



"My Walsall, my future"

Walsall's Children and Young People's Plan

2007 to 2010

Our vision for Walsall's children and young people is:

To make growing up in Walsall as good as it can be.

Our mission is:

To ensure all children and young people achieve the best possible levels of education, health and development and to support those who are most vulnerable. We will encourage children and young people to build on their achievements, to develop and improve their confidence, resilience and self-esteem, to participate in their communities and achieve economic well being. Our service delivery model will integrate services in localities through Children's Centres, extended schools and other appropriate venues, focusing on providing early multi-agency support to families. We will safeguard children by early recognition of risks and the provision of local support, with specialist intervention when needed.

Our thanks to the children and young people of Walsall for telling us their experiences and for giving permission to use their photographs.



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This plan and all its supporting documents can be found at this website:
www.walsallchildrensplan.org.uk



Foreword

The experiences and chances that Walsall children have will shape their futures. This plan sets out what we have already achieved and what we will do next to make Walsall a great place for children and young people and ensure that 'Every Child Matters'.

Already we have:

- achieved a downward trend in the rate of teenage pregnancy
- helped children become safer by offering support as early as possible
- improved educational results, especially in key stages 1 and 2
- reduced offending behaviours and increased activities for young people
- ensured better levels of education and employment for our looked after children

However, a third of Walsall children still live in poverty. We know that they have far less chance of achieving good outcomes than other youngsters – at home, in school, in their communities and in the jobs market. We have to close those gaps. This will require a focused effort across our partnership, with a strong shared leadership working together through this plan and also through the Walsall Sustainable Community Strategy and Local Area Agreement.

We have ambitious long term goals to transform our services so that every child in Walsall has excellent opportunities for good jobs, a growing income and affordable housing in a borough that is not only vibrant and prosperous, but also an environmentally friendly and attractive place in which to enjoy life, work and raise the next generation. We are also eager to see improvements in the short term - this plan shows what will get better this year. We will also seize the opportunities created by the significant inward regeneration investment to maximise every possibility for our children, young people and their families.

Over the next few years our children's trust, through our 'Change for Children' programme, will:

- reduce further the current inequalities in the health of children and young people, in particular by working to lower the levels of infant mortality and teenage pregnancy and halt the rate of increase in obesity
- recognise the importance parents play in children's lives; we will support them in ensuring children and young people feel safe at home, at school and in their communities, with a focus on reducing bullying and helping children to have more stability in their lives
- ensure that children both achieve to their maximum potential and enjoy their childhood and youth, with better school facilities and greater educational attainment
- give our young people the opportunity to make a positive contribution to their community, increasing their involvement in decision making processes
- seek to maximise the employment and economic well-being of young people in a regenerated borough, reducing the numbers who are not in education, employment or training, and reducing child poverty.

This is Walsall's time.



David Brown

Director of Children's Services



Cllr Zahid Ali

Lead Member for Children's Services

The key improvements we will deliver

Priorities for 2007/08

Our priorities for improvement derive from our needs analysis, our review of progress on the priorities in last year's CYPP, a review of our performance improvement and the results of recent inspections and judgements. We have also taken account of what children and young people tell us.

Our summary of need report is available on our website www.walsallchildrensplan.org.uk

Each of our priorities falls under one of the five 'Every Child Matters' key outcome areas.

Being Healthy

1. Fewer young teenage girls becoming pregnant
2. No further increase in the number of children who are seriously over-weight
3. Fewer babies dying before their first birthday
4. Better access to services for children with mental ill-health
5. Better access to all health services for children who are looked after by the council

Staying Safe

6. Keeping children protected from abuse and neglect, danger and risk through having their needs assessed quickly
7. More children looked after by the council having local placements and stability where they live
8. Fewer children needing to be looked after by the council
9. Fewer incidents of bullying and more help for children who are bullied
10. Fewer incidents of domestic violence and more help for children in families where there is domestic violence

Enjoying and Achieving

11. Improving the attainment of our 16 year olds in GCSE examinations
12. Improving boys' attainment in English
13. Improving the attainment and attendance of our looked after children
14. Improving the attainment of Pakistani heritage pupils
15. Improving the attainment of Bangladeshi heritage pupils
16. Ensuring more young people engage in enjoyable learning and recreational activities

Making a Positive Contribution

17. Increasing the engagement of children and young people in positive activities
18. Reducing the number of incidents of anti social behaviour and offending committed by young people, in particular by looked after children.
19. Securing the involvement of children and young people in shaping and improving their communities
20. Enabling children and young people to develop positive relationships and involve them in solutions to bullying and discrimination

Achieving Economic Well-Being

21. Enthusing our children and young people about their future in Walsall, leading to increased uptake of Further Education, Higher Education and vocational opportunities
22. Increasing awareness of enterprise and entrepreneurship in our children and young people through further EBP and curriculum development activity

23. Improving employer driven skills attainment, specifically reducing our NEETs to 9.4%
24. More sustainable and attainable employment opportunities to improve economic well-being within families and to help address levels of child poverty and deprivation
25. Further reducing barriers to accessing training and employment through better co-ordinated support provided by children's centres
26. Increasing the number of decent homes so our children and young people have places to live that support their health and well-being

Making it happen

27. We will deliver the Change for Children programme by enhancing leadership skills to manage change effectively, establishing positive relationships and creative responses
28. We will improve our workforce planning, increase spending on staff training and reduce vacancies
29. We will spend at least £15 million on improving school buildings in 2007/08
30. We will open 5 more children's centres by March 2008 bringing the total to 15
31. We will deliver a further £1 million efficiency savings in social care and youth services in 2007/08
32. We will enhance our value for money by the measurement of outcomes for children and young people through regular and consistent use of local surveys and questionnaires



What you told us are your top priorities

As a result of consultation on this plan you told us your top 6 priorities are:

- More children in need of help getting their needs assessed quickly
- Less of all types of bullying and more help for children who are bullied
- No further increase in the number of children who are seriously over-weight
- Fewer babies dying before their first birthday
- Fewer young teenage girls becoming pregnant
- Fewer looked after children getting into trouble with the law

A large survey of Walsall residents in 2006 told us of a further top priority for improvement:

- Increase in positive activities for teenagers

Children and Young People population trends

1. Population change

Over 60,000 children and young people live in Walsall and 46,000 attend school. While government population estimates show that numbers are falling slightly, local evidence based on numbers of child benefit claimants shows an increase. This key issue will be fully investigated.

2. Black and Minority Ethnic communities

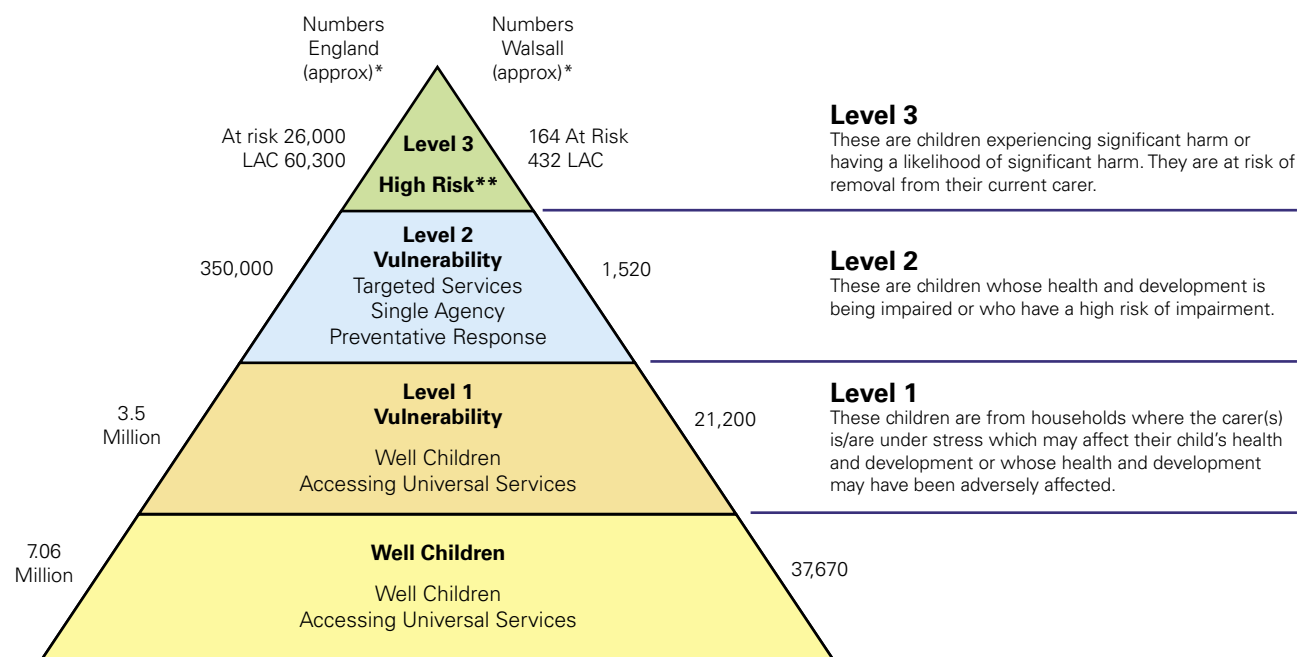
There are increasing numbers of black and minority ethnic (BME) children. So, while 13.6% of the whole population are from BME communities this rises to 21.2% of all children and young people and to 23.8% for those under 5. This upward trend is likely to continue and our services are responding to their needs.

