



Walsall Children's Trust

VERSION 6: April 2009

Children and Young People's Plan 2009-10 to 2011-12

Draft for Consultation

Table of contents

	Chapters	Pages
1	Introduction, vision & values	3
2	Needs assessment (summary only)	4
3	Listening to children and young people and their parents and carers and results of consultation on CYPP	7
4	Three year review	12
5	Where we will be in 3 years, our key strategic priorities and x-cutting priority actions	14
6-10	5 ECM Chapters (3 year goals only for consultation)	
	Be Healthy	18
	Stay Safe	21
	Enjoy and achieve	23
	Make a positive contribution	26
	Economic Wellbeing	28
11	Childrens Trust arrangements chapter	32
12	Service Management and Resource chapter	
13	Performance management chapter	
14	Glossary	38
(i)	Appendix 1. EIA of this plan	
(ii)	Appendix 2. 31 priority improvement targets and key delivery actions	
(iii)	Appendix 3; ECM scorecard (250 Performance Improvement Targets	

Note; not all of the chapters are included in this draft (shaded) as we wanted to consult on the key issues and strategic direction. You are welcome to comment on what you would like to see included in those chapters in the next version of the plan

1. Introduction, vision & values

This is Walsall's second 3 year children and young peoples plan. 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 consultation which help us to prioritise our work to address the key challenges facing children, young people and their parents and carers.

Vision

Every child in Walsall will be safe and loved and have a healthy and happy childhood and be free from harm. We will encourage their talents and help fulfil their potential by supporting children, particularly the most vulnerable, their families and communities and by promoting excellence and well-being in schools.

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

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

2. Needs assessment - summary

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

- Joint Strategic Needs Assessment
- Children and young peoples views
- Performance review
- Inspection judgments
- Analysis

Key Successes in meeting needs;

Our analysis of needs each year helps us priorities our work to address key challenges facing children and young people. Some key improvements are;

- High take up of infant immunisations including MMR rates at above 90% is helping to protect the health of young children
- Getting services to children when they need them has resulted in waiting times for CAMHS reducing from 10 to 4 weeks and excellent provision exists regarding the take up of health services for our looked after children.
- Children who achieve well in early years are more likely to be successful in future education and in later life. In the last 3 years, there has been a significant improvement in the achievement of 5 years olds at the Early Year's Foundation Stage. Walsall is on target to match the national average by the end of 2009.
- In 2008 Walsall achieved the best GCSE results ever. Early indications show that there has been a significant improvement of 8.5% in the number of students gaining five or more A*-C grades at GCSE this year. In addition there has been a significant 5% improvement in those gaining 5 or more grades at GCSE including English and mathematics.

Deprivation & Inequalities

- Overall deprivation is higher than average in Walsall with some neighbourhoods² falling into the most deprived 25% nationally.
- Between 2004 and 2007, the Index of Multiple Deprivation (IMD) for Walsall dropped from a rank of 51st most deprived out of 354 Local Authorities in England to 45th rank (1 being the most deprived), ranking Walsall in the top 50 of the most deprived local authority areas.
- Walsall ranks 47th of 354 Councils on the income deprivation affecting children index (IDACI 2007).

