

Children's Services Overview and Scrutiny Committee June 2023



Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

Our vision in summary



Children's Services Senior Leadership

Sally Rowe
Executive Director
Children's Services

Colleen Male
Director
Children's Social Work

Isabel Vanderheeren
Director
Early Help & Partnerships

Sharon Kelly
Director
Access & Inclusion

- **Help protection and support**
 - ✓ MASH
 - ✓ Exploitation
 - ✓ Duty and Assessment
 - ✓ Turning point
- **Children with disability team**
- **Locality Family Safeguarding**
- **Corporate Parenting, Leaving Care Services**

- **Safeguarding partnership**
- **Youth Justice Services**
- **Family Support Localities team**
- **Early help Partnership**
- **Holiday Activities and food programme**
- **Family Hubs**
- **Commissioning**

- **SEND and Inclusion Services**
- **Access Services**
- **Early Year**
- **Virtual school**
- **Vulnerable learners hub**
- **Home to School transport**

Quality Improvement and Service Development

Children's Social Care Structure Chart 2023

Colleen Male
Director
Children's Social Work

Rebecca Warren
Interim HOS
MASH,
Exploitation &
Turning Point

Rita Homer
HOS
Family Safeguarding
& Localities

Zoe Morgan
HOS
Corporate
Parenting & TLC

Jenny Cockcroft
Interim HOS
Practice Quality &
Improvement

Jivan Sembi
HOS
Children In Care

Claire Jervis
Interim Principle
Social Worker

Lisa Bowen
Team Manager
Mash

Anna Wright
Group Manager
North Locality

Deon Prescod
Group Manager
Corporate
Parenting &
CWD

Donna Green
Group Manager
Reviewing Practice

Mark Burrow's
Group Manager
Fostering

Leanne Adshead
Team Manager
Exploitation
Manager

Sally Whatton
Group Manager
West Locality &
CWD

Andrew Caville
Team Manager
Transition &
Leaving Care

Dawn Cleaver
Senior Quality
Assurance Officer

Alan Davies
Group Manager
Residential
Services

**Katie Storer-
Young**
Exploitation
Coordinator

Jade Read
Group Manager
Central & South

Morag Manson
Education
Safeguarding
Lead

Children's Early Help and Partnerships Structure

Isabel Vanderheeren
Director
Early Help & Partnerships

Vacant
HofS
Early Help/Family Support
and Youth Justice

Helena
Kucharczyk
Head of quality and
Service
Development

Janet Russell
Interim
Safeguarding
Partnership
Business Unit
Manager

Julie Jones
Group Manager
Early Help

Malcolm Moore
Family hub Programme
Lead

Phil Rutherford
Strategic Lead
Youth Justice

vacant
Lead Children's
Commissioner

Sioux Beddow
Family Support
Manager
West and Central
and South Locality

Fran Bates
Team Manager

Natasha Gayle
Family Support
Team Manager
North Locality

Mark Patrick
Team Manager

Julie Hill
Family Support
Team Manager
East Locality

Georgina Atkins
Early help Parenting
lead

Areas covered by Children's Services Scrutiny

- ❖ Children and Young People Alliance
- ❖ Multi Agency Safeguarding Hub (MASH)
- ❖ Missing and Exploitation
- ❖ Duty and Assessment
- ❖ Family Safeguarding & Localities
- ❖ Corporate Parenting, Transition & Leaving Care, Fostering
- ❖ Children with Disabilities
- ❖ Turning Point
- ❖ Placement Team
- ❖ Residential Services
- ❖ Safeguarding & Review
- ❖ Early Help and Locality Working
- ❖ Youth Justice
- ❖ Children's Commissioning
- ❖ Family hubs

Children Living in Walsall

Updated May 2023

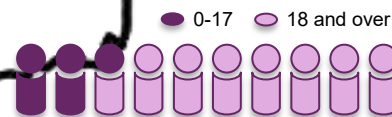
Population of 284,130

68,274 (24.0%) of whom are children aged 0-17

2021 census

The number of children and young people aged 0-17 is projected to rise to 71,822 by 2030

24.0% of the population are children and young people 2021 census



Children and young people have more health challenges than their peers

3.7% of babies are born with a low birth weight

compared with 3.0% the West Midlands and 2.8% nationally (2021 data)

5.6 per 1,000 children die before their first birthday

compared with 5.6 in the West Midlands and 3.9 nationally (2019-2021 data)

1.8% of young girls get pregnant at 15, 16 or 17

compared with 1.5% in the West Midlands and 1.3% nationally (2021 data)

95 per 100,000 are admitted to hospital as an inpatient for mental health issues

compared with 91 in the West Midlands and 100 nationally (2021-22 data)

14.5 per 100,000 admitted to hospital for alcohol related issues

compared with 24.9 in the West Midlands and 29.3 nationally (2018-19 – 2020-21 data)

Deprivation levels are high

In the Indices of Deprivation Affecting Children (IDACI), Walsall is the **19th most deprived Local Authority** in the country with 29% of neighbourhoods in the top 10% of most deprived neighbourhoods nationally which is the 15 highest.

