

Transforming Children's Services Programme 2020-2025

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Welcome 'Setting the Scene for 2021-22'

The Transforming Children's Services Programme (TCSP) was initiated as an emergent programme in 2016 evolving from several projects ongoing in the directorate at the time.

In its first five years, the programme had continued to mature greatly making significant progress in delivering a range of service improvements that led to better outcomes for children and young people across the city.

Following the joining of Children's and Education services in 2019, a programme refresh was approved to reflect on key achievements from the last five years and to ensure that transformation going forward represents the integrated priorities of both directorates.

In 2021, the first TCSP Annual Report was produced to evidence the positive impact transformation projects have had on children, young people and their families. **This second Annual Report continues telling the Children's Transformation story.**

Refreshing the programme led to:

- A refreshed vision
- Agreed outcomes
- A programme Mandate
- A programme Business case with agreed KPIs
- The first Annual Report 2020-21
- **This Annual Report 2021-22**



New this year



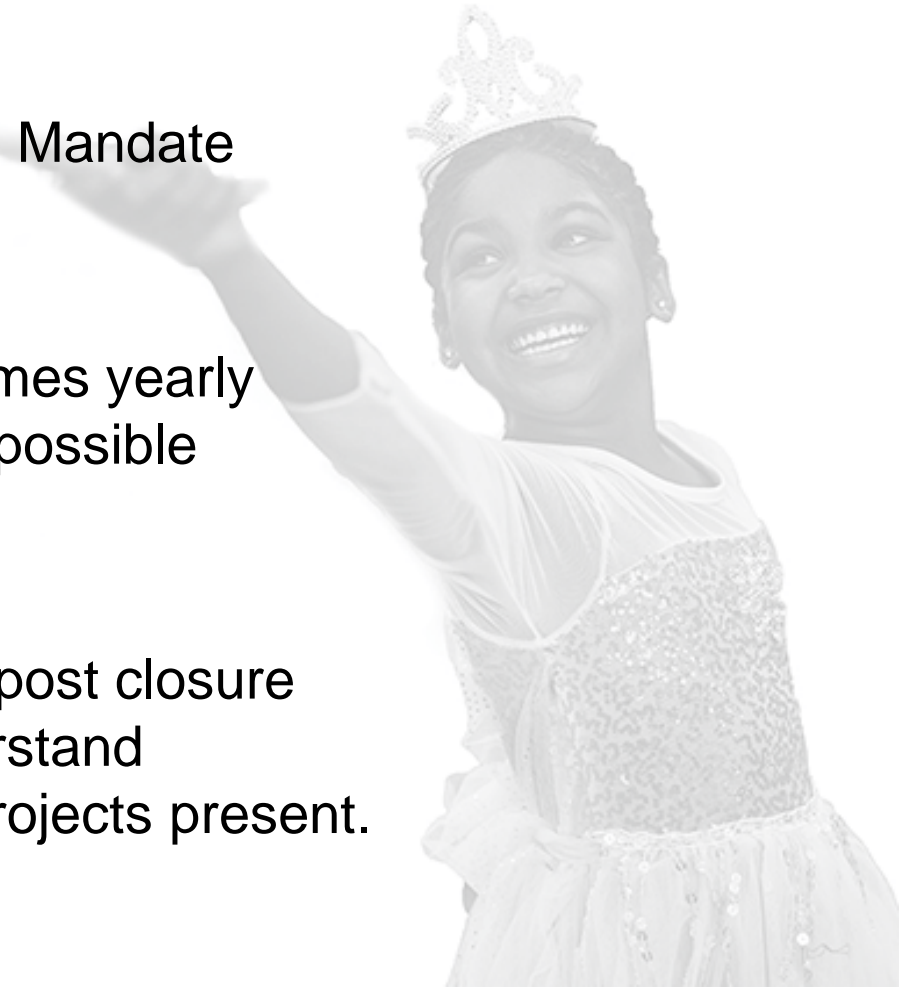
Assurance: Programme Health Check and Mandate review complete.



Commitment to Transformation: Three times yearly discussion about transformation ideas and possible projects.



Ongoing Benefits Realisation: 12-month post closure reports regularly received at Board to understand continued improvement as BAU or if new projects present.