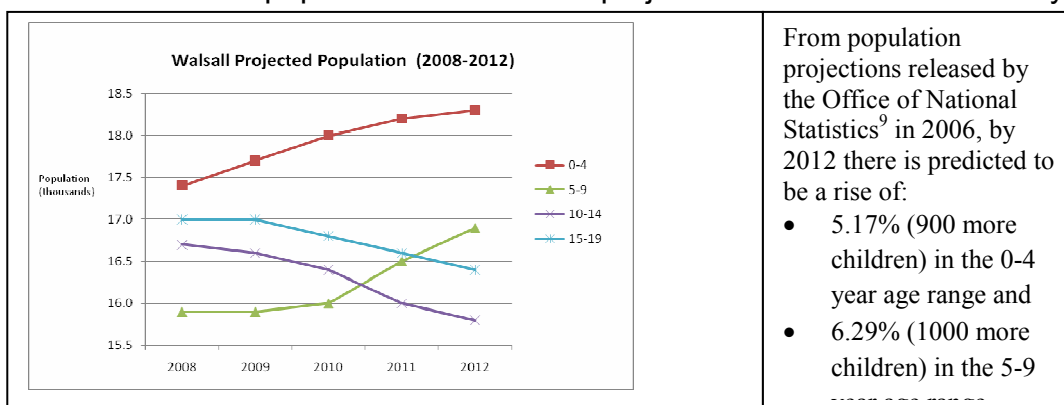
- Over a quarter of children in Walsall live in poverty (26.9% IDACI 2007). From 2004 to 2007, Palfrey and Birchills-Leamore wards, together accounted for 61.4% of the *increase* in the number of children in poverty in the Borough as a whole. Along with Pleck and St Matthew's, only four wards contained 91.5% of the increase³.
- Deprivation and child poverty is set to worsen with the current economic climate (recession) which is expected to last a minimum of 3 years. Initial effects are illustrated in the almost 80% rise in job seekers allowance claimants seen between May 2008 (from where the rise started) and Feb 2009 across Walsall.
- 20.7% of children in the borough are eligible for free school meals compared with 14.3% nationally⁶. 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)⁷ due to the commitment from Walsall Council to increase take-up of free-schools meals by 2% in 2008/09.
- Aspiration of children for their future and attainment is a challenge, although the Tellus3 survey shows that 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 affluent.⁸
- 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%)

Increasing under 10 population

The **overall** total population of Walsall is projected to show a small rise by 2012 (258,500)⁹.



From population projections released by the Office of National Statistics⁹ in 2006, by 2012 there is predicted to be a rise of:

- 5.17% (900 more children) in the 0-4 year age range and
- 6.29% (1000 more children) in the 5-9

¹ TellUs 2 and TellUs 3 surveys, Ofsted

² Neighbourhoods are defined as geographical areas which encapsulate an approximate residing population of 1,500.

³ Child Poverty Report V.2 (Walsall Borough Strategic Partnership) (2008:11 & 14)

⁴ www.nomisweb.co.uk – official labour market statistics

⁵ Number of children in poverty based on population projections released by Office for National Statistics (2006)

⁶ Walsall Health Inequality Strategy 2008-2011: (Dec 2008:9)

⁷ Department of Benefits, Walsall Council

⁸ Local Area Agreement 2008-11 (2008:3)

⁹ Office for National Statistics, population projections (2006)

Impact of increasing Black and Minority Ethnic population

For the last 4 years (2004-2008), approximately 30% new births each year have consistently been from the Black Minority Ethnic (BME) population¹¹. The BME proportion of children in primary schools currently stands at 22%.

Children Overcome Barriers

Despite the significant challenges that Children and Young People face, Walsall was rated 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 cited 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.

¹¹ NHS Walsall Community Health, New births registered with Walsall GPs (2004-2008)

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. 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 Consultation 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 you, undertaken surveys and involved you in improving our services on many occasions. This has ranged from the Children's Trust Partnership Forum and groups and events that you have asked us to support you to set up and through local and national survey like the Tellus Survey – a national survey of children and young people across England. We have developed **Consultation Toolkits** so that everyone in Walsall who is consulting with children, young people, their families and carers, adopt an approach that is of a consistently high quality.

Some examples of the key messages you have given us 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
<i>Looked after children and young people wanted a greater voice in how health care is provided</i>	You have been involved 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.

Parents and carers issues and concerns

What you said	What we changed
<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 six weeks.

2. Stay Safe

Children and Young people's key issues and concerns

What you said	What we changed
<i>You told us through the Children's Trust Partnership Forum and through our</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

<p><i>Tellus Survey thatAnti-bullying was an issue for you</i></p> <p><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>	<p>and good practice standards.</p> <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>
<p><i>You told us that you feel anti-social behaviour is a problem in some parts of Walsall.</i></p>	<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. 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>

2. Enjoy and Achieve

Children and Young people's key issues and concerns

What you said	What we changed
<p><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></p>	<p>The LNP have led on a successful bid to provide a new youth facility in Chuckery which is in the design phase now.</p> <p>Better advertisement of existing activities and facilities has been co-ordinated through the Youth Service and schools.</p> <p>Area youth workers are liaising with young people to explore the possibilities of providing even more activities.</p>

3. Make a Positive contribution

Children and Young people's key issues and concerns

What you said	What we changed
<p><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></p>	<p>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</p>

	generation and that you want to help us to implement this project across Walsall over the next year.
<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.
<i>You told us that you want to be active citizens. You want us to create more opportunities for volunteering which will help to enhance your CV's and make you better able 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.