Two of Walsall's three parliamentary constituencies are in the **top 50** constituencies with the highest levels of child poverty

40.3% of Children are from BME backgrounds 2021 Census



0-4 5-9 10-15 16-17



27% of children are aged 0-4, 29% are aged 5-9, 34% are aged 10-15 and 11% are aged 16-17 2021 Census



38% of children live in poverty after housing costs Campaign to end child poverty – July 2022

Introduction



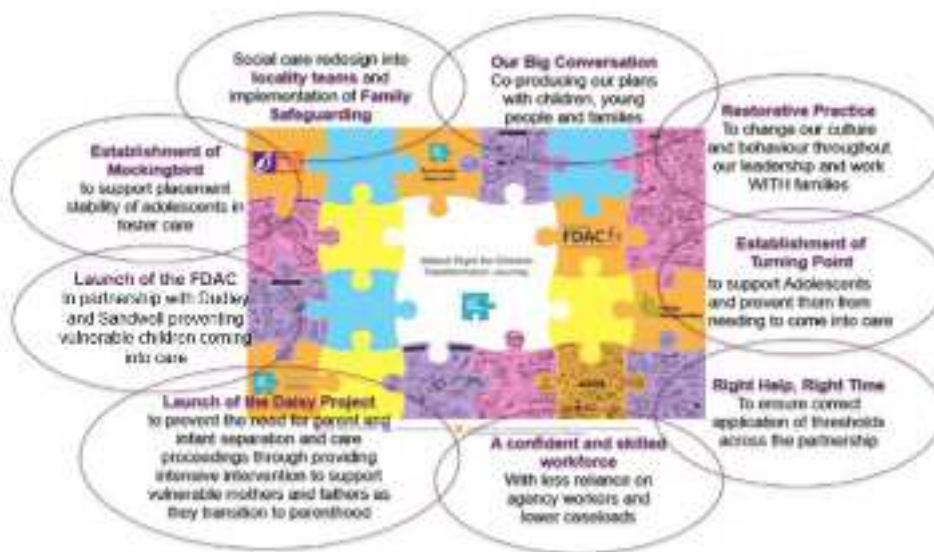
Walsall Right 4 Children (WR4C) is our whole service transformation programme which aims to get services and support right for all children across Walsall. Launched in September 2018, the programme is driven by the following principles:

- **Getting the basics right** for children
- **Strong leadership** informed by 'what works' to set our strategic direction
- Understand the lives and challenges of real families and implement evidence based changes that work for Walsall children and families to deliver **whole system transformation**
- **Prioritise the stability of children** in all aspects of their life – design out unnecessary 'handovers'.
- Develop a **culture of being proud** of what we achieve with relentless drive to improve quality, impact and outcomes

We have used evidence strategically to secure buy in from partners from the start, to make good decisions on resource allocation and to develop a menu of sustainable interventions.

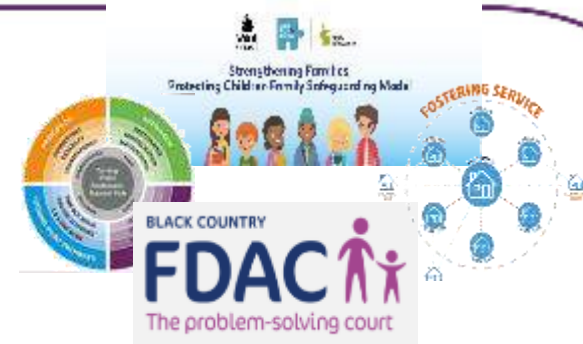


We have enabled a change in culture and developed strength based orientation using two primary methods, restorative practice and motivational interviewing adding a range of skills and practices across Children's Services and with partners



OUR transformation corner stones: Locality model

We have developed 4 integrated locality hubs



We have implemented a range of **evidence based practice models** driven by a forensic understanding of needs and the voice of children and young people

These have been carefully selected to align with our **unified practice model** ensure that we **respond effectively to need and improve outcomes**

We understood need within each locality through analysis, presenting information as **“If Walsall was 100 children”** to ensure it was consistently understood by professionals

Through our Outcomes Framework we consistently use data and robust quality assurance practices to understand quality as well as quantity and the **impact** of our transformation on **outcomes for children and families**.

