delivery to achieved the improved outcomes

The hospital and police pilot project will be mainstreamed to provide early intervention support to those young people presenting into hospital and police services with drug and alcohol issues. Where appropriate, families will be signposted to the Walsall family substance misuse support group and other key family initiatives such as 'Think Family' and the 'Family Intervention Programme'.

Drugs & Alcohol services will continue to be delivered in the context of National and Walsall's drug & alcohol strategies. Implementation of the strategies will be delivered through a series of partners ranging from – schools to youth centres, young people's health advisors, school nurses, Youth Workers and Connexions Personal Advisors. We want to mainstream support for young people who present to hospital services with drug and alcohol issues

There will be increased commissioned services operating across tier one, delivering drug & alcohol awareness sessions in schools, alternative education centres and in other young person friendly environments, incorporating initiatives such as the whole school approach, GLUG (alcohol prevention programme for 7 to 11 year olds), Life Education Centres. Binge & Cringe is a new alcohol prevention initiative delivered by Walsall Community Health.

We will develop and deliver a drugs curriculum in schools as part of the 'Whole Schools Approach' to highlight key messages and inform young people of the support available.

Tier two open access services and tier three structured specialist drug & alcohol treatment interventions will be delivered by drugs workers in Crime Reduction Initiative/T3 and Walsall YOS.

The link between participation in activities that have a more positive contribution towards an individual's health, well-being and life chances and reducing the risk of substance misuse will be explored and appropriate services developed with Leisure, Culture & Lifelong Learning

Our priority targets for next 3 years

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Reduce under 18 conceptions	Vital signs	54.5 (2007)	33.3	30.2	30.2	<ul style="list-style-type: none"> Implement planned expansion of schools work, in particular the creation of on-site services. Implement plans for 'You're Welcome' in GP Practices. Develop a systematic approach to identifying risk of teenage pregnancy, in particular focussing on the areas of vulnerability that have been identified in recent case reviews. 	2011 2012 2009/10	Diane Osborne
Reduction in childhood obesity in year 6	Vital signs	20% (08/09)	18.8%	18.6%	18.4%	Roll out of <ul style="list-style-type: none"> Making It Count programme (prevention and treatment) Shape programme for year 4 children. A school based education programme addressing the 8 change of life themes. Active travel to school project WAY4WARD for children before year 6. (Prevention & treatment) 	2010/11 2010 2011 2009-10	Barbara Watt
Reduction in infant & Perinatal mortality	Infant mortality Vital signs	8.3 (05-07)	7.54	7.39	7.25	<ul style="list-style-type: none"> Deliver robust monitoring of targets and use health intelligence to ensure proactivity and corrective actions Prevent deaths and take appropriate action to capture and use relevant learning when deaths occur Improve local services and access Reduce risk through screening & immunisation Reduce risk through lifestyle changes Targeting vulnerable groups 	2009 Ongoing 2009-10 2009-10 Ongoing Ongoing	Jane Evans
	Perinatal mortality Vital signs	9.0 (05-07)	8.62	8.55	8.48	<ul style="list-style-type: none"> Reducing risk through screening Targeting vulnerable groups Reducing risk through lifestyles changes 	Ongoing Ongoing Ongoing	
Reduce % of those young people who worry about their future	Gap between national average and Walsall	+2%	+1%	-1%	-2%	<ul style="list-style-type: none"> Improve access to support services in universal settings Develop resilience in Young People through a range of well-being and healthy lifestyle activities. Ensure that universal services are aware of the range of specialist services available, their responsibilities to refer young people to them when appropriate and how, and where, to make those referrals 	2010 2010/11 2010/11	Jane Evans
Effectiveness of CAMHS	a full range of CAMH been commissioned	3	4	4	4	<ul style="list-style-type: none"> Review process Performance management of contract Implementation of the CAMHS strategy 	2009 2011 2010	Jane Evans
Vital signs	16 and 17 year olds have access to services & accommodation?	3	4	4	4	<ul style="list-style-type: none"> Performance management of contract Consultation with young people Implementation of the CAMHS strategy 	2010 2009/10 2010	Jane Evans
	24 hour cover is available to meet urgent needs	3	3	3	4	<ul style="list-style-type: none"> Consider a range of models which take into account CYP need and cost 	2011	Jane Evans
	full range of early intervention support services delivered in universal settings	3	3	3	4	<ul style="list-style-type: none"> Implement Tamhs (targeted mental health work in schools) Workforce development 	2011 2011	Jane Evans

Our key contributing strategies

Name of strategy	Scope and purpose	Duration (eg 2008-11)	Lead officer
Safeguarding Board Business Plan	Describes the key priorities and actions to improve safeguarding.	2009-10	Kay Child
Drug Strategy & Alcohol Strategy	Implement National Drug and Alcohol Strategy in Walsall as informed by annual needs assessment and subsequent treatment/ intervention plans.	2009-10	Adrian Roche
Children with Disability	A multi agency strategy agreed by parents, education, social care and health showing how we want services to develop for children/young people who have a disability, and their families.	2008-10	Andy Stewart
Child Poverty Reduction	Plan and strategy aimed at tackling parental worklessness, raising aspirations and addressing the impact of poverty.	2009-10	Louise Hughes
Crime and Disorder	How public bodies discharge their legal responsibility to work together to reduce crime.	Under review	Nozmul Hussain
National Services Framework (NSF) for Children, Young People and Maternity	Describes the key priorities and actions for the 11 NSF standards.	2006-09	Jane Evans
Child and Adolescent Mental Health (CAMHS) Strategy	Outlines the full needs assessment that has been completed and the refreshed three year strategy that is in place.	2009-11	Adrian Roche
Reducing Infant and Perinatal Mortality Strategy	Describes the issues relating to infant and perinatal mortality, with a full performance action plan in place.	2009-11	Jane Evans
Reducing Teenage Pregnancy Strategy	Outlines joint proposals and actions required to meet our target.	2009-11 [Annual refresh]	Cath Boneham
Healthy Weight Strategy	Describes the identified issues and outlines the actions required by partners to meet agreed targets.	2009-12	Barbara Watt
Health Inequalities Strategy	Describes the key priorities for all partners to reduce health inequalities.	2009-12	Barbara Watt

7. Stay Safe

This chapter provides an overall summary on keeping children safe, 2 case studies and then focuses on the five aims for children and young people to be:

1. Safe from maltreatment, neglect, violence and sexual exploitation
2. Safe from accidental injury and death
3. Safe from bullying and discrimination
4. Safe from crime and anti social behaviour
5. Have security, stability and are cared for

For each aim; the same headings are used:

- Review of last three years improvements
- What we have learnt from children, young people and their parents or carers
- Where we want to be in 3 years
- What we will change in service delivery

This approach provides a rich level of detail that we use for planning improvements across the wide range of needs of children and young people.

The chapter concludes by setting measurable improvement targets for the next 3 years for these priorities;

1. Reduce Domestic Violence referrals to Social services
2. Reduce number who run away
3. Enhance targeted support for vulnerable children

Many more improvement targets are included in our full scorecard which can be found at our website www.walsallchildrenstrust.org.uk and some are referred to in the chapter.

Brief summary of key successes and challenges over last 3 years

We continue to perform very well against key performance indicators, remaining in the top quartile against comparator authorities. Domestic abuse, drug and alcohol use remain significant contributory factors leading to child protection plans. Our successful bid to pilot Think Family has placed us well to develop more creative solutions to drugs and alcohol issues with enthusiastic support from colleagues in adults and children's universal settings. We have made good progress with assessment activity, meeting timescales for core assessments in 90% of all cases. The stability of children looked after continues to improve. 462 children are looked after; this is above the target we set but in line with deprivation adjusted targets. We have made more placements available locally and reduced reliance on external residential provision. Recruitment of adopters remains strong and new ways of caring for young people in group settings is underway. We have improved our arrangements to support disabled children and we have secured the resources to replace our respite group unit. All disabled young people have a transition plan to support their move to adult services; respite provision has improved with additional places made available.

Case study 1

The School made a referral to child concern workers that the mother was not coping with the behaviour of her 7 year old son, one of six siblings. There was domestic violence, financial problems and mom had no self esteem. Several meetings were held and Sure Start, education and school health were all involved, an assessment (CAF) was completed and additional support offered. It was a chaotic household with no routines and boundaries. Support offered was a success; the mother started working as a volunteer at Sure Start and progressed to paid work in the kitchen. Work was carried out with the mother with regard to her self esteem, and reducing domestic abuse. Since this happened there have been significant changes in the home, dad is now taking on some responsibility with looking after the children and the house.

Case study 2

15 year old G became aggressive and violent to staff when leaving her residential unit to attend a CAMHS appointment. Once things had calmed down, time was made to discuss what went wrong and what she was feeling. It became clear her issues were around the appointment and having to go into the town but the staff had felt the brunt of her anger. She apologised to staff and after further talks options were identified, the CAMHS worker was contacted and several sessions were held at the home, the outbursts stopped and further appointments were made.

ECM Aim 1: Safe from maltreatment, neglect, violence and sexual exploitation

Review of last 3 years' performance

Management of child protection planning remains strong. We have maintained our child protection plan performance which averaged at 26.3 per 10,000 children in line with our statistical neighbours despite considerable challenges and increased concern about drugs, alcohol and domestic abuse issues. Activity relating to second and subsequent child protection plans has been challenging but performance has been consistently good and in the top quartile. All reviews are held within the required timescales and children with child protection plans all have an allocated social worker. Safeguarding awareness raising has seen a proportional increase in child protection planning for children from minority ethnic communities. Key partners have invested in joint working arrangements and development of an integrated team response to domestic abuse; this has led to a significant reduction in numbers of repeat victims and referrals to Specialist Children Services. We have exceeded our target on assessment activity with 80% per cent of all initial assessments and 90% of core assessments completed within timescales. Our approach to sexual exploitation continues to have the support of all partner agencies, group work activity with a small number of very vulnerable young people has increased self esteem and contributed to their return to mainstream education.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- Teenage relationships are a worry and some parents struggle to manage problems
- Children and young people want to be consulted about decisions affecting them when there are child protection concerns
- Children and young people want professionals to explain why decisions are made particularly when different plans are made for siblings
- Services should work together more to avoid putting extra burden on families, with one person coordinating all the supports to avoid too many meetings and visits

- Support should be available near to home
- Parents problems should be recognised and helped by people who have experience of specific problems
- We don't want to keep telling different people the same thing

Where we want to be in 3 years time

We will have a confident and competent workforce so that all people working with children, young people and their families will be playing their part to support vulnerable children. Children's social workers will have more manageable caseloads, additional advice and support and more time for post qualifying study. Time out for informal learning and development will be built into the workload management system and there will be easier access to the latest research. Resources will be available across universal services and targeted to prevent children needing access to children's social care at a later stage. Existing targeted support will be enhanced by our approach to Think Family and a range of early intervention and family support services will be available across the Borough in Early Years and Extended Schools settings. Children and young people, workers and families will know what can support can be provided by universal, targeted and specialist services to reduce the likelihood of poor outcomes. Services will be staffed by workers with a range of skills including knowledge of substance misuse, adult mental health and learning disability. There will be more joint working and information sharing across adult and child care services.

What we will change in service delivery to achieved the improved outcomes

Extended schools core offer will include multi agency work that strengthens the preventative capacity of universal settings; this will include access to drugs, alcohol and domestic abuse advice and support. Accredited parenting programmes will be easily accessible, arrangements will be in place to share information on the most vulnerable families and resources across partnerships will be targeted at those most in need. We will have established dedicated specialist mental health, substance and alcohol misuse input for referral, assessment, and intervention to vulnerable children. Safeguarding training will be widely available to all services including voluntary services providers. We will have developed the local preventative offer and be delivering more integrated working across Children's Trust providers. Our Children's Trust arrangements will support the work of local Children's Area Partnerships with a comprehensive needs analysis and activity to support community participation. We will be better focussed on seeking the views of children and young people about decisions affecting them. We will continue to raise awareness about the risk of sexual exploitation and child trafficking. Existing SEAL capacity will be built upon over the next three years to include programmes to raise awareness about healthy relationships.

ECM Aim 2: Safe from accidental injury and death

Review of last 3 years' performance

We have introduced traffic calming measures in accident hot spots across the Borough. The Council has improved street lighting and designed out anti-social behaviour hot spots.

The Fire Service provides free fire risk assessments and smoke alarms. A week long fire safety course is available to 11-17 year olds and a home safety programme (SPARKS) is delivered to all primary schools. Nursery boxes are also provided which contains child friendly safety messages including information on how to use 999. Your Choice; On The Road is a hard hitting road safety campaign delivered to secondary school pupils. Information on accident prevention is widely circulated across a variety of council settings. Cycle proficiency is available to schools and a mobile Health & Safety bus visits all part of the Borough. Children's Centres offer free loan of safety equipment. Walsall

Safeguarding Children Board (WSCB) have distributed 18,000 copies of Walsall's Safe Parenting Handbook which includes helpful advice on keeping the home safe and risk associated with leaving children unattended. We have established a local Child Death Overview Panel and arrangements are in place to review every child death in the Borough, this information is shared routinely with WSCB and any recommendations arising are monitored until actions are completed.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- The Tellus3 survey told us 87% of Walsall children surveyed felt Very safe/Quite safe in line with England average.
- There should be more public awareness of self harm particularly in young people and advice on the signs to look for
- More provision for safe public play spaces – accessible and visible to parents from home
- Young People want to be involved in the planning & delivery of information regarding risk. As risk taking is a part of growing up, there should be a balance between taking risks and being safe
- Children and young people want safe places for leisure time – somewhere to go

Where we want to be in 3 years time

Information sharing on all accidents requiring hospital treatment will be in place across the Emergency Services and Walsall's Safeguarding Children Board. Routine public information and advice on the numbers and causes of accidental injury and death will be available. There will be improvements in assessment and support for children with life limiting conditions and their families. PHSE curriculum will address accident prevention and first aid. Children and young people workers will be trained and confident in assessing suicide risk and information will be made available so that all know where to report accident risks. A public annual multi agency improvement plan to tackle causes of accidental injury and death will be in place across the partnership. We will build on the successful work of the Fire Service as positive role models for children and young people and we will ensure that Walsall benefits from the West Midlands Safe Side Project – a safety town built to address a range of safety issues.

What we will change in service delivery to achieve the improved outcomes

The Police, Fire Service, Accident and Emergency Services will work with Walsall Safeguarding Children Board to develop a reporting system so that information across partnerships is shared routinely. Information will be made available in public places so that information is used to inform parent carers and young people of risks. Lessons learnt from reviews of accidents and unexpected deaths will be disseminated widely. The Child Death Overview Panel will work with other local authorities so that Walsall can learn from their experiences. The Children's Trust and the WSCB will support emergency services in promoting the variety of initiatives under development to tackle accidental injury and deaths.

ECM Aim 3: Safe from bullying and discrimination

Review of last 3 years' performance

Our anti bullying policy, charter and standards has been well received and our annual anti bullying event has reached 1200 children. Schools, Walsall College, all residential units and many youth and voluntary sector organisations have signed up for the standards awards launched in 2008. A young people's Anti-bullying Forum has been formed with 60 young people actively taking part, the Forum has approved the policy, charter and standards. Award applications are submitted and granted by the group; ten children and young people services have submitted award applications with one school meeting the gold standard. Data collection software is now available which will assist in more accurate and consistent reporting. Data published in September 2008 shows incidence of bullying in Walsall to be 42.2%, lower than SN average at 48.4 and England average at 48.0%. The same survey showed 60% of Walsall children had never been bullied, against an England average of 56%. Walsall Council has met level three of the equality standard and improved arrangements are now in place to access interpreting services.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- Bullying is an issue for young people and they want to get involved in tackling the problem
- Homophobic bullying is a hidden problem
- Parks and open spaces are sometimes not up to scratch and young people are afraid to use them for fear of being bullied.
- There should be more self defence classes for young people to build confidence
- Parents should be helped to have a clearer understanding of what is and is not bullying
- More encouragement for children and young people to report bullying
- Difference in how providers deal with bullying/discrimination. Don't want to criminalise young people
- Children need educating so not to discriminate and bully – raise awareness

Where we want to be in 3 years time

Children and young people and their carers will report satisfaction with the way providers have dealt with incidents of bullying and discrimination. All child care settings will be routinely recording incidents of bullying and discrimination and their response. Sixty per cent of services for children and young people will have reached at least the bronze standard award. Child care workers including those in the voluntary sector will have access to tools and advice to help them tackle discrimination and deal with children and young people who experience bullying or bully others. Young people will be actively involved in assessing and evaluating organisations anti bullying policies and local libraries and other public settings will have readily available advice for children and young people and their carers to address cyber bullying and exploitation. SEAL projects in schools will help children to develop emotional capacity to cope and deal with bullying and discrimination. On line advice and support will be available to children and young people and carers to help and advise with bullying incidents. Schools and other children and young people settings will actively promote their response to bullying and discrimination

Parents/carers will be asked for feedback on the way individual incidents of bullying and discrimination have been dealt with. Children and young people will receive feedback on how incidents have been addressed and will know their concerns have been taken seriously, will feel listened too and will be able

to identify a named person for support. Access to advice and support will be promoted in public settings and information will be available in the Children's on line Directory and WSCB website. Consultation with young people will regularly seek their views about bullying and discrimination WSCB annual report will be available on the website and will include a response to parents and carers views on existing provision and future developments. Peer mentors will be supported to develop skills in supporting victims of bullying and discrimination

What we will change in service delivery to achieved the improved outcomes

Staff will be trained to recognise and respond to incidents and training on the restorative justice approach will be widely available. Children and Young People will have access to training to enable them to evaluate anti bullying policies. The anti bullying charter, standards and policy will be regularly reviewed. Performance against the standards will be reported to WSCB and Young People anti bullying forum Consultation with young people will regularly seek their views about bullying and discrimination and senior managers will have regular reports from 'green stat', the children and young people consultation software. WSCB annual report will be available on the website and will include a response to parents and carers views on existing provision and future developments. Local training plans including the WSCB annual training plan will include skills in dealing with incidents of discrimination and bullying. The WSCB will extend its reach to fully cover voluntary organisations.