3. Poverty

More than a third of our children and young people live in poverty. Walsall has been the 43rd most deprived council out of 354. While we have since improved (we ranked 56th in 2004), we still have much to do. There are wide variations across Walsall that we will address through targeted localised services.

Table 1 shows the numbers of children at the three levels of vulnerability. The levels of need in Walsall are slightly higher compared to the national levels (due to higher levels of deprivation).

Table 1. Levels of need in Walsall



*Numbers are approximate as there may be an overlap between categories.

**Children in Need or requiring a safeguarding multi agency response, Social Services lead.

4. Disability

Applying national prevalence rates to Walsall indicates that there are around 5,500 disabled children. The last CiN survey (2005) found that we provided services to 210 disabled children – 90 were looked after children whilst 120 were living with their families or independently.

According to the School Census information in January 2007 there are 459 children and young people with special educational needs attending Walsall special schools. The total number of statements of special education needs maintained by Walsall in 2006 was 1,236. 1.83% of children and young people 0-19 years had a statement of need which is below the national average of about 2%.

We know that 7% of children and young people participating in the pilot lifestyle survey report having a disability.

Disabled children and the children of disabled parents are at significantly higher risk than other children of growing up in poverty. One in three children living in poverty has a disabled parent. Our analysis shows that we need to explore further any potential unmet need, and we are doing this by prioritising disability as a strategic cross cutting theme for the whole partnership.



Evidence from participation, consultation and engagement

These are exciting times in children's services and there are more to come! It is crucial that we get a view of what children, young people and their families want from our services so that we can deliver provision which best meets their needs, engaging with key partners and lead professionals. Giving children and young people a voice is an important way of enabling them to make a positive contribution. Listening and acting on the voice of children and young people in Walsall is central to our planning and delivery of children's services.

The **Walsall Participation Charter** and the development of the Children's Trust Participation and Consultation Strategy, supported by the Walsall Participation Network, help assure extensive and routine inclusion of children and young people in decision making.

'It's all about me 2007' - **Walsall's Lifestyle survey**, has been developed with the involvement of children and young people and covers all five areas of Every Child Matters. The survey has been piloted in the west and central areas of Walsall and 1600 children and young people have responded. Some headline results are;

- 97% participate in some form of physical activity in or out of school
- 81% feel very safe or safe at school (49% very safe compared to 47% national JAR 'very safe and happy')
- 77% feel very safe or safe in their local area around school (38% very safe compared to 30% national JAR 'very safe')
- Three quarters of under 11s and two thirds of over 11s think they are doing very well or quite well at school
- 66% of those in their mid teens plan to continue to study after GCSEs
- 64% have taken part in school councils, clubs or mentoring
- 30% (of those answering the question) admit to hurting others



Until recently we had very little information on bullying in Walsall. Our Pilot Lifestyle Survey has shown that, in central and west areas of Walsall, bullying is a real issue for our children. Almost a third of children and young people (of those answering the question) have admitted physically hurting or "happy slapping" someone in the past year. Over 60% have admitted to teasing someone, calling them names or making fun of someone in the past year. The most common reasons for bullying were the victim's appearance, sexuality and friendship problems.

A series of **Locality Partnership Events** has taken place in Walsall, using the Local Neighbourhood Partnership areas. At each event, children and young people expressed their views on the state of provision within their locality to meet their needs. They told us "we would like more activities, a website dedicated to us, to feel secure in local parks, to have increased access to transport, to have a more positive image

portrayed by adults and to be loved." Lead professionals and key workers listened to the views of young people and discussed ways of working in a multi-agency framework to deliver the most effective services for children and young people and their families. The views of young people and professionals at these events have informed priorities within our Children and Young People's Plan.

Consultation on this plan

We have consulted on this plan during events mentioned above and by questionnaire in May 2007. This confirmed the priorities we have set in the plan. We have read all the comments made during the consultation and they will help our implementation of this plan. For example:

You told us

"Cultural heritage needs are different and services addressing this are required..."

We will

- Through the Black Country programmes, reduce the gap in the attainment between our Pakistani and Bangladeshi pupils and other groups, recruit another 8 foster carers from BME groups.

You told us

"Children need constant motivation and encouragement to achieve, especially if they are not naturally academic. They have differing strengths that need working on and bringing to the forefront."

We will

- engage schools in a range of innovations such as the 'no child left behind' programme and the learning neighbourhoods innovation.

You told us

"Credit Union runs a good programme at some children's centres and primary schools. Maybe that is where we need to start, with families. They also help families who want to come out of debt, without paying an arm and a leg in interest."

We will

- Invest in 5 more children's centres by March 2008, which will provide additional opportunities for parents, including child care and support to access not only training opportunities, but also Credit Unions.



Youth Opinion Unite (YOU) ensures that young people in Walsall are seen and heard and that their views count. YOU engages with young people between the ages of 11 and 25 and enables them to meet together to discuss issues that are important to them and to find ways in which these can be addressed or resolved. Young people are elected annually as United Kingdom Youth Parliament representatives for Walsall. This year, over 4,500 young people took part in the elections. This forum enables young people aged between 11 and 18 to voice their opinions and influence change within local government, and to impact on national agendas.

Addressing the needs of the whole child – for our priority groups

The children and young people's stories

Evidence shows we are improving the life chances of Walsall children. In the following outcome chapters we describe the key improvements for children and young people within the 5 Every Child Matters outcomes. However, children and young people don't experience life through individual outcomes. They have told us about the rich experiences that go together to make each child and young person unique. Children's health, safety, achievements, enjoyment and pleasure, their contributions and economic well-being, contribute to each exceptional and special 'whole child'. Below are the stories of some of Walsall's children and young people who are making great progress in meeting life's challenges.

Edward's story - Securing opportunities for further education



Edward is a young man with both severe physical and learning difficulties. He attends Mary Elliot School and is currently in his final year. Edward will be progressing to Conover College, a Residential College of Further Education, which, following assessment of need by Social Services, Learning Disabilities Team, Education, Connexions and Health, was considered the most appropriate post-school provision. Agreement has been reached between Social Services and the Learning and Skills Council to jointly fund Edward's placement.

Edward's Art teacher, Jan, loves working with him

"He's a nice chap! Very aware of what is around him. He will follow people around with his eyes, knowing where they are, watching what they are about. He is making friends and learning to be part of a group, which are very important life skills to develop".

Edward's mum says

"Everything possible has been done to continue Edward's education. Agencies have wholeheartedly supported me in identifying funding and suitable colleges to continue Edward's education."

