

# Transforming Children's Services Programme 2020-2025

## Annual Report 2022-23



# Welcome 'Setting the Scene for 2022-23'

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

The programme is now three years into its second five-year phase and continues to mature greatly and make significant progress in delivering a range of service improvements that have led to better outcomes for children, young people and families across the city.

Following a programme refresh in 2020, a revised vision and realigned outcomes were agreed and since then, all projects under TCSP are carefully scoped against these key drivers. Impact and evidence of this is captured in this 2022-23 Annual Report.

**The programme continues to deliver against its:**

- **Vision** for transformation until 2025.
- **Eight** agreed outcomes.
- **Strategic narrative** for stakeholders.





# 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



Positive impact on Ofsted inspections across the city

Achievement outcomes for learners (raised)

Training achievements amongst workforce



Ofsted good outcome for Children's Services

2017

Savings of £6 million since 2016



Performance monitoring informing decision making



Strengthening Families Hub

Integrated Health, Social Care & Early Intervention

2018



Implementation of Multi-agency Safeguarding Hub (MASH)

Commissioning of Healthy Child Programme (0-19)



Increased Foster Carers through Family Values Project



Improved stability and permanence options through

Fostering & Adoption

2019

Successful projects:

Unaccompanied Asylum-Seeking Children (UASC)

National Assessment and Accreditation System (NAAS)

No-recourse to Public Funds (NRPF)

Agreed targets met: Troubled Families Programme Phase 1 & 2



Successful delivery of HeadStart PHASE 3



Funding approved for HeadStart PHASE 4



Power2 Team

2020

Establishment of Youth Engagement Team



Launch of



2021

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

**Yo!**  
Launch of the **YO!** website

HeadStart PHSE Wellbeing Toolkit accredited and published nationally

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

Ofsted **good** outcome for Children's Services

**92 children** referred to ISAPP were not excluded from school

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

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

2022

Two new targeted projects initiated under the programme: **Creating Family Homes for Children in Care and Future Steps**

2023

Launch of the first SEND Newsletter

HeadStart  
Wolverhampton

HeadStart 'Our Journey' closing celebration event

**£3.7 million**

Family Hubs Transformation Programme Launch

Wolverhampton  
**Family Hubs**

Transformation Apprentice finalist in the Ladder of the Black Country Apprentice Awards

**SWIS PROJECT**

Improved relationships with schools  
Better links to early help workers  
Earlier identification and de-escalation of need