“Impressive, effective and creative multi-agency intervention in the locality safeguarding teams is providing sustained change by improving children’s experiences and reducing risks. Co-location of professionals is providing intensive wraparound support for children, which has helped parents make and sustain changes to improve children’s circumstances” Ofsted 2021

OUR transformation corner stones: investing in our workforce

To get it right for children we have developed a confident and skilled workforce that:

- has time to reflect on information and key findings from research
- can draw on their own experience and that of their teams and partners
- build relationships with children and young people so their views drive forward change



We have enabled culture change and developed strength working by implementing restorative practice and motivational interviewing across Children's Services and with partners

'I enjoy working for Walsall council, I feel the working environment is safe and I feel supported and a valued employee. The role I have is fairly new and I feel that I have a lot of potential and will be supported to reach this. The colleagues I work with all have the same goal which is to make a difference to children and families lives. I am looking forward to the changes in the way of working in localities and the Family Safeguarding model and can already see a difference in the way we are working and the change in attitudes within the service.'

Staff are **coming to and staying with Walsall** to be part of our transformation journey, with the results of our **stable, skilled and confident workforce** starting to be evidenced in outcomes for children, young people and families.

Social work vacancies have more than halved
13% in 2020 compared with 28% in 2018

Turnover has almost halved
16% in 2020 compared with 30% in 2018

Use of agency has almost halved
15% in 2020 compared with 27% in 2018

Caseloads have reduced by 29%
14.2 in 2021 compared with 19.9 in 2018



Strategic Partnership Development – Children and Young people Alliance

Following the review a partnership based strategic alliance has been established to explore more effective strategic collaboration and decision making across the partnership in relation to children, young people and family business.

Common Moral Purpose

To create and maintain a strategic alliance which will regularly consider how the lived experience of children and young people in Walsall can be improved.

Membership

NHS Walsall, Black Country Integrated Care Board – CYP and Maternity; Primary care and Place development , Walsall Council – resilient Communities, Walsall Council Children's Services; Public Health, Police, Walsall Together (ICB), Education, WHG, Safeguarding Board, Black Country Healthcare NHS Foundation Trust; Wolverhampton University.

Priorities

First 1001 days - recognising that investing in system wide change which supports children to have the best start in life will lay the foundations to:

- Improve the mental and physical health of the next generation
- Reduce risky and anti-social behaviour and the cost they bring
- Build skilled workforce to support a thriving community and Create a compassionate society

Exclusions – the Alliance defined exclusions as the act of leaving someone out or the act of being left out and have an ambition of influencing a system change that focus' on increased sense of 'belonging'. In selecting this priority the Alliance recognised that:

- It's not OK to fail Children - Exclusions is a system failing a child
- this area has a collective responsibility
- we need to find system solutions

Strategic Partnership Development – Other key partnership Boards directly driving forward better outcomes for children



Walsall Safeguarding Partnership

Walsall Safeguarding Partnership provide effective and informed leadership to the local safeguarding system, delivers on our shared responsibility for the safeguarding of children, young people and adults at risk in the borough, promotes positive working relationships with each other and children, adults and families and identifies and acts on learning.

Youth Justice Partnership

Board is responsible for ensuring that (where required) the Youth Justice Plan and related plans are prepared and delivered. It will provide the overall strategic direction for Youth Justice Services, and monitor objectives linked to key performance indicators, within the national framework established by the Youth Justice Board and other locally agreed priorities.



Walsall Family Safeguarding Partnership

The Family Safeguarding Partnership Board is responsible for strategically driving forward the development, implementation and sustainability of Family Safeguarding as part of locality working in Walsall.

Early help Steering Group

This partnership is responsible for the development and implementation of the Early Help strategy, an ambitious strategy designed to transform the ways of working and provision of early support to families in Walsall, and in doing so, improve outcomes for the most vulnerable children & young people, reducing the need for acute or specialist services. Key to achieving this ambition is a multiagency commitment to provide effective, proportionate and high quality Early Help and supporting families to have their needs met in their local communities.

Links to influence 'Children' as a priority across other partnership Boards



Looking ahead - Our Strategic Priorities for 2023/24:

- **Reduce our demand through**
 - Right Help Right Time – meeting need at the earliest opportunity.
 - Preventing an escalation in need – providing the right help to families through a graduated response of evidence based programmes (from targeted early help to placement support)
 - High costs avoidance – strategic commissioning to provide right placement for our Children in Care
- **Develop a highly skilled/stable workforce**
 - Develop our profile as an employer
 - Make the job do-able
 - Workforce and wellbeing strategy
- **Developing a mature strategic partnership platform**
 - Development of a partnership offer that meet need in each locality
 - Integrated models of delivery including Family Hub and family safeguarding model
 - System change through our Children and Young People Strategic Alliance
- **Respond to recommendations from inspections and National agenda's**
 - Continue our improvement in help and protection – implementation of Ofsted Action Plans
 - Respond to any change in policy following the National Care Review
 - Youth Justice Prevention – responding to feedback received from Thematic Youth Justice Inspection and the Serious Violence Duty and Needs Assessment
 - Implementation of Family Hub (linked to the best Start in Life)



Questions

Key Walsall Contacts

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