5. Achieve economic well being

Children and Young people's key issues and concerns

What you said	What we changed
<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>	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. We have now launched an innovative mentoring programme which has seen high achieving year 12 pupils from the local grammar school buddies with year 12 students who are care leavers. The grammars school pupils offer peer influence, support and advise to children leaving care. This innovation and excellent practice is helping to reduce NEET figures.

Parents and carers issues and concerns

What you said	What we changed
<i>Parents of children and young people with special needs want a wrap around service to support their children from 0-18 years.</i>	The Children's Disability Team which provides a seamless service from 0 years to 18. We are aware of the importance of transition at early years into secondary schooling and into adult services so our project group is currently working on improving children, young people & parent's experience of transition, commencing with transition into adult services. We have successfully reduced the number of families waiting for respite care
<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 a high volume of meetings.

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 Consultation/Participation 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 parent and carers. It will build on the best examples of what we already have –a well-established parent/carer 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 the 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 helps 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 CYPP and 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 giving us even more information on which to base our future plans and give them even more confidence that they do have a say.
- administer our Consultation 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.
- we want to 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'.
- we will 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 the opportunity to put forward their views...

- A stakeholder event - 20th April – Beechdale community Centre
- Consultation with parents and carers of children with a disability.
- One to one consultation interviews
- On-line questionnaires being developed
- We conducted surveys of children and parents, and followed these up with a number of focus groups. There have been discussions with head teachers and other key groups. This plan reflects the messages coming from all of these partners and confirm our top priorities

4. 2006-9 Review

Successes for Walsall Children include

- Achieving more with increased GCSE results by 5% points to 40.6%
- Narrowing the gap with substantial improvement with our results for Pakistani pupils performance
- Adopting safer behaviours has shown a significant reduction in teenage pregnancies -20.6% from 1998-2006 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 PE and sport each week) and children eating well with Obesity figures held at around 20% (Year 6) with an additional substantial reduction in (reception) from 21% to 8.9%
- Getting services to children when they need them has resulted in waiting times for CAMHS reducing from 10 to 4 weeks and excellent provision exists regarding 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 8.5%
- Children and Young Peoples 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;

- 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.
- 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 LAC/ CPP are allocated to social workers and children are visited within expected timescales

Challenges for Walsall Children's Services include

While progress overall is good, improving some areas is highly complex and demanding. We give them renewed focus in this plan by detailed action planning, working with partners, e.g.; regeneration, and building on the

substantial investment from BSF supported by rigorous performance management.

- 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% and 4.9%.
- Proportion of mothers initiating breast feeding remains below our comparator authorities
- Clarity of access to services for children with a disability including respite care and transport
- Ensure that the needs of all sections of the community are systematically included within action and service planning.
- Percentage of 5 or more GCSEs (including English and Maths) in particular in national challenge schools
- Establish better links for looked after children with senior managers and elected members
- Proportion of young offenders in education, employment and training (EET) remains below our comparator authorities
- Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4
- LAC attainment remains a significant challenge.
- Levels of offending
- Level 2/3 qualifications remains below our comparator authorities
- Percentage of 18/19 year olds progressing into Higher Education.
- Children's dissatisfaction with provision for parks and play-areas

5. Strategic Direction for 2009-2012

Our Priorities

This Plan provides a clear direction of travel for the whole Children's Trust (see Chapter 11 for details) using the Every Child Matters five outcomes; (see chapters later in this plan).

In addition 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. **Cross cutting organisational priorities**

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
 - Reduce Children travelling to school in cars
 - Reduce obesity rates in Primary schools children
2. **Promote mental health, wellbeing and enjoyment of life and school**
 - Reduce the hospital admission ratio of people under 20 with mental & behavioural disorders due to substance misuse
 - Reduce % who worry about their future
 - Increase % who enjoy school
 - Increase % of Young People engaged in positive activities
3. **Target early intervention to ensure safety**
 - Reduce Domestic Violence referrals to Social services
 - 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
 - Increase range and quality of short breaks and support for disabled children
 - Improve aspirations and attainment of underperforming groups
 - Reduce % Not in Employment, Education or Training including Black and Minority Ethnic young people
 - Reduce Rate of Re- Offending
 - 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. Cross cutting priorities**
- 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 (eg; Equality impact assessments)
 - Develop our Workforce
 - Deliver Education Transformation and leadership (inc. BSF and PCP)
 - Integrate Young Peoples services
 - Strengthen Children's Trust and Children Area Partnerships
 - Improve value for money and efficiency

