

Walsall Children's Trust

# Children and Young Peoples Plan 2009-12

Refresh for 2010-11

*1<sup>st</sup> Draft for Consultation - 3<sup>rd</sup> February to 5<sup>th</sup> March 2010*



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## Introduction

This document 'refreshes' the 2nd year of our 3 year plan 2009/10 to 2011/12. It does this by;

- Reviewing progress during 2009-10
- Refreshing our success measure against our 3 year priorities
- Summarising progress on Children's Trust
- Providing a strategic overview of underpinning plans

## Strategic Direction

### Where are we now

2009/10 has been a challenging year, with the combined effect of the worse recession for a generation and the national response to Baby Peter child protection concerns. These have caused great pressures across our services – despite this our Children's Trust has helped deliver improving outcomes for children. You will find detailed improvements in each chapter, but headline improvements are;

- Good placement stability for Looked after Children under 16
- The percentage of children gaining 5 A\*-C GCSE's including English and Maths rose from 40.6% to 43.2%
- The percentage of Looked after Children who committed offences fell by 30%
- 100 % of schools participate in national healthy schools program
- The latest NEET figures show that only 8.5% of 16-18 year olds were not in employment, education or training despite the economic downturn

In December Ofsted published their annual judgement – based on entirely new rules – and found that Children's services in Walsall 'perform adequately'. We consider that this does not sufficiently take into account the significant challenges we face due to the high levels of deprivation nor does it acknowledge improvements since inspections took place (in some case more than 2 years ago). However we accept the challenge to improve our service quality and achieve a better rating this year.

### Key facts:

- 60,729 children and young people aged under 18
- 16,000 children in poverty – around 1 in 4
- 1,600 children with disabilities.
- 2,100 children in need of support (2005 CiN survey)
- 472 looked after by the Council as of October 2009
- 238 at risk of abuse (CPPs) as of October 2009
- Increasing proportion of children from Black and Minority Ethnic communities (eg; in 2001, 23.8% of 0-4 year olds were from BME communities, over the last 4 years the proportion of Walsall registered births from BME communities was 30%.)
- At any one time there are about 2,000 vulnerable children and 10,000 young people receiving a service from Universal and Specialist Services and 47,000 children are receiving education

## Increasing population

Walsall's under 18 population is estimated to be 60,729 in 2009 and is projected to rise to 61,500 by 2012. While the numbers of children over 10 will fall slightly there will also be significant increases:

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

## Where we want to be

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

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

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

## Our priorities

Our annual review and analysis of need has confirmed that our 3 year priorities for improvement remain relevant;

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

(see appendix for the list of priority and success measures)

Children and young people have told us that they thought that all of our six priorities are important, they thought that 'targeting early intervention to ensure safety' and 'promoting mental health, wellbeing and enjoyment of life and school' were the two most important.

For each priority we have amended our 'success measures' based on detailed analysis of need and performance in 2009-10. Please see reports on our website [www.walsallchildrenstrust.org.uk](http://www.walsallchildrenstrust.org.uk)

## How we will get there

We will focus on 5 key changes;

### **(i) Prevention**

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

### **(ii) Localisation**

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

### **(iii) Personalisation**

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

### **(iv) Specialised intervention when needed**

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

### **(v) Further improve service quality**

This will include developing the workforce and leadership across the Children's Trust and setting up a new Performance Management system and Quality Assurance Framework for service quality improvement

# PRIORITY 1: Encourage Healthy Lifestyles

## What we will improve in 2010-11

### The way we will work together

NHS Walsall is committed to working in partnership with other statutory, private and voluntary sector agencies through the appropriate Children's Trust governance structures to enhance wherever possible the quality of services for Walsall residents. Notwithstanding the priorities set out in the Encouraging Healthy Lifestyles, in addition, in the coming year we will continue our support for the Local Safeguarding Children's Board and strengthen the associated health policies and practices relating to safeguarding babies, children and young people with an associated additional investment.