Aim 4: Safe from crime and anti social behaviour

Review of last 3 years' performance

The Youth Offending services in partnership with the youth service, the police and others are now delivering a youth inclusion programme in areas which have been identified as crime hotspots. Working in partnership with Magistrates in the Community, Police, Community Support Officers and Safer Walsall Partnership we now also have Junior Neighbourhood Watch schemes active across the borough. Awareness of restorative justice approaches is growing and this method is being used in a variety of settings. Initiatives to remove young people from the streets at night are in place and a mobile activity unit is now available in anti social behaviour hot spots in the Borough. The Merseyside Stay Safe initiative is being piloted in Walsall with the support of community wardens, local police and Social Care. A programme of e-safety work is ongoing and schools and other settings have access to e-safety advice and support.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- Safety on public transport is a concern
- You wanted safer and more accessible parks and green spaces
- You want to have a say in the way that we improve and develop our parks
- Children and young people are worried about anti social behaviour in some parts of the Town
- There should be more self defence classes for young people to build confidence

Where we want to be in 3 years time

Specific crime and disorder issues affecting children and young people will be a priority for local crime and disorder partnerships; this will also address the public perception of Youth as recorded in the Place Survey. Closer relationships between Crime and Disorder Partnership and the Children's Trust will be in place. WSCB will play a more robust role in agreeing local crime and disorder priorities and regular briefings on these issues will be available to the Board. Agencies will be actively working together on agreed priorities and services will share information on the most vulnerable children and young people and agree how they will work together. The Children's Trust and local CAPS will be key points for information sharing and commissioning of new initiatives and all services will have access to information on new areas of work. Children and young people and their carers will report satisfaction with the way providers have dealt with incidents and children and young people will receive feedback on how incidents have been addressed and will know their concerns have been taken seriously.

What we will change in service delivery to achieved the improved outcomes

Design of buildings and open spaces will 'build out' trouble spots including schools through Primary Capital Programme and Building Schools for the Future. Local plans will explicitly address the impact on children and young people and will state how these issues will be addressed. Better information sharing will exist through the strengthened role of the Children's Trust. Service users will see that information has been shared so that they have to explain their circumstances only once. Targeted interventions will be reported on regularly so that members of the public can see the impact. Integrated working will be more visible with ready access to those with specific skills in tackling crime, alcohol and substance misuse. Voluntary organisations will play a significant part in service planning and delivery, consultation with young people and local community knowledge will be used to shape service delivery. Local needs analysis will include information on children and young people as victims of crime, this information will help shape local commissioning priorities. New responses to children and young people who run away or go missing will be prioritised

ECM Aim 5: Have security, stability and are cared for

Review of last 3 years' performance

The long term placement stability for under 16 year old looked after children continues to improve, from 59.2% in 2005-06 to 65.7% in 2007-08. Those with 3 placements during the year continues to decrease, 13% in 2005-06 to 9% in 2007-08 Consistent with our deprivation adjusted targets 462 children are looked after. We have increased the number of children looked after in Walsall or within 20 mile of their home address (74% on 31st March 2008) and fewer children are placed in external residential units- only 21 in Feb 2009. 97% had their review within the required timescales. We have arrangements in place to assess and support privately fostered children and have more children living with family and friends carers (50, or 11.7% in Feb 09) than at any time in the past. Our performance on adoptions has seen Walsall out perform SN and England average for 3 years. 2005-06 Walsall 10.2% (SN 7.2%, England 7.6%), 2006-07 Walsall 10.9% (SN 7.5%, England 8.3%), 2007-08 Walsall 11.1% (SN 8.4%, England 8.8%) Walsall's forecast outturn for 2008-09 is 8.0%, this is a slight decrease but still maintains best performance. All our local residential units have regular inspections and most are good with a planned rebuild of one unit bringing all our resources up to a good standard.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- Substitute carers want more support particularly from a named social worker and CAMHS services.
- Children and young people want social workers to keep their promises and keep in touch
- Children and young people want services to treat them the same as other children and young people
- Children and young people don't want to have to tell their story to lots of different people
- Children and young people want to stay in touch with their siblings or given good reasons when they can't
- Children and young people don't want their plans delayed because of sickness or staff shortages

Where we want to be in 3 years time

We will strengthen disability services by providing a local service hub which will extend the range of short term break provision. There will be increased access to leisure and support services and better support to carers of children with disabilities. We will continue to increase the numbers and range of foster care provision and ensure recruitment is fully informed by robust needs analysis. All residential care providers will be benchmarked with the best providers and the third sector will be used when we can demonstrate a specific need and where it contributes explicitly to the individual children and young people's care plan. Our agreements with CAMHS providers will be clear about our expectations and ensure readily available support to carers and assistance in making plans for children including those children and young people cared for out of borough. We will invest in additional support for our residential staff and provide new ways of delivering services in residential care settings. We will pilot the social pedagogy model of residential care and if successful will be rolled out to other Units. Our training plans will be designed to meet the specific needs of carers including staff in residential units and we will provide additional opportunities for residential staff to obtain professional qualifications. The support and training and development will enable the workforce to articulate and demonstrate how they improve outcomes for children and young people

What we will change in service delivery to achieve the improved outcomes

A local multi agency service hub for children with disabilities will be in place Staff development will provide the use of properly evaluated service delivery models. Our contractual agreement with CAMHS providers will explicitly state our service requirements and ensure the service delivery model is fully aligned to service priorities. The recruitment of foster carers, respite provision and adoptive families will be fully informed by regularly updated and comprehensive data. All looked after children will have their statutory review and statutory visits on time. Contact services will be improved and clear service specifications will be in place. We will have improved our electronic system so that information on activity is readily available to all managers. We will ensure our 14 to 19 strategy, the development of the Virtual School and Integrated Youth Provision explicitly addresses the needs of looked after children including their access into the Council's own services offered by Leisure, Culture & Lifelong Learning. A comprehensive review of our services to care leavers will have been completed and the necessary action plan will be in place

Our priority targets for next 3 years

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Reducing Domestic Violence Referrals to Social Services	Reduce the number of referrals to Children's social care for domestic Abuse (Local)	406	405	400	395	Contribute to overarching DV Strategy and reduce DV referrals to Social Services (Local LAA)	March 2010	Kay Child
Reduce number who run away. Self assessment definition to be included & sign off required from outcome lead	NI 71	Not known	Baseline set	-5%	-5%	Develop appropriate services and responses to children who run away	September 2009	Kay Child
Enhance targeted support for vulnerable children	% of children becoming subject to a CP plan for a second or subsequent time NI 65	13.8	12	12	12	All services to ensure safeguarding champion reviews procedures and awareness Ensure all services comply with Safer Recruitment arrangements Enhance targeted support for vulnerable children	March 2010	Kay Child

Our key contributing strategies

Name of strategy	Scope and purpose	Duration (e.g. 2008-11)	Lead officer
Safeguarding Board Business Plan	Describes the key priorities and actions to improve safeguarding	2009-10	Kay Child
Youth Justice Plan	Reviews the YOT performance and outcomes for the past year and sets out our key priorities and objectives for the following year.	2009-10	Wendy Thompson
Children with Disability	A multi agency strategy agreed by parents, education, social care and health as the way in which we want services for children and young people who have a disability and their families to develop	2008-2010	Andy Stewart
Child Poverty Reduction	Plan and strategy aimed at : tackling parental worklessness, raising aspirations and addressing the impact of poverty	2009-10	Louise Hughes
Crime & Disorder	How public bodies discharge their legal responsibility to work together to reduce crime,	Under review	Nozmul Hussain
Parenting	Describes the key role of parents in providing good outcomes for children and how the partnership provides support to them.	2009-10	Andy Stewart

8. Enjoy and achieve

This chapter provides an overall summary on helping children enjoy and achieve, 2 case studies and then focuses on the five aims for children and young people to:

1. Be ready for School
2. Attend and enjoy school
3. Achieve stretching educational standards at primary school
4. Achieve personal and social development and enjoy recreation
5. Achieve stretching national educational standards at secondary school

For each aim; the same headings are used:

- Review of last three years improvements
- What we have learnt from children, young people and their parents or carers
- Where we want to be in 3 years
- What we will change in service delivery

This approach provides a rich level of detail that we use for planning improvements across the wide range of needs of children and young people.

The chapter concludes by setting measurable improvement targets for the next 3 years for these priorities;

1. Increase % who enjoy school
2. Improve % of 7 year olds achieving L2+ at KS1 writing
3. Increase % 5+ A*-C GCSEs (Eng & maths)
4. Increase % 5+ A*-G GCSEs.
5. Improve aspirations and attainment of underperforming groups

Many more improvement targets are included in our full scorecard which can be found at our website www.walsallchildrenstrust.org.uk and some are referred to in the chapter

Brief summary of key successes and challenges over last 3 years

In Walsall, there has been marked improvement in the educational achievement of children and young people. In terms of narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest, the gap is closing faster than the national rate and we exceeded our agreed target. We have continued our rate of improvement and at Key Stage 2; Walsall was the 5th highest improving authority 2007/2008 in mathematics and 15th highest improving authority 2007/2008 in English and 15th highest improving authority on the combined measure 2007/2008

The rate of improvement in mathematics and science standards at Key Stage 3 is greater than similar councils and the national trend. Walsall exceeded the 40% 5 good GCSE (including English and mathematics) stretch 'Local Area Agreement' target in 2008. At Key Stage 4 Walsall was the 9th highest improving authority 2007/2008 (5+A*-C); 16th highest improving authority 2007/2008 (5+A*-C including English and maths); and 10th highest improving authority 2007/2008 (5+A*-G).

The percentage (%) of students with 25+ day's absence from school fell from 8% in 2006 to 6.5% in 2007 as a result of excellent attendance monitoring and intervention procedures. No looked after child was permanently excluded. These attendance and exclusion figures compare well with both local benchmarked and national figures.

A strong approach to corporate parenting has led to higher attainment for young people leaving care such as the percentage with at least one GCSE is above similar councils and the national average. The attendance of school-aged looked after children for a period of at least 12 months has improved and is above similar councils and the national average. The % of Pakistani and Bangladeshi students attaining 5+A*-C grades has improved by 19% and 17% respectively from 2007 standards.

Case study 1

National Strategy support at Woodlands Primary School

The children were negative about their learning in mathematics, were totally de-motivated, lacking in confidence and didn't understand the importance of maths'.

'Ms Pavey asked us and our maths teachers why it was we were a bit afraid of maths and weren't really keen to learn. She then used things we were interested in to plan the lessons. We could help and began to know what we needed to do to learn maths and we really enjoyed our lessons'
(Student from the school).

The maths was now interactive and relevant to their everyday experiences. We sang songs and raps and used displays to help us remember. We applied what we learnt to problems, making the maths meaningful. We shared answers, ways of working out and became more comfortable with making mistakes. We even marked each other's work.

Maths was 'fun' and children enthusiastically entered the room with bags of excitement and a willingness to learn.

By the end of the year, all these children achieved secure Level 4s, the level expected at their stage and age, and one child really excelled, achieving Level 5. They became passionate about their maths, making great progress. But, importantly, we all had great fun!

Case study 2

C is a two year old with Downs Syndrome who attends Little Monkeys Day Nursery. Initially there were problems identifying a suitable Buddy for C to support her in nursery and take her to specialist services during the daytime when Mom returned to work. Early Years were approached by Mom to see if we could help. After listening to Mom and the nursery it became clear that the right person was already working in nursery, had a good relationship with both C and her parents. By providing some financial support via Early Years Learning & Family Support Team to the nursery and their willingness to support C we were able to utilise the existing member of staff to support her at particular times and to back fill her role with in the nursery. Nursery staff are supported by the Consultation Inclusion Support team, Speech and language therapist and physiotherapist to enable C to participate in nursery life. Staff have learnt Makaton and use pictures to record C's learning journey in nursery; she is as happy and contented as the staff who obviously enjoy working with her.

ECM Aim 1: Ready for School

Review of last 3 years' performance

The majority of pupils leave the Foundation Stage at their expected level. There has been an improvement in pupils working within and securely within the early learning goals across most areas from 2007, most notably in linking sounds and letters.

There has been a fall of 1% point in the number of pupils working at the required levels within the early learning goals for calculation and shape, space and measures.

We continue to focus on narrowing the gap between the average and the bottom 20% of pupils. Girls continue to perform better than boys in all areas.

We have 15 Children's Centres all providing the full core offer with teacher input available in all Centres. The Bookstart pack is made available to all infants via the health visiting service. All the Centres consult with parents on a regular basis following the delivery of each family support session; as a result of sessions in paediatric first aid, healthy eating, baby massage and behaviour management among others have been delivered at different times of the week.

Early Years Foundation Stage training has been provided to all early years providers and a regular ongoing training is available to all new practitioners. Training to meet the needs of individual settings is available and new initiatives from the DCSF are prioritised.

All settings are supported by a regular visit from a development officer of advisory teacher and the number of settings rated as good or better continues to increase year on year.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- Parents accessing the Children's Centres have told us that they appreciate the flexibility of the Centres to delivery family support and support groups and would appreciate specific advice sessions.
- Consultation is currently underway with parents, carers and children as we move forward to develop the range of services to be delivered in the final Phase of Children's Centre development. We will use this consultation to shape the development of the last 3 Centres between now and March 2010.

Where we want to be in 3 years time

Parents will be able to access local provision in a variety of settings. Through the Children's Information Service and their local Children's Centre parents will be able to access information regarding the locality and availability of early year's settings.

We will have embedded the Early Year's outcomes duty in all provision ensuring that each child aged 0-5 is valued as a unique child who is a competent learner from birth and where parents and early years providers will work together to ensure that children are able to learn to be strong and independent.

We will have further narrowed the gap between the average and the bottom 20% of pupils and improved the number of children working securely in calculation, shape, space and measurement. We will have narrowed the gap for boys and any other group of children who are vulnerable to underachievement.

What we will change in service delivery to achieve the improved outcomes

Our restructured services will enable us to work within localities across the borough allowing us to develop a focus on the Every Child Matters outcomes in each locality.

We will have developed a final 3 Children's Centres which will ensure universal provision of this service across the borough.

We will continue to deliver bespoke training to settings to ensure that early year's practitioners, teachers and specialist staff, in all settings are able to deliver the Early Years Foundation Stage.

We will embed the quality audit tool which will enable us to evaluate quality and set targets through action planning to ensure ongoing improvements in all early years' settings. We will encourage "setting to setting" support – that is one provider with good practice supports another – and develop leaders in our early year's professionals and teaching staff. This will enable us to support the ongoing development of enabling learning environments for all children and close the gap in learning for all children vulnerable to underachievement.

ECM Aim 2: Attend and enjoy school

Review of last 3 years' performance

We said that, between 2006 and 2009, we would reduce; the rate of permanent exclusions from schools, the number of half days missed through absence and the percentage of looked after children who missed a total of at least 25 days of schooling.

Primary and secondary phases have narrowed the gap for Overall Absence (OA) in Walsall compared with national average. In 2006-07 the difference was 0.62% for secondary schools and in 2007-08 the difference has been reduced to 0.18%. Primary absence has improved by 0.04% from 2006-07 to 2007-08. Primary Persistent Absence (PA) has reduced from 1.6% in 2006-07 to 1.5% in 2007-08. Walsall has 0.2% less primary pupils who are PA than the national average of 1.7%. Secondary Persistent Absence (PA) has also decreased from 7.1% in 2006-07 to 5.8% in 2007-08. Walsall is on track to meet the 2011 target to reduce secondary PA to 5%.

Looked after children attendance is recorded and reported back at all Personal Education Plan (PEP) Reviews. Social Workers are informed instantly when there is an attendance concern relating to one of their looked after children and also when there is praiseworthy attendance. The Virtual School for looked after children is now established and endeavours to ensure that all have a school or alternative provision place within 5 days. In the rare cases when this is not possible a robust referral process to the Children Missing Education Panel is in place.

To reward excellent attendance, the Education Welfare Service (EWS) have a high profile reward scheme, supported by business and leisure communities, at the end of the academic year and a series of attendance shops across primary schools.

Consultation on improving attendance led to the implementation of additional school based learning mentor time in primary schools. Eighteen primary schools who have Learning Mentors have met or exceeded their 2008 absence targets. In addition we have worked with secondary Behaviour & Attendance Partnerships to commission alternative curriculum provision for children and young people at risk. Looked after children Attendance Officer and designated Education Welfare Officers (EWO) collect all attendance data, and the Deputy Head of the Virtual School ensures that action is taken quickly when there are signs of declining attendance. There are praise and reward systems for those looked after children with either excellent or much improved attendance.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- 2008 survey of students' views showed that the vast majority enjoyed school and felt safe there (over 80% at secondary level). Children and young people told us that their attendance improved if they felt they would be supported in school and that their problems were dealt with quickly.
- Young people at KS4 who have a long history of poor school attendance told us that their attendance improved where they were offered well constructed alternative provision packages.

- Our Virtual School consultation with carers told us that they value early support when one of their looked after children has poor attendance.
- Persistent Absence pupils and their parents were consulted and said they achieved better when there was increased support from adults able to support them through specific difficulties.

Where we want to be in 3 years time

Children and young people will see the value of good school attendance and how it leads to raised achievement and better life chances. Attendance levels for looked after children will be maintained at the current excellent standards (one of the highest rates in England). There will be better engagement for these young people from residential homes. Children, young people and carers/parents will feel more involved in the planning and commissioning of alternative educational provision. Secondary persistent absence will be reduced to 5% by 2011 and the levels in the primary schools will be maintained below the National Average. We will have reduced the levels of term-time absence and increased attendance across all phases. The importance of excellent school attendance will be seen to be a key feature for whole school improvement by all stakeholders, and the importance of a motivating, relevant and challenging curriculum to increase enjoyment will be understood.

What we will change in service delivery to achieve the improved outcomes

We will establish new ways of working to improve the engagement in education of looked after children in residential homes and develop integrated teams that are focused on early intervention, identification and prevention

All secondary schools provide alternative educational provision for excluded students from the first day. We will improve access to training for carers/parents on how to ensure/achieve good school attendance for their children within schools and across localities. We will develop integrated working practices to ensure that children and young people who have statements of Special Educational Needs maintain their full educational entitlement after a placement move. We will produce new guidance in consultation with children and young people, Head Teachers, parents/carers and the wider community to support the reduction of term time holidays and embed the practice to reduce holiday absence through schools, CAPs, Children's Centres. We will use the process of consultation more effectively when developing new approaches for managing absence.

We will strengthen links with school improvement teams and the wider Children's Services to ensure effectiveness of all service delivery. We will develop and embed the SEAL agenda which ensures schools are emotionally positive environments so Children and Young People can attend and enjoy school and achieve positive outcomes. We will ensure that all children are aware of the opportunities available to them to participate in PE, sport, physical activity, arts and culture so that their enhanced well-being, health and confidence assist them in them wanting to (and being confident) attend school.

ECM Aim 3: Achieve stretching educational standards at primary school

Review of last 3 years' performance

We said that, between 2006 and 2009, we would: increase the percentage of 7 year olds achieving L2+ at KS1; ensure an increase in the levels of educational achievement of 11 year old looked after children compared with peers; and would increase the percentage of all 11 year olds achieving L4+ in English and mathematics

The achievement of 7 year olds in Walsall continues to be above statistical neighbours in reading, equal in mathematics but below in writing.