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. All staff who work to improve outcomes for children and young people
4. Our common vision and goals
5. Our commitment to work together
6. 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. A new Childrens 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
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

Our ways of working across the entire Children's Trust -

a.) Strengthening families

Strong, caring families are key to ensuring good outcomes for children and we will focus more on how we can support parents and provide early support in both universal and specialist settings. We will roll out learning across the partnership from our innovative pilot projects - 'Think Family', Intensive Intervention project and Family Nurse Partnerships.

b.) Seeing the whole child; integrating our support in accessible services

We will integrate our ways of working with children and young people and avoid agency 'silo thinking' by seeing the whole child, not just the 'bit' that are services are designed for. For example, schools will support families more broadly and social workers will work with schools to support educational attainment of looked after children. The best way to do this is by integrating our service delivery.

c.) Outcome evidenced intervention

We will routinely collect evidence on how children and young people outcomes – as reported by the children and young people themselves - improve as a result of our interventions. Not only will this help us identify what works most effectively it will help us focus relentlessly on outcomes

Our unified service delivery model

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 Childrens Area Partnerships. 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 rolling the Common Assessment Framework. We will develop 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 Think Family 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, youth centres

- **Personalisation**

Creating 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 enable children to return to their communities as early as possible.

- **Schools in the 21st century**

We're now building on this vision to encourage schools to look beyond the pupils on their rolls, and work in partnership with parents, other schools, colleges, wider children's services, the local authority and the Children's Trust. This is a key shift – from a system of relatively isolated institutions, to a system where collaboration is encouraged and driven by a new supporting framework.

See more information in Chapter 12.

Be Healthy

What will children and young people, parents and carers experience in 2012?

Every Child Matters (ECM), the National Service Framework for Children (NSF) and more recently 'Securing Better Health' for children and young people through World Class commissioning all provide a secure foundation to continue to improve outcomes.

Our aim is to reduce health inequalities through delivering a range of services, which are Children, young people & maternity focused and take into account the multiple factors which impact on them individually or as a family. This can only be achieved by working with the right services at the right time in partnership. Walsall will have achieved UNICEF Baby Friendly accreditation demonstrating a high level of support and activity to increase rates of breast feeding.

To this end we have agreed aims for the next three years, detailed below

Aim (1) Physically Healthy

- 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 will be inclusive and children will be able to take part in activity that they enjoy.
- For parents – wherever possible 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 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.

Aim (2) Mentally and Emotionally Healthy

- We want to ensure that children and young people who require low level support (tier 1) in local universal settings receive it and those who require targeted 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 Child and Adolescent Mental Health Services which will help shape future services.
- Increased numbers of Children & Young People will enjoy going to school and will achieve because staff will have helped to create a healthy environment in line with healthy schools and Targeted Mental Health in Schools – contributing to our achievement outcomes
- Children & young people will be more aware of support available to them and they will feel listened to.
- We will have identified all homeless young people who are not registered with a G.P who require a specialist service will be able to access Child and Adolescent Mental Health Services and developed processes so that they do not slip through the net.
- 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 increased support for children in secure settings

Aim (3) Sexually Healthy

- Walsall's Teenage Pregnancy rates will continue to decrease
- Integration of Teenage Pregnancy and sexual health work into all services
- Comprehensive support packages are available via the Family Nurse Partnership programme and the (multi-agency) Teenage Pregnancy Team to ensure better outcomes for our teenage parents, and their children
- Develop a 'hub and spoke' delivery model for sexual health services and provision in line with Department of Health recommendations.

Aim (4) Healthy Lifestyles

- Provision of information for children and young people and their carers which is personalised and readily available in school, Children's Centre's and other local venue's using accessible technology such as touch screen and text.
- Improved access, availability and quality of services to children and young people with a disability, ensuring they can benefit from flexible and responsive services.