## Our success measures in 2010-11

### (Our key improvements, measures and actions in 2010-11)

What we will improve	How much will we improve	What we will do (Our key actions)
<b>Reduce infant &amp; perinatal mortality rate</b>		
Reduce infant mortality rate per 1000 live births over 2006-2008	Reduce to 7.6 from 8.5 present rate per 1000 live births	<ul style="list-style-type: none"> <li>• Implement the Maternity matters targeted action plan.</li> <li>• Make full use of segmented social marketing data and intelligence to inform targeted services.</li> <li>• Redesign maternity care pathways to meet the needs of the most vulnerable women.</li> </ul>
<b>Reduce under-18 conception rate per 1,000 females 15-17</b>		
Increase the number of Schools (both primary and secondary) adopting the 'Whole School Approach' SRE model	By 2011 95% of schools to be engaged with The Whole School approach programme within the PSHE curriculum	<ul style="list-style-type: none"> <li>• Continue to ensure that teachers gain the National PSHE Certification Qualification</li> <li>• Provide funding to enable the Healthy schools team to support schools</li> <li>• Fund local resources, to be used to support implementation of the model</li> </ul>

Continue to provide the Teens and Toddler Aspirational programme (T&T) within local schools	90% of those engaging to gain the national award: Level 1 Interpersonal skills	<ul style="list-style-type: none"> <li>• Renew the T&amp;T license agreement</li> <li>• Fund a T &amp; T coordinator to manage the programme</li> <li>• Identify 'hot spot' schools</li> </ul>
Targeting young people at risk of becoming Young parents	By 2012 reduce present baseline by 10%	<ul style="list-style-type: none"> <li>• Identify young people at risk, and recruit with parental consent</li> </ul>
Reduce the number of young parents/parents to be categorised as NEET	By 2012 reduce present baseline by 10%	<ul style="list-style-type: none"> <li>• Continue the partnership with Connexions to facilitate the access to education, training and employment for this target group</li> </ul>
Decrease the rate of under 18 conceptions	51/1000 females aged 15 to 17 year olds	<ul style="list-style-type: none"> <li>• Coordinated approach to matching service provision to identified areas of need.</li> </ul>
<b>Reduce obesity rates in Primary School children</b>		
Reduce prevalence of obesity in year 6 children	Reduce to 19.9 from present rate of 22.0	<ul style="list-style-type: none"> <li>• Implement the early years preventative programme for 2 to 4 year olds</li> <li>• Support target schools by implementing the healthy schools enhancement model</li> <li>• Increase capacity in existing obesity prevention and treatment targeted projects</li> </ul>

## PRIORITY 2: Promote mental health, wellbeing and enjoyment of life and school

### What we will improve in 2010-11

#### The way we will work together

The Strategic leadership for CAMHS lies with NHS Walsall and the Council. The partnership will continue to develop a framework for commissioning priorities to promote mental health and the well being of children and young people in Walsall. During 2010-11 we will increase the range of preventive services delivered in universal settings and through targeted support arrangements for children experiencing mental health concerns.

A strong partnership with schools focused on innovation has been formed through our Next Practice Network. Building on a range of successful commissions over the last two years, we will focus on the features that promote enjoyment of school and disseminate this learning across schools and settings to improve the percentage of children who are engaged, included and enjoying school.

### Our success measures in 2010-11

#### (Our key improvements, measures and actions in 2010-11)

What we will improve	How much will we improve	What we will do (Our key actions)
<b>Deliver effective CAMHS</b>		
CAMHS service delivery.	% of all referrals accepted.	<ul style="list-style-type: none"> <li>Proactively seeking feedback from those accessing services.</li> </ul>
Waiting times.	To maintain waiting times at 2 weeks as specified.	<ul style="list-style-type: none"> <li>Ensure the right children and young people are seen by the right service at the right time.</li> </ul>
Resilience of school staff, children, young people and parents.		<ul style="list-style-type: none"> <li>Deliver TAMHS project to targeted schools and families.</li> </ul>
<b>Increase percentage of Children who enjoy school</b>		
We will increase the percentage of children who enjoy school.	<p>By 2011 95% of parents will indicate that their children enjoy school – Ofsted Section 5 inspection reports</p> <p>A reduction to 7% of</p>	<ul style="list-style-type: none"> <li>Continued development of SEAL strategies to address the emotional and social wellbeing of children and young people.</li> <li>Continued focus on the quality of teaching and learning.</li> <li>Further development of the School Council</li> </ul>

	children 'not enjoying school' in the national TellUs survey	Quality Mark in progress.
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**Increase percentage of Young People engaged in positive activities**