Rajun's Story - ICT supporting achievement and enjoyment

Rajun is 7 years old and has cerebral palsy. He attends the additionally resourced provision at Lindens Primary School. Rajun is an articulate little boy, but it was recognised that what he said was not being recorded in his work. Because he was not able to write with a pencil, the Occupational Therapy service was contacted for support to address this concern. They recommended that the best way forward would be for Rajun to record his written work using a keyboard. However, Rajun's keyboard skills were also limited, so Sara, (OT) introduced a programme called 'pre-requisite skills to keyboard use.'



The outcome has been phenomenal. Rajun is now using a laptop effectively throughout the school day.

Rajun said:

"I like using the laptop best because it is easier for me to write on. My pencil was difficult and I find it easier to think of things to write about when I am using my laptop."

Scott's story - Looking forward to independence

Scott says

"I have always known that if I required help TLC were only a phone call away. My foster carers have always been there for me but I have been glad of the extra help when I have needed it."



Scott was placed on a care order early in life. He was fostered by a family along with his sister and brother. Despite the fact that Scott's family had split up, he was always a good attendee at school attaining good GCSE results. Scott, from a very early age, has always wanted to work in the building trade and he has achieved this goal by completing an apprenticeship. Scott now works for a building firm travelling the country to do jobs.

Lisa, reviewing officer, says

"I have no doubt Scott will make his millions and achieve anything he sets his mind to. He has done remarkably well."

Monicah and Immanuel's story - Supporting families through child protection services

Monicah came to the UK from Kenya when she was 14. At 18, she became pregnant and had a turbulent time during her pregnancy. On 13th May 2006, her son Immanuel was born, but because of concerns he was provided with services under a child protection plan. Monicah was not able to live at home, so in July 2006 she was found supported accommodation with Life Housing in Walsall. Monicah took to motherhood very well, taking care of Immanuel's needs. In January 2007 her son was taken off the child protection register. Monicah's relationship with her mother also improved. In February 2007, Monicah was offered a two bedroomed house in Bentley through Walsall Housing Group. Monicah has decorated and furnished her new home with help of a setting up grant from TLC team and a community care grant. The flat is of an excellent standard.

Monicah started college in September 2006, doing 3 days a week studying English, Maths and IT and has passed her mock exams easily. She is expected to pass in July. Monicah wants to continue her education next college year and is now happy and settled in her new home.

Andrea, her Support Worker, says

"Monicah moved into the Walsall Life Housing project on 3rd July 2006 with her son and left us on 25th February 2007 to move on into independent living. During her time with Life, Monicah became actively involved within all aspects of the organisation and has developed excellent life skills across the board. Monicah knows what she wants and will stand by her beliefs, which will enable her to progress well in life. She is an inspiration to other clients and we all wish her very well."

Being Healthy

Achievements and Impact 2006/07

- The APA feedback from 2006 highlighted good performance, particularly in the way that healthy lifestyles are promoted through partnership between key services
- The health needs of looked after children are met effectively, with very good outcomes being consistently achieved for the last 6 years
- Maternity services are targeted at specific needs, working with 10 children's centres to address inequalities and are now agreed as part of the core offer of health services within these centres. Breastfeeding has increased with the support of peer mentors
- We have a consistent trend of reduction of teenage pregnancy, with a reduction of 14.1% between 1998 and 2005. This has been delivered through a strong partnership strategy and continuing reduction remains a priority for Walsall. Our 2005 rate was 57.7 conceptions per 1000 females aged 15-17, representing 296 conceptions
- Young people have stated that they have been helped in areas such as being drug/alcohol free, drug/alcohol reduction, family issues, offending issues, physical and emotional health, housing issues, education and training
- We have improved emotional well-being. In 2006, there was a whole system review of service provision in our child and adolescent mental health service with the aim of improving access to the service. We have invested further in our primary care mental health team, enabling increased access to advice, rapid assessment, triage and brief interventions for children and young people at primary care level
- In partnership we have invested in research on low birth weight babies and, following an audit, developed an action plan to reduce infant and perinatal mortality. Targeted investment is in place
- Community Matrons are working actively with children with long-term conditions/disabilities and their carers to ensure their conditions are optimally controlled, enabling greater access to physical and social activities and less absence from school

What you have told us

"I just want to thank you for these past few months, I like the sessions. It has helped me to know how much to drink and I stopped smoking cannabis"

"Got used to different activities at the children's gym every week and it is making me healthier and it is good fun"

Jake's story

Jake's mum said;

"My son Jake is a one-year-old boy with complex special needs, including severe physical disability, learning disability and visual impairment. Before we became involved with Team Around the Child (TAC) life was really hard and felt even harder visiting all of these professionals and telling the story so many times.

"With the TAC system, two members of the panel visited Jake at home. This felt much better because the team could appreciate how I was dealing with Jake at home, and understand the rest of the family's needs. We played a central part in the team and together agreed what services could be put in place. We chose a key worker who has made our journey much easier.

"The TAC system has made all the difference to Jake and our family. We now know who to contact for all our problems and get early access to a particular professional when we need to."

What we will improve by March 2008

- **Fewer young teenage girls becoming pregnant**
 - reduce the rate of teenage pregnancy to 33.6 per 10,000 of the 15-17 population
- **No further increase in the number of children who are seriously overweight**
 - 62% of schools to be participating in the healthy schools programme
 - Increase physical activity for pupils in Walsall schools by 2% per annum
- **Fewer babies dying before their first birthday**
 - reducing the infant mortality rate from 9.1 per 1,000 live births in 2004 to 5.3 per 1,000
- **Better access to services for children with mental ill-health**
 - all new cases to be seen within 8 weeks
- **Better access to health services for all children especially those who are looked after by the council**
 - at least 95% of looked after children to receive health and dental assessments every 12 months

Why they are important

- Although the general trend in reducing under 18 conceptions in Walsall has significantly improved, it has been identified in the LAA that this is a key priority for action for the partnership.
- People's patterns of behaviour are often established in early life and influence their development through their lives. Infancy, childhood and young adulthood are critical stages in development of habits that will affect people's health in later years. (Choosing Health).
- The Government's "Choosing Health" focus on key health messages has identified action across Every Child Matters. The NSF for Children, Young People and Maternity services is reflected in our LAA targets.
- There is a need for greater focus on prevention, and improvement of mental well-being problems (CAMHS self

assessment 2006) and improved access to reduce waiting times.

- Walsall has increased its initial health assessments for LAC year on year but the timeliness of the assessments was highlighted as a key priority by the 2006 APA.

How we will deliver the priorities

- Further develop accessible health services for children and young people in familiar settings, involving children and young people in their development
- Develop local solutions to local issues, learning through the Nurse Family Partnership where 100 families will be involved in the programme by October 2007
- Agree next steps across the partnership to tackling obesity by agreeing a consistent approach
- Reconfigure CAMHS service with greater emphasis on prevention and implementation of Walsall's strategy for suicide prevention and promotion of mental well-being
- Improve information sharing and systems across agencies to ensure timely interventions, particularly for LAC
- Support and promote healthy choices for children and families in Walsall, by listening to what children and families say



Staying Safe

Achievements and Impact 2006/07

- We have implemented our priority actions from our CYPP and APA 2006 and Walsall LAA. In our 2007 lifestyle survey, around 80% of children report they feel safe and fewer children than in 2005/06 need to be referred to social care services, require a core assessment, or need to be looked after. The number of children on the child protection register (CPR) is stable. Agencies have a consistent approach to helping children stay safe and there is effective engagement of communities, including BME, in helping children to stay safe
- Through consistent multi agency use of the Walsall child concern model and effective early intervention, we have significantly reduced the numbers of children referred to social care services. 84% requiring a core assessment had it completed within 35 working days, exceeding our target
- Management of the CPR is good. The number of children requiring a child protection plan is stable - only 7 children out of 225 (3%) de-registered had remained on the CPR for more than 2 years. The rate of re-registrations remained 'very good' at 11% and all children on the CPR had their plan reviewed within statutory timescales. Procedures have been reviewed and an innovative child protection training strategy has been implemented in partnership with our BME communities
- In line with our CYPP 2006 priority target, the number of children who need to be looked after has continued to decrease and at end of March 2007 was at its lowest for 5 years at 432. 95% had their review completed within timescales. 60% of children looked after for 2½ years remained in the same placement for 2 years
- 100% of disabled children had a transition plan to support their move to adult services and those with learning disabilities had a health action plan and an essential lifestyle plan

What you have told us

"Behaviour management has changed my life; I can now handle situations without shouting."