Compared to national figures, attainment in reading has been above (or in line) since 2006 and broadly in line in mathematics (only 1% below in 2008). However there has been a three year downward trend in writing which was 3% below national levels in 2008. There is also a downward trend in the number of 7 year olds attaining the higher 'Level 3' in all three subjects.

Allowing for cohort variation, progress has been limited in terms of the achievement of looked after children between 2006-2008, especially in terms of the number of students achieving 'Level 4 +' in KS2 tests. However recent data indicates that good progress being made during 2008-2009

Since 2008 there has been a combined English and mathematics target nationally to ensure that 11 year olds leave primary school with good basic skills. In 2008, Walsall matched national statistics (72%) at 'Level 4' but not at the higher 'Level 5'.

What we have learnt from children and young people and/or parents and carers over last 3 years

- In 2008 the 'TellUs' survey revealed the percentage of children and young people who enjoy school 'most of the time' was below national figures and the majority of children think that more fun and interesting lessons will help them to do better at school.
- The percentage of children and young people who 'never enjoy school', is above the national average.
- A separate survey for the looked after children supports the overall consensus that children in Walsall want to be listened to rather more and given feedback on their ideas and they would like to be involved in more extra-curricular activities.

Where we want to be in 3 years time

Firstly there will be a continued focus on developing the quality of teaching and learning, so that every child in Walsall is supported by a good or excellent teacher. Children will enjoy interesting and challenging lessons because the teachers and leaders of schools will train to become even better and will support each other. Children and parents will be involved in supporting the development of the curriculum so that it addresses all aspects of 'Every Child Matters'. Schools and other key partners will work more closely within localities and across the whole Local Authority, to ensure that children's health and well-being is a priority and that any potential barriers to learning are identified quickly and removed. Children and young people, who show signs of falling behind or underachievement, will receive more intensive and focused support at home and at school so that they can achieve at their highest level. We will ensure that groups and individuals, identified as being potentially vulnerable to underachievement, will be supported to make accelerated progress so that they achieve national expectations.

What we will change in service delivery to achieve the improved outcomes

In order to build on the successes, lessons need to be fun, exciting and relevant and tailored to suit the needs of all children. Children need to be more involved in the learning process and be clear about what they need to do both at home and school in order to improve. Parents will be supported to extend their learning. We will support our teachers and school leaders so that they continue to develop their expertise, high quality teaching and purposeful learning.

There will be a continued focus on key skills of reading, writing and mathematics while developing the wider curriculum. Children's social and emotional skills and their understanding of how to stay safe and be healthy, how they can contribute to the school and wider community, will be developed through learning that is stimulating and fun.

Some children will receive additional support and extended learning opportunities to broaden their experience, to accelerate the progress (potentially under-performing groups such as looked after children) or to ensure that they continue to make better than expected progress (gifted and talented).

We will use all available data and intelligence including OFSTED, the schools own Self Evaluation Form (SEF) the pupils themselves and national and local attainment data, efficiently and effectively to identify where we need to focus our support. We will measure the impact of that support, particularly where there is evidence that individuals or groups are not making excellent progress.

ECM Aim 4: Achieve personal and social development and enjoy recreation

Review of last 3 years' performance

We have continued to develop ways of increasing the range and impact of opportunities for young people to achieve personal and social development and to participate and enjoy recreation. The School Sports Partnership has enabled a 3% increase in take up of sporting opportunities by 5-16 year olds. It works to provide a robust inter-school competition structure. Provision is made for talented pupils and there is targeted coaching provided for schools. They provide opportunities for sports development courses for staff. 21 schools have been identified requiring intervention. There has been an increase in the number of accredited clubs to 95. Schools also provide a range of opportunities through their extended services programmes.

The Walsall Active Youth (WAY) programme has been rolled out. This includes three young peoples' gyms, a weight management programme for young people and their families, a fun sports session aimed at those with low skill ability or who do not engage in traditional school sports, a programme targeting parents and toddlers, exercise sessions covering non-traditional sports such as cheerleading and a wellbeing project aimed at South Asian females. 11,258 young people have been supported through WAY programmes. The Youth Service have provided pathways to recognise the achievement which is taking place in social and recreational activities with the Youth Service or in partnership with others. The service has achieved the national target of young people achieving a recorded outcome. Services within Leisure, Culture and Lifelong Learning have also made a positive and significant contribution to children and young people achieving better levels of personal and social development.

Walsall 'can do' (Community Activity Network) has a major part to play when considering the wider implications of the "5 hour offer" and is doing a review of the current participation structure used by the service. They use the 'Hear by Right' Standards as a tool for engagement and uses the outcomes of the Equality Impact Assessment to focus engagement of young people in service design

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- The TellUs 3 survey said 19% of young people in Walsall would like to go to a sports club or class (of those who do not already). The national average is 20%..
- The Youth Service has hosted local consultation events and youth activities are evaluated to measure the success of services delivered.
- The Council's Improving Customer Experience (ICE) programme has also undertaken Stakeholder Forums (October and November 2008) to ascertain the views of children and young people for sports centre design, parks and youth facilities and the proposed Arboretum redevelopment

Where we want to be in 3 years time

In order to achieve personal and social development and enjoy recreation, children and young people will be given opportunities to develop their personal learning and thinking skills across the 5 outcomes through schools working together with them to develop a motivating and relevant curriculum. Children and young people will be given more opportunities to engage in high quality sporting, leisure recreation and cultural activities through co-ordinated and improved provision between schools, colleges, clubs and community providers.. Young people will benefit from an increased range and quality of 'learning outside the classroom' opportunities to stretch and challenge them and broaden their experiences, particularly those who traditionally cannot access such enrichment activities. Young people will be involved in commissioning effective youth services and activities on a locality and borough-wide basis and resources and expertise, including the support of the voluntary sector, will be pooled to achieve this.

What we will change in service delivery to achieve the improved outcomes

In partnership with schools, innovative and creative learning environments and opportunities will be developed through the revised National Curriculum requirements, the changing 14-19 curriculum, including Diplomas and exploiting the transforming learning agenda afforded by the Primary Capital Programme and Building Schools for the Future. This will incorporate the introduction of statutory 'personal, social and health education' (PSHE) and the implementation of 'social and emotional aspects of learning' (SEAL). The 'not engaged in education, employment or training (NEET) Strategy will engage young people in positive learning experiences. Physical Education and Sporting opportunities will be strengthened through work with Walsall School Sport Partnership, the 'can do' network and Leisure, Culture & Lifelong Learning Healthy Schools, Children's Area Partnerships and Extended Schools and Sport and Leisure as they work towards achieving the 5 hour physical activity offer and build up towards the 2012 Olympics. Closer links will be developed with the third sector in order give young people the opportunities to volunteer and fulfil the 50 hour volunteering strategy proposed by Government. The young peoples' voice will be actively sought in order to inform more specific extra-curricular opportunities. Working in partnership with the services within Leisure Culture & Lifelong Learning, we will improve sports facilities, parks, play areas and a wide range of other leisure opportunities

The new creative arts and extended learning post holders in Walsall Children's Services will increase opportunities for children, young people to participate in creative and extended learning and will provide schools with support in developing creativity across the curriculum.

ECM Aim 5: Achieve stretching national educational standards at secondary school

Review of last 3 years' performance

The ICT KS3 target has been met. The gap between national and Walsall attainment levels for English narrowed by 2%. We supported schools in their drive to improve standards and particularly for individuals and groups vulnerable to underachievement. The introduction of secondary school 'Behaviour & Attendance partnerships' in 2008 has developed from good practice developed in the Behaviour Improvement Programme. Partnership agreements and inclusion panels enable the sharing of resources and provision to keep young people in learning.

Pakistani pupil attainment shows a positive trend and the attainment gap has narrowed. The percentage of young people achieving 5+ A*-C including English and mathematics over the three years has risen, achieving the best ever results last year, meeting the local area agreement. Early indication is that levels of attainment will improve again this year due to co-ordinated support and challenge from LA SIPs (School Improvement Partners) and Black Country Challenge (BCC) Advisers. School-school support has been evident in subject networks, release of ASTs (Advanced Skills Teachers) and leadership support.

Revision has been supported through use of BCC funding to provide revision aids and additional sessions. A greater variety of courses is offered by schools, through 14-19 developments and joint provision.

Steady progress has been made in improving results for looked after children and they can take on-line numeracy and literacy tests with GCSE equivalence. As part of a personalised approach to student support we ensure that students not able to cope with mainstream schools or conventional GCSE programmes have access to good, individualised alternative provision.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- Our survey in 2008 of the views of our looked after children showed that the majority felt that they were doing well at school, contrary to the achievement data, so we need to raise expectations.
- Carers tell us that they would like more support and guidance on Key Stage Four courses and progress measures.
- Students receiving targeted support where schools are helping them to achieve 5+A*-C including English and maths have told us that they appreciate the programmes of support and understand how to make improvements.
- The 'TellUs' survey indicates that young people would appreciate 'more fun and interesting' lessons..

Where we want to be in 3 years time

Children and young people will be engaged with school leaders developing, designing, monitoring and evaluating the curriculum provision to 'transform learning' while we upgrade secondary facilities across the borough including the facilities for PE, sport and physical activities. The attainment of all young people of secondary age will be raised by developing the joint leadership between headteachers and the local authority to bring about improvement and to provide school to school support and development, celebrating success. Individuals and groups of young people, vulnerable to underachievement, with their parents and carers, will receive positive support and challenge, so that traditionally underachieving groups make accelerated progress. Young people will be motivated and receive challenge to raise their aspirations and to support successful progression through the broadening of the curriculum offer and the increase in the range of pathways, through the closer collaboration and engagement of their school with other schools, training providers and employers. They will enjoy learning due to improvements in the quality of teaching and learning and the leadership of schools because of jointly planned and delivered high quality training and support for teachers, non-teaching staff and managers in school.

Young people will benefit because schools work closely with other schools and agencies, particularly within localities, to develop local solutions that remove barriers to learning through accessing additional support and challenge, drawing on co-ordinated external support.

What we will change in service delivery to achieve the improved outcomes

The SID (School Improvement Data) process will be established at secondary level to inform support, challenge and intervention to schools, departments, staff and students. Children's Area Partnerships (CAPs) will be used to develop local solutions to school improvement issues drawing on the support of other services. The role of Children's Services Improvement Adviser (CSIA) and Senior CSIA will be developed to bring a Children's Services approach to early intervention and prevention, so that factors leading to underperformance are addressed. Collaborative curriculum development involving children and young people will be supported to bring relevance to learning and increase enjoyment within the

context of transforming learning through Building Schools for the Future (BSF), and in increasing opportunities for learning outside the classroom with a range of providers such as the Libraries & Heritage, Sport & Leisure, the New Art Gallery and the voluntary sector. There will be better training for carers/parents on education related issues. There will be better educational support for looked after children in residential homes. The raising achievement strategy of the Virtual School will be further developed and more comprehensive. Walsall Council and Walsall Children's Services- Serco staff will work together with headteachers in a closer partnership brokering support from others to ensure success for our children and young people.

Our priority improvement targets for next 3 years

Note; Headings are according to financial years. * All 2011-12 targets are provisional and subject to consultation with headteachers

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	*2011-12 target	Strategic Actions	Completion date	Lead officer
Increase % who enjoy school	Reduce the % who indicate they 'do not enjoy school' (TellUs3)	10%	9.1%	8.3%	7.5%	Commission action research into causes and possible solutions Increase participation in TellUs 4 and TellUs 5 surveys	2009 2010	Earl Richards
Improve the % of 7 year olds achieving L2+ at KS1 Writing	%7year olds achieving L2+ at KS1 Writing APA 30030F E&A 20	77%	81%	82%	83%	Regional Advisor supporting writing across the Black Country Partnership through targeted support of 10 identified schools (4 for regional purposes and a further 6 as part of LA cross phase work). Specific training organised for 10 participating schools in developing middle leaders (literacy subject and assessment leaders) to monitor and track progress of identified children Centrally based training to be completed and subsequent impact tracked along with progress made in schools involved in phase 1 of APP	2009 2009 2009	Earl Richards
Improve GCSE results	% of 15 year old pupils in schools maintained by the LA achieving 5 GCSEs or equivalent at grades A*-G or equivalent E&A 46	91%	92%	93%	94%	Additional targeted support to threshold schools Improve the quality of leadership and management at all levels across all schools in Walsall	2009 -2010 2011	Shannon Moore
	Achievement of 5+ A*-C grades at GCSE or equivalent including English & maths NI 75 E&A 43 (Statutory)	40.6%	48.3%	54.6%	55%			

Improve aspirations and attainment of underperforming groups	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4 NI 102 E&A 27 (Statutory)	-29%	-26%	-24%	-22%	Effective use of 1-1 tuition. Additional 10 hours support for identified children based initially on school improvement data and end of Key Stage data. Additional support/interventions from National Strategy consultants...	2009-2010 2010	Earl Richards
	Looked after Children achieving 5 A*-C GCSE or equivalent at KS4 including English & maths NI 101 E&A 42 (statutory)	11%	15%	15.5%	16%	Virtual Head Teacher to champion the needs of looked after children and to advise schools on general school improvement especially on curriculum and learning issues which will produce better provision The support of SIPs will be integral in this process. Ensuring that looked after children have targets set by their school and that progress towards these targets is being monitored and that comparison is in place with FFT estimates. Analysing where there is underachievement and ensuring that schools put in place intervention strategies. Ensuring that Designated Teachers are monitoring the progress of looked after children in their school	2009-2010 2009-2010 2009-2010	Sharon Tott
	The Special Education Needs – (SEN) non-SEN gap – achieving A*-C GCSEs including Eng and maths NI 105 E&A 56	-38	-37	-36	-35	Introduction to the National Strategies Progression Guidance and recommendations as set out in the LA SEN Hub Monitoring of progress to take place through National Strategy consultants visits Appointment of new SCIA to support and work alongside GCSE targets as set out above	2009 – 2010 2009 – 2010 2009	Connie Mergen

Improve aspirations and attainment of underperforming groups	Increase the attainment of Pakistani pupils at KS4 in 5 A*-C GCSE grades, or equivalent, including English and maths.	33%	37%	42%	47%	Monitoring of progress of groups by school and cohort EMA member group to maintain an overview progress Secondary EAL programme pilot to be established across all secondary schools	2009 2010 2011	Earl Richards
	Increase the attainment of Bangladeshi pupils at KS4 in 5 A*-C GCSE grades, or equivalent, including English and maths.	46%	47%	48%	50%	BC Challenge mentor programme to support students REAL pilot for improving the attainment of gifted and talented students BME & EAL learners		
	% of 15 year old white boys in schools maintained by the Local Authority achieving 5 GCSEs or equivalent at grades A* - C or equivalent, including English and maths	34%	41%	48%	55%	Targeting support, tracking and monitoring the attainment of groups vulnerable to underachievement		

Our key contributing strategies

Name of strategy	Scope and purpose	Duration (e.g. 2008-11)	Lead officer
Succession Planning Strategy	To promote the recruitment, retention and development of leaders	2009 (Draft)	Shannon Moore/Sue Wedgwood
Transforming Learning Strategy	To bring together support, challenge, intervention processes for schools with leadership development and the strategies for change for BSF/PCP	2009 (Draft)	Shannon Moore/Sue Wedgwood
1-1 tuition	10 hours additional support for identified children in KSs 2,3 and 4	2009-2011	Earl Richards/Shannon Moore
Assessing Pupil Progress	National strategy initiative to support assessment for learning KS1-KS4. Universal offer to all schools	2009-2011	Earl Richards
Black Country Challenge support	Schools identified as requiring additional support (KS 1-4)	2009-2011	Shannon Moore

9. Make a positive contribution

This chapter provides an overall summary on helping children to make a positive contribution, 2 case studies and then focuses on the and young people to :

1. Engage in decision making and support the community and environment
2. Engage in law abiding and positive behaviour in and out of school
3. Develop positive relationships and choose not to bully or discriminate
4. Develop self confidence and successfully deal with significant life changes and challenges
5. Develop enterprising behaviour

For each aim; the same headings are used:

- Review of last three years improvements
- What we have learnt from children, young people and their parents or carers
- Where we want to be in 3 years
- What we will change in service delivery

This approach provides a rich level of detail that we use for planning improvements across the wide range of needs of children and young people.

The chapter concludes by setting measurable improvement targets for the next 3 years for these priorities;

1. Increase % of Young People engaged in positive activities
2. Reduce Rate of Re- Offending
3. Reduce cautions & convictions of looked after children
4. Increase range and quality of short breaks and support for disabled children

Many more improvement targets are included in our full scorecard which can be found at our website www.walsallchildrenstrust.org.uk and some are referred to in the chapter

Brief summary of key successes and challenges over last 3 years

There has been an overall reduction in the level of youth offending and a steady increase in the proportion of young offenders actively involved in education, training and employment. Children and young people, including those from vulnerable groups, are encouraged to give their views in a number of different ways and to have their say in decisions that affect them. Evidence from the annual 'Tell Us' survey indicates that children in Walsall feel that their views are being listened to more in both the running of their school and in decisions which affect the local area.

The number of first time offenders fell between 2006/7 and 2007/8 and this trend has continued throughout 2008/9. In 2006/7, 95% of looked after children communicated their views to a statutory review – this figure has now risen to 99.3%. The number of young people gaining accredited and recorded outcomes has continued to meet and exceed national targets of 30% and 60% respectively.

The numbers of looked after children placed in agency foster care has risen steadily and is above our target of 75 set in 06/07. Despite steady improvement since 2006/7, young offenders in Walsall are less likely to be engaged in education, employment or training compared with those in comparable authorities. The rate of looked after children who offend has risen slightly, whereas the trend for other comparable authorities is downward.

Case study 1

R came to England from a war torn country when he was twelve years old having lost both his parents in the war-zone. Life was very difficult as he was totally without family support and could not speak any English.

He was referred to Sandwell House Single Person's Project and where he received ongoing support from a Connexions Personal Adviser. He found this help vital, particularly at times when his lack of English made studying very hard and his motivation flagged.

At school he received support from his teachers and gained good GCSE grades. He then went into Further Education and achieved BTEC Sports and Leisure qualifications and a Football Coaching FIFA Level 1 Certificate.

Last year R moved to London to undertake football trials at Premier League club Fulham. At the same time he continued studying and was awarded 'student of the year' at Bromley College in London. He recently won one of the Walsall Life Long Learning Awards presented to him by comedienne Ruby Wax.



Case study 2

Z first came into contact with the Police at the age of 11. She continued her offending behaviour from this point, receiving numerous supervision and referral orders. A downward spiral continued until she was given custodial sentences.