Supporting Families target met

453 payments = £1.3m

Initiation of **Families Front Door**

**Transformation of Traded Services project**

**£330k** of debt recovered

**No new debt** accrued

Trading closing at **£5.2m**

City's 1st **SEND Careers Fair**

**450** students and teachers attended

DELIVERY PHASE

Future Steps Project

DELIVERY PHASE

Creating Family Homes for Children in Care Project

**Families Portfolio recruitment of:**

1 Portfolio Manager

2 Programme Managers

2 Project Managers

1 Project Officer

1 Apprentice

# Strategic drivers 'refreshed and updated'

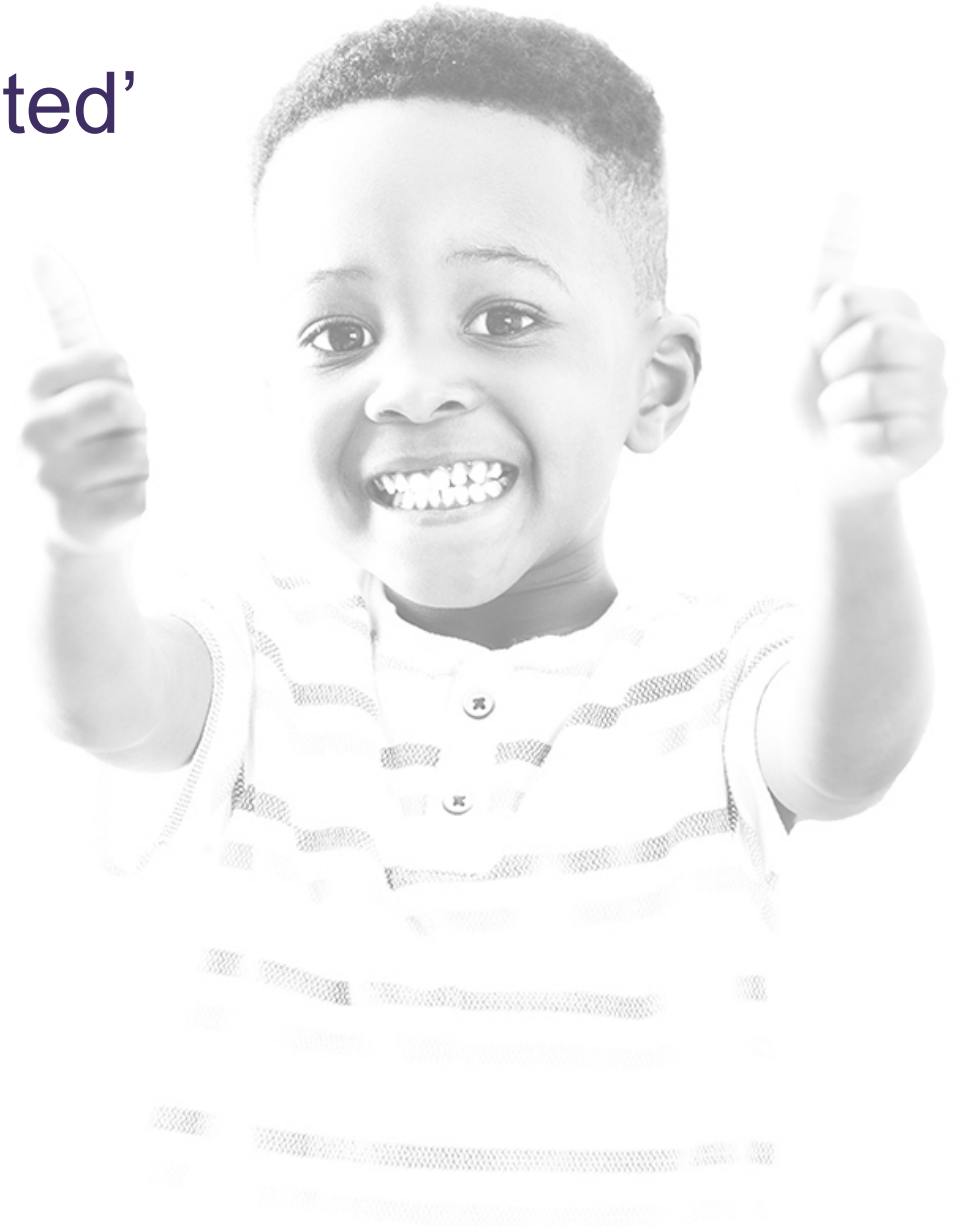




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# Why TCSP is important to young people

**Making** Responsibility  
Commitment  
Opportunities  
Speaking without judgement  
**Experiences** Perspective  
Involved  
**New Friends** Engagement  
**Confidence** Chair of CiCC  
Share  
I Awards Student opinions  
Broaden opinions Influence  
**Voice** Something bigger  
Share opinions



# What does good look like

Good resources in school

Good

Relevant discussion

Technology

Communication Thinking

Engagement

Social media

Mental

Understanding

Care

Safe

Activities

Health  
Support

Help

Environment

Encouragement

Opportunity

Feeling

Funding





# 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 '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



## Future Steps

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.



## ICMS

To integrate, re-configure or de-commission/commission systems across Children's and Education services that lead to improved information recording and reporting.



## Families Front Door

To create a welcoming and accessible and early route into whole family support services that enables a single, seamless contact and an ongoing care journey for families.



## 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.



## Family Hubs Transformation

To transform Family Hubs in Wolverhampton into flexible hubs that are attuned to local needs and able to connect families with the right help from the right people in the right way at the right time so that everyone thrives.