What we will improve by March 2008

- **Keeping children protected from abuse and neglect, danger and risk through having their needs assessed quickly** - at least 80% of initial assessments for social care services to be completed within 7 working days
- **More children looked after by the council having local placements and stability where they live** – at least 70% of children who are looked after by the council for 2½ years remaining in the same placement for 2 years
- **Fewer children needing to be looked after by the council** - reduce to 400 the number of children looked after
- **Fewer incidents of bullying, and more help for children who are bullied** - by 2008 reduce by 30% the number of children reporting being bullied by others ('it's all about me' Lifestyle Survey)
- **Fewer incidents of domestic violence and more help for children in families where there is domestic violence** - reduce by 25% registrations to the CPR in domestic abuse categories

Why they are important

- The 2006 APA identified the need for better management of referrals and repeat referrals to the child protection register and a reduction in the numbers of core assessments. Both have been achieved. We must now improve the timeliness of initial assessments – fewer were completed in time in 2006/07 than in 2005/06
- We know that placement stability and security promotes health, safety and well-being and enables children

and young people to achieve better educational outcomes. This is a target in our LAA

- We know that compared to other council areas similar to Walsall, we have too many children looked after
- Feeling safe from bullying and harassment is a priority consistently identified by children and young people – (Lifestyle Survey 2007)
- An audit of our child protection register (2006) shows increasing numbers of children affected by domestic abuse

How we will deliver the priorities

- We will improve capacity and workload management in front line social work teams and improve our response to children with disabilities
- We will increase by 6 the number of local foster placements specifically for teenagers, and by 8 the numbers of carers from black and minority ethnic groups (including 4 of Pakistani heritage), and will re-provide a 5 bed children's home for teenagers within Walsall
- We will strengthen prevention and early intervention by opening 5 more children's centres and develop a flexible range of local services based on information from our locality partnership consultation events
- All schools and other young people's settings will monitor the effectiveness of anti bullying policies and Walsall Safeguarding Children Board will examine the incidence of and action taken in relation to bullying
- With the police and probation service, we will establish a tiered approach to domestic abuse, including a multi agency early response service

Enjoying and Achieving

Achievements and Impact 2006/07

- Our overall standards at the end of Key Stages 1, 2 and 3 are now close to or above the national average – there have been significant improvements this year (2006)
- There has been a further, substantial reduction in the number of primary schools performing below the national 65% Level 4+ threshold at the end of Key Stage 2 due to improved teaching and a better focus on tracking pupil progress and taking appropriate actions
- There has been a narrowing of the gap in performance of most minority ethnic groups and the rest of the cohort across all 4 key stages
- At Key Stage 4 schools' GCSE targets, agreed with DfES, were exceeded by 2% in 2006
- Our overall rate of exclusion is barely half that of our statistical neighbours and that found nationally, and the total number of days lost to secondary fixed term exclusions dropped by 34% last year
- Absence rates for both our Primary and Secondary schools remain below the average of our statistical neighbours
- Eight schools have been graded as outstanding by Ofsted – 1 Nursery, 4 Primary, 2 Secondary and 1 Special
- In every school inspected by Ofsted, children enjoy learning; in 90% of schools it is good or better; and in a quarter of schools this aspect is judged outstanding



Josh's Story

Josh, now in year 6 at Ryders Hayes School, has shown tremendous determination and courage in fighting back after two strokes when he was in Year 3, which badly affected his speech and right side.

Head teacher Joanne Speller explained

"Josh shows incredible determination and has such a positive outlook on life and always approaches whatever he has to do with a smile however difficult it is for him. He is making a remarkable recovery with the support of our staff and his parents alongside Walsall speech and occupational therapists"

Josh has had to learn to write with his left hand but, with the support of a reader, will still be taking his SATs alongside his classmates.

Josh said

"I will be sad to leave Ryders Hayes this year. Hopefully I will be going to Shire Oak School. I feel a bit nervous but I'm also looking forward to it."

Josh received the Accord Housing Overcoming Adversity Award at the Walsall Lifelong Learning Awards 2007

What you have told us

"If you achieve at secondary school then you'll get a good job"

What we will improve by July 2008

■ **Improve the attainment of our 16 year olds in GCSE examinations**

56% achieve 5 or more GCSEs (or equivalent) graded A*-C; 46% achieve 5 or more GCSEs including English and mathematics (or equivalent) graded A*-C; and 97% achieve 1 or more GCSEs graded A*-G (or equivalent) by the age of 16

■ **Improve boys' attainment in English**

79% of boys achieve Level 4+ by the age of 11; 73% of boys achieve L5+ by the age of 14; 49% of boys achieve 5 or more GCSEs (or equivalent) graded A*-C; and 36% of boys achieve five or more GCSEs including English and mathematics (or equivalent) graded A*-C by the age of 16

■ **Improve the attainment and attendance of our looked after children**

60% of looked after children reach level 4 or above in English and mathematics by the age of 11; 15% of looked after children achieve 5 or more GCSEs (or equivalent) graded A*-C and 60% achieve at least one qualification by the age of 16; and the proportion of looked after children who miss 25 or more days of school is reduced to 7.5%

■ **Improve the attainment of Pakistani heritage pupils**

67% achieve Level 4+ in English and 69% achieve L4+ in mathematics by the age of 11; and 61% achieve Level 5+ in English and 62% Level 5+ in mathematics by the age of 14

■ **Improve the attainment of Bangladeshi heritage pupils**

74% achieve Level 4 or above in English and mathematics by the age of 11

■ **Ensure more young people engage in enjoyable learning and recreational activities**

55% of primary schools and 33% of secondary schools provide a full core offer of extended learning opportunities; the number of active library users increases to 25%; and 85% of children and young people take part in at least two hours sporting activities in school

Why they are important

- We need to improve aspects of educational attainment in order to ensure that children and young people in Walsall both enjoy and achieve at school. This is fundamental to our ambition to make growing up in Walsall as good as it can be
- We want our children and young people to succeed in our ever-changing world, fulfil their career aspirations, engage positively in social and recreational activities and become Walsall citizens who care about their community

How we will deliver our priorities

- Engage schools in 33 targeted activities in the Excellence in Walsall Plan – the plan designed to deliver the schools' element of the Children and Young People's Plan
- Through the Black Country Programmes we will engage schools in a range of innovations such as the "no child left behind" programme and the learning neighbourhood innovation to help narrow attainment gaps and ensure all children and young people positively engage in learning and recreational activities, including those with learning difficulties and disabilities
- Implement our virtual school for looked after children and take part in the national pilot for raising the attainment of looked after children
- Provide focused support to satisfactory schools through the National Strategies and other support teams in Education Walsall
- Increase parenting skills through both intervention and prevention innovations. The tPCT will provide support to around 100 young parents so that they help prepare their children for learning; parent support advisers will support parents in helping their children succeed at school
- More actions to deliver our priorities in helping children and young people to enjoy can be found on page 21

Making a Positive Contribution

Achievements and Impact 2006/07

- The APA feedback from 2006 highlighted a number of good performance areas in which children and young people are making a positive contribution in Walsall, including: active engagement in school councils; the participation of looked after children, and those with disabilities in consultation and decision making forums with leading professionals and officers; the significant reduction in NEET particularly amongst vulnerable groups and the effective use of personal education plans for specific groups of youngsters in supporting preparation for their future lives
- Over 100 young people took part in a consultation weekend as part of our youth service planning process. 54 young people achieved the Platinum Youth Achievement Awards – the highest level in the country
- The youth service, in partnership with DAAT, has trained over 80 young people as peer educators to support and educate other young people in the effects and consequences of drug use and misuse
- Care leavers have been employed as peer mentors to support looked after children about to leave care. Learning mentors have developed peer mentoring programmes across both primary and secondary schools. 73 young people were involved as mentors as part of 'Ready Steady Summer' 2006
- 22 school leavers with no positive destinations completed a joint Connexions and Youth Service project last summer which included learning opportunities. 13 NEET young people have taken place in a similar programme
- 95% of looked after children made their views known at their statutory review

What you have told us

"Before I joined Positive Activities for Young People (PAYP), I was really naughty, I played up in school everyday, I used to fight with people in school and out of school. I used to fight with my sisters and brothers... and since I joined PAYP I've changed my behaviour bit by bit."