Z served a total of four sentences within the secure juvenile estate. Following her last sentence she was referred to the "Prevent and Deter" initiative, which provides intensive support to prevent re-offending. This programme was managed and delivered in partnership between the Youth Inclusion Support Panel and the Police.

Support was provided by two key workers, Andy and Nigel, who helped Z get onto a vocational course run by Nova Training, a local provider based in Willenhall. This has made a big difference to her, improving her self esteem and her confidence in the future.

Z says "I am now 17 and at Nova Training. I go to a recording studio once a week and I am making a music video. My aim this year is to get a job, my own place and a car. I always thought that I would be a criminal all my life, I used to tell myself I'm never going to change but now I've proved myself and every one else wrong."

Aim 1: Engage in decision making and support the community and environment

Review of last 3 years' performance

Key priorities in this area over the last 3 years included securing the involvement of children and young people in shaping and improving their communities, and increasing the involvement of vulnerable and hard to reach children and young people in decision making.

Children and Young People have been actively involved in Youth Opinions Unite (YOU) meetings with council officers, where YOU members have contributed to decisions on budget setting. The forum for children and young people with learning difficulties and disabilities meets on a termly basis with a half termly planning meeting. Representatives from 14 secondary and 4 special schools in years 7 to 12 regularly attend.

The percentage of children who communicated their views at their statutory review has increased gradually from 95% and has risen further to 99.3% during 08/09. The Tell-us 3 survey showed an increase in the number of children and young people who said their views are listened to in running their school (Tell-us 2: 47%; Tell-us 3: 55%), and there was also a rise in the percentage of children and young people who said their views were listened to in decisions about the local area (27% to 29%).

The youth service volunteering programme has 50 young people who are currently on placement. Each volunteer is encouraged to develop an action plan which is then used to identify routes into paid work. All participants on placements are supported to attain at least a level 2 NVQ.

Working in partnership with Environmental Health, Youth Services, Walsall Housing Group, Youth Wardens Street Pride, the Police and Community Support Officers we have supported young people to establish a series of youth led projects. For example, young people in Darlaston have been involved in litter picking, the removal of graffiti and the planting of a shrubbery to enhance the look and feel of their neighbourhood.

Our children and young people are actively improving their local environment with sustainable projects and suggesting ways of conserving energy, not only in schools but also in their own homes. We now have over 30 schools, registered as "Eco Schools" which are working towards the nationally recognised Green Flag Award.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- Young people have told us that they want to be active citizens with more opportunities, including work experience and volunteering, which will improve their CVs and help them secure job opportunities.
- Parents, carers, children and young people have told us that they; want to have a say in how their communities look and feel; they want their streets and neighbourhoods to be litter free and all graffiti removed.
- Our children and young people tell us they care about their local environment and are keen to develop improvements within their own neighbourhoods and the borough as a whole.

Where we want to be in 3 years time

We plan to build on the good practice that already exists across Walsall but want to make sure that this happens in a co-ordinated way.

We want all children and young people, including those in Special Schools, to continue to have access to an active school council and a range of opportunities to contribute to the decision making process. We want to extend our reach so that those who may have felt excluded from this process feel confident and able to make a positive contribution in a way that is meaningful. Over the next three years we want to continue to develop our processes so that we can routinely consult with carers and parents. We want also to ensure that other agencies who engage do so based upon the principles of our consultation charter, strategy and action plan.

What we will change in service delivery to achieved the improved outcomes

Over the next three years our debates and decision making will take place throughout the Borough so that they can influence our Children's Area Partnerships and Building Schools for the Future

programmes. Local people will have greater influence on provision and be given the power to commission services that are needed in their areas. We will provide the right support to young people; their parents and carers to take part in this process. The work of the Children's Trust Partnership Forum, the development of Walsall's Integrated Youth Support Service and the greater community focus of schools will help this process by providing appropriate encouragement and infrastructure. Opportunities can be increased through the new youth facilities in the planned Arboretum extension (part of the Heritage Lottery Fund scheme; 2010-12) and also the eco-Visitor Centre which will contain an education room and water sports training centre.

Aim 2: Engage in law abiding and positive behaviour in and out of school

Review of last 3 years' performance

Key priorities in this area over the last 3 years included increasing the engagement of children and young people in positive activities and reducing the number of incidents of anti-social behaviour or offending committed by children and young people.

The national target to reduce the number of first time entrants to the Youth Justice System by 5% from the 05/06 baseline by March 08 was exceeded (8% reduction achieved). This downward trend continued in 08/09 with a further 33% reduction. The ratio of looked after children offending has risen slightly from 2.6 in 2006/7 to 2.8 in 2008/9.

The rate of permanent exclusions from school has shown an upward trend during the last three years (0.06 on 2006/7 to 0.13 in 2008/9). During the same period, although secondary fixed term exclusions rose by 1%, the number of days lost to exclusion fell by 13% and primary fixed term exclusions fell by 12% along with a corresponding reduction of 11% in the number of days lost to exclusion.

Feedback from the latest Tell Us survey indicates good progress in increasing the number of children and young people engaged in positive activities. Over 70% of year 10 students took part in some form of organised activity outside school in the 4 weeks prior to being surveyed in spring 2008. This was better than our West Midland neighbouring authorities and those in our family group.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations Tell Us;

- The Tell Us Survey told us that young people worry about 'getting into trouble'.
- A borough-wide annual satisfaction survey evaluating youth service activities told us how services are beginning to be shaped by young people to meet their needs. The ICE Stakeholder Forum for children and young people in October 2008 was another example of their involvement in the design of future services.
- Young people tell us that they want to improve their participation in decision making and we are doing this by working towards the national "Hear by Right" standards to provide a better framework for involvement.
- The annual place survey indicated that 22% of Walsall residents definitely or tend to agree that parents take enough responsibility for the behaviour of their children, This is in line with Black Country average but slightly higher than national average. Other Place survey results also indicate that problems as a result of teenagers hanging around on the streets have diminished, but activities for teenagers is the residents top priority for improvement.

Where we want to be in 3 years time

Young people will be able to access a range of positive activities in their local area and we will work to increase the number and types of activities that will be available. We want to ensure that our young people are aware of opportunities to become involved in positive activities. Young people and their parents/carers will be able to access information about services and activities across the borough and in localities through the use of information technology.

We are shaping delivery around young people's changing needs, including the introduction of Friday and Saturday night youth provision and using the Technology Bus to provide positive activities for young people in areas where there is a concern about anti-social behaviour. We will help parents to support their children to discourage anti-social behaviour and activities.

Services will be tailored to meet the needs of individual young people, their families and their communities. We will particularly focus on our Care Leavers to prevent them from entering the criminal justice system.

Professional teams will work closely together to ensure that fewer young people get into trouble and enter the criminal justice system. Those who have already been in trouble with the law will be given support so that they do not re-offend. By reducing overall crime rates, fewer young people will be the victims of crime perpetrated by other young people. We will reduce the fear of crime by enabling young people and their parents/carers to access information on how to keep themselves 'street safe'.

What we will change in service delivery to achieve the improved outcomes

Young people will be able to access a wider range of positive and diversionary activities in their locality. We will provide information technology that enables young people and their parents/carers to access information relating to services including those in sport, leisure, recreation and the arts, and the provision of activities in their areas and across the Borough.

Working closely with Children's Area Partnerships, extended services around schools and other organisations including the Voluntary Sector; teams of skilled staff will support the most vulnerable young people in Walsall.

Specialist teams will work in specific localities with the most vulnerable young people in Walsall, including care leavers and those with disabilities, ensuring that services are tailored to meet their individual needs and the needs of their communities. We believe that this will lead to a reduction in first time entrants to the criminal justice system and reduce re-offending rates.

Aim 3: Develop positive relationships and choose not to bully or discriminate

Review of last 3 years' performance

Key priorities in this area over the last 3 years were to enable children and young people to develop positive relationships and to engage them in finding solutions to bullying and discrimination.

We targeted a 25% reduction in the number of children and young people bullying or picking on someone. In order to achieve this we have adopted a multi agency approach, introducing an anti bullying policy, charter and anti bullying standards. We have established an anti bullying forum in which children and young people participate and where there is specific representation on its committee from some of our most vulnerable groups e.g. young carers, looked after children and children with disabilities. Partners have worked with children and young people to actively promote the strategy through presentations to professionals, advertising in publications including the Walsall Safeguarding Children's

Board newsletter, Schools News and the Walsall Football Club magazine and have successfully gained engagement with over 40 external partners

The anti-bullying conference has become an annual event, being attended by 450 children and young people in 2006, 500 in 2007 and 350 in 2008. The 2008 Tell US survey showed that 42% of those children completing the survey in Walsall had experienced bullying in the last 4 weeks – this was lower however than the West Midlands and national average, and that of our statistical neighbours.

Partners have worked together to deliver training to the anti-bullying forum and committee, ensuring dissemination of DCSF guidance in relation to bullying. Key partners included the Walsall Safeguarding Children's Board, the Rotary Club, Safer Travel, the Anti-bullying Alliance and Childline.

The 'Council 4 Kids' which was established in 2008 to give looked after children a voice in planning services. The local UK Youth Parliament representatives have joined together to promote ways to ensure that young people are protected effectively from bullying and discrimination.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations tell us;

- Children and young people told us that they wanted more ownership of the anti-bullying strategies that positively affected them and wanted to develop their skills so that they were equipped to be more directly involved in decision-making processes and delivery.
- Looked after children and care leavers told us that they wanted to have their 'voice heard' in relation to services which affected them.
- Members of the anti-bullying forum committee told us that they wanted to strengthen partnerships across the range of representative youth groups.
- Children and young people also told us that they wanted people across Walsall to fully support an increasing sign up to the anti-bullying charter and standards and to develop local and regional sponsorship.
- Parents and carers told us they wanted to improve communication with the New Leaf Centre Pupil Referral Unit. The Centre introduced the role of parent champions with some considerable success.

Where we want to be in 3 years time

Young people, carers and parents will see the Walsall Anti Bullying Charter displayed in all schools, colleges, leisure Centres, shops, and local bus and railway stations. Parents/carers will have the opportunity to receive training on bullying and discrimination in their local schools and community settings. Parents and carers will be more actively involved in their children's work on anti-bullying strategies. Children and young people who are bullied or bully will have access to appropriate information, advice and support in general and with reference to particular types of bullying including homophobic bullying, bullying those with disabilities and cyber-bullying. Young people will become more involved in finding solutions to bullying and discrimination. Young people will become more actively involved in programmes that develop positive relationships.

What we will change in service delivery to achieve the improved outcomes

We will deliver improved integrated working practices to ensure greater consistency of approach when dealing with issues relating to bullying and discrimination.

Support services to schools and other settings will provide a clear focus on early intervention and prevention. By creating and promoting closer links across young people's forums, e.g. Youth Parliament, Council 4 kids we will develop, 'one voice' and one strategy.

We will embed the strategy within the local community through Full Service Extended schools, colleges, CAPS, Leisure Centres and residential Care Homes. We will seek to increase the number of schools who contribute to the 'Tell US' surveys to provide wider opportunities for consultation. We will develop a multi-agency steering group to support the parenting strategy and 'parent voice' in Walsall. We will further embed the role of the Social and Emotional Aspects of Learning (SEAL) strategy and work with Child Line to promote positive relationships. We will embed reporting and monitoring systems, providing annual reports to Walsall Safeguarding Children's Board and the children and young people of the anti-bullying committee, enabling us to better target resources and identify trends. We will continue to seek ways to involve children and young people in shaping work in their schools and communities, promoting them as commissioners of services. The views of looked after children regarding their experiences in the care system will be raised at the Corporate Parenting Board and will inform future practice.

Aim 4: Develop Self Confidence and Successfully Deal with Significant Life Changes and Challenges

Review of last 3 years' performance

The number of young offenders actively engaging in suitable full time education, training or employment has risen steadily over the last three years – from 50% in 2006/7 to 56.4% for the year ending March 2009. However, further progress is needed to achieve our target of 70% and to bring us in line with other similar authorities (78% average).

Looked after children have continued to contribute views on their lives and experiences by completing a questionnaire using the Viewpoint system. Seventy eight children completed the questionnaire in 2006/7 and the figure in 2008/9 has risen to eighty seven. The valuable information gained from analysis of looked after children's responses has enabled children's services to address key issues in the planning of services.

The numbers of looked after children placed in agency foster care has risen steadily from eighty three in 2006/7 and the figure of ninety three reported at the end of March 09 was significantly above our target of seventy five set in 06/07.

We support young people to read; 10% of Walsall children aged 4 – 11 will participate in the Summer Reading Challenge and 100% of those starting school will receive "Bookstart" packs.

An after-school "Drop-in" Centre for young carers was set up to reduce their isolation. To help in their continuing education local partners negotiated training provision for up to 12 Teenage Parents with crèche facilities on site.

What we have learnt from children and young people and/or parents and carers over last 3 years

Consultations Tells Us;

- Walsall Young Carers told us that although they got a sense of achievement from their caring roles they sometimes felt isolated and different from other children. They wanted to be able to meet other young carers who understood their situation.
- Teenage parents told us that their biggest barrier to continuing education was leaving their baby with a childminder some distance from their chosen learning provider.

- We asked young people with learning difficulties and disabilities what they needed and they told us that they wanted to spend more time with friends during the school holidays. Plans have been developed with both schools and leisure services to make sure that facilities are available.

Where we want to be in 3 years time

All young people will access good quality support, information, advice and guidance from professionally trained staff, tailored to their individual needs and delivered in their local area.

Young people will experience a wider choice of positive activities and be encouraged to make a positive contribution to their own lives and communities in Walsall and wider society.

Volunteering will provide a major opportunity for personal development. Significantly more volunteering placements will be available which will be actively promoted by young people themselves.

More young people, including those with learning difficulties and disabilities, will be able to participate in appropriate education, training and employment, whatever their starting point. There will be a wider range of provision, tailored to individual need. We will encourage a range of informal learning through our sport, leisure and library services.

An improved transport infrastructure will enable participants to access their chosen activities.

What we will change in service delivery to achieve the improved outcomes

We will develop a locality based Young People's Integrated Service around the key themes of information advice and guidance, engagement in a range of worthwhile activities (including volunteering) and targeted support for those in need. A major joint training programme for council employees, the Children's Workforce Programme, will ensure that professionals work closely together and use the same systems for access. Young people will be at the heart of improving and designing services. School Councils will be supported to find solutions to issues within their communities. The local authority will work towards the Hear by Right standards to make sure that young people are involved properly. Links will be made between CAPS and the Children's Trust to make sure that we respond to local priorities.

Positive Activities will be developed by a lead manager who will work closely with staff representing young people with learning difficulties and other vulnerable groups to provide opportunities from the main providers of volunteering, arts, sport, leisure and library services. Information on available services will be found through a children's service internet page, youth service websites, leaflets and multi agency magazines. The range of 14-19 learning provision will be extended for all our young people. The quality of careers guidance and careers education will be improved through comprehensive training packages while better progression routes will ensure that more young people are able to access jobs within the Borough.

Aim 5: Develop enterprising behaviour

Review of last 3 years' performance

Key priorities in this area over the last 3 years included increasing the number of children and young people on the path to success and keeping them there.

The number of children and young people targeted to undertake Enterprise development activity has risen from 3000 in 2006/07 to 4000 in 2007/08 and 7,500 in 2008/09.

There has been an improvement in young people's achievement of Level 2 and Level 3 qualifications by the age of nineteen. However, Walsall still doesn't perform as well as its statistical neighbours in these areas.

What we have learnt from children and young people and/or parents and carers over last 3 years

- Young people enjoy enterprise activities, feeling that they provide a taste of the "real world" and offer important contact with employers. They believe that they help to improve a range of valuable work-related skills including; teamwork, communication, problem-solving, creativity, leadership and business skills.
- Young people tell us that such programmes help boost their self- confidence and communication skills. These programmes also enable them to appreciate the strengths of others when working in teams. They provide a wider view and experience, an opportunity to plan for the future, to think about career options and understand key business concepts.

Where we want to be in 3 years time

The promotion of Walsall – 'A Town for Enterprise' will have been developed further with schools and employers.

Young people, parents and carers will be aware of a well developed, borough wide enterprise network which will involve primary schools, secondary schools, special schools, Walsall College, local universities, and local training providers.

An increasing number of junior and secondary students will be involved in activities to develop Enterprise and employability skills including working with others, problem solving, communication, creativity and innovation.

Young people who develop these skills will increase their chances of getting local jobs which will in turn improve the quality of the local workforce.

What we will change in service delivery to achieved the improved outcomes

We will use the current Enterprise Advisor as the Champion of the School's 'Enterprise Ladder' to develop enterprise skills at each stage of education. In order to do this successfully we will recruit an additional Enterprise Advisor so that additional support can be given to primary schools.

We will also introduce Enterprise Challenges for younger students to provide a flavour of the initiative in primary schools.

Students will have the opportunity to use the latest facilities, such as the Walsall EBP Enterprise Centre, the business enterprise specialist schools and Walsall College Enterprise Academy. In order to encourage these developments we will extend and promote the Walsall Young Entrepreneur Awards.

Our priority targets for next 3 years

Section 1; Priority Targets

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Reduce rate of re-offending	NI19 (LAA)	1.16 (07-8)	1.08	1.04	1.00	Specialist targeted interventions and programmes i.e. Prevent and Deter Intensive Intervention Programme. Provide additional resource through NETT Targeted Action Plan	2012 2011	Julie Samuels
Reduce (Black/Black British) offenders on Youth Justice system disposals	NI 44c	7	5.4	3.7	2.1	Liaison with Police Liaison with Local Criminal Justice Board Targeted activities through Intensive Intervention Programme	Ongoing Ongoing 2012	Wendy Thompson
Reduce cautions and convictions for looked after children	C18	2.8	2.7	2.5	2.4	Contribute to the looked after children offending task force. Restorative approaches embedded in children's homes. Roll out restorative approaches to foster placements. Embed preventative and targeted actions from looked after children Offending Action Plan Extend Protocol with police and CPS	2009/10 2010 2011 2010 2010	David Bovell/ Wendy Thompson
Ensure that all 14 year olds participate in leisure (or recreational activities) outside school	NI110 (LAA) Young people's participation in positive activities	71.3	74	78.5	80	Develop Targeted Action Plan Develop wide range of positive and diversionary activities within localities. Use range of media to promote opportunities. Regularly consult young people to update activity menu.	2009 2011 2011 ongoing	Head of Young Peoples Integrated support services
Increase the range and quality of short breaks and support for disabled children	Improve services to children with disability by increasing the number respite foster care breaks	340	366	393	422	Develop a new build programme to provide a fit for purpose short breaks unit. Develop partnership and service links with leisure and education services. Respond to changing needs of disabled children and respite requirements of families with ongoing marketing and recruitment Deliver requirements of Aiming High strategy	2011 2011 Ongoing 2011	David Bovell

Our key contributing strategies

Name of strategy	Scope and purpose	Duration (e.g. 2008-11)	Lead officer
Youth Justice Plan	Reviews the YOT performance and outcomes for the past year and sets out our key priorities and objectives for the following year.	2009-10	Wendy Thompson
Children with Disability Plan	a multi agency strategy agreed by parents, education, social care and health as the way in which we want services for children and young people who have a disability and their families to develop	2008-2010	Andy Stewart
Child Poverty Reduction	Plan and strategy aimed at : tackling parental worklessness, raising aspirations & addressing the impact of poverty	2009	Darrell Harman

10. Achieve Economic Well-being

This chapter provides an overall summary on helping children achieve economic well-being, 2 case studies and then focuses on the five aims for children and young people to:

1. Engage in further education, employment or training on leaving school
2. Be Ready for employment
3. Live in decent homes and sustainable communities
4. Access to transport and material goods
5. Live in households free from low income

For each aim; the same headings are used:

- Review of last three years improvements
- What we have learnt from children, young people and their parents or carers
- Where we want to be in 3 years
- What we will change in service delivery

This approach provides a rich level of detail that we use for planning improvements across the wide range of needs of children and young people.

