

**Transforming Children's Services Programme
2020-21 Annual Report****Document Controls****Version Control**

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Contents

1. Background and context.....	3
2. Key Achievements: April 2020 to March 2021	3
3. Progress Against Vision: SRO Appraisal.....	4
4. Programme Performance	6
4.1. RAG status summary (as of March 2021).....	6
4.2. Progress Against Outcomes	7
5. Learning	19
6. Priorities for 2021-2022	20
7. Programme Finance.....	21
8. Risks and Issues	23
9. Associated Documents.....	24

1. Background and context

This 2020-21 Annual Report is the first for the Transforming Children's Services Programme (TCSP).

Following a programme refresh in late 2020, an updated and repurposed TCSP Mandate, including vision and outcomes, and for the first time a detailed programme business case were both approved (See Appendix 1 and 2). From this, the TCSP Board collectively agreed that an Annual Report presents an opportunity to document and share the transformation journey for children's services and to celebrate successes and learning with stakeholders.

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

Over the past five years the programme has matured greatly and made significant progress in delivering a range of service improvements that have led to better outcomes for children and young people across the city.

In 2019, City of Wolverhampton Council's Children's Services and Education directorates joined creating one portfolio under one Director.

In July 2020, the TCSP Board took time to reflect on key achievements from the last five years with the view that refreshing the programme would ensure that transformation going forward represents the integrated priorities of Children's Services and Education.

This report details the progress the programme has made against its agreed outcomes over the last reporting year, April 2020 to March 2021, through its associated projects.

2. Key Achievements: April 2020 to March 2021

Over the last reporting year, below are some of the significant highlights from across the programme:

- ✓ Successful recruitment campaigns in the Family Values Project with increased foster carer enquiries between April 2020 and March 2021 - 419 first contacts (initial leads), the highest to date despite the disruption of the Coronavirus pandemic
- ✓ The Supporting Families Programme (formerly Troubled Families) reaching its payment by results target set by the Ministry of Housing, Community and Local Government (MHCLG).
- ✓ Service wide implementation of Eclipse (the children's care record system) following a bold decision to pause and reevaluate the benefits of the project.
- ✓ Successful closure of the Power2 project and the extended scope of young adults up to the age of 25 – a project that established a team specifically to address the needs of those being exploited or at risk of exploitation.

- ✓ Successful closure of the Wolverhampton House Project, which using the principles of the National House Project Programme, successfully transitioned one cohort of 10 Wolverhampton care leavers to living independently in their own homes. Work to engage with a further two cohorts of young care leavers continues as part of business as usual (BAU)
- ✓ Successful closure of the Unaccompanied Asylum-Seeking Children (UASC) project alongside the additional funded workstream, the Violence Reduction Unit (VRU) which delivered a range of support including a digital gamification resource designed and developed with children and young people.
- ✓ Launch of the #YES (Youth Engagement Strategy) as part of the HeadStart Sustainability Plan – which included a huge commissioned community effort to support children, young people and families during the Coronavirus outbreak.
- ✓ Children in Care Sufficiency Strategy workstream transitioned to BAU following a period of oversight by the TCSP Board.
- ✓ Business case approval for SEND Systems Project, Culture of Belonging Programme and Social Workers in School (SWIS) Project – all accountable to the TCSP Board increasing the programme portfolio by a third.
- ✓ National Assessment and Accreditation System (NAAS) project closed after exceeding its target number of social workers assessed and meeting the Post Qualifying Practice Standards (PQPS).
- ✓ HeadStart receives an additional £1.3 million in funding to extend the programme's emotional wellbeing support initiatives in both the community and in schools until July 2022.
- ✓ Department for Education (DfE) grant funding for SWIS extended to March 2022 because of the positive progress made on the project despite school closures during the Coronavirus outbreak.
- ✓ Approval of the Transformation of Traded Services concept, a project new to the programme following a number of service reviews, that will for the first time be using robust project structure to achieve improvements.
- ✓ A six-month business case development project approved looking at the integration of systems across children's services and education.
- ✓ Contract extensions for all TCSP Project employees until March 2023.
- ✓ Recruitment of an additional Project Manager to support the size of the programme.
- ✓ A programme refresh with a repurposed vision and updated outcomes for the next five years.
- ✓ Transformation support during the Coronavirus outbreak and for priority work that sits outside of the programme – a true OneCouncil approach.