- Parents and carers of all 4 month old babies receive 1-1 information and advice that facilitates culturally appropriate healthy weaning and family nutrition.
- The extensive network of children's centres offers the opportunity to provide a menu of health and well being services jointly with local Health Visitors and Midwives
- Walsall Children' Services Healthy Schools programme will continue to raise pupils' self esteem and guidance on how to tackle bullying and how to tackle personal stress and raise the awareness of health issues and support students starting to change to healthier lifestyle patterns.

Aim (5) Choose Not To Take Drugs

- Tier two open access services and tier three structured specialist drug & alcohol treatment interventions will be delivered by drugs workers in CRi/T3 and Walsall YOS.
- Children and young people and their families will receive more information about the support available to them locally. They will know where help can be accessed.
- Children and young people will see local and national campaigns highlighting the dangers of substance misuse and binge drinking

Stay Safe

What will children and young people, parents and carers experience in 2012?

We continue to deliver very good performance 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. New arrangements are in place to support disabled children and all have a transition plan to support their move to adult services, respite provision has improved with additional places made available

To this end we have agreed aims for the next three years, detailed below:

Aim (1) Safe from maltreatment, neglect, violence and sexual exploitation

- We will have a confident and competent workforce so that all professionals will be playing their part to support vulnerable children
- Resources will be available across universal services and targeted to prevent children needing access to children's social care at a later stage and all children at risk will have a social worker
- Professionals and families will know what can be expected from universal, targeted and specialist services to reduce the likelihood of poor outcomes

Aim (2) Safe from accidental injury and death

- Routine public information and advice on the numbers and causes of accidental injury and death
- Improvements in assessment and support for children with life limiting conditions and their families
- A children's workforce skilled and confident in assessing suicide risk
- A public annual multi agency improvement plan to tackle causes of accidental injury and death

Aim (3) Safe from bullying and discrimination

- 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
- 60% of child care settings will have reached at least the anti-bullying charter bronze standard award
- Professionals will have tools and advice available to them to tackle discrimination and deal with children and young people who experience bullying or bully others

Aim (4) Safe from crime and anti social behaviour

- We will have agreed with the Police on local delivery of the National Policing Plan
- Children and young people and their carers will report satisfaction with the way providers have dealt with incidents
- Share information across partnerships more routinely so that information is used to inform parent carers and young people of risks

Aim (5) Have security, stability and are cared for

- Strengthen disability services by providing a local service hub which will extend the range of short term break provision and increase access to leisure and support services
- Continue to increase the numbers and range of foster care provision and ensure recruitment is fully informed by robust needs analysis
- Ensure all care services are benchmarked against the best
- Independent sector residential and foster care will be used where it adds value and contributes explicitly to improved outcomes for individual children and young people
- Support and develop the workforce so they can articulate and demonstrate how they improve outcomes for children and young people

Enjoy and achieve

What will children and young people, parents and carers experience in 2012?

In Walsall, there has been marked improvement in the educational achievement of children and young people. There is a shared commitment and determination that, through collaboration and support, to lift these levels of achievement further, by transforming the way children learn. We will develop exciting, motivating and relevant programmes, target support to individuals and groups of children and young people vulnerable to underachievement, widen the learning opportunities outside of school and support schools in becoming hubs of learning in their communities, improving facilities over time.

To this end we have agreed aims for the next three years, detailed below:

Aim 1: Ready for school

- Parents will be able access local high quality early years education in a variety of settings
- Children will have the support of specialist teachers so that they develop the full range of personal skills and knowledge, particularly where extra support or extension activities are needed
- Children will be given targeted support early on if they are beginning to fall behind, to build their confidence and skills
- Parents and carers will be engaged as full partners in improving the achievement and well-being of their children
- Children will have easy access to health-care and support locally in or near early years' settings from a range of health and education professionals

Aim 2 :Attend and enjoy school

- Young people in schools and settings, in groups with lower attendance patterns, will be involved in developing solutions with the help of their parents and carers
- Children and young people who need to work in a non-school environment and their parents or carers, will be engaged in the design and choice of suitable and high quality alternative programmes
- Young people, parents and carers, together with staff from schools, settings, will be involved in identifying the benefits of good attendance during term-time for ensuring improved life chances
- Young people who have additional needs, will be able to access other services in a way that minimises impact on their attendance, so that

they make good progress, through effective liaison between partner agencies

- Young people will be involved in developing an exciting and motivating curriculum and will experience improved teaching and learning within a positive inclusive ethos and will be encouraged to engage in a range of out of school activities, so that their enjoyment of learning increases.