The chapter concludes by setting measurable improvement targets for the next 3 years for these priorities;

1. Reduce numbers and/or negative impact of children in poverty
2. Reduce Not in Employment, Education or Training including Black and Minority Ethnic young people
3. Increase % level 2 & 3 qualifications
4. Increase % who want to go to Higher Education
5. Provide suitable accommodation for Care Leavers
6. Improve 6th form average points score
7. Reduce Children travelling to school in cars

Many more improvement targets are included in our full scorecard which can be found at our website www.walsallchildrenstrust.org.uk and some are referred to in the chapter

Brief summary of key successes and challenges over last 3 years

Our ambitious journey to achieve economic well-being for families, children & young people against the key strategic priorities, has resulted in significant successes set against some ongoing challenges. The current economic climate is already making it harder to progress against key outcomes such as reducing child poverty, young people not in education employment or training (NEET), providing affordable decent homes, and for preparing young people for employment.

We are particularly pleased that the proportion of 16-18 year olds NEET has improved significantly (12.4% in 2004 to 8.3% in 2008). However, whilst the gap has closed levels remain higher than the England average; and some vulnerable groups remain a challenge.

Tackling worklessness and ensuring that families with children are not living in poverty is currently very challenging. There has been some improvement across a few wards but the gap between the worst

and most affluent wards has worsened. The audit commission has recently scrutinised our approach to tackling worklessness; initial feedback has been very positive about our cross partnership approach and this will give us the best possible prospects for the future.

Case study 1

Both twenty one year old P and S, aged twenty, are care leavers who attended Jane Lane School. After completing one year in the sixth form P progressed onto Walsall College where he is currently studying a BTEC Introductory Diploma in Business, Retail and Administration. S continued his education at Rodbaston College. He is in the final year of a Horticultural Course and spends two days a week working at Walsall Arboretum. P and S are active members of Churchill Road Youth Club and Walsall Sea Cadets. Both are now Youth Inspectors for Walsall Youth Service and have recently been appointed Unit Assistants with the Sea Cadets. They also work as volunteers with The Truman Enterprise Narrow boat Association

Case study 2



Willenhall Year 12 HE CARD Aspiration raising visit to New York March 2008.

Eleven students from Willenhall Sports College travelled to New York in March 2008. They are all participants in the Higher Education (HE) CARD scheme which aims to raise students' aspirations and ambition to progress to university. CARD offers students a guaranteed place in HE on achieving specified goals, including broadening their personal, social and cultural experience. This trip focused on finding out about the American way of life.

Highlights of the visit included taking part in the St Patrick's Day Parade, and witnessing fire fighters carrying a flag for every victim of the 9/11 disaster. L aged 17 said: "Ground Zero is the most moving place I have ever been."

All the students came back with a new determination to make the best of every opportunity presented to them. They intend to apply to university and become the first in their families to take up a place in higher education.

B, 17 said: *"This was 'make or break' for me. I know I have got to 'up my game' to gain success in my AS exams. I was thinking of leaving school. There is no chance of that now. I want to push myself to the limits and have more experiences like this."*

ECM Aim 1: Engagement in further education, employment or training on leaving school

Review of last 3 years' performance

Last year the Connexions Service's 'Keep on Track' project supported 90% of the participants into EET. This year, in response to feedback we have increased the amount of one to one support available.

The percentage of 16-18 year olds NEET has reduced from 12.8% in 2004 to 8.5% in 2008. Walsall shows the most improvement across the Black Country, and is on track to surpass the Local Area Agreement (LAA) target of 8.7% by 2010/11. Almost 90%¹ of year 11 leavers participate in some form of Post 16 learning; showing an increasing willingness to improve their qualifications and employability skills. This is the highest proportion ever in Walsall and the highest in the Black Country in 2008.

¹ Based on 2008 Activity Survey

More effective partnership working, better tracking and contact systems including the Saturday contact team and evening and weekend home visits, has reduced the proportion of those teenagers whose activity is not known from 10.7% in 2006/7 to 8.3% in 2008/9.

Data shows that the number of vulnerable young people including BME, LDD, teenage mothers, accessing education, employment or training (EET) is increasing. Walsall's Black and Minority Ethnic groups achieve higher EET percentages than their peers.

Overall NEET levels remain higher than the national average. At any one time between 600 and 800 16-18 year olds are NEET, and this includes a disproportionate percentage of vulnerable young people, especially care leavers and Young Offenders. The economic downturn presents additional difficulties to those seeking a first job or training opportunity because there are more experienced adult workers seeking to re-enter the local labour market. Further reducing NEETS remains a local priority.

Parents of children with special educational needs can find it difficult it is to attend the full range of meetings and transition reviews, particularly during the school day. To help reduce the number to reviews parents need to attend these are now conducted jointly between Social Services and Education teams.

The Children's Disability Team provides a seamless service from 0 to adult hood, enabling parents to understand their child's transition particularly at years 9 and 11, without requiring parents to tell their story more than once

What we have learnt from children and young people and/or parents and carers over last 3 years

- When we asked how to improve the Connexions Service's 'Keep on Track' project young people told us they preferred close one to one working with a skilled and experienced profession almost of all the available support mechanisms.
- Parents of children with special educational needs told us how much they value the new Children's Disability Team, supported by transitional social workers.
- Parents of children with special educational needs wishing to support their child's progression told us how difficult it is to attend the full range of meetings and transition reviews, particularly during the school day. To help reduce the number to reviews parents need to attend these are now conducted jointly between Social Services and Education teams. Parents now tell us how much this simplifies the process and reduced burdens on their time especially for working parents.

Where we want to be in 3 years time

Walsall council and its key public, private and voluntary sector partners will ensure that the four core elements of our engagement strategy, identification and tracking, intervention, guidance and provision, fit together seamlessly so that all children and young people are included and engaged.

Building on our current success, young people will have access to a broader range of 14-19 courses and qualifications, with appropriate routes into further education, employment or training signposted to all, whatever their starting point.

Young people will have access to good quality information, advice and guidance (IAG) including careers education, with support from professionally trained staff.

Young people are individuals who achieve at different rates. Provision will be targeted to meet the specific needs of key groups, for example, young offenders, looked after children, care leavers, those with learning difficulties and disabilities, and other vulnerable young people facing particular challenges and barriers to success.

Local partnerships will help young people to have greater access to work placements and employment opportunities, emphasising links to local authority economic development initiatives. This will enable children and young people to take advantage of regeneration and new businesses planned for the next decade.

What we will change in service delivery to achieve the improved outcomes

Improved collaboration, with more effective links with employers and training providers will support continued development of the 14-19 curriculum to put in place the wide range of options required to meet the personalised needs of all young people, including those with Learning Difficulties and the disengaged.

Young people will be core contributors to these developments and to an Integrated Young People's Service, offering more broadly based IAG. Universal services will be complemented by targeted support differentiated to meet individual needs.

We will pilot a multi-disciplinary, targeted youth support programme, aimed at the hardest to reach young people, linked with the 'think family' project offering integrated support to particular family units.

Children's Area Partnerships (CAPs) will encourage and support local delivery of Integrated Young People's Services by prioritising particular issues and individuals who need help. Young people will help us identify service requirements.

The 2009/10 NEET reduction 'target action plan' (TAP) will focus support on vulnerable, hard to reach young people. We will identify and engage those in danger of becoming NEET early and provide motivating, confidence building projects through non traditional learning which improve access to positive post 16 destinations.

ECM Aim 2: Ready for employment

Review of last 3 years' performance

Good progress has been made in shaping the 14-19 curriculum to prepare young people for employment. Over 500 more young people have taken part in vocational programmes since 2005/06; all non-selective schools have an enhanced vocational offer for 2008/9. In 2007/08 11,900 young people participated in Work-Related Learning, including 3,925 in Enterprise activities. Four schools have the Black Country Work Experience Quality Award and Walsall EBP was the first in the country to achieve the new Award for Education Business Excellence. Numbers completing apprenticeship programmes increased faster than nationally, with 59% of 16-18 year olds completing young apprenticeships in 2007/08, compared to 48% in 2005/06. Completion rates for Advanced Apprenticeships show improvement from 55% in 2005/06 to 70% in 2007/8.

The percentage of students achieving level 2 by age 19 has increased over 3 years from 59% in 2005/06 to 63 % in 2007/8. More learners also achieved level 3 by 19; an increase from 34.7% in 2005 to 36% in 2007. This remains lower than statistical neighbours (38.0%) and national figures (45.4%). Closing the gap in 6th form average points score per candidate between local and national figures is a priority. Enhanced IAG services include the on-line area prospectus (www.choosewalsall.com); the September Guarantee and Aimhigher activities. Over 500 young people were offered a guaranteed place in higher education (HE) through the CARD scheme, currently being piloted with employers and FE. The percentage of students progressing to HE from school 6th forms has increased. From a Y13 cohort of 1225 in 2005-06, 819 (67%) entered HE compared to 829 (73%) from a smaller Y13 cohort of 1130 in 2006-07. The challenge remains to increase the percentage of this age group as a whole moving into Higher Education.

What we have learnt from children and young people and/or parents and carers over last 3 years

- Walsall's Children and Young People Pilot Lifestyle Survey 'All About Me' (Spring 2007) asked 11-16 year olds about their future plans. 68% of girls and 51% of boys expect to carry on studying after leaving school; more students in Year 7 plan on going to college than in Year 11, when about half are thinking about staying into sixth forms.
- Around a sixth of secondary students talked about going straight into employment at 16, especially into apprenticeships or jobs with training. 21% of girls and 11% of boys thinking they'll be in a professional job; less than 1% think they will be in unskilled work.
- Young people have enterprising ambitions; 17.6% intend to run their own business by 25. Boys are more likely to see themselves doing this than girls and a quarter of young people with a disability have this ambition.
- The TellUs 3 Survey showed about a third of young people in Walsall are satisfied with the IAG they get. Parents, carers and employers indicate that they want much more information about new 14-19 options so they can help young people make informed choices.

Where we want to be in 3 years time

By 2013 all young people will be expected to stay 'in learning' until the age of 17, rising to 18 by 2015. In preparation we are developing a broader and more motivating curriculum with new qualifications, including vocational and applied options such as apprenticeships and Diplomas, designed to meet personal interests and individual needs.

There will be renewed emphasis on learning functional skills in English, maths and ICT alongside personal, learning and thinking skills designed to ensure that young people are "job ready". An expansion in apprenticeship programmes and opportunities to volunteer will enable more young people to get the basic experiences and skills required by employers.

More opportunities to study Foundation Degree and other level 4 modules will be available across the borough, including at Walsall College.

Enhanced IAG will sign-post routes into higher education, training or employment to help young people, their parents and carers make informed choices.

A mentoring strategy designed to combat low aspirations will include programmes for specific groups such as looked after children, young people with learning or physical disabilities and NEETs.

We will make sure learners understand the commitments they are taking on before they embark on post 16 education or training and provide support at times of transition to reduce drop out rates.

What we will change in service delivery to achieved the improved outcomes

The Machinery of Government legislation makes LAs the strategic leaders of 14-19 reform. We will commission education and training designed to engage all 17 year olds in learning by 2013. This will include new Diplomas, an expanded apprenticeship programme, and a focus on stretch and challenge for more able learners.

We will work to bring schools and the FE sectors together in one coherent 14-19 phase with clear local leadership, interlinked strategies and plans. Local accountability based on systematic monitoring and evaluation will bring appropriate support and challenge.

A clear 14 -19 implementation plan will support schools, the College and training providers in their task of raising achievement for all. Early intervention strategies will support individuals and groups of young people at risk of underachievement.

All key stakeholders will be involved in delivering improved outcomes for young people aged 0-19 through a more integrated approach to learning and support services. We will make sure young people are fully consulted about the new opportunities and services being developed.

We will work together to secure specific funds, such as the Working Neighbourhood Fund to tackle our priorities to improve Economic Wellbeing for children and young people.

We will develop our workforce to enable practitioners to share and develop best practice.

ECM Aim 3: Live in decent homes and sustainable communities

Review of last 3 years' performance

We have improved the percentage of social housing that meets the decent homes standard, moving from 57% in 2006 to 97% by 2008, closing in on our 100% target by 2010.

We have focussed activities on supporting the private rented sector, aiming to improve the numbers of children living in decent homes together with their families, with 96 improved during 2007/08 and 130 during 2008/09, together with adaptations to 60 homes where children live to meet the needs of disabled residents.

The Health Through Warmth (HTW) grant service in 2008/09 improved the energy efficiency cost for over 117 homes where children live, 40% of all HTW schemes, leading to the creation of a Family Home Safety Officer funded through NHS Walsall.

We have reduced the negative impact of emergency housing on families and their children by minimising their length of stay in bed and breakfast (from 2.1 to 1.59 weeks). We have also reduced the number of families in temporary accommodation from 37 (March 2008) to 34 (Dec 2008).

Past accommodation levels of care leavers in suitable accommodation has been good, now that we are dealing with small numbers any delays adversely affect our averages, which since 2008 have declined to around 83%. This is complicated by changing needs, and we have made a commitment to improving performance against agreed targets.

What we have learnt from children and young people and/or parents and carers over last 3 years

- Evaluation of partnership working with service users and agencies including NHS Walsall has led to the creation of a new role; The Family Home Safety Officer, who pro-actively targets 200 families in their homes to undertake a comprehensive assessment of works/repairs/equipment needs and the safety of their environment.
- Consultation for Care Leavers Pathway Plans shows that most young people prefer privately provided accommodation

Where we want to be in 3 years time

We will continue to work towards meeting the target that 100% of social housing within the borough meets the decent homes standard by 2010, helping to ensure that families remain in decent homes.

We will have developed and implemented a robust strategy and action plan to further reduce the proportion of non-decent private sector homes occupied by vulnerable households.

The Kickstart loan assistance scheme for families to make their homes decent, where grants are not available will be reviewed again in 2009/10 with families and other service users in mind, to make sure it continues to target their priorities.

We have significantly improved the private rented homes Information and Advice services available for families detailing their options, so they are best placed to avoid living in non-decent and sub-standard properties.

All care leavers will be offered a wider choice of suitable accommodation which aims to meet their preferences and support them to live independently and within safe supportive environments.

All children and young people will be encouraged to value their surroundings, develop a sense of belonging within their communities, drawing from this, social, spiritual and emotional well being which will provide a foundation for achieving their continued economic well being.

What we will change in service delivery to achieve the improved outcomes

Walsall Council will investigate the possibility of developing an in-house Home Improvement Agency (HIA) and or consider re-commissioning an external (potentially cross-border) provider.

From 2010/11 onwards a key source of public sector investment into the improvement of private sector housing will be continued, through the Kickstart loan fund which will be responsive to priority needs identified.

We will seek to strengthen existing links through the supporting people programme and employ an accommodation officer to help enable care leavers to receive 'tailored' and individual support when choosing private rented accommodation and maintaining tenancies.

We will maximise the outcomes for people through the effective co-ordination of services, partners and resources monitored through our achievements and impact on service delivery.

ECM Aim 4: Access to transport and material goods

Review of last 3 years' performance

By 2008 just under 30% of Walsall's school children travelled to school by car. Our challenge is to reduce this to 28.4% by March 2011; a priority in our local area agreement which is progressing well so far. Doing this helps promote a healthy lifestyle for children & young people and contributes towards lowering child obesity levels, encourages independent accessibility to extended school services and promotes sustainable travel habits (and regular physical activity) into adulthood.

The last of the boroughs children's centres, Hatherton, has been constructed making sixteen in total situated across the borough. Access to information, support, and advice for families with children under five is better as a result, and provides children a good start in life.

To help ensure families with children are accessing their entitlement to free school meals (FSM); the council pledged to increase take up. Having successfully implemented new nutritional standards and other initiatives aimed at increasing the overall take up of school meals; over the last two years; take up of FSM entitlements increased from 79.4% (Jan 08) to 82.8% (Jan 09). However, maintaining uptake of a nutritionally healthy school meal over alternative, unregulated, options remains a challenge especially in the economic climate and at a time when some schools are opting out of the councils catering service.

What we have learnt from children and young people and/or parents and carers over last 3 years

- Pupils like to be involved in decision making and to express their preferences about how they travel to school. When we asked children for their preference for school travel; cycling and walking are their favourites.
- Parents are particularly concerned for their children's safe travel to school. Our initiatives to lessen concerns for child safety when travelling to school, such as walking buses where children are supervised by adults, as well as road safety initiatives, like our cycling proficiency scheme are appreciated.
- Recognising that schools have different priorities and requirements, communicating the activities and projects that are available to schools, parents and pupils in their area is vital.
- Pupils and parents tell us about the need to cater for varied tastes and food preferences. There has been a positive response to our initiatives to improve the skills of our cooks in order to meet nutritional standards.
- We know, from the increased number of letters of praise, feedback from student council's and the fact that the ingredient cost per meal has increased over the past 2 years, that the quality of the food served is recognised as much improved and this is helping increase school meal take up.

Where we want to be in 3 years time

Children and Young people will be well informed and engaged about their choices and options for travel to and from school and other educational establishments. All schools will have a travel plan and we will have more 'Walking Bus' schemes and road safety initiatives such as Bikeability in place. We will introduce a Safer Routes to School prioritisation system for infrastructure works to help improve wider child obesity and child poverty outcomes.