Ensure that all 14 year olds participate in leisure(or recreational activities) outside school or positive activities	2010-11 Target – 78.5  As reported and accessed via the 2010 Tell Us survey	<ul style="list-style-type: none"> <li>• Develop wide range of positive and diversionary activities within localities.</li> <li>• Use range of media to promote opportunities.</li> <li>• Regularly consult young people to update activity menu.</li> </ul>
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## PRIORITY 3: Target early intervention to ensure safety

### What we will improve in 2010-11

#### The way we will work together

- Listen, respond and involve children and young people in decision making.
- To demonstrate in case recording that we have taken children and young people's views into consideration.
- Embed the 'Think Family' approach into our existing service delivery.
- Establish clear working arrangements between adult and children's services particularly in relation to substance misuse, mental health and disability services.

### Our success measures in 2010-11

#### (Our key improvements, measures and actions in 2010-11)

What we will improve	How much will we improve	What we will do (Our key actions)
<b>Reduce domestic violence referrals to Children's services</b>		
All services response to domestic violence.	Increase uptake of DV training by staff	<ul style="list-style-type: none"> <li>• We will ensure staff are appropriately trained to address domestic violence.</li> </ul>
The targeted intervention of specialist staff.	Reduce the % of re-referrals to DART	<ul style="list-style-type: none"> <li>• We will review how we utilise the skills of specialist staff to ensure these are used to maximum effect.</li> </ul>
The early intervention delivered in Universal settings.	Increase % of Children's Centre workers accessing training	<ul style="list-style-type: none"> <li>• We will support Children's Centres and other universal settings to increase their awareness and respond appropriately.</li> </ul>
<b>Reduce the number of Children &amp; Young people who run away</b>		
Response to children & young people who run away.	Reduce number and/or episodes of children who run away	<ul style="list-style-type: none"> <li>• We will use the experience of children and young people who run away to inform service delivery.</li> <li>• We will secure support to ensure all children and young people have an independent point of contact.</li> </ul>

## Enhance targeted support for vulnerable Children to reduce number of LAC

We will influence the priorities of Universal Services to ensure vulnerable children are supported.	Develop measures to show impact of preventative services on LAC admissions	<ul style="list-style-type: none"> <li>All services will explicitly state in service plans the contribution they will make to vulnerable children</li> </ul>
We will work with other services including third sector to target resources.	Include in all specifications and grant agreements clear outputs related to risk of LAC	<ul style="list-style-type: none"> <li>All commissioning services will align directly with priorities contained in this plan.</li> </ul>
Agree priorities for CAPs to ensure the most vulnerable children and families receive services.	Percentage of CAPs who have identified prevention as a priority	<ul style="list-style-type: none"> <li>Work closely with CAPs to agree how local need will be met.</li> </ul>
The targeting of workforce development opportunities to those working with the most vulnerable families.	Enhanced skill sets in key staff groups	<ul style="list-style-type: none"> <li>We will ensure our workforce recognizes and responds to the needs of vulnerable children.</li> </ul>

## Enhance targeted support for vulnerable children to reduce 2<sup>nd</sup> and subsequent CPP plans

We will ensure that we maximise the Families Matter programme to target the most vulnerable children	Demonstrate direct impact of intervention on LAC admissions	<ul style="list-style-type: none"> <li>We will review all existing targeted services to make sure the services are targeting those most in need.</li> </ul>
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## PRIORITY 4: Promote social inclusion and reduce Child Poverty

### What we will improve in 2010-11

#### The way we will work together

We will extend our multi agency working to focus on linking the education, employment and skills agenda to improve young people's attainment, aspirations and life chances. By working on strengthening communities in this way we will make further inroads into tackling child poverty and social inclusion. We will make it a priority to place child poverty at the centre of planning and delivery. This is crucial in tackling such a complex agenda which involves all aspects of statutory, community and voluntary provision. We will develop systems and structures to commission new provision to meet locally identified needs, maximise expertise and resources.