Children's Services Successes

2016

Transformation of Early Intervention

Improved management of demand through:

Reducing the number of children and young people in care

Keeping them with their families where safe and appropriate

Reducing the amount of time children are in care

Supporting families to continue offering a stable home



Integrated Health, Social Care & Early Intervention

Increased Foster Carers through **Family Values Project**

Commissioning of Healthy Child Programme (0-19)

Positive impact on Ofsted inspections across the city

Achievement outcomes for learners (raised)

Training achievements amongst workforce



Savings of **£6 million** since 2016

Performance monitoring informing decision making



Implementation of Multi-agency Safeguarding Hub (MASH)



Agreed targets met: **Troubled Families Programme Phase 1 & 2**



Successful projects:

Unaccompanied Asylum-Seeking Children (UASC)

National Assessment and Accreditation System (NAAS)

No-recourse to Public Funds (NRPF)

Improved stability and permanence options through **Fostering & Adoption**



Successful delivery of **HeadStart PHASE 3**

Funding approved for **HeadStart PHASE 4**

Power2 Team

HeadStart PHSE Wellbeing Toolkit accredited and published nationally



Launch of the **YO!** website

Closure of Family Values project with a net gain of 72 internal foster carers

2021

Launch of



Establishment of Youth Engagement Team

2020

Creation of a 50 strong internal Provider Reference Group for Education Traded Services – OneCouncil



Two new targeted projects initiated under the programme



2022

TCSP nominated for an LGC Award in the Children's Services Category

Transformation projects feature in three regulatory inspections across children's services, youth offending and education

92 children referred to ISAPP were not excluded from school



To be continued in 2023

A Reminder

Why the programme is
important to young people.



Making
Experiences
New Friends
Confidence
Voice

Responsibility
Commitment
Opportunities
Speaking without judgement
Perspective
Involved
Engagement
Chair of CiCC
Share
I Awards
Student opinions
Broaden opinions
Influence
Something bigger
Share opinions

Not Forgetting

What **good support** looks like for **young people**.

And new for 2022-23:



A support system that **considers the environment**

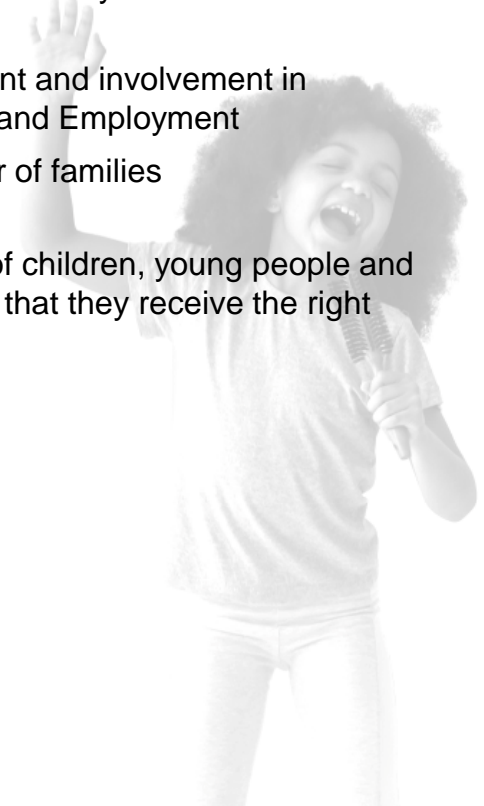


Strategic drivers 'refreshed and updated'



Relevant Outcomes

1. Reduce the harm caused by child poverty
2. Increase achievement and involvement in Education, Training and Employment
3. Increase the number of families that are strong
4. Improve the health of children, young people and families by ensuring that they receive the right support



Strategic drivers 'refreshed and updated'



Relevant Outcomes

1. Strong families where children grow up well and achieve their full potential
2. Fulfilled lives for all with quality care for those that need it
3. Healthy, inclusive communities