By promoting sustainable travel, children are helped to develop skills which will support and promote their safe independent access to services in the future. We will have investigated the feasibility of off-setting school travel against carbon emission targets, encouraged more public transport usage and assessed the feasibility of a car share database in schools.

We will work with partners work to develop public transport solutions that support access to learning, leisure and social activities for young people, with a focus on serving the needs of 14-19 students attending Walsall College and other training providers advertising courses in the Area Wide Prospectus.

We will work to promote free and or more affordable access to cultural and leisure facilities for children and young people in particular the 16 and under "Free Swim" initiative, libraries, museums and the New Art Gallery

The take up of school meals will have increased for all pupils, especially those entitled to a free meal. This will not only improve their health and wellbeing, ability to undertake PE and physical activity, but also their concentration at school and assist in their learning.

What we will change in service delivery to achieved the improved outcomes

Walsall will develop transport solutions to enable all young people to access the 14-19 Entitlement based on DCSF guidance that 'Local areas must combine the creation of a suitable offer with the availability of transport to access it'. We will publish an annual transport policy statement setting out our arrangements to facilitate the attendance of sixth form pupils at educational institutions, linked to

the local 14-19 Prospectus. We will take the opportunity to collaborate with colleagues and partners to ensure that sustainable travel is an integral part of the Building Schools for the Future (BSF) programme.

The Sustainable Mode of Travel strategy (SMOT) details all the aims, objectives and outcome measures through which improvements to school related travel will be accomplished.

Working closely with others the council needs to continue tackling the challenges faced within the school catering service. Ensuring that it provides an economically viable service, maintains nutritional standards and increases take up of healthy meals for the future economic and health well-being of our pupils.

ECM Aim 5: Live in households free from low income

Review of last 3 years' performance

Child Poverty levels are challenging, improvements were recorded in 4 wards but remain unchanged overall, with the gap between the most affluent wards and those with the greatest numbers of families on low incomes continuing to widen.

The levels of poverty increased between 5% and 10% for the four worst wards even though the Welfare Rights Team is working hard to ensure that people are maximising benefit uptake.

In maximising benefit uptake we are mindful of the impact this may have on supporting continued unemployment, so through the Worklessness, Enterprise and Skills Target Action Plans (TAPs), we are driving the use of our Working Neighbourhood Fund to commission activities that support people into work.

Childcare providers are continuing to improve and address quality issues through quality assurance marks available from the National Day Nurseries Association, Effective Early Learning Project and National Childminding Association, with the target of increasing the number of child care providers with approved quality mark by 50% achieved.

Support to achieve this was and continues to be available through a team of specialist teachers and childcare development officers, with the impact on the take up of formal childcare by low income working families being tracked.

What we have learnt from children and young people and/or parents and carers over last 3 years

- That parents feel an overwhelming responsibility for their children and ensuring that they are provided with the necessities of life, with some feeling a particular burden that they cannot provide for all of their children's needs.
- That poor quality housing conditions have a significant impact on their children's health, which increases school absences resulting in lower educational achievement and poorer job prospects overall.
- A need for practical support; opening bank accounts and affordable credit, food and clothing, together with accessible activities they could do with their families, was a key issue for many.

Where we want to be in 3 years time

We want Walsall to be a thriving economy driven by Walsall Council and Walsall Partnership regeneration initiatives; with a priority given to getting parents into work as a key means of breaking the cycle of poverty – by providing accessible child care and targeted worklessness reduction.

We want to provide the right support to encourage more of our young people to aspire to higher education and skills development.

We want to reduce child poverty by supporting parents into work, increasing their aspirations for their children's futures and helping to mitigate against the worst aspects of living in poverty – by providing more financial advice and support and improving access to leisure activities and educational support.

We want all children live in warm, damp-free homes with energy efficient heating systems and are not suffering as a result of fuel poverty.

Families are advised of the benefits available to them and encouraged and supported through the process of accessing them in order to maximise take up to those to which they are entitled, balanced by the delivery of effective training and support into employment where appropriate.

Healthier lifestyles for children and young people are promoted through school and community based initiatives and that the gap between the educational attainments of children from poor families compared to better off families will have narrowed.

What we will change in service delivery to achieved the improved outcomes

Implementation of the Child Poverty Reduction Strategy will ensure that all families have access to aligned services, assisting them to find the most appropriate routes out of poverty.

In the priority wards of Birchills-Leamore and Palfrey, the Children's Area Partnerships (CAPs) will determine local priorities for action to reduce child poverty and ensure that all local agencies deliver.

Where child poverty represents the greatest challenge, Beechdale North, Beechdale West, Caldmore West and Palfrey North, 'Community Champions' will be in place to provide practical support for families to identify their aspirations, supporting them to achieve their goals.

Within the restraints and finances available to us, we will ensure that flexible and affordable support (child care/training programmes etc.) are provided, meeting the needs and priorities of local people.

We will develop the range of volunteer opportunities available for people with no proven/current work record and through Community Champions, we will ensure that parents of children in poverty get the best possible access to services and that their outcomes are maximised through effective support.

We will effectively monitor services against agreed outcomes/targets and quality standards, ensuring that where possible the benefits are maximised for local people.

Our priority targets for next 3 years

Section 1; Priority Targets

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Reduce the proportion of children who travel to school by car (LAA)	NI 198 (LAA)	27.6% (provisional)	29.4%	28.4%	28%	Work with schools to implement Sustainable School Travel Plans (STPs). Promote more sustainable and healthier travel modes to school walking and cycling Note: Targets are determined by LAA; they may be revised	100% STPs in place 2012	Mark Rickard
Reduce Not in Employment, Education or Training (Neets) including vulnerable groups	NI 117 (LAA) – % of 16-18 year olds (NEET)	8.3%	8.9%	8.7%	8.5%	In conjunction with YOS continue to work with looked after children and transition and leaving care team to support young people into EET. Implement WNF NEET TAP Continue to target those Young People who are not engaging fully in ETE, and actively support with attaining their individual goals. Through partnership working with the Police & Youth Offending Service engage with young people through deploying detached workers via a Technology bus, to reduce young people engaging in ASB.	Ongoing 2009-10 Ongoing Ongoing	Jane Woodall
Reduce numbers and/or negative impact of children in poverty	NI 116 (LAA) – Proportion of children in poverty	25.7% (April 2007)	23.5%	22.5%	22.5%	Delivery LAA target action plan initiatives. Delivery of Child Poverty Reduction strategy Effective pilot interventions in 2 neighbourhoods – roll out learning	Ongoing Ongoing April 2010	CP Reduction Manager
Improve 6th form average points score	6th form average points score per candidate closing the gap	627	645	665	690	Directing support and intervention to schools performing below the threshold by using School Improvement Data. Delivery of RAPS in School Causing Concern monitored through review meetings Agree local 14-19 implementation plan with partners	2009 2010 2010	Jane Woodall
Increase % of level 2 and 3 qualifications	NI 79 – Achievement of Level 2 qualifications by age 19	65.5% (2007/8)	70.4%	70.6%	70.7%	Develop pathway plans into higher education including mentoring programs Alternative curriculum work in schools and centres gives young people that are identified as under achieving the opportunity to gain some formal qualifications/awards.	2010 2011	Jane Woodall
	NI 80 – Achievement of Level 3 qualifications by age 19	36.5% (2007/8)	40.8%	41.3%	41.9%	Support the introduction of a wider range of courses and qualifications and applied courses (including diplomas) from foundation level to level 3 as part of a Walsall wider learner entitlement Specifically target qualifications to be supported through the Virtual School and pathway plans	2012 2011	
Increase % who want to go to higher education	Tell Us 2 survey indicator	48% (academic year 2008)	50%	52%	54%	To increase participation of targeted groups in Aimhigher activities To ensure all students have appropriate post 16 offer via Sept Guarantee To provide targeted intervention to raise aspiration across all phases and settings especially reducing gap for pupils from low income backgrounds Ensure all children and young people have access to clear, impartial (IAG) on the basis of personal needs and promote options as appropriate	Ongoing Ongoing Ongoing	Jane Woodall/ Helen Owen
Provide suitable accommodation for care leavers	NI 147 – Care leavers in suitable accommodation	85.7	100%	100%	100%	To improve choice and quality of local accommodation available to care leavers including support arrangements on obtaining and retaining housing.	Ongoing	David Bovell

Our key contributing strategies

Name of strategy	Scope and purpose	Duration (e.g. 2008-11)	Lead officer
Sustainable Modes of Travel (SMOT)	Outlines how the council intends to meet it's duty to promote sustainable modes of travel to school including reducing the dependency on private car journeys to school.	2008-2011?	Mark Rickard
14-19 Strategy	To develop an agreed 14-19 Partnership approach to the delivery of the 14-19 Entitlement by 2013.	Revised strategy 2009-2013	Jane Woodall (Walsall CS/Serco)
NEET Engagement Strategy	14-19 Partnership strategy to increase participation and attainment of disaffected students in KS4 and those 16-19 year olds NEET.	(WNF Funding 2008-2011) On going to meet requirements of 'Raising the Participation Age'	Bob Lawrence (Walsall CS/Serco)
Aim Higher Strategic Plan	Vision: "To enable learners from groups in the Black Country that are under represented in Higher Education to progress through routes that lead to Higher Education."	2008-2011	Helen Owen (Walsall CS/Serco)



11. Service Management & Resources

11. Service Management & Resources

This chapter provides an overall summary on how we plan to improve our service management and focuses on our eight priorities to:

1. Listen, respond to and involve children, young people and their families and carers in decision making on service delivery and planning
2. Ensure services respond to diverse community needs (e.g.; Equality impact assessments)
3. Develop our Workforce
4. Deliver Education Transformation and leadership (inc. LSC transfer and BSF and PCP)
5. Integrate Young People's services
6. Strengthen Children's Trust and Children Area Partnerships
7. Improve value for money and efficiency through more effective commissioning
8. Invest in Families Matter Programme

The chapter concludes by setting measurable improvement targets for the next 3 years for our priorities;

Many more improvement targets are included in our full scorecard which can be found at our website www.walsallchildrenstrust.org.uk and some are referred to in the chapter

Brief summary of key successes and challenges over last 3 years

Our key service management successes over the last 3 years were;

- A JAR report in June 2008 that rated us as providing a 'good service with good capacity for improvement'
- An twelve year year Strategic Partnership with Serco to provide Education support services fully integrated into the Children's Services Directorate
- A Children's Trust Commissioning Framework that incorporates World Class Commissioning competences
- Children's Area Partnerships set up to coordinate and integrate local solutions to local problems
- Promoting an outcomes based approach for the entire council based on the ECM outcomes
- A robust Trust Performance Management and corrective action process that uses the management of risk and opportunity as a fundamental part of all decision making
- Service and Business Planning that delivers a 'golden thread' by using corporate software systems – piloting for the whole council
- A rigorous needs data driven planning system (Government Office, January 2009)

Ofsted's Joint Area Review 2008 report said;

Walsall Metropolitan Borough Council, in partnership with Education Walsall, delivers good services for children and young people and achieves sustained improvement.

"The capacity of council services to improve is good. There is a strong track record of improvement, effective partnership working and sound planning with an active Performance Management culture and an effective framework is used to challenge underperformance. Very good use has been made of the new education contract process to take stock and strategically plan for future improvements."

June 2008

Ofsted's Annual Performance Assessment Letter said;

"The strong and determined leadership of the Council and the effective working partnerships are continuing to improve outcomes for children and young people in Walsall."

December 2008

2006-9 Target review

In our first plan we did not include the '6th outcome' of service management due to our focus on the 5 ECM outcomes, but by 2007 we had set management improvement targets

a.) Where we performed better than planned

We said we would aim to spend 41 % of Children Services gross expenditure on children in need in 2008-9 we achieved 41% , which is higher than similar councils and shows our commitment to preventative work. A major change has been the reduction in reported expenditure on children and families' social care services (EX61); down from £596 to £519 per capita from 2006-7 to 2008-9; this is equivalent to a £ 4.6 million reduction. It is important to note that this was because we had recorded expenditure differently to other councils; it was not a real reduction in spend. However, it means that Walsall is no longer regarded as high spending council; we are close to the average. We said we would aim to keep the average gross weekly expenditure per looked after child in foster care or in a children's home at around £761 it increased marginally to £762 in 2008-9. It is worth noting that other council's costs have increased close to this level.

Some key management improvements include

- The Equality Board has promoted equality action planning across education, social care and youth services to ensure the needs of our diverse community were met
- The development of an Integrated Children's Workforce Strategy assisted partner agencies joint working in new multi-agency services, such as school focus teams, team around the child, children's centres and extended services including localised health visiting teams
- Social Care workforce recruitment and retention has improved through a range of initiatives (more trainee social workers, recruitment fairs, recruitment micro-site, encouraging agency staff to become permanent, and a further round of overseas recruitment.)
- Our service planning framework ensured service delivery was reviewed to deliver key strategic outcomes. For example, CAMHS waiting lists were highlighted as excessive in performance monitoring and action was taken to improve access to core services.

b.) Where we performed less well than planned

We said that we would reduce social worker vacancies from 17% to 12% but this has increased to 18.7%, however, this is a problem for many other councils. Our numbers of Looked after children reduced from 2004 to 2007, but then increased again due to increasing deprivation due to the economic recession and in consideration of recent national child protection concerns. Our detailed analysis of need shows that around 470 children is about the 'right number' to ensure safeguarding – and that this will probably increase as the recession deepens.

What we have learnt from children and young people and/or parents and carers over last 3 years

Over the last 3 years we have made great improvements in systematically finding out what Children and Young People think about their lives. In our original plan, only 2 of the 56 targets were about children's experiences whereas now there are 14 measures in our Children and Young peoples plan scorecard.

In order to understand better what children and young people thought; we launched our first 'Lifestyle survey' in early 2007. Some 1,600 children and young people (generally between the ages of 7 and 18) participated in the survey. The vast majority completed the survey inside Walsall schools, with the remainder completing it at other council or council-linked venues. In 2007 the national TellUs survey of years Year 6, 8 and 10 children was also undertaken. To demonstrate our commitment to putting children at the centre of all we do, we now include any 'statistically significant different' results from the national average in our annually revised children's and young peoples plan to focus all our efforts on addressing the key issues as reported by children themselves.

For this plan we have set 4 of our 24 top outcome priorities based on what children and young people have told us in the 2008 TellUs survey that their experience is very different to the national average ;

- Reduce the percentage who worry about their future
- Reduce the percentage who don't enjoy school
- Increase the percentage who engage in positive activities
- Increase the percentage who want to go to higher education

We have also identified these areas for further attention in the plan (in our Scorecard for improvements)

- increase take-up of fruit and vegetables
- increase physical activity
- Address low satisfaction with 'things to do and activities in your area and better parks and play areas'
- Need for safer roads

Where we want to be in 3 years time

Writing this plan has highlighted to us the need for greater focus on recording how we listen to our 'customers' and also show how we respond and improve our services. We currently have a range of mechanism such as 'learning from complaints' and using Tellus surveys and 'view point' and 'view finder' but their use is variable. Walsall is home to a diverse set of communities which have particular needs that we need to reflect in the way we provide services. We know that some communities experience much poorer quality of life, we address this by 'narrowing the gap' initiatives so that we give extra help where it is needed

The quality of our service and the improvement in Children's outcomes depends to a great extent on the leadership, skills and motivation of our staff. Increasingly we will work in an integrated manner and

this requires new skill development in staff across the Children's Trust. We need to move to the next stage of our partnership by strengthening our strategic and policy management and further integrating our working arrangements and specifically develop local responses – that provide help quickly and effectively

Over the last few years we have provided increasing value for money in social care by improving our performance while reducing expenditure. Within education we have improved educational attainment while delivering savings from the new contract with our education partner Walsall Children's Services – Serco The recession and national reduction in public spending will increase the challenge to provide even more value for money. This will be particular demanding as increasing deprivation always results in more demand for social care

We need to invest more in services that support families as early as possible so that they can resolve challenges before the need for expensive statutory interventions. As the economic recession impacts; there is a high risk of increasing numbers of children becoming looked after – as well as the Baby Peter effect on thresholds. During the last few months the numbers of children with child protection plans and becoming looked after has increased significantly.

What we will change in service delivery to achieved the improved outcomes

The common organisation and management improvements over the next 3 years which will support the improved outcomes described above are;

Listen, respond to and involve children, young people and their families and carers in decision making on service delivery and planning

Writing this plan has highlighted to us the need for greater focus on recording how we listen to our 'customers' and also show how we respond and improve our services. We currently have a range of mechanism such as 'learning from complaints' and using Tellus surveys and 'view point' and 'view finder' but their use is variable. Over the next three years will

- Require our service planning to show what actions are planned to improve service based on children and parents views – with at least 20 service plan actions rated Green in the third 3 year
- Regularly Audit services to ensure they have used consultation effectively
- Demonstrate how we have responded to complaints to improve services – with at least 2 per service in the 3rd year

Ensure services respond to diverse community needs

Walsall is home to a diverse set of communities which have particular needs that we need to reflect in the way we provide services. We know that some communities experience much poorer quality of life, we address this by 'narrowing the gap' initiatives so that we give extra help where it is needed by ;

- Ensuring all services have narrowing gap reduction targets by 2010
- Checking that user satisfaction scores across communities is monitored and any significant gaps are reduced
- Carry out Equality impact assessments on all high level strategies within 3 years

Develop our Workforce

The quality of our service and the improvement in Children's outcomes depends to a great extent on the leadership, skills and motivation of our staff. Increasingly we will work in an integrated manner and this requires new skill development in staff across the Children's Trust. We will develop our workforce by;

- Using the Children's One Workforce Tool to collate evidence to assess the degree of integration of the children's workforce in Walsall by Summer 2009
- Producing an new integrated workforce strategy by end of 2009
- Improve recruitment and retention of social work staff and decide on new role of social work consultant
- Improving well-being and work satisfaction scores from a baseline established in 2009

Deliver Education Transformation and Leadership (inc. BSF and PCP)

Delivering the educational transformation across the borough will be both exciting and demanding. We intend to ensure that improvements required now continue to be a main focus whilst at the same time developing new and innovative approaches for the future. We will:

- continue to focus on improving the achievement of underperforming groups whilst ensuring all pupils achieve their best
- develop and implement innovative transformation programmes through a co-ordinated approach across the Black Country Challenge, The Building Schools for the Future and Primary Capital Programmes and the council's School Improvement and 14-19 strategies
- encourage new partners to work closely with schools and settings through new governance arrangements, thus increasing capacity for future leadership transformation
- deliver and broker appropriate leadership training programmes

Integrate Young Peoples services

We want to improve outcomes for young people by ensuring they benefit from seamless support as they progress towards adulthood. We will do this through our localised Integrated Young People's Support Strategy, which will bring together youth workers, Connexions Personal advisers and staff working with young offenders into an integrated service offer which will enable young people to get the help they need, when they need it and where they need it. This new arrangement will work in harmony with other services aimed at young people, whether they be in the public, private or third sector.