Aim 3: Achieve stretching national educational standards at primary school

- All young people, particularly if they show signs of falling behind, will receive more intensive and focused support at school and their parents and carers will be supported in improving the attainment and well-being of their children, so that they can achieve
- Children and young people in identified groups, vulnerable to underachievement, will be supported to make accelerated progress
- All children will attend schools which will be given support and challenge, particularly within localities, to increase their rate of improvement, drawing on co-ordinated external support as necessary
- Children will benefit through the work between their school and other partner agencies within localities to co-ordinate support and to remove barriers to learning and the provision of local support for their health and well-being
- 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 and will celebrate success together

Aim 4: Achieve personal and social development and enjoy recreation

- Children and young people will be given opportunities to develop their personal learning and thinking skills and their personal skills across the 5 outcomes because schools will work 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 and leisure activity through co-ordinated and improved provision between schools, colleges, clubs and community providers. We will also work with leisure services to improve Parks and Play areas
- Young people, will benefit from an increased range and quality of 'learning outside the classroom' opportunities developed 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.

Aim 5: Achieve stretching national educational standards at secondary school

- Children and young people will be engaged with school leaders in developing, designing, monitoring and evaluating the curriculum provision to 'transform learning' while we upgrade secondary facilities across the borough
- 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, and through celebrating success
- Individual 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 the range of pathways in school, through the closer collaboration and engagement of their school with training providers and employers.
- Young people will benefit from 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 from attending schools that work closely with other schools and agencies, particularly within localities to develop local solutions, to ensure that their rate of improvement increases, accessing additional support or challenge and drawing on co-ordinated external support as necessary.

Make a positive contribution.

We have agreed aims for the next three years, detailed below:

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

- All children and young people will have access to an effective School Council and Borough-wide opportunities to contribute to the decision-making process. They will actively support and develop improvements relating to their services and environment.
- Young people from vulnerable groups will have the support and confidence to take part in a constructive, meaningful dialogue with decision makers and service providers.
- Parents and Carers will be able to take part in regular consultation to present their views and suggestions on sustainable improvements for their children and young people.
- There will be a range of consultation processes in place to meet the needs of all, ranging from 1:1 and group discussion to IT based systems.

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

- Fewer young people will become first time entrants into the criminal justice system and re-offending rates will fall.
- Fewer young people will be victims of crime.
- Young people, parents and carers will be able to access a menu of positive and diversionary activities in their locality using a range of "What's On" media, including information technology.
- Our most vulnerable young people will be fully supported. They will be given professional assistance based on their individual needs in their local area and enabled to undertake positive activities and progress into education, training and employment.
- Young people will be more fully involved in finding solutions to crime and anti-social behaviour.

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

- Young people, carers and parents will see the Walsall Anti Bullying Charter displayed in all schools, shops, and bus and railway stations.

This will have been agreed and written by the panel members; young people, parents/carers, the schools and their partners.

- Parents/carers will have the opportunity to get training on bullying issues from their local school.
- Parents/carers will have the opportunity to get actively involved in their children's school work on anti-bullying strategies.
- Children and young people who bully or are bullied will have access to appropriate support through their local school.

Aim 4: Develop self confidence and successfully deal with significant life changes and challenges

- Young people will be able to 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 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.
- An improved transport infrastructure will enable participants to access their chosen activities

Aim 5: Develop enterprising behaviour

- Walsall will be known as 'A Town for Enterprise', having developed the idea 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, Walsall College and local universities.
- An increasing number of junior and secondary students will be involved in Enterprise and Employability activities.
- Young people who develop these skills will increase their chances of getting local jobs which will, in turn, increase the quality of the local workforce.

Achieve Economic Well-being

What will children and young people, parents and carers experience in 2012?

Our vision for achieving economic well-being is for all children and young people in Walsall to have a brighter future after school by embracing lifelong learning, accessing employment opportunities and enjoying a positive standard of living. By recognising the importance of achieving economic well-being, we acknowledge that having a job, career or being in training is the best way of ensuring that Children and Young People (C&YP) are able to avoid poverty.