Principles

- Climate Conscious
- Driven by Digital
- Fair and Equal



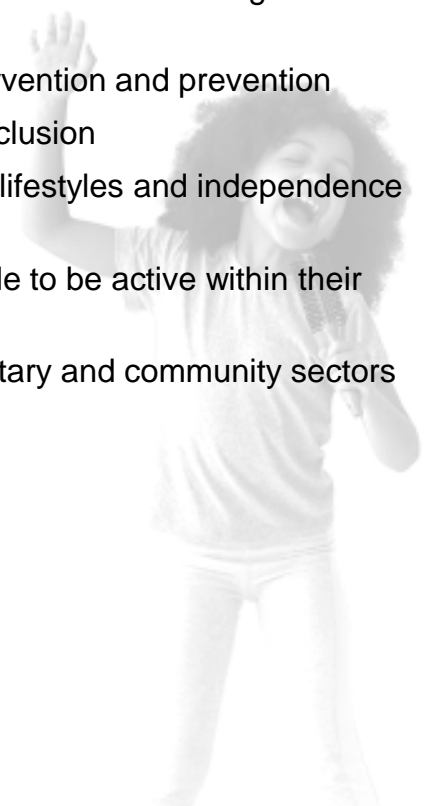
Strategic drivers 'refreshed and updated'



Relevant Outcomes

Empowering People and Communities through the following priorities:

1. Undertaking early intervention and prevention
2. Supporting financial inclusion
3. Encouraging healthier lifestyles and independence at all stages of life
4. Supporting more people to be active within their communities
5. Encouraging the voluntary and community sectors



Strategic drivers ‘refreshed and updated’



Core principles

1. That every child or young person will reach their full potential
2. That every school or education setting will make effective provision for children and young people with special educational needs and disabilities
3. That the outcomes of every child or young person are a collective responsibility.
4. That transparency, mutual trust and partnership are vital to a self-improving system
5. That strong leadership, management and governance are essential
6. That an effective self-improving school / education setting led system of support is vital
7. That newly created Teaching Hubs will work in partnership with schools
8. CWC will work in partnership with Schools' Forum to ensure resources are effectively deployed for the best school standards

Strategic drivers 'refreshed and updated'



Summary

Raise pupils' attainment levels and close the gap between those from richer and poorer backgrounds, to inspire pupils to reach their full potential, and to give them a bright future in a fast changing, progressive city.

Seek to create a city of learning where there are high quality and innovative learning opportunities for everyone, young and old, which develops a highly skilled workforce and joins skills to future business needs.

Schools and providers working together to deliver improved outcomes for children and young people, support the most vulnerable, outline the digital transformation of services and the importance of leadership in driving through improvements.

Programme Vision 'still relevant'

The Transforming Children's Services Programme will have children, young people and families at the heart of all its activity.

*Our **ambitious** and **innovative** approach to **transformation** will improve outcomes for children and young people across the city of Wolverhampton generating **opportunity**, **equitably** and **inclusively**.*

*To ensure improved outcomes is at its core, **co-production** and **engagement** will be embedded throughout the programme and lived experience used as an indicator of **improvement**.*

*The programme will act as a driver for change whilst supporting transition to business as usual for the services and partners it works with. This will be done with efficiency, at pace and should always aim to **support** and **empower** children, young people, families, **communities** and our workforce.*

*Clear, consistent and relevant **communication** with all stakeholders will be key to this success.*

*The programme will continue to make evidence-based decisions whilst championing **creativity** in delivery. This will be true of projects that benefit children and young people universally as well as **making a difference** to specific groups who are most in need of our support. Evidence will also be used proactively to predict future need and demand.*

*Working collaboratively, the programme will ensure **committed** and **enthusiastic** leadership when striving to **achieve** outcomes and will build **trust** with the those affected by its outputs.*



Programme Outcomes 'also refreshed and updated'

Improve life outcomes for children, young people and families in Wolverhampton, through:

1. **Increased relevant communication to all stakeholders affected by the programme**
2. **Increased co-production and engagement across associated projects**
3. **Improved approach to working with children, young people and their families across the whole system**
4. **Increased engagement with the workforce during transformation of services**
5. **Increased number of children remaining in safe and stable homes, particularly those at higher risk**
6. **Improved partnership working with education settings to support improved outcomes for children and young people**
7. **Improved opportunities for target CYP cohorts (for example young offenders, care leavers, children with SEND and Looked After Children)**
8. **Increased resilience and emotional wellbeing amongst children, young people and families**



Some of the TCSP Projects



Reducing Repeat Removals

A project aimed at supporting Mums and partners with trauma informed practice to address the underlying issues that have led to the removal of a child into care before a future pregnancy occurs.