3. Progress Against Vision: SRO Appraisal

***Bold** and enlarged indicates a key word important to our children and young people.

*"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 **opportunities** that are **equitable** and **inclusive**.*

*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”.*



A handwritten signature in blue ink that reads "Bennett".

Emma Bennett - Director of Children's and Adult Services, City of Wolverhampton Council and Senior Responsible Owner for TCSP

As SRO, how do you feel the programme is performing against its vision?

“TCSP is performing really well against its vision. As a programme Board, we are clear on what our transformation priorities are, what projects sit under the programme and how we use resources to delivery change. As SRO, I am more than happy with the progress against our outcomes and as seen in this report, each project is making a real difference to our professional practice, the way we work across systems, and most importantly, a better quality of life for the children and young people we support.

The Board continue to oversee and monitor progress, manage risks and issues effectively, move things forward at pace and have demonstrated a strong OneCouncil approach. This has been even more evident over the last 18-months with the Coronavirus pandemic. By having a strong governance structure in place, the Board have been able to make decisions quickly and divert transformation effort to where it was needed most.

At the end of 2020, we refreshed the programme and widened the remit with the joining up of Children's Services and Education and now the programme has a third of its project activity focussed on improvement across education settings working alongside Children's Services. Going forward our position on what the Board oversees and what we need to progress for me, is very defined".

As SRO and on behalf of the Board, what are the transformation goals for the next reporting year?

"To continue building on the success of the programme so far. I would be recommending to Board members that we ensure that the right capacity is in place for education and inclusion projects specifically improvement and transformation of Special Educational Needs and Disability Services. This area is likely to be a big focus and a priority across the directorate, TCSP has a role in enabling positive change in this support offer.

Another priority I would like the Board to consider is the school estate. Whilst TCSP receives 6-monthly assurance updates on school assets, corporately, there is likely to be stronger governance and oversight of 'school asset' projects to ensure DfE funded and City of Wolverhampton (CWC) led expansion and the condition of the school estate is fit for purpose and meets the needs of the community. I would want TCSP to have a role in this programme of work with evidence of improvement linked to our outcomes.

TCSP is well positioned now to be contributing to wider corporate and city-wide partner priorities linking in with developments in areas such as the digital economy and equalities. Also, a strategy for supporting families and individuals in financial hardship is something TCSP should consider and would fit really well into the recently announced 'Families' themed directorate.

This leads on to TCSP starting to consider 'whole family working', and where this programme sits within that theme, how it aligns to adult's transformation and what joined up working and improved outcomes for families looks like going forward.

Finally, to be considered as part of future transformation, is recognising that the Coronavirus outbreak should lead the Board to be regularly reviewing our priorities, have they changed and do they continue to remain aligned to the Realign our City Plan. This drive for constant check and balance and being agile in our response to transformation will enable excellence and our ambitions for an Outstanding Ofsted inspection".

4. Programme Performance

4.1. RAG status summary (as of March 2021)

Options Gateway:

Project Name	Overall Project Status	Milestone Status	Risk Status	Comments
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Transformation of Traded Services	Not currently reporting	Not currently reporting	Not currently reporting	PAG approval at options, next step Business Case.
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Business case gateway:

Project Name	Overall Project Status	Milestone Status	Risk Status	Comments
Integrated Case Management System – Business Case	Not currently reporting	Not currently reporting	Not currently reporting	Accepted at PAG. Business Case development to start in April 2021 and run until September 2021.

Delivery gateway:

Project Name	Overall Project Status	Cost Status	Milestone Status	Risk Status	Issue Status	Cashable Benefits Status	Non-Cashable Status
HeadStart Programme Phase 3	On Target	On Target	On Target	None	On Target	None	On Target
Family Values	On Target	On Target	On Target	On Target	On Target	On Target	On Target
Supporting Families Phase 2	On Target	On Target	On Target	On Target	Compromised	At Risk	On Target
The House Project	On Target	On Target	On Target	On Target	None	On Target	On Target
Culture of Belonging Programme	On Target	On Target	On Target	On Target	On Target	On Target	On Target
Social Worker in Schools (SWIS)	On Target	On Target	On Target	On Target	On Target	None	On Target
SEND Systems	On Target	On Target	On Target	On Target	On Target	On Target	On Target

See section 8 Risks and Issues for further context.