To achieve this we are focussing our activities around the following key aims which sets out our aspirations of what C&YP, parents and their carers will experience in 3 years time;

To this end we have agreed aims for the next three years, detailed below:

Aim (1) Engagement in further education, employment or training on leaving school

- Walsall council, together with other key partners, will ensure that the four core elements of our engagement strategy to reduce those who are not in education employment and training (NEET); identification and tracking, intervention, guidance and provision, fit together seamlessly to ensure 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 provision. Appropriate progression routes will be available to all, whatever their starting point and this in turn will further increase participation.
- Young people will have access to good quality careers education in all schools supported by a wide range of services and professionally trained staff.
- Providers will tailor provision to meet individual needs and support vulnerable young people and those facing particular challenges and barriers to success.
- Providers will increasingly recognise that all young people have individual needs and that they achieve at different rates. This is particularly true of those with learning difficulties or more complex needs. Provision will be targeted to meet the specific needs of key groups, for example, young offenders and care leavers.

- Local partnerships will help young people to have greater access to local employment opportunities, particularly those linked to local authority economic development initiatives. This will enable children and young people to take advantage of the regeneration and new business developments planned for the next decade.

Aim (2) Ready for employment

- By 2013 all young people will be expected to stay 'in learning' until the age of 17, rising to 18 by 2015. We will prepare for this change by offering learners a broader and more motivating curriculum and new qualifications, including vocational and applied options such as Diplomas, designed to meet personalised learning needs.
- There will be a renewed emphasis on learning functional skills in English, maths and ICT alongside personal, learning and thinking skills designed to ensure that young people are not only qualified but also "job ready". This together with an expansion in apprenticeship programmes will enable more young people to get the basic knowledge and skills required by employers.
- Opportunities to study Foundation Degree and other level 4 modules will be available across the borough, including Walsall College's own foundation degree or level 4 offer, as well as complimentary university courses.
- Enhanced information, advice and guidance will sign-post appropriate routes into higher education, training or employment to help young people, their parents and carers make informed choices.
- A mentoring strategy will be designed to combat low aspirations amongst young people. This will include programmes for specific groups such as Looked After Children, young people with learning or physical disabilities and young people currently not in education, employment or training (NEET).
- We will make sure all young learners understand the commitments they are taking on before they embark on post 16 education or training to reduce the drop out rates.

Aim (3) Live in decent homes and sustainable communities

- We will work to ensure that all 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.
- Information and advice for families about private rented homes will continue to be improved so they can avoid living in non-decent and sub-standard properties.
- All care leavers will be offered a wider choice of accommodation which aims to meet their preferences.

Aim (4) Access to transport and material goods

- All Children and Young people will be well informed about their choices and options for travel to and from school and other educational establishments.
- By promoting sustainable travel, children will be helped to develop skills which will support and promote their safe independent access to services.
- By 2011 almost two thirds of Walsall's children will travel to school by a variety of sustainable, safe and healthy modes.
- We will work with schools, and other educational establishments to develop Sustainable Travel Plans for their pupils and staff.
- We will work to promote affordable access to cultural and leisure facilities for all children and young people.

Aim (5) Live in households free from low income

- We will work towards ensuring that all children live in warm, damp-free homes with energy efficient heating systems and are not in fuel poverty.
- All families will be advised of all the benefits available to them and encouraged to maximise take up, for example free school meals, to which they are entitled.
- We will support and promote healthier lifestyles for children and young people leading to reduced absences from school.
- The gap between the educational attainments of children from poor families compared to affluent families will have narrowed.
- We will support parents wherever possible to attain the skills and opportunities required to secure employment or further training.
- We look to develop a wider offer of flexible, free or affordable child care for our residents.
- Throughout their participation all parents and carers will feel confident, supported and able to identify what quality services mean for their family and are then able to make better and well informed choices.

Service Management

What will children and young people, parents and carers experience in 2012?

The direct impact on Children and Young people is described in each of the outcome chapters above, however our core common ambitions are that underpins all our management is that children and young people and their carers/parents will experience services that are;

- **Local easy to find help and support** – more and more children and young people will find that everything they need is available in their neighbourhood - from good play areas and youth activities to support for childcare and special help when family life becomes difficult. A range of integrated services will be available to them – saving time and avoiding the need to describe needs more than once.
- **Families come first** – more advice and assistance will take into account the importance of the family and their need to balance life and work – and to have fun.
- **Personalised** – instead of being offered one type of service, children and young people will be able to choose from a 'menu' of services that fit their particular needs best. We will listen more carefully to what they want and do our best to respond – as if they were a customer who could go elsewhere.
- **Successful** – like you, we want the best for children and that means encouraging them to be ambitious and achieve good qualifications which will give them more choices in their lives, more secure work and higher income. More broader support will be provided in schools and colleges, especially as increasing numbers become extended schools.
- **Value for Money** - we will ensure that the services you receive are the best value we can provide.