Creating Family Homes for Children in Care

A project that will establish two children's residential home in the city offering specialist short term support to children with complex needs whilst keeping them close to their friends and families.



HeadStart

To bring together and share skills, knowledge and expertise to develop and deliver a series of innovative interventions that prevent young people aged 10-16 years developing common mental health problems.



Supporting Families

To significantly improve and sustain outcomes for vulnerable families in Wolverhampton in line with funding eligibility criteria.



Social Workers in Schools

To evaluate and better understand if placing social workers in education settings improves outcomes for young people, how well those outcomes are improved and the circumstances that lead to improvement.



Culture of Belonging

For all children and young people growing up to experience a positive sense of belonging that enables them to engage positively and achieve educationally.



Culture of Inclusion

To ensure the council has robust systems in place to identify, respond to and manage demand across SEND services. The project will deliver improved assessment pathways, earlier support and work with across organisational boundaries to better support families.



Transformation of Traded Services

A project aimed at improving processes and purchasing ability for schools when trading with CWC service providers. This project brings together internal departments in a One Council approach to make buying need based services fast, easy and flexible.

TCSP Annual Report 2021-2022 Highlights

Key achievements:

- HeadStart **Co-Production event held with 13 young carers** contributing to the All-Age Carers Strategy.
- ‘Journey of Change’ training programme developed and delivered to **parents and school pastoral leads**.
- **EHCP Annual Review backlog recovery completed** bringing the number of outstanding amendments in line with national averages.
- HeadStart **Wellbeing Toolkit PSHE accredited** and published nationally on the Association's website.
- **Education Excellence Strategy launched**.
- **Sellable Services to Schools ‘Bundles’ launched on new purchasing system** making it easier for schools and academies to buy support from internal providers.
- **Three new projects initiated under the programme:** Reducing Repeat Removals Project, Children’s Residential Provision Project, and the Family Hubs Transformation Project.
- Successful transition of the Wolverhampton House Project into business as usual: **12 young people** living independently, **four** are living in accommodation suitable to their needs, **two** are planning to move into their own properties and the remainder are part of cohort four.
- House **Project winner of Children and Young People Now Award in 2021** in the Care Leaver category.
- TCSP Nominated as **finalist in the 2022 LCG Awards Children's Category**
- **Two resource bases opened** in the city accepting referrals for children on Education Health Care Plans (EHCP); one for communication and interaction needs the other for social, emotional, and mental health needs.
- TCSP contributes to the **Ofsted Inspection** of Children’s Services – outcome judged as ‘**Good**’ with leadership judged as ‘**Outstanding**’

TCSP Annual Report 2021-2022 Highlights

SRO Appraisal Snapshot – Emma Bennett Executive Director for Families:

“The programme has continued to perform well as we see our second TCSP Annual Report published. I have seen projects over the last year consciously aligned to strategic priorities, delivered successfully and transition into our business as usual.

“I feel assured that there is ongoing effort to address the priorities we set ourselves in 2020-21.

“I can see that co-production is truly embedded into all areas of the programme and lived experience continues to shape and influence our transformation projects from concept through to closure.

“My goals for the next year are to build on the successes of the past 12-months and to see TCSP contribute to our broader corporate goals of equality, driven by digital and being climate conscious.

Through TCSP I will be championing ‘voice of the family’ and will welcome cross cutting opportunities – both internally and externally with identified partners and stakeholders.

TCSP Annual Report 2021-2022 Highlights

Outcome 1: Increased communication to stakeholders

- The launch of the **first TCSP communications plan**
- **2758** articles views on City People
- **84** social media posts
- Reaching **633,380** people online
- Creating **114,176** social media impressions
- The first Annual Report shared with over **250** people including employees, leaders and politicians

Outcome 2: Increased co-production and engagement across associated projects

- **Culture of Inclusion** is a project aimed at supporting children and young people with special educational needs earlier and before there is the need for an education health and care plan.
- To achieve this, a project output has been the **Graduated Response** – an evidence-based approach to the steps taken by schools to support children as early as possible before a formal assessment is required.
- **88 individuals** (who will be 'end users') have been involved in the development of the Graduated Response from four internal CWC departments, colleagues in health, **25 school settings** and representatives from the **Parent Carer Forum**.