Over the next three years we will:

- Implement a new operational model for integrated and targeted young people's support services
- Design and implement a workforce development plan to help staff continue to provide the best possible services
- Engage young people themselves in the design and implementation of the new arrangements

Strengthen Children's Trust and Children Area Partnerships

Since 2004 Walsall Children's Trust is the way partner agencies work together to improve outcomes for children. We need to move to the next stage of our partnership by strengthening our strategic and policy management and further integrating our working arrangements and specifically develop local responses – that provide help quickly and effectively. Over the next three years we will;

- Set up a children's trust board
- Integrate our management and align or pool budgets for key services
- Support CAPS to commission local solutions

Improve value for money and efficiency through effective commissioning

Over the last few years we have provided increasing value for money in social care by improving our performance while reducing expenditure. Within education we have improved educational attainment while delivering savings from the new contract with our education partner Walsall Children's Services – Serco. The recession and national reduction in public spending will increase the challenge to provide even more value for money. This will be particularly demanding as increasing deprivation always results in more demand for social care. Over the next three years we will;

- Deliver efficiencies from transferred services such as the Learning and skills Councils activity
- Reduce unit costs for looked after children by investing in council foster care and increasing the proportion of children placed there
- Develop effective early intervention and preventive services based on the Family Matters pilots
- Require each service to deliver cashable and non-cashable efficiency savings each year
- Commission services to maximise opportunities to deliver high quality services that are cost efficient and effective

Investing in the Families Matter Programme

We need to invest more in services that support families as early as possible so that they can resolve challenges before the need for expensive statutory interventions. As the economic recession impacts, there is a high risk of increasing numbers of children becoming looked after – as well as the impact of recent national child protection concerns. During the last few months the numbers of children with child protection plans and becoming looked after has increased significantly. Over the next three years we will;

- Invest £2 million in the Families Matter pilot programme and roll out the learning to other front line services
- Engage 100 at risk families and 250 young people per year in targeted interventions to impact upon:
 - A reduction in anti-social behaviour.
 - Involvement in positive activities.
 - A reduction in offender and re-offender rates.
 - A reduction in looked after children offender rates.
 - An increase in Young Offenders engagement in education and training.

A reduction of a targeted cohort 'at risk status' as a result of the interventions."

Resources within the Children's Trust 2009-10

The priority given to Children and young people is reflected in the very substantial amount of resources that is allocated across the Children's Trust;

Walsall Council Children's Services & Schools	£327,890,656	(includes Dedicated schools grant and other ring fenced grants)
NHS Walsall	£32,725,635	
Walsall Council Leisure services	£8,600,000	(may include other services)
Walsall College	£15,747,000	
LSC (less college and 6 th form allocations)	£6,357,911	
Total spend	£391,321,202	

Detailed spend in each service

Walsall Council Children's Services	Budget 09/10 (£)
Specialist Services	£31,988,485
Universal Services	£12,156, 619
Schools	£254,657,383
Education Services (serco)	£29,088,169

NHS Walsall	Budget 09/10 (£)
Child Health in the Community	£11,498,571
Children's Hospital Services	£6,208,375
CAMHS (Tiers 2 – 4)	£2,258,119
Maternity Services	£10,555,088
Education & Learning Services (Surestart)	£812,372
Adolescent Services	£1,393,110

LSC	Budget 09/10 (£)
Further Education	£14,118,684
Work Based Learning	£4,930,825
Schools	£14,836,678
NEET	£560,320
Learning Agreement Pilot	£224,478
14-16 Activity	£642,288

Resources that are currently aligned

Increasingly we align our budgets and work in a coordinated way to ensure our services are planned and delivered in a joined up way. Our Children's Trust Strategic Commissioning Group leads on this approach and the Joint Commissioning network will develop into a Joint Commissioning Unit this year. The following budgets are identified as aligned (although they are located in different agencies in the partnership) and are being managed through lead commissioner arrangements; these vary in their stages of development.

Issue	Budget 2009-10
Domestic Violence	£650,748
Disabilities	£2,765,339
Looked after children	£3,846,054
Teenage Pregnancy	£1,309,980
Obesity	£246,500
CAMHS	£2,284,348
Family Support	£968,000
Total	£12,070,969

Staffing

Our main asset is our staff, who work in a large range of settings, the main groups are;

Service area	Total staff in post (fte)
Schools Staff	5,448
Walsall Children's Service (serco)	450
Walsall LA	502
NHS Walsall	236
Walsall Hospitals NHS Trust	43
Total	6,679

Extract from National Children's Services mapping database (draft figures)

Key new investments

NHS Walsall is investing in Children's services by an overall increase of 3.5% in 2009-10 and in particular;

- Short term Breaks £200,000.
- Drugs and Alcohol £37,000
- CDOP £35,000
- Information system for maternity £200,000
- Healthy weight £225,000
- Breast feeding support £80,000

Walsall Council is investing in –

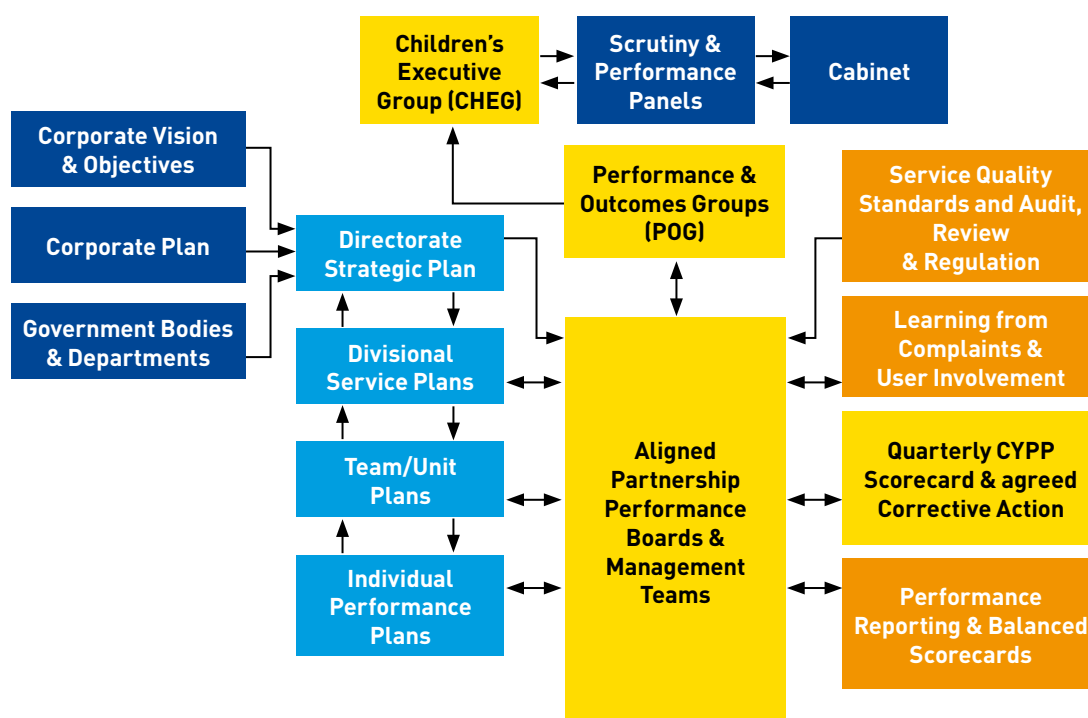
- improving 22 play areas; £1,131,098 over next 2 years
- improving services to children with a disability; £1.2 million over next 2 years
- reducing child poverty and its impact; £250,000 over 2 years
- improved and targeted support to families £1.4 million over 2 years

All councils are facing difficult choices in the current economic recession and need to secure efficiencies. For example, in Children's Social care services, after taking into account investments and efficiencies, the net effect is £0.8 million less spend in 2009-10

Performance Management of the Children and Young Peoples Plan

The Children and Young People's Plan incorporates all services for children and young people, and takes a 'whole system' approach towards the planning and delivery of services. This includes ensuring that there is a consistency of approach to performance management and information, which ensures the crucial link with the Every Child Matters (ECM) Outcomes Framework and a combination of national and local indicators, priorities, consultation findings and overall quality assurance to measure good outcomes for children.

The performance management framework supports our organisation and assists our partners to set and review performance targets guided by the outcomes framework. It also enables the mapping of all services against local and national priorities to identify service improvement, under or over resourcing of services and informing not only performance management but providing a vital gap analysis as part of the commissioning process.



Performance Information Management System (PIMS)

PIMS is a performance management software system which hosts a comprehensive CYPP scorecard which is an integral part of the Children's Plan. Work has been undertaken to identify the data source for each measure to ensure that information is only requested once before being shared through PIMS rather than multiple requests for data being requested from the same source. Therefore partners across the ECM 6 outcomes can access and input to the scorecard.

Partnership Working & Positive Corrective Action

Performance and Management Boards across the partnership have been realigned to ensure multi agency efficient stakeholder participation. The quarterly performance management process is coordinated and managed by a proactive monthly meeting the Performance and Outcomes Group (POG). Membership of the group embraces the partnership commitment and sets out the defined roles and accountabilities of an outcome and a performance lead.

Quarterly CHEG Meetings monitor and report on the performance improvement of all selected national and local indicators (including the Local Area Agreement (LAA) targets as contained in the CYPP Scorecard.

Optimum or underperforming indicators are identified & highlighted by PIMS. The operational change agent for positive corrective action is challenged by CHEG which convenes quarterly. It is the intervening monthly Performance Boards between the quarterly CHEG meetings that will provide flexible corrective action to these highlighted indicators to improve better outcomes for children.

The partnership performance management framework provides a focus for agencies in measuring real outcomes based on local need and informs us of what really 'matters' to children in Walsall.

National Service Framework Local Implementation Teams

NHS Walsall uses the Local Implementation Teams to drive improvements as described in this plan and their more detailed action plans. They assure and improve standards of health, social and education care/delivery by extending access to services, in collaboration with Social and education services. Please see Appendix 3 for more details.

Our priority targets for next 3 years

Priority	Associated measures	2008-9 out-turn	2009-10 target	2010-11 target	2011-12 target	What we will do to improve	When by	Who
Listen, respond to and involve children, young people and their families and carers in decision making on service delivery and planning	Number of user learning actions in service plan rated Green (on target)	Not collected	10	15	20	Ensure key action is cascaded in to all service plans	April 2009	D. Harman
						Reporting system operating	October 2009	A. Stewart
	Increase number of children who complete Tellus	917	1500	2000	2500	Encourage all schools to participate Provide reports back to schools to assist with their SEFs	October 2009	E. Richards
Ensure services respond to diverse community needs	Number of Gap reduction targets and/or actions in service plans	Not collected	5	10	15	Ensure all service plans include actions and/or targets to reduce gaps	March 2010	. Stewart
	Equality Impact Assessments of key strategies	Na	2	5	10	Complete an EqlA on the Children's trust major strategies	ongoing	
Develop our Workforce	Improve recruitment and retention of key staff – vacancy rates	Set baseline of key groups vacancy rates	-2% points on baseline	-3% points on baseline	-5% points on baseline	Produce an new integrated workforce strategy by end of 2009 Improve recruitment and retention of key staff groups	Dec. 2010	A. Stewart
Deliver Education Transformation and leadership (inc. BSF and PCP)	The total number of Education Contract KPIs (inc table B) measured over a 12 month period that are achieving band 2 performance or above.	Not yet available for year 1	95%	96%	97%	Continuous improvement monitored through the quarterly Contract Board reports and meetings	Ongoing	T. Stainer

Integrate Young Peoples services	increased participation pre and post 16, improved attainment, reduced numbers of young people Not in Education, Employment or Training	See relevant targets in sections above				Preferred Operational Model agreed Programme Board Staff consultation next phase, Staffing Transitional Plan produced Workforce development plan produced Launch new service Connexions service option approved by Cabinet Transitional staffing Plan implemented	June 2009 July 2009 August 09 Dec 2009 October 2009 Autumn 2009 March 2010	Head of YPIS
Strengthen Children's Trust and Children Area Partnerships	Deliver new statutory guidance requirements	See relevant targets in sections above				Set up Children's Trust Board Support CAP commissioning Set up Joint Commissioning Unit Strengthen relationship with LSCB Develop workforce	2009 2009 2009 2009 Ongoing	L. Hughes
Improve value for money and efficiency	Contribute to council Annual efficiency savings	1.4%	To be agreed annually			Embed in service planning Project management	Ongoing	D. Harman
Investing in Families Matter Programme	Engaged families	na	100	100	100	Invest £2 million in the Families Matter programme and share learning with front line services	Ongoing	A. Roche
	Engaged young people	na	250	250	250			

Our key contributing strategies

Name of strategy	Scope and purpose	Duration (eg 2008-11)	Lead officer
Workforce	To develop workforce to increase integration and improve outcomes	2009-11	A. Stewart
Commissioning Framework	To drive improved and consistent commissioning across the Children's Trust	2009-11	D. Harman
Strategy for Change	To improve educational attainment utilising BSF and PCP capital improvements	2009-15	A. Butcher
Consultation and Involvement strategy	To ensure that children and young people are involved and listened to	2009-11	J. Reid



12. Children's Trust arrangements

12. Children's Trust arrangements

Our Children's Trust is located within the local strategic partnership, 'Walsall Partnership,' which is organised around People, Places and Prosperity executive Groups. The Sustainable Community Strategy is the overarching plan for the borough and its objectives are mapped to the seven Council outcomes, which in turn are matched to ECM outcomes.

The purpose of Walsall's Children's Trust is to;

- improve the well-being of all children:
- improve their prospects for the future and
- redress inequalities between the most disadvantaged children and their peers

(2008 Statutory Guidance)

Our Children's Trust arrangements are;

- **a child-centred, outcome-led vision**
 - a compelling outcome-led vision for all children and young people, clearly informed by their views and those of their families;
- **integrated front line delivery**
 - organised around the child, young person or family rather than professional boundaries or existing agencies;
- **integrated processes:**
 - effective joint working sustained by a shared language and shared processes;
- **integrated strategy:**
 - joint planning and commissioning, pooled budgets; and
- **inter-agency governance,**
 - with robust arrangements for inter-agency cooperation.

Our Children's Trust consists of;

- Children's Trust Board
- Children and Young Peoples Executive Group
 - Performance & Outcomes Group (POG)
 - Strategic Commissioning Group (SCG)
 - Senior Leadership Team
- Children's Trust Partnership Forum
- Local Children's Safeguarding Board
- Schools and College
- Children's Area Partnerships
- Integrated Services
 - CAF and Child Concern
 - CAMHS
 - Disability
 - Looked after children education support
 - Teenage Pregnancy

Membership of Children and Young People's Executive Group (CHEG)

The Children's Trust is run by this group, which meets quarterly, and it approves the Children and Young Peoples Plan and ensures that the planned improvements are on track by closely monitoring progress. Over the next few months CHEG will be strengthened by setting up a new Children's Trust Board based on new legislation that is expected soon.

<p>Children's Service</p> <ol style="list-style-type: none"> 1. Director of Children's Services 2. Assistant Director Specialist Services 3. Assistant Director, Universal Services <p>Education Partners</p> <ol style="list-style-type: none"> 4. Managing Director, Serco 5. Deputy Managing Director, Serco 6. Walsall College <p>Neighbourhood Services</p> <ol style="list-style-type: none"> 6. Assistant Director, Leisure, Culture & Lifelong Learning <p>Regeneration</p> <ol style="list-style-type: none"> 7. Executive Director for Regeneration Services 	<p>tPCT</p> <ol style="list-style-type: none"> 8. NHS Walsall Assistant Director of Commissioning <p>Schools</p> <p>3 Head teachers covering early years, primary, secondary and special education</p> <p>Key Partners</p> <ol style="list-style-type: none"> 13. OCU Commander, WM Police 14. Probation service 15. Learning & Skills Council 16. CEO, Walsall Voluntary Action
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CHEG delegates day to day management of the Trust to 3 groups;

- The Director of Children's Services Senior Leadership Team
- Strategic Commissioning Group
- Performance and Outcomes Group

The wider stakeholders are represented in the Children's Trust Partnership Forum, and CHEG holds itself voluntarily accountable to them for the delivery of the Children and Young Peoples Plan. The Strategic Consultation Group helps ensure our planning is based on the views of children, young people and their families and carers.

Imminent Legislation

The Government intends to introduce new law soon that will strengthen Children's Trusts. The statutory "relevant partners" will be extended to include

- maintained schools (and Academies), Sixth Form and Further Education Colleges and Job Centre Plus.
- The Board of the Children's Trust will be
- placed on a statutory footing and it will be responsible for developing,
- publishing and monitoring the Children and Young People's Plan.

The government is proposing to legislate to include schools and colleges among the statutory 'relevant partners' of the Children's Trust. The effect will be to place them under the section 10 'duty to co-operate', to give them the power to pool funds and share resources and to place them under a requirement to 'have regard' to this guidance.

Integrated Children's Workforce Strategy

The first ICWG was produced in October 2007 together with a three year implementation plan and focused on 5 key themes: workforce mapping, recruitment and retention, workforce skills, workforce remodelling and engagement.

As one of three national pilot sites for workforce planning in children's services, support has been received from the IDeA in the implementation of this strategy. Best practice case studies which demonstrate Walsall's new ways of working, including CAF and children's centres workforce development, have been included in the IDeA's recently published national report. We have hosted a regional showcase event and contributed to a national event in November 2008.

Implementation has been supported by successful bids for funding from the Strategic Health Authority. These have been used to undertake a multi agency skills audit and to map existing training programmes, which will inform a new integrated training programme in 2009/10.

The partnership approach has been extended to safer recruitment where significant improvements have been made to processes and compliance. Workforce mapping of private and third sector providers of children's services remains a challenge but has now commenced on a locality basis; this mapping will now be extended across all Children's Area Partnerships as part of a local minimum data set project.

Revised governance arrangements were agreed in April, ensuring that there is a clear link between the workforce planning project group, the Children's Trust Executive Group and workforce planning developments within the LSP (Walsall Partnership.)

The Children's One Workforce Tool developed by the CWDC is currently being used to collate evidence to assess the degree of integration or fragmentation of the children's workforce in Walsall. This work will be completed at the end of June and will be used to inform the revision and update of the strategy. A new ICWS for 2010 – 2013 will be produced in the autumn. The Trust is engaged in this work and responsibility for project management will be with the new Head of Prevention and Partnership. An externally funded project manager is also being recruited to progress implementation of all aspects of the strategy.