12 Children's Trust arrangements chapter

Our Childrens 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 key bodies in the Children's Trust are;

- Children and Young Peoples Executive Group
 - Performance & Outcomes Group (POG)
 - Strategic Commissioning Group (SCG)
 - Senior Leadership Team
- Childrens Trust Partnership Forum
- Local Childrens Safeguarding Board
- Childrens Area Partnerships
- Children and Young Peoples Plan
- CAF and Child Concern
- Integrated Services
 - CAMHS
 - Disability
 - LAC 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. Walsall tPCT Associate 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
--	---

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 Childrens Trust Partnership Forum, and CHEG holds itself voluntarily accountable to the them for the delivery of the Children and Young Peoples Plan.

Imminent Legislation

The Government intends to introduce new law soon that will strengthen Childrens 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.

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

- A strategic needs assessment – engaging with children, young people and families, understanding their needs and taking a sophisticated approach to the use of data;
- Planning and service design – identifying what services are needed to address each child's needs holistically and to prevent problems arising in the first place;
- Deciding how to deliver those services – identifying which organisations are best placed to deliver, contract, broker partnerships; or put service level agreements in place, and then
- Reviewing and challenging – assessing effectiveness and monitoring the impact on children's lives and prospects.

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

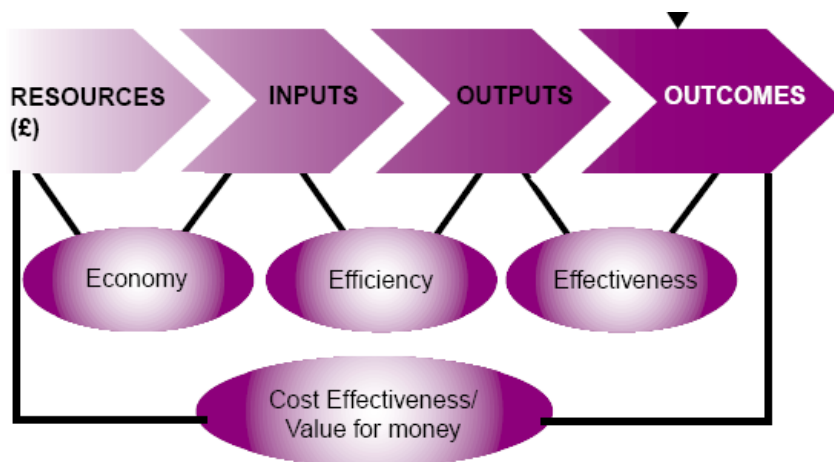
Our commissioning process is about improving outcomes for children, consequently we embed an outcome focus in all parts of the process; from needs analysis focussing on what children tell us, to designing specifications for service that are based on outcomes. Defining and measuring outcomes is challenging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

	QUANTITY	QUALITY
EFFORT	HOW MUCH DID WE DO?	HOW WELL DID WE DO IT?
EFFECT	IS ANYONE BETTER OFF?	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 CYPP 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 CYPP priorities. It ensures that innovation leads to raised standards of attainment and improved quality of provision in achieving the education outcomes of the CYPP 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 CYPP. It also monitors and evaluates the use and impact of such grants

- **Children's Area Partnerships**

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.

Next steps

Over the next few weeks, we will be widely consulting on this plan. We will then revise it based on comments and produce a final draft in early June. Once the Children and Young Peoples Executive Group has approved the plan – and over 200 improvement targets in our ECM scorecard – it will go to Walsall Council for final approval in July.

If you wish to comment on this plan please take part in the on-line survey at [Insert SNAP link](#)

Or contact the Childrens Trust Commissioning Support Team on 01922 652362

www.walsallchildrensplan.org.uk

13. Glossary

APA – Annual Performance Assessment
BSF -Building Schools for the future
CAMHS – Child and Adolescent Mental Health Services
CHEG – Child and Young People's Executive Group
CIN – Children in Need
CPP – Child Protection Plan
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
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
WP – Walsall Partnership