Closure gateway:

Project Name	Overall Project Status	Cost Status	Milestone Status	Risk Status	Issue Status	Cashable Benefits Status	Non-Cashable Status
Eclipse (Phase 2)	Completed	Completed	Completed	Completed	Completed	Completed	Completed

4.2. Progress Against Outcomes**Outcome one: Increased relevant communication to all stakeholders affected by the programme**

This outcome will be evidenced through the Children and Young People Service Communication Plan. For the first time, the transformation programme will feature in a communications plan that will be designed by officers whose specialism is to share and celebrate all news about Children's Services. The plan will cover key achievements, new services, opportunities and examples of best practice shared through channels that are relevant to children, young people, their families and other stakeholders.

The agreed communications plan for TCSP will be developed over the summer of 2021 and will include key transformation messages, both internal and external. A stakeholder matrix was approved during the programme refresh and a 3-year transformation plan is already established – both will provide the foundations for good communication over the life of the programme.

The 2021-2022 Annual Report will have more to share on this as the work progresses over the coming year.

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

This outcome is intended to ensure that projects consider how they might engage with stakeholders throughout the life of a project on any step on the participation ladder – see Appendix 3.

HeadStart Phase 3 (Co-Design) – The National Lottery Community Fund (NLCF) via its HeadStart Programme has heavily invested time, resources and money into the community organisation, WV10 and other local groups working with disadvantaged families in four specific areas of the city. These areas were identified using the Joint Strategic Needs Assessment (JSNA) and other strategic data sources as areas with high levels of deprivation.

Prior to HeadStart's involvement, community groups in Wolverhampton, although members of Wolverhampton Voluntary Sector Council (WVSC) were effectively operating individually with little or no 'cross fertilization' of ideas.

WV10, as its name suggests, operates in the postal code area of WV10 which is the North-East part of Wolverhampton. Of all the local groups WV10's 'grass roots' were deeper and more extensive than those in some other areas which made them the ideal group to lead the 'HeadStart consortium initiative'.

This work involved HeadStart liaising with all the small/medium/large community groups in each area and encouraging them to participate in a local area consortium for the purposes of securing funds to run projects and initiatives designed by those groups to meet the needs of their local communities.

These consortiums are now operational across the city and since 2020 have successfully secured funding from a wide range of sources totalling £704,446.

House Project (Engagement) – Young people were involved at the very start of Wolverhampton's decision to approach the National House Project as potential candidates for a local 'House Project' – a project that supports care leavers into independence.

To meet the National House Project Principles of Engagement, Wolverhampton needed to demonstrate the inclusion and participation of young people from the outset. Young people in our city chose to demonstrate their desire in wanting to be part of the initiative by making a video: [House Project Engagement video](#).

After successfully being selected by the National Programme, to date, the first cohort of young people involved in the local House Project have moved into their own properties and work is underway with nine young people in cohort two to achieve the same goal. Cohort three is also being established.

SWIS (Engagement) – SWIS is a project that aims to evaluate and better understand if placing social workers in education settings improves outcomes for young people. All social workers involved in the project have been based in their respective schools since November 2020.

With the closure of schools over the last year because of Coronavirus, 'normal' routines were significantly affected with schools at times only accepting vulnerable children and those of keyworkers. However, despite this disruption, social workers remained on site in four of the six participating schools throughout.

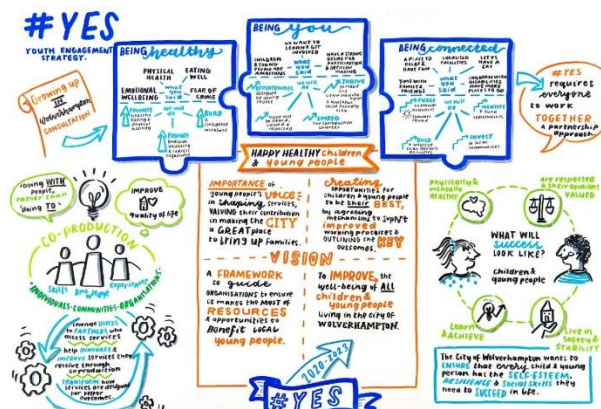
The SWIS team remain fully involved in the business of their respective schools and as the school day has stabilised, social workers have expanded their involvement with DSL's and pastoral care teams even further.

An example of how SWIS social worker engagement can work across all agencies is clearly shown in the supporting Story of Difference – see Appendix 4 where collaboration in school allowed social workers to see first-hand child behaviour and how best complex needs could be supported where ordinarily, this information would have been ascertained, initially, from a written referral.