A task group has been established to address the growing concerns about retention and recruitment of qualified social workers, as recently highlighted at national level, and there are proposals to develop the role of social work consultant.

Walsall's Children's Trust Commissioning Framework

Is based on a common commissioning cycle for all strategic partners – incorporating DCSF guidance and NHS world class competences.

- We will commission to improve outcomes for children, young people and their families
 - We will work with children, young people and their families to ensure that the strategic needs assessment meets their needs, we will work with community partners and collaborate with professionals to ensure we have a Strategic needs assessment that address the priorities in commissioning. (JNSA)
 - Our planning will be of a model that address the preventative agenda, and will include service redesign to address the workforce agenda
 - We will work with local providers and identify organisations who are best placed to deliver the service level agreements
 - We will review and challenge to ensure that the best possible outcomes are achieved for Walsall Children, young people and their families.

Schools and Colleges and other settings

The national Children's Plan emphasised schools' engagement with Children's Trusts and making a reality of the 21st century school – sitting at the heart of a wider system of children's services. Our Children and Young People's Executive Group includes their representation as active partners in the planning and delivery of services and in the arrangements for consulting with school forums and school admission forums. Schools, and other settings, are required to have regard to the plan when undertaking their own strategic planning and the children and young people's plan is part of the core data for school self evaluation.

Key role for 3rd Sector

The CEO of Walsall Voluntary Action is a member of CHEG and Strategic Commissioning Group to ensure the third sector are at the heart of our Children's Trust. There are over 500 third sector organisations delivering services in the Borough of Walsall, of which approximately 44% provide services to children, young people and their carers/parents (as recorded in the Walsall Voluntary Action Annual Survey 2007).

Annual income earned by third sector organisations operating in the Borough of Walsall providing services to children, young people and their carers/parents is conservatively estimated at:-

£5.7 million: from external sources

£3 million: from Walsall Council and Walsall Borough Strategic Partnership

Walsall's Children's Trust is committed to early involvement of the 3rd sector in any commissioning process that applies to services traditionally grant aided by working with WVA and, using the Expert Panels, to start the commissioning process. Support will be offered whenever possible – eg; by funding an external fundraising officer.

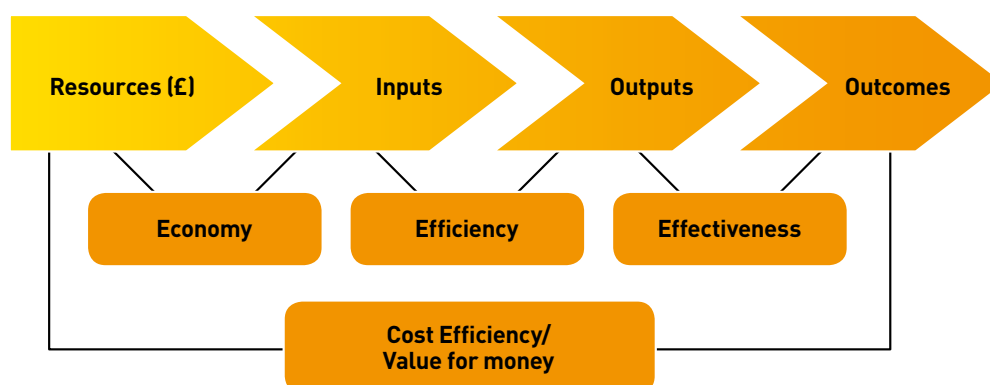
Outcome Based Approach

Our commissioning process is about improving outcomes for children, consequently we embed an outcome focus in all parts of the process; from needs analysis focussing on what children tell us, to designing specifications for service that are based on outcomes. Defining and measuring outcomes is challenging and is one aspect of commissioning that requires careful attention.

OBA asks the three 'common sense' performance measures of each project undertaken –

1. how much did we do
2. how well did we do it
3. and is anyone better off.

Commissioning also seeks to improve efficiency and economy; using benchmarking or procurement to ensure best value. The diagram below provides a clear description of how the different elements relate.



Source; Audit Commission

Locality Commissioning

Delivering local solutions to local problems, within the context of the children and young people's plan priorities, is a major driver for the children's trust.

There are two key bodies in locality commissioning

- **Next Practice Network**

Provides a commissioning role and consultative network of Headteachers and education leaders to guide education innovation, strategy and to shape service delivery to raise the attainment and achievement of children and young people in Walsall. In partnership with other agencies enables all schools to actively contribute to the children and young people priorities. It ensures that innovation leads to raised standards of attainment and improved quality of provision in achieving the education outcomes of the children and young people and other key drivers. It develops a brokerage/commissioning service, i.e. a menu of good providers and ensures resources, such as the allocation of grants, are targeted effectively to achieve educational outcomes as defined in the children and young people's plan. It also monitors and evaluates the use and impact of such grants

- **Children's Area Partnerships**

Children's Area Partnerships will play a vital role in bringing together the key providers of services for children and young people in local areas and will have a critical role in shaping the delivery of universal and targeted services for children and young people within their area. We all know that when partners in a community put their efforts and resources into addressing the priorities in a joined up way then the potential to improve the lives of children and young people is overwhelming.

These partnerships are complementing the work of the Local Neighbourhood Partnerships by focusing specifically on ECM outcomes in meeting the needs of children and young people. The fifteen Children Area Partnerships have been introduced in three phases. Most have had strong cluster collaboration and/or designated cluster co-ordination arrangements and it is the intention that the CAP's will support and build on the collaborative work in these areas.

For further information and copies of this plan and our performance please visit web address to be confirmed



13. Glossary

13. Glossary

APA – Annual Performance Assessment
BCC – Black Country Challenge
BSF – Building Schools for the future
CAMHS – Child and Adolescent Mental Health Services
CAPS – Children's Area Partnerships
CHEG – Child and Young People's Executive Group
CIN – Children in Need
CPP – Child Protection Plan
CSIA – Children Services Improvement Adviser
CYPP – Children and Young People's Plan
DAAT – Drug and Alcohol Action Team
DCSF – Department for Children Schools and Families
EBP – Education Business Partnership
ECM – Every Child Matters
EET – In Employment, Education or Training
EWS – Education Welfare Service
FFT – Fischer Family Trust
IAG – Information, Advice and Guidance
IIP – Investors in People
IfH – Investing for Health
JAR – Joint Area Review
JSNA – Joint Strategic Needs assessment
LA – Local Authority
LAA – Local Area Agreement
LIT – Local Implementation Team
LSC – Learning and Skills Council
LSCB – Local Safeguarding Children Board
NEET – Not in Education, Employment or Training
NSF – National Service Framework
NVQ – National Vocational Qualification
PCP – Primary Capital Programme
PEC – Professional Executive Committee
Ofsted – The Office for Standards in Education
SEF – Self evaluation form
SEN – Special Educational Needs
SEAL – Social emotional aspects of learning
SHA – Strategic Health Authority
SIP – School Improvement Partner
TLC – Transition and Leaving care team
WNF – Working Neighbourhoods Fund



14. Appendices

Appendix 1: How this plan relates to the Sustainable Community Strategy

Appendix 2: LIT Programme

Appendix 3: CYPP scorecard (150 Performance Improvement Targets)

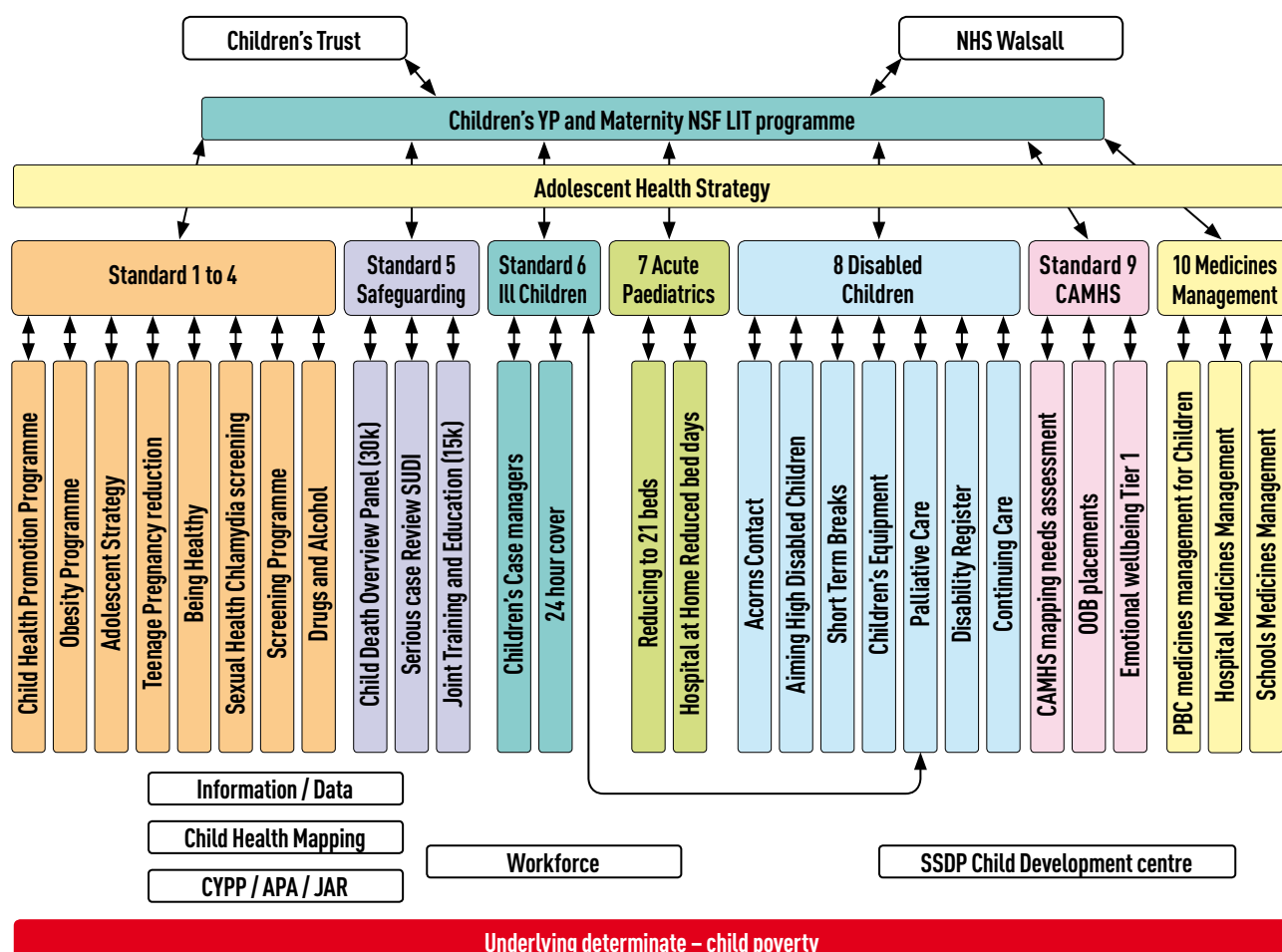
Appendix 1:

How this plan relates to the Sustainable Community Strategy

			People				Places		Prosperity		
			1.1	1.2	1.3	1.4	2.1	2.2	3.1	3.2	3.3
			Creating opportunity and potential	Improving health	Reducing crime and feeling safe	Developing strong and dynamic communities	Improving housing choice	Improving the quality of our environment	Improving education and skills	Increasing enterprise	Reducing worklessness
People	1. Encourage healthy lifestyles	Reduce Infant Mortality rates		X							
		Reduce under 18 conception rates	X	X							
		Reduce Children travelling to school in cars	X	X				X			
		Reduce obesity rates in Primary school children	X	X							
	2. Promote mental health, wellbeing and enjoyment of life and school	Reduce hospital admission ratio of people under 20 with mental & behavioural disorders due to substance misuse		X	X						
		Reduce % who worry about their future	X								
		Increase % who enjoy school	X						X		
		Increase % of Young People engaged in positive activities	X	X	X			X	X		
	3. Target early intervention to ensure safety	Reduce Domestic Violence referrals to Social Services	X		X				X		
		Reduce number who run away	X		X				X		
		Enhance targeted support for vulnerable children (reduce 2nd & subsequent Child Protection Plans)	X		X				X		
Prosperity	4. Promote Social inclusion and reduce child poverty	Reduce numbers and/or negative impact of children in poverty	X	X	X	X	X	X	X	X	X
		Increase range and quality of short breaks and support for disabled children	X								
		Improve aspirations and attainment of underperforming groups	X						X		X
		Reduce Not in Employment, Education or Training (NEET) including Black and Minority Ethnic young people	X						X		X
		Reduce rate of re-offending			X				X		
		Reduce cautions & convictions of looked after children			X				X		
	5. Value and support our young people	Improve % of 7 year olds achieving L2+ at KS1 writing	X						X		X
		Increase % 5+ A*-C GCSEs (Eng & Maths)	X						X		X
		Increase % 5+ A*-G GCSEs	X						X		X
		Increase % level 2 & 3 qualifications	X						X		X
		Increase % who want to go to Higher Education	X						X		X
		Provide suitable accommodation for Care Leavers					X				
	6. Cross cutting priorities	Listen, respond to and involve children and young people and their families and carers in service delivery and planning				X					
		Ensure services respond to diverse community needs				X					
		Workforce Development	X						X		X
		Deliver Education Transformation and Leadership (inc. BSF)	X						X		
		Redesign Young people's Integrated services	X	X	X				X		X
		Strengthen Children's Trust and Children Area Partnerships	X	X	X	X		X	X	X	X
		Improve value for money and efficiency									

Appendix 2:

NHS National Service Framework – LIT Programme



The Children's National Service Framework (NSF) published eleven Quality Standards. Children's services will be there to secure health and well being of all children throughout childhood into adult life.

Role and Purpose

1. Implement the Children's NSF standards 1-11 and address national priorities in relation to children's health, social and education services.
2. Acting as the Local Implementation Team (LIT).
3. Determine the strategic direction and resolve policy issues in relation to services for children.
4. Ensure that there are set standards of care for all children and young people and monitor and report progress on performance
5. Ensure that examples of good practice around services for children and young people are shared and incorporated into practice where appropriate.
6. The Children and Young People's LIT will be a formally convened meeting.
7. Ensure that the workforce is equipped to deliver the NSF Framework for Children and Young People's Services.

Aims and Objectives

1. To assure and improve standards of health, social and education care/delivery.
2. Extending access to services, in collaboration with Social and education services.
3. To develop services to promote and develop Children and Young People's Health, and Social care agenda.
4. Identify the expenditure of monies allocated in the Local Development Plan for Children's Services (when appropriate).
5. Develop systems and forward planning within the Capacity Plan.
6. Ensure that links are made with associated work areas, e.g. Workforce development, clinical governance, the public health agenda and inequalities.
7. To actively involve children and young people and families in influencing planning and designing future Health and Social services.

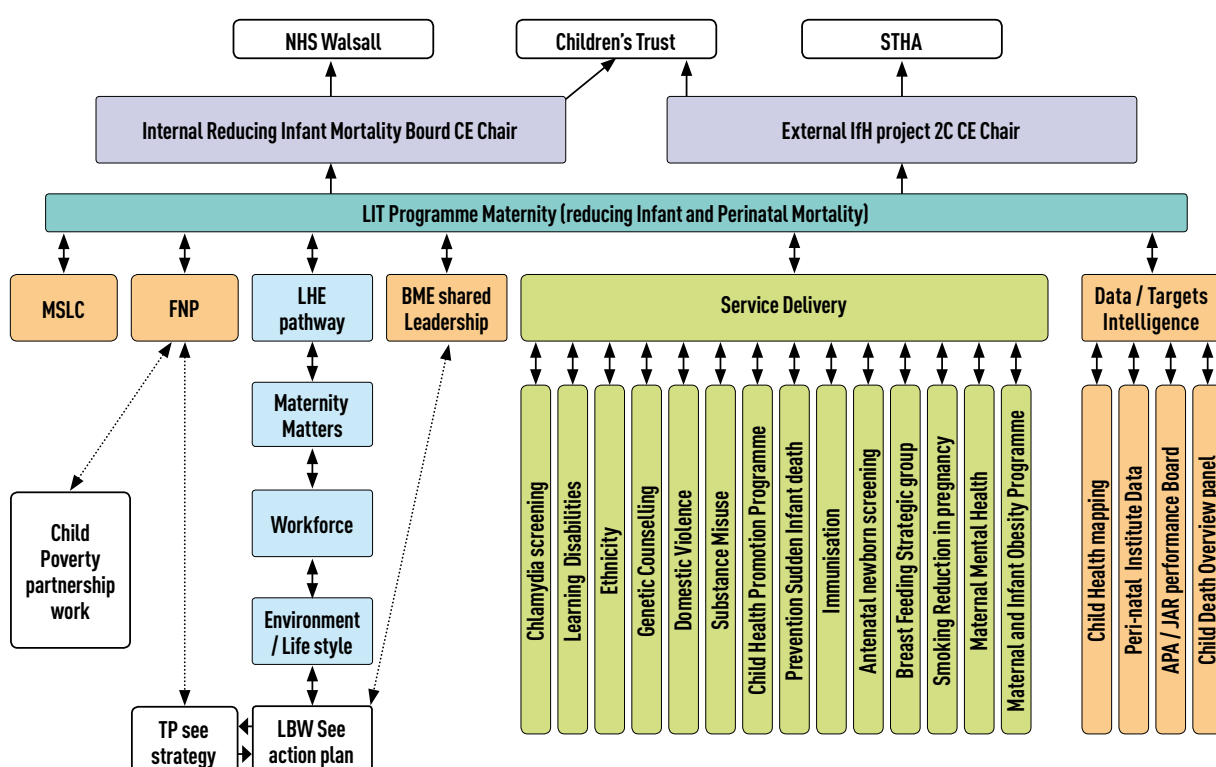
Principles and Values

1. To recognise the value and contribution of different agencies and disciplines, service users, carers but at all times work together to develop and provide clear pathway of quality care for children and young people.
2. To recognise the greater diversity of members the greater will be the need to explore each other's point of view.
3. Involve children and young people and they are to be at the centre of planning and design of services.

Key Working Relationships

The Children and Young People's LIT reports formally through the Children and Executive group (CHEG) with a responsibility to report to the PEC and the (APrO) arms length Provider Committee.

The LIT will establish Project Leads as necessary and receive regular reports from them as set out in the diagram below.



Appendix 3:

Children and Young Peoples Plan scorecard (150 Performance Improvement Targets)

This Plan includes all out Priority Targets; the Children's Trust is working to improve a outcomes for children by delivering over 150 improvements – as shown in our CYPP scorecard at

www.walsallchildrenstrust.org.uk

Walsall Children and Young People's Plan

2009/10 to 2011/12