We will work more effectively to share information, thereby identifying the best means of utilising resources and measuring success in delivering outcomes. At a strategic level we will work together to ensure that agencies plans are complimentary and focussed on key priorities in the Childrens Plan. We will provide borough wide and locally based solutions with personalised support to enable all young people to access appropriate progression pathways into further education, training or employment. We will involve all key our stakeholders in the development of appropriate integrated service developments, focussing particularly on engaging children and young people.

### Our success measures in 2010-11

#### (Our key improvements, measures and actions in 2010-11)

What we will improve	How much will we improve	What we will do (Our key actions)
<b>Improve aspirations and attainment of underperforming groups (inc: LAC, FSM, SEN, LLDD, Pakistani, Bangladeshi and White boys) to reduce the gap between their attainment and comparable national performance.</b>		
We will improve attainment of underperforming groups listed above.	We will narrow gaps in attainment between groups listed above and compare able national performance at KS2 and KS4.	<ul style="list-style-type: none"> <li>Ensure appropriate allocation of 1:1 Tuition funding to underperforming pupils in groups listed above at risk of not making two levels of progress during KS2 and KS4.</li> <li>Employ staff to improve capacity around KS2- KS4 transition and mentoring in schools where groups listed above are underperforming.</li> </ul>
<b>Reduce percentage Not in Employment, Education or Training (including Black and Minority Ethnic young people and increase EET for; young offenders).</b>		
Increase the number of 16, 17 & 18 year olds 'in learning'.	We will reach our agreed NEET target of 8.7% in 2010/2011.	<ul style="list-style-type: none"> <li>Work closely with post 16 learning providers, the new National Apprenticeship Vacancy Service, Job Centre Plus and IYPSS to provide a wider range of progression routes, impartial information, advice, guidance and support to meet the diverse needs of all 16, 17 &amp; 18 year olds.</li> </ul>

Enhance multi agency support to disabled young people (i.e. access to post 16 education, training and employment opportunities, short breaks, leisure activities etc).

We will increase provision of short break activity

We will provide short breaks services for at least 724 families.

- We will increase the range of after school and school holiday activity schemes, including procuring a borough wide Buddy service and a family support service.

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

Reduce the % of children in Walsall living in poverty

We will meet the LAA target.

- We will support low income families, including lone parents, into training to achieve Level 2 skills that will help entry into employment and sustained work patterns.

Improve life outcomes for LAC (e.g. increase GCSES, EET and suitable accommodation , reduce cautions )

Narrow the attainment gap for LAC achieving 5+A\*-C including English and maths

Achieve the 5 A\*-C (Including English and Mathematics) and 5 A\*-C (excluding English and Maths) targets in 2010.

- Implement Raising Achievement Strategy.
- Provide first day provision prioritising English and Maths for young people entering the care system, returning to Walsall or excluded from mainstream and short stay schools.
- Ensure Virtual School staff provide homework, revision and out of hours support focusing on English and Maths.
- Ensure Designated Teachers in out of borough schools, are providing appropriate support to students from Walsall.
- Deliver training to Governors about their role in supporting the education of looked after children.

# PRIORITY 5: Value and support our young people

## What we will improve in 2010-11

### How we will work together

School leadership teams and governors will be given the targeted support and challenge to identify the barriers to learning across all key stages, to address them and to monitor and evaluate impact. Good and developing practice will be shared and opportunities for school to school support and effective multi-agency support will be promoted.

We will develop joint leadership and shared accountability for improved outcomes, prioritised at school, local and borough wide levels with a particular focus on narrowing the gap and equalising opportunity. We will make a determined effort to make the greatest difference for those children and young people most vulnerable to underachievement, therefore helping to lift overall levels of attainment at all key stages, closing the gap on the performance of like local authorities and national averages.

Further training on ‘limiting judgements’ in Ofsted will be provided for head teachers to support them in improving Ofsted outcomes across the full range of indicators, including behaviour.

The role of the School Improvement Partner (SIP) and the Children’s Services Improvement Adviser (CSIA) will be developed and training continued to make their work with individual schools and settings more effective, as well as the work of CSIAs with networks of schools within Children’s Area Partnerships (CAPs) and Neighbourhood Management Areas (NMAs), to improve outcomes for children and young people.