Shane and Phillip's Story

Shane and Phillip are brothers, both with learning difficulties. They have taken part in regular projects aimed at building their self esteem and raising their aspirations. Shane and Phillip have delivered a workshop at the Youth Conference to other young people and youth workers and have become active members of the Young People's Disability Forum. They are now both Youth Inspectors. Shane and Phillip say they now feel confident to make decisions about their lives and are happy to take part in other activities.



What we will improve by March 2008

Increase the engagement of children and young people in positive activities:

- 60% of participants in youth work to gain a recorded outcome
- 42% of Primary Schools engaging children in the DfES widening opportunities programme by January 2008, enabling enhanced vocal and instrumental music making
- Enhance support to parents by implementing our over-arching Parenting Strategy by January 2008
- Increase the number of pupil visits to arts centres, museums and galleries in organised school groups to 31,000 by end of 2008

Reduce the number of incidents of anti social behaviour and offending committed by young people:

- 5% year on year reduction in the number of first time entrants to the youth justice system and 5% year on year reduction in re-offending rate after 24 months
- Reduce to 2.1:1 the ratio of looked after children who are given a final warning, reprimand or are convicted

Secure the involvement of children and young people in shaping and improving their communities:

- We will secure the involvement of children and young people with learning difficulties and disabilities in decision making forums
- We will increase the percentage of looked after children who communicated their views at their statutory review to 100%

Enable children and young people to develop positive relationships and involve them in solutions to bullying and discrimination:

- We will reduce the number of children and young people bullying or picking on someone by 25%
- 90% of mentors and 50% of those mentored in the 'Ready Steady Summer' 2007 scheme will achieve a recognised accreditation

Why they are important

- Improved commissioning of activities for children and young people aged 8-13 and 13+ to meet locally identified needs was identified as a priority by young people during the Locality Partnership Events
- Youth Matters challenges partners to engage more young people in positive activities and empower them to shape services
- The Local Area Agreement calls for promotion of wider engagement in citizenship/volunteering and promotion of the highest standards of behaviour
- Youth crime and disorder is consistently given a high priority across consultations
- To improve community cohesion and in response to the Respect agenda we will reduce the incidents of anti-social behaviour
- Reducing final warnings and cautions given to looked after children was highlighted as an area for improvement in the 2006 APA

How we will deliver our priorities

- Develop effective means of communicating to children and young people 'places to go, things to do and people to talk to', including the full range of leisure and cultural opportunities
- Develop a range of local integrated services, informed by the views of children and young people, which focus on prevention and early intervention
- Implement Walsall's Transforming Your Space programme, providing recreational facilities for all to enjoy and improving the quality of life for children and young people
- Develop young people as commissioners of services, establish a young advisers group to support Library Services and create a volunteering programme by March 2008
- In line with the Youth Justice Plan, the Youth Offending Service, police and probation will work together to reduce the final warnings and cautions given to looked after children

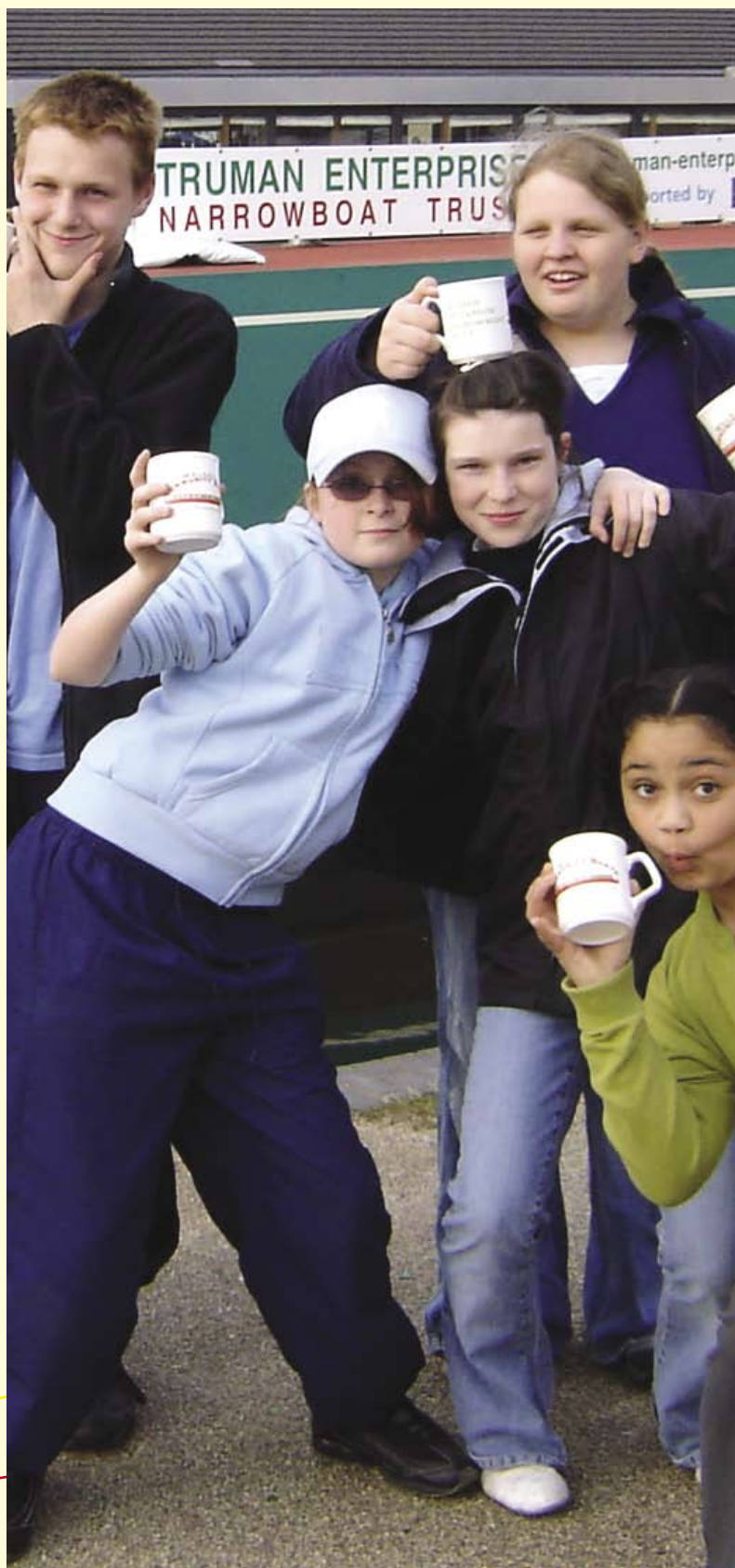
Achieving Economic Well-Being

Achievements and Impact

- Increased number of children's centres to 10 and improved the provision of child care by creating 72 additional pre school places and 114 additional out of school places
- Reduced the number of 16-18 year olds not in education, employment or training (NEET) to 9.1% (November 2006), a reduction of 27%, the highest in the West Midlands
- Improved the number of 19 year old care leavers who are in education, employment or training. Walsall achieved the joint best result in England in 2006
- Improved access to higher/further education and participation post-16 for 2006/07. Post-16 entrants to full-time education increased by 7% from 2006 to 2007
- Increased participation by young people in shaping their communities, including Walsall Regeneration Enterprise Challenge event for year 10 students organised by Walsall Education Business Partnership, and the launch of an Enterprise Ambassadors and Walsall Young Entrepreneurs Awards scheme
- Focused curriculum development at Key Stages 4 and 5 on developing Level 1 and 2 Diploma courses and provision with partners, resulting in two diploma courses being approved through the gateway process
- Improved 269 private homes occupied by vulnerable households to the decent homes standard
- Improved facilities, including an outdoor activities centre at the Aldridge Airport site, a number of multi-use games areas and a range of Transforming Your Space projects.