## 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.



## 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.



# Achievements against outcomes

## Outcome 1: Increased communication to stakeholders

- ✓ **Over 30,000 contacts** with TCSP projects through internal and external communications
- ✓ Launch of the **SEND Newsletter**
- ✓ **Over 200 people** at the HeadStart 'Our Journey' celebration event

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

- ✓ Establishing **Parent/Carer Panels** through Family Hubs
- ✓ Internal Provider Reference Group for traded services to schools with **40+ members** working together on design and delivery of the trading portal **#onecouncil**
- ✓ **Multi-agency collaboration** to co-design the Future Steps operating model
- ✓ **Co-production with young people who have special educational needs** and disabilities on the statutory Local Offer website

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

- ✓ Launch of the Graduated Response guidance and training plan to support schools in their role of offering early help and intervention to vulnerable learners. ***'It will be more powerful, accurate identification and will guide teachers into effective provision'. – SENCO feedback.***
- ✓ **453 families supported and sustained improved outcomes** with a system approach to early 'whole family support.'

# Achievements against outcomes

## Outcome 4: Increased engagement with the workforce on projects

- ✓ **Over 400** multi-discipline professionals trained in one or more of nine different areas of learning in the first six months of Family Hubs Transformation
- ✓ All **six** participating schools in the SWIS project have benefited from joint social care and education training in ten subjects for a **further academic year**

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

- ✓ Despite no statistical significance nationally that the SWIS model de-escalates CiN and CP, local evaluation demonstrated that the model enabled **closer worker relationships with schools** supporting **identification of need** and **signposting to universal services sooner**.
- ✓ *SWIS workers have been able to: **get to know families from the earliest point**, prevent families from having multiple workers and having to repeat their story, encouraged the development of a positive working relationship with schools and increase awareness of the assessment process.*

## Outcome 6: Improved partnership working with Education settings

- ✓ Transformation of Traded Services: *Feedback from schools has shown that the **improvements implemented have made a difference** and they are now consistently using the portal for all purchasing rather than using other, inconsistent methods.*
- ✓ SWIS schools said: *The social worker has supported with **building the confidence and judgement for the DSL**. Practically it has been beneficial having someone available to discuss concerns, particularly relating to safeguarding.'*

# Achievements against outcomes

## Outcome 7: Improved opportunities for target cohorts of CYP

- Development and pilot use of the Supporting all our **Children in Education Framework and Vulnerability Matrix**.
- Initiation of the Future Steps project, a project aimed at **supporting parents and partners** who have previously experienced the removal of a child into care and addressing any expose to past trauma before a future pregnancy – **a very specific project for a targeted cohort of both adults and children**.
- Creating Family Homes for Children in Care is a project that will see two internally owned **family homes** offering 24/7 established for a **very small cohort of extremely vulnerable children with varying needs**.

## Outcome 8: Increased resilience and wellbeing amongst CYP and families

- Launch of the **Emotion Based School Non-Attendance Pathway** – a pathway to guide schools when supporting children and young people whose attendance is affected by emotional factors.
- Schools said: ***"I have found Identifying the risk/protective factors and push/pull factors and different way of obtaining the voice of the child most helpful about the pathway"***
- ***J's attendance improved from 51% to 75% when implementing support following the pathway and using the tools: Team Around the Family, Risk Profile, Assess Plan Do Review action plan resulted in a modified timetable, out of hours school tour and a transport plan.***





# Priorities for 2023-24

## A Families Portfolio of programmes and projects



# Priorities for 2023-24

- **Evaluate projects qualitatively and quantitatively** and use this more holistically across Families to understand impact as opposed to just closing a project and sharing the learning.
- **Manage programme growth** boldly but realistically.
- Continue to share our **achievements and best practice** across the organisation and ensure **conditions for success remain constant**.
- Respond accordingly to **national reform**.
- **Review programme governance** to ensure collaboration and joined up discussion at a programme board level to maximum the opportunity for good governance across the portfolio and not just within mature programmes.

CITY OF  
WOLVERHAMPTON  
COUNCIL