We will work in integrated ways across Children’s Services and with a range of partners to accelerate progress. A ‘World Class Primary’ Strategy will be collaboratively produced, complementing the Secondary Transforming Learning Strategy.

### Our success measures in 2010-11

What we will improve	How much will we improve	What we will do (Our key actions)
Improve number of secondary schools being judged as having good or outstanding behaviour		
Improve the number of schools judged as having at least good standards of behaviour	Increase the number of secondary schools graded as good or better to be greater than 50%	<ul style="list-style-type: none"> <li>Analyse Ofsted grades to identify schools. Integrated support team, trained and deployed proportionate to need, as early intervention/prevention.</li> <li>Develop Primary Partnership model and establish cross – phase school progress group and a Strategic Plan in response to Behaviour Challenge, targeting one school.</li> </ul>

## Improve the number of schools and education settings judged as good or outstanding

<p>Improve the number of schools or settings judged as at least good</p>	<p>Target support to ensure greater than 50% of our schools and settings are judged at least good.</p>	<ul style="list-style-type: none"> <li>• Analysis of three year and previous year's attainment to target and support schools that could become good, to predict timing of inspection and to identify areas for development.</li> <li>• Up skill CSiAs in data analysis, writing Pre-Inspection Briefings, conducting supported self reviews, brokering support and evaluating impact.</li> <li>• Increase dissemination of good practice and promotion of school-school support. Arrange Briefings for head teachers.</li> </ul>
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## Narrow the gap between Walsall's attainment performance and those of our statistical neighbours (level 2 and 3, GCSEs and level 2 KS1)

<p>Narrow the gap between Walsall's attainment performance and that of our statistical neighbours (Level 2 KS1, GCSE and levels 2 and 3 post 16)</p>	<p>Narrow the gap to match at least the performance of our statistical neighbours.</p>	<ul style="list-style-type: none"> <li>• Provide funding for schools to participate in universal and targeted training with follow up support.</li> <li>• Promote 1-1 tuition in every school in Walsall to impact on 1860 children and young people in Key Stages 2,3, and 4.</li> <li>• Provide dedicated support (proportionate to need) from the Teaching and Learning Team, the 14-19 team and CSiAs.</li> <li>• Use data and other relevant intelligence effectively, to prioritise support at each key stage for every school in Walsall, particularly for underperforming groups.</li> </ul>
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## Active involvement of children, young people and their families and carers service design, delivery and governance and democratic processes

<p>Active involvement of children, young people in service design, delivery, governance and democratic processes</p>	<p>Engage in commissioning. Develop model of a youth manifesto supported by young councillors etc. Include young people in governance of CAPs and LMAs.</p>	<ul style="list-style-type: none"> <li>• Service re-design. Refresh and re-launch Charter; form specialist team to give greater focus on active involvement agenda through Children's Trust; identify additional strand and key work stream around engagement agenda.</li> <li>• Toolkits developed (e.g. re workforce development which involves children and young people in the recruitment process).</li> </ul>
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## Priority 6: Improve Service Quality

### What we will improve in 2010-11

#### The way we will work together

Our new Children's Trust Board will be in place by the summer to further integrate our governance and strategic management. A new Children's Trust Joint Commissioning Unit will also be set up between NHS Walsall and Walsall Children's Services to focus on securing services that improve outcomes and deliver value for money – with an early focus on children with disability. We will continue the development of Children Area Partnerships to promote further working together with schools on locality solutions. Because our workforce is central to improving outcomes we are driving forward joint training and working and promote use of the child concern model and Common Assessment Framework.