What you have told us

"I signed up to the SureStart course because I want to improve myself so I can support my daughter. I don't want her to end up in a dead-end job like me."



What we will improve by March 2008

- **Enthusiasing our children and young people about their future in Walsall**, leading to increased uptake of further education, higher education and vocational opportunities so that 13.2% of 18-19 year olds go on to higher education
- **Increase awareness of enterprise and entrepreneurship in our children and young people** by supporting 4,000 young people through EBP and curriculum development activity
- **More employer driven skills attainment**, specifically reducing our NEETs to 9.4%
- **More sustainable and attainable employment opportunities** to improve economic wellbeing within families and to help address levels of child poverty and deprivation and reduce the number of children in workless households to 28%
- **Further reducing barriers to accessing training and employment** through better co-ordinated support provided by 5 more children's centres
- **Increasing the number of decent homes** by 200 so our children and young people have places to live that support their health and well-being

Why they are important

- To help address unacceptable levels of child poverty in the Borough
- To create a positive culture of learning, ambition and entrepreneurship at an early age
- To equip young people with the skills our employers need and to motivate them to value work
- To generate ownership by young people of the places in which they live

- To enable young people to participate fully in the life of the borough
- To provide support to parents and carers who wish to return to work or wish to improve their employment prospects

How we will deliver the priorities

- Develop EBP activity leading to increased employer engagement and numbers of work based learning opportunities, including those for looked after children
- Invest in 5 more children's centres by March 2008, providing additional opportunities for parents, including child care and support to access training opportunities
- Further reduce NEETs by developing a broad, inclusive 14 – 19 curriculum and support NEET young people and those in danger of becoming NEET
- Improve access to higher and further education opportunities by extending the Black Country 'Choose A Real Deal' offer to further education and employment
- Implement an innovative programme to engage young people in shaping their communities
- Develop the Aim Higher approach and curriculum activities to increase numbers of pupils in enterprise activities and develop team working skills
- Improve number of homes meeting decent homes standard by working in partnership with Housing Associations to provide grants, loans and advice to home owners and tenants
- Improve transport access to facilities and training from our LAA target areas
- Engage fully with the Black Country Challenge



Making it Happen - delivering the plan

Achievements and Impact 2006/07

- Our first CYPP in 2006 is owned by all partners and includes clear priorities with focused actions to deliver improved outcomes across a very broad agenda covering the needs of the whole child
 - We have completed an extensive analysis of need, updated our priorities for 2007/08 and mapped many services to develop our locality agenda
 - We have prioritised and protected our prevention agenda by achieving an ambitious target to reduce the number of looked after children (by nearly 10% during the year) through rigorous performance and project management
 - Our performance management of the CYPP and all of its targets is rigorous, with corrective actions agreed by the Children and Young People's Executive Group (CHEG) delivering consistent improvements in outcomes across the board
- Our governance arrangements and partnership leadership are well established in the CHEG and our decision making is open and transparent, with excellent relationships between key partners
 - Our value for money in social care has continued to improve; we have managed to improve our performance at the same time as reduce expenditure in social care by saving £1.3 million (gross) and reducing the unit cost of LAC from £775 to £757 per week

Our expenditure (gross) on Children and Young People in 2006/07 was;

Education	£210 million
Youth service	£4 million
Social Care	£34 million
Health	£29 million



What we will improve by March 2008

- **We will deliver the Change for Children programme** to transform services for children and young people by project management across 18 key projects - ranging from the new Education contract, extended services and children's centres to increasing attainment of looked after children
- **We will improve our workforce planning and reduce the social care staff vacancy rate** from 17% to 14% by March 2008 and increase spending (as % of total expenditure) on staff training from 3.64% to 3.75%
- **We will spend at least £15 million on improving school buildings in 2007-08**
- **We will open 5 more children's centres**, bringing the total to 15, with a further one opened during 2008/09
- **We will deliver a further £1 million efficiency savings** in social care and youth services in 2007/08
- **We will enhance our value for money** by the measurement of children's outcomes through regularly and consistently using local surveys and questionnaires

Why they are important

- The Change for Children programme will transform services by focusing on preventative services delivered around children's centres and extended schools
- Our workforce is key to improving services and we need to ensure skills and motivation are enhanced
- Modern schools and facilities will help children learn better
- Children's centres provide early and easier access to support children in their communities

- Increasing efficiency is key to ensuring services are made available to the widest possible numbers of children
- We need to focus on improving our effectiveness and demonstrate that children's outcomes are improving

How we will deliver the priorities

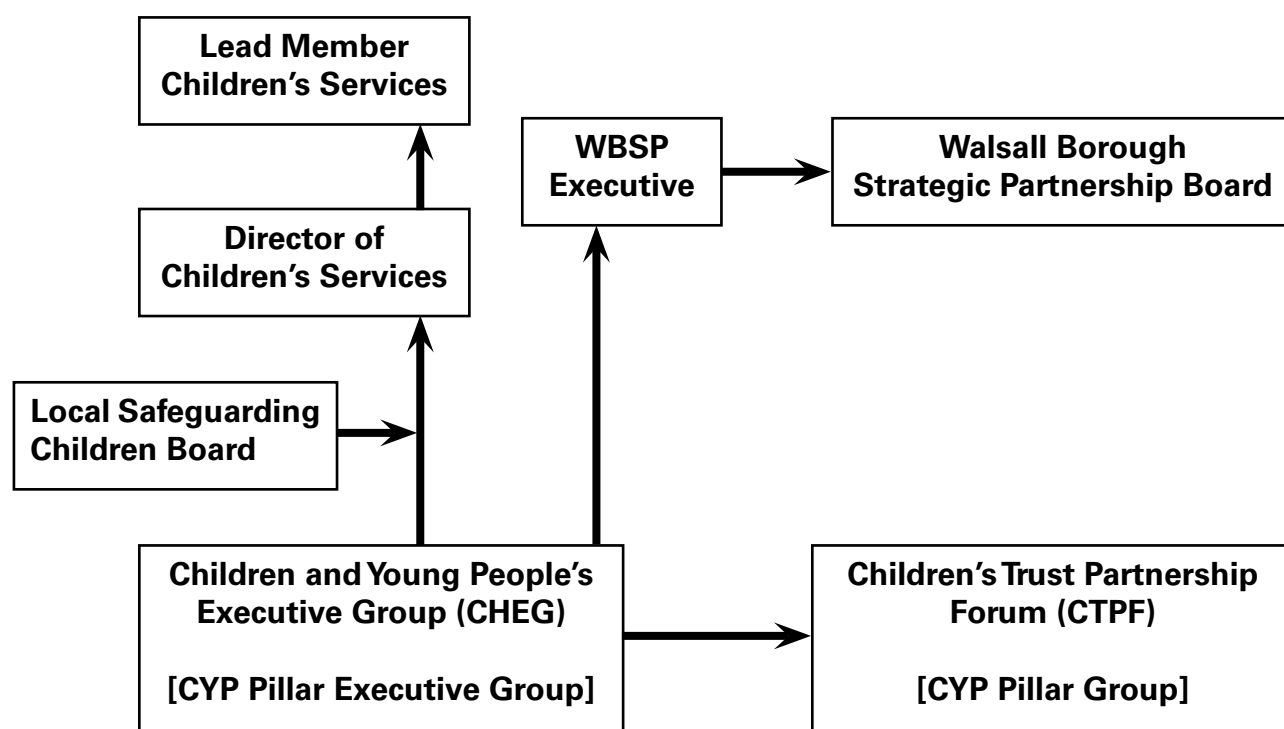
- Promoting and developing leaders at all levels who are able to determine, articulate and influence change for children in their service and community
- Co-ordinate 18 projects to improve a wide range of services, including the re-configuration of education services
- Deliver our partnership workforce strategy and improve recruitment and retention
- Deliver a programme of school improvements
- Work with local people and services to deliver new children's centres
- Monitor and control our budgets, releasing funding to develop preventative services
- Introduce systematic methods of collecting evidence of improved outcomes for children and young people

Bringing it all together - our Partnership Arrangements

Children's Trust arrangements have been established in Walsall since 2005, and have significantly contributed towards the improvement of outcomes for Walsall children. These arrangements cover 4 key areas;

• Governance

We have a well established structure and process for making decisions across the partnership which has contributed to good working relationships. We have clear terms of reference and all of our key partners are represented on the partnership's main governing body, the Children and Young People's Executive Group (CHEG), which also acts as the main decision making body for the Children's Pillar of the WBSP and its LAA. CHEG holds itself voluntarily accountable to the wider inclusive body, the Children's Trust Partnership Forum. Our governance is strengthened by a partnership risk register and partnership communications strategy.