Outcome 3: Improved approach to working with CYP and families across the system

- As an output of the Culture of Belonging project, the **Parent eLearning Offer** was developed recognising the role parents have in the support system around children and young people.
- The **Journey of Change Targeted Programme** was launched offering sessions on core parenting skills as well as elective modules for more bespoke support.
- **150 parents** took part in the Journey of Change programme.

“Since attending the Journey of Change Programme, I will now step back and listen more to my child. I have noticed they are coming to me and openly telling me things they would never have discussed before. I am more confident as a parent with the advice and support that was given”.

TCSP Annual Report 2021-2022 Highlights

Outcome 4: Increased engagement with the workforce on projects

Through the SWIS project, all **six participating schools**, including teaching and support staff and social care staff have received variety of training as part of the project's **CDP offer which** covered:

- Positive behaviour and emotional wellbeing
- Online mental health support services
- Restorative practice amongst families
- Youth empowerment, resilience and self-belief
- Strengthening relationships
- Early identification of child sexual abuse and exploitation
- Trauma informed practice
- Anti-oppression and discrimination

Outcome 5: Increased number of children remaining in safe and stable homes

- At closure, the Family Values project saw an increase of internal foster carers by **11%** with **30 more young people placed in house** since the project began which equates to **£989,000 in cost avoidance**.
- A **34% reduction** of Independent Foster Agency (IFA) placements.
- **Improvements** to the enquirer's experience, screening and approval process
- **Monthly supervision** for foster carers with their supervising social workers and **buddy support** for newly approved carers.
- The introduction of the **Fostering Families United Model** to further enhance the support offered within fostering teams headed by a lead carer

Outcome 6: Improved partnership working with Education settings

- The Transformation of Traded Services project is aimed at offering quality, efficient and sustainable traded services to education settings.
- Approximately **40 different internal providers** trade with schools.
- The project has enabled significantly more interaction with schools through assisted purchasing on improved platforms and supported account meetings.
- Schools have indicated that this has been particularly beneficial and have 'checked out' early in the purchasing process meaning they are **buying from us quicker and sooner**.
- Trading for the 2021-2022 year was **142% up on the year previous** due to a combination of increased purchasing and increased use of the redesigned platform.

TCSP Annual Report 2021-2022 Highlights

Outcome 7: Improved opportunities for target cohorts of CYP

- The Back on Track initiative, part of Culture of Belonging, was aimed at **preventing exclusion** from school in years 7, 8 and 9 **and reducing the risk** of young people becoming involved in anti-social or offending behaviour.
- From the 29 young people referred into Back on Track, **23 remain engaged**. 17 young people were SEN registered or had an EHCP. In all cases, behavioural with SEN, either diagnosed or undiagnosed was a concern.
- The initiative recognised the link between SEN and risk of exclusion and professionals have been able to do targeted work with young people to address this.

“Young people have also responded positively to having someone explain outcomes or decisions that have a major impact for them and have been able to attend other positive activities as a result”

Outcome 8: Increased resilience and wellbeing amongst CYP and families

- At project closure, HeadStart saw **2744** young people regularly attend Place to Go activities, **6322** young people complete Universal Support, **4339** young people complete the SUMO & Wellbeing programme, **318** young people complete the peer support and engagement programme, **1377** professionals complete one or more training courses.
- HeadStart ‘embed and learn’ legacy themes are identified as: **Being You** (#YES), **Being Healthy** (Emotional mental health toolkit in schools), **Being Connected** (self-sustaining communities), **Being Training** (CPD framework for professionals), **Being Informed** (elements of the wellbeing measurement framework integrated into the Health-Related Behaviours Survey)

TCSP Annual Report 2021-2022 Highlights

Priorities for 2022-2023:

- **Planning future transformation up to 2025** with commitment to project resources for the full life of the programme
- **Delivery and drive** of concept projects
- **Alignment to corporate priorities:** a full equalities analysis on TCSP outcomes, how are we being climate conscious and where can digital technology enable innovation and new ways of working
- **Review of governance** and ensuring integration with adults and matrix working is fully considered
- **Implementation of National policy and legislative change** across children's, adults, and education services using the programme as a vehicle to do this
- **Sharing best practice** and ensuring that the model used for successful transformation in Children's Services through the programme is shared across the organisation with the aim of other corporate programmes reaching the same standard.
- **Ensure that programme governance is embedded into project governance** – like it is reverse.

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