#### Our success measures (that show how well we have delivered the priority in 2010-11)

What we will improve	How much will we improve	What we will do -Our key actions
<b>Ensure all services are judged good or better</b>		
We will improve the number of services rated 'good or better'	Each service will aim to deliver 65% of inspection ratings as good or better	<ul style="list-style-type: none"> <li>All services to self assess and action plan to get good or better judgments and provide targeted improvement support</li> </ul>
We will improve our inspection rating	From adequate to 'performs well' by 2010	<ul style="list-style-type: none"> <li>Use performance management to drive up service quality</li> </ul>
<b>Ensure services respond to diverse community needs (e.g. Equality Impact Assessments)</b>		
We will ensure our planning and services address diverse needs	We will complete 5 EIAs to ensure key plans address differing needs	<ul style="list-style-type: none"> <li>Complete needs assessments of diverse groups</li> <li>Complete EIA and ensure appropriate actions included</li> </ul>
<b>Develop our workforce and leadership including succession planning</b>		
We will reduce our vacancy rates for key staff	Reduce SW vacancy rates by 3% points	<ul style="list-style-type: none"> <li>Effective recruitment and retention actions</li> </ul>
Our leadership skills will improve	We will measure confidence in leadership and make a commitment to improve this.	<ul style="list-style-type: none"> <li>Understand our leadership skills gap and work collaboratively to address it.</li> </ul>
<b>Develop Children's Trust Board, enhance the accountability of strategic groups (e.g. Disability, YOT, Safeguarding)</b>		
Enhance integration of our governance and strategic management	Decision making across the Children's Trust will be improved	<ul style="list-style-type: none"> <li>Set up new Children's Trust Board</li> <li>Revise Children's Trust structure with clearer governance for key groups</li> </ul>
<b>Improve value for money and efficiency through more effective commissioning</b>		
We will deliver savings through better commissioning and procurement	We will identify savings from better VFM and negotiation for placements and disability services	<ul style="list-style-type: none"> <li>Introducing brokerage for placement purchase</li> <li>Tendering for services for disabled children</li> </ul>

## Glossary

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

## Appendix – 6 Priorities and success measures

<b>Priority 1; Encourage Healthy Lifestyles</b>
<b>Success measures</b>
1.1 Reduce infant & perinatal mortality rate
1.2 Reduce under-18 conception rate per 1,000 females aged 15-17
1.3 Reduce obesity rates in Primary School children
<b>Priority 2: Promote mental health, wellbeing and enjoyment of life and school</b>
<b>Success measures</b>
2.1 Deliver effective CAMHS
2.2 Increase percentage of Children who enjoy school
2.3 Increase percentage of Young People engaged in positive activities
<b>Priority 3: Target early intervention to ensure safety</b>
<b>Success measures</b>
3.1 Reduce domestic violence referrals to Children’s services
3.2 Reduce the number of Children & Young people who run away
3.3 Enhance targeted support for vulnerable Children to reduce number of LAC
3.4 Enhance targeted support for vulnerable children to reduce 2 <sup>nd</sup> and subsequent CPP plans
<b>Priority 4: Promote social inclusion and reduce Child Poverty</b>
<b>Success measures</b>
4.1 Improve aspirations and attainment of underperforming groups (Including - FSM, Looked after Children, SEN, Pakistani, Bangladeshi and White boys) and to reduce the gap between their attainment and children’s generally
4.2 Reduce percentage Not in Employment , Education or Training (including Black and Minority Ethnic young people and increase EET for; young offenders )
4.3 Enhance multi agency support to disabled young people (e.g; access post-16 education, training and employment opportunities, short breaks and leisure activities etc)
4.4 Reduce numbers and/or negative impact of children in poverty
4.5 Improve life outcomes for LAC (e.g; increase GCSES, reduce cautions, increase EET, suitable accommodation)
<b>Priority 5: Value and support our Young people</b>
<b>Success measures</b>
5.1 Improve number of secondary schools being judged as having good or outstanding behaviour
5.2 Improve the number of schools and education settings judged as good or outstanding
5.3 Narrow the gap between Walsall’s attainment performance and those of our statistical neighbours (level 2 and 3, GCSEs and level 2 KS1)
5.4 Active involvement of children, young people and their families and carers service design, delivery and governance and democratic processes
<b>Priority 6: Improve Service Quality</b>
<b>Success measures</b>
6.1 Ensure all services are judged good or better
6.2 Ensure services respond to diverse community needs (e.g. Equality Impact Assessments)
6.3 Develop our workforce and leadership including succession planning
6.4 Develop Children’s Trust Board and enhance the accountability of strategic groups (e.g. Disability, YOT, Safeguarding board etc)
6.5 Improve value for money and efficiency through more effective commissioning