• Joint Commissioning and Planning

We have developed our Children's Fund expertise into a Joint Commissioning Team responsible for the Joint Commissioning Strategy across social care, health and education. Our joint needs assessment and information analysis and consultation/participation strategy works in line with the 'Hear by right' standard and is delivered across the partnership. We have linked up all the key partners' strategies and show how they each contribute to the ECM 25 objectives; this is reinforced by signposting from the CYPP which shows how partners' actions contribute toward our broad range of improvement targets. Our Partnership Performance Management Framework is robust and links all agencies' performance management systems. A key part of our joint planning is around our workforce;

Workforce Strategy

A motivated, trained and increasingly integrated workforce is key to delivering improved outcomes. We are working closely together through the Integrated Children's Workforce Development Group; consisting of Education, health and local authority senior managers, the group is responsible to CHEG for development and implementation of a local integrated Children's Workforce Strategy. This will deliver common core induction and increased coordination of agencies' training programmes.

• Shared Processes and Systems

Our shared processes include the Child Concern Model and the Common Assessment Framework. We have developed shared systems, such as 'Contact point' and the Integrated Children's System – supported by an information sharing protocol. We are sharing training in common assessment across agencies to improve shared understanding of roles and improve communication and joint working.

• Integrated service delivery

We are committed to developing a wide range of integrated services, including:

Children with physical and learning disabilities

The 'Team around the child' includes 60 staff from Walsall teaching Primary Care Trust, Education Walsall, Children's services and NCH. A wide range of services is provided in the client's home, nurseries, day care centres, Children's Centres and clinics

Youth Offending Service

This multi-agency service of around 50 staff from health, police, probation and social services works to prevent offending and also provides support to young people who have offended to reduce the risk of re-offending

Child and Adolescent Mental Health Service (CAMHS)

Our integrated team provides increased access to advice, rapid assessment, triage and brief interventions for children and young people at primary care level. There is a protocol in place for direct admission of children with mental health issues to ensure they receive appropriate services

Teenage pregnancy

The Teenage Pregnancy team (supported by school's Connexions and WHG), based in the New Deal area, offers comprehensive advice to young people and support packages to young teenage mothers across the borough

Domestic Violence

We are building on our comprehensive range of victim responses to develop a tiered approach to children, victims and perpetrators. We have established a domestic abuse response service, have agreed priorities with the police and are in the early stages of agreeing a fully integrated strategy and service model for families experiencing domestic abuse

Looked After Children, Multi Agency complex needs strategy and consultation.

Services to meet the specialist needs of children and are commissioned and monitored on a partnership basis. The process of Multi Agency Consultations allows better front line case management, in keeping with Children Act requirements for listening to children

Performance Management and our improvement targets

• Partnership Performance Management

In order to monitor the progress of our priorities in Walsall we have developed a joined up performance management framework. Its development has been crucial to how we map all of our services for children and young people in Walsall against the Every Child Matters (ECM) Outcomes Framework.

Joined up performance management helps us to prioritise our measures and indicators at a national and local level. All our improvement targets are in our supporting document (on our website: www.walsallchildrensplan.org.uk) which shows a range of different measures in 6 different outcome areas. This is a live document which we update frequently throughout the year. This helps us to manage our performance each quarter of the year and lets us know how we perform compared with other local authorities.

A quarterly update on progress is presented to our Children and Young People's Executive Group (CHEG), having been prepared by the Performance and Outcomes Team. They carefully check all the information we collect on how well our services are performing. If performance is below standard, CHEG decide what needs to change for us to get back on track and formally agrees corrective actions so by the next quarter the outcomes will have improved.

The purpose behind these methods is to build an overall picture of how we are improving outcomes for children and young people, and building on our good performance ensures that Walsall's priorities remain focused on achieving our ambitious targets and vision for the future.

• Our improvement targets

This CYP is about delivering improvements for children and young people. To ensure there is real impact, we have agreed improvement targets across a very wide range of services and outcomes. They can be found in our supporting document;

"ECM Scorecard - Improvement targets and key actions"

(www.walsallchildrensplan.org.uk)

This shows how we will deliver measurable improvements against 100 indicators, across the five ECM outcomes, including increasing sport and cultural activities and the quality of play areas, reducing the number of children smoking, reducing the number killed or injured in road traffic accidents and reducing the number of looked after children placed outside Walsall.

This broad improvement agenda reflects our aspirations and the breadth of our duty and responsibility to promote the well-being of children and young people and the need for us to develop ever more integrated working and joined up ways of improving outcomes.

WALSALL'S OUTCOMES FRAMEWORK

Every Child Matters in Walsall To make growing up in Walsall the best experience in life

Be Healthy

- Physically healthy
- Mentally & emotionally healthy
- Sexually healthy
- Healthy lifestyles
- Choose not to take illegal drugs

Stay Safe

- Safe from maltreatment, neglect
- Accidental illness & death
- Bullying and discrimination
- Crime/antisocial behaviour
- Security, stability & cared for

Enjoy and achieve

- Ready for school
- Attend and enjoy school
- Standards - primary
- PSE and recreation
- Standards - secondary

Make a positive contribution

- Decision making/support for community
- Law abiding / positive behaviour
- Not bully or discriminate
- Deal with life changes & challenges
- Enterprising behaviour

Achieve economic wellbeing

- Engage in education, employment or training
- Ready for employment
- Decent homes/sustainable communities
- Access to transport
- Free from low income

Priorities

- Fewer teenage girls getting pregnant
- No further increase in number of children who are seriously overweight
- Fewer babies dying before their first birthday
- Better access to services for children with mental ill-health
- Better access to all health services for children who are looked after by the council

- Keep children protected from abuse and neglect, danger and risk through having their needs assessed quickly.
- More children looked after by the council having local placements and stability where they live.
- Fewer children needing to be looked after by the council.
- Fewer incidents of bullying and more help for children who are bullied
- Fewer incidents of domestic violence and more help for children in families where there is domestic violence

- Improve the attainment of our 16 year olds in GCSE examinations
- Improve boys' attainment in English
- Improve the attainment and attendance of our looked after children.
- Improve the attainment of Pakistani heritage pupils
- Improve the attainment of Bangladeshi heritage pupils
- Ensure more young people engage in enjoyable learning and recreational activities

- Increase engagement of children and young people in positive activities
- Reduce the number of incidents of anti-social behaviour and offending committed by young people
- Secure the involvement of children and young people in shaping and improving their communities
- Enable children and young people to develop positive relationships and involve them in solutions to reduce bullying and discrimination

- Enthusing our children and young people about their future in Walsall, leading to increased uptake of further education, higher education and vocational opportunities
- Increase awareness of enterprise and entrepreneurship in our children and young people
- Improve employer driven skills attainment
- More sustainable and attainable employment opportunities to improve families' economic wellbeing and address levels of child poverty and deprivation
- Further reducing barriers to accessing training and employment
- Increasing the number of decent homes

What we will do

- Further develop accessible health services for children and young people in familiar settings, involving children and young people in their development
- Develop local solutions to local issues, learning through the Nurse Family Partnership
- Agree next steps across the partnership to tackling obesity by agreeing a consistent approach.
- Reconfigure CAMHS services with greater emphasis of prevention and implementation of Walsall's strategy for suicide prevention and promotion of mental well-being
- Improve information sharing and systems across agencies to ensure timely interventions
- Support and promote healthy choices for children and young people and families in Walsall

- Improve capacity and workload management in front line social work teams
- Increase by 6 the number of local foster placements specifically for teenagers, and by 8 the numbers of carers from black and minority ethnic groups, and provide a 5-bed children's home for teenagers within Walsall
- Strengthen prevention and early intervention by opening 5 more children's centres and develop a flexible range of local services based on information from our locality
- Partnership consultation events
- All schools and other young people's settings will monitor the effectiveness of anti-bullying policies
- With police and probation service we will establish a tiered approach to domestic abuse

- Engage schools in 33 targeted activities in the Excellence in Walsall Plan
- Through the Black Country Programmes we will engage schools in a range of innovations such as 'no child left behind' programme and the learning neighbourhood innovation
- Implement virtual school for looked after children and take part in the national pilot for raising the attainment of looked after children
- Provide focused support to satisfactory schools through the National Strategies and other support teams.
- Increase parenting skills The tPCT will provide support to around 100 young parents so that they help prepare their children for learning; parent support advisers will support parents in helping their children succeed at school.

- Develop effective means of communicating to children and young people 'places to go, things to do and people to talk to', including the full range of leisure and cultural opportunities.
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- Implement Walsall's Transforming Your Space programme, providing recreational facilities for all to enjoy and improving the quality of life for children and young people.
- Develop young people as commissioners of services; establish a young advisers group to support Library Services and create a volunteering programme by March 2008.
- In line with the Youth Justice Plan, the Youth Offending Service, police and probation will work together to reduce the final warnings and cautions given to Looked After Children.

- Develop EBP activity leading to increased employer engagement and numbers of work based learning opportunities, including those for Looked After Children.
- Invest in 5 more children's centres by March 2008.
- Further reduce children and young people Not In Education, Employment or Training (NEETS) by developing a broad inclusive 14-19 curriculum, and support NEET young people and those in danger of becoming NEET
- Improve access to higher and further education opportunities
- Implement an innovative programme to engage young people in shaping their communities
- Develop the Aim Higher approach and curriculum activities to increase numbers of pupils in enterprise activities and develop team working skills
- Improve number of homes meeting decent homes standard.
- Improve transport access to facilities and training from our LAA target areas
- Engage fully with the Black County Challenge

Visit our first ever one stop shop for Fostering and Adoption in Walsall



Contact: Family Placement Services,

29-31 Old Square Shopping Centre,
Freer Street, Walsall WS1 1QF

Freephone: **0800 923 3706**

Fax: 01922 648258

e-mail: familyplacementservices@walsall.gov.uk

website: www.walsall.gov.uk



Walsall Council

Adoption



Fostering



Short Term Breaks



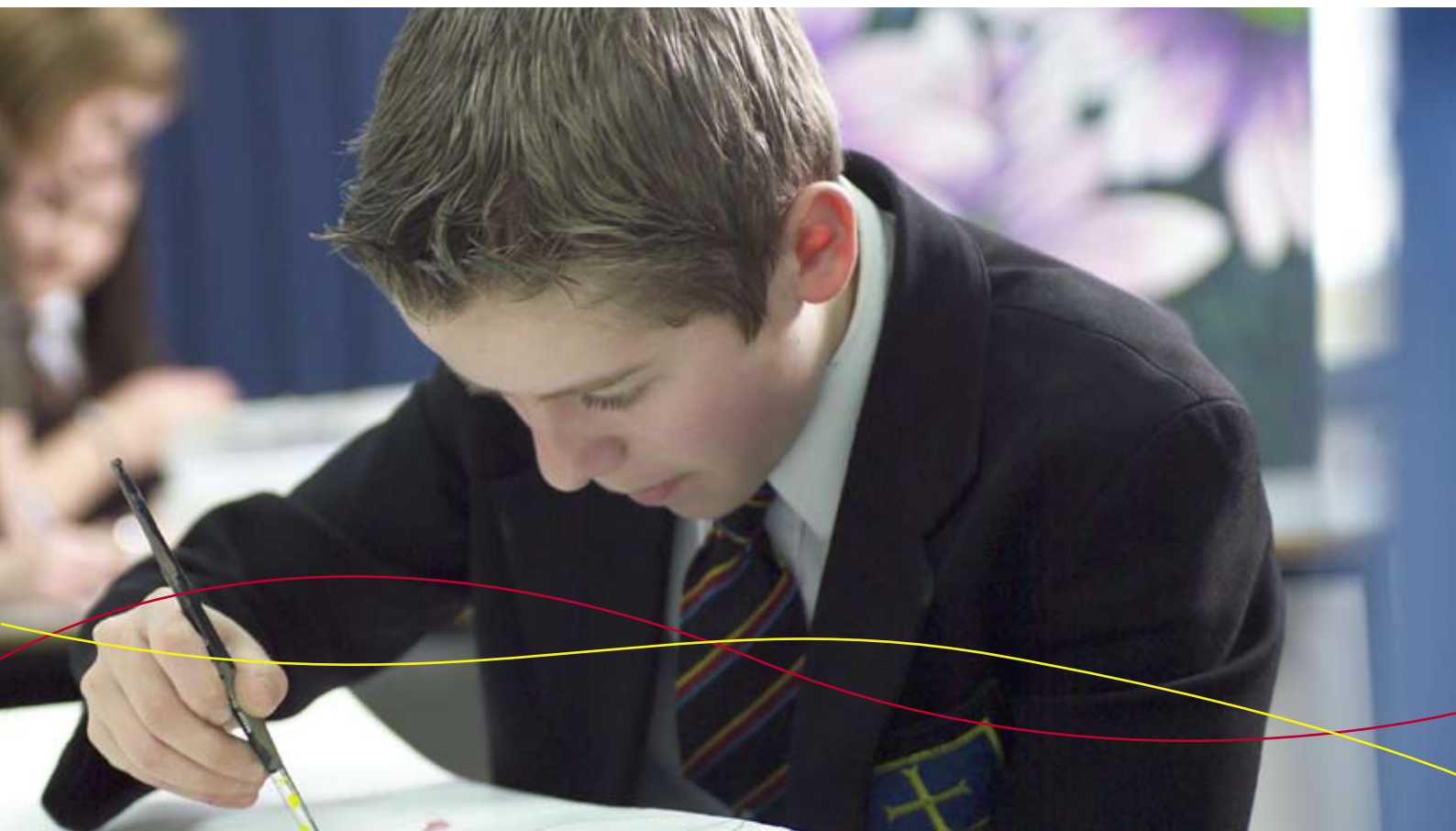
Abbreviations Explained

APA -	Annual Performance Assessment
CAMHS -	Child and Adolescent Mental Health Services
CHEG -	Child and Young People's Executive Group
CIN -	Children in Need
CPR -	Child Protection Register
CYPP -	Children and Young People's Plan
DAAT -	Drug and Alcohol Action Team
DfES -	Department for Education and Skills
EBP -	Education Business Partnership
ECM -	Every Child Matters
EET -	In Employment, Education or Training
IIP -	Investors in People
JAR -	Joint Area Review
LAA -	Local Area Agreement
LAC -	Looked after Children
LSC -	Learning and Skills Council

LSCB -	Local Safeguarding Children Board
NEET -	Not in Employment, Education or Training
NSF -	National Service Framework
NVQ -	National Vocational Qualification
Ofsted -	The Office for Standards in Education
tPCT -	Teaching Primary Care Trust
TLC -	Transition and Leaving care team
WBSP -	Walsall Borough Strategic Partnership

Supporting Documents

- A) ECM Scorecard - Improvement targets and key actions
- B) Technical annex - review of last year's performance
- C) Summary of need
- D) ECM objectives cascade matrix to partner agencies





Walsall Council

Walsall **NHS**

Teaching Primary Care Trust

Education Walsall

connexions

BLACK COUNTRY