#YES – As part of its sustainability plan, HeadStart reviewed all its 'explore and test' activity from the previous four years to identify the most successful ways of helping young people to improve their emotional and mental wellbeing.

The lessons learned from this activity were used as a basis for the new city-wide, Youth Engagement Strategy or #YES. This strategy outlines how Wolverhampton's future policy and practice will ensure that young people across the City receive emotional and wellbeing support for years to come. It also aims to help children and young people in the city feel healthy, connected and have the confidence to be themselves.

The strategy was written **with** young people **for** young people:



Culture of Belonging (Co-production) – The Inclusive Schools workstream of this project has a focus on engagement and participation and works to find ways to ensure that children are heard and feel included. This has led to the establishment of HY5! - the SEND youth forum. HY5! will explore ways in which children can have a voice in their respective school setting and are working on the below priorities:

- **Planning** - finding out what's important to young people
- **Working out who, where and when** – creating ways for all young people to have their voice heard
- **Accessing information** – carrying out research and gathering information
- **Working out what it all means** – working together to make things happen
- **Spreading the word** – telling others about the great work they are doing!
- **Reflection and feedback** – looking at what's worked well and what can be done better next time

Joint working with providers of specialist and universal provision to share CWC's Co-production Charter and support embedding it into the workings of those organisations has already started.

The Co-production and Youth Engagement Team have worked alongside Mental Health and Wellbeing Navigators to assist schools on working towards co-production charter status.

As well as the MY5! forum, the Inclusive Schools workstream also includes as part of its plan, work with Voice for Parents and the SEND Partnership Board to train families on the commissioning cycle and how they can be part of the decision making process for contract awards.

Family Values (Co-production) – Wolverhampton's Foster Carers have been involved in Family Values from the start of the project in 2017.

A Foster Carer representative is part of the project team and provides valuable input at the monthly steering group. Each workstream also includes a Foster Carer - this ensures carers are actively engaged in the project and contribute to discussions on how improvements to the service can be achieved.

The Foster Families United workstream has been another example of successful co-production. The workstream was established to create an in-house hub of foster carers that deliver an extended family approach providing respite care, peer support, joint planning and training from a multi-agency perspective. Launched in May 2018, the overall aim of the pilot was to provide stability of placements. Foster Carers work together in small teams supported by an experienced Foster Carer Team Leader. Carers have found the support invaluable, and this has enabled them to care for children, some with complex care histories.

Due to the success of the pilot team, there are now four Fostering Families United teams in place which involve 16 carers in total. There is a plan to

continue to expand this delivery model to all carers, and on-going recruitment campaigns for lead carers continue.

Outcome three: Improved approach to working with children, young people and their families across the whole system

Eclipse - CWC selected ECLIPSE as the chosen platform for Children's Social Care in support of digital transformation, efficient and accurate information recording and ultimately, better outcomes for children and young people. The system is built on a single, Cloud based, database that is adaptable and future proofed as practice evolves.

The implementation of the software allowed the business to map, review and improve processes replacing three separate systems with just one. This has built a strong foundation for multi-agency collaboration that can enable better targeting of services, in particular early help.

Following a decision to pause the project and review its associated risks and issues, an independent report made recommendations on how to improve the project management of ECLIPSE between both supplier and customer. By implementing these recommendations, over a period of six months the project went from a red compromised status to green and back on track and has now been fully implemented and handed back over to the business as part of their everyday operational functions.

The ECLIPSE system aims to continue providing 'one view' of a child's care record allowing professionals better access to information and giving them valuable time back to support the children, young people and families they work with.

HeadStart Parenting Programme – As part of the HeadStart test and learn approach providing support for parents was a key factor in achieving improvements to children's emotional wellbeing and resilience. The HeadStart Parent/Carer Engagement Guarantee, see Appendix 5, ensures a focus on parent/carer relationships within the family and their potential impacts on a young person's attendance, attainment and overall experiences at school.

A series of interventions and activities are offered under the guarantee taking learning from the 'Save the Children' and Middlesex University's 'Families and Schools Together' (FAST) early intervention programmes, which predominantly engaged with low-income families.

The programme supports Wolverhampton parents/carers on how to encourage good behaviour, positive attitudes, greater involvement in their children's education (including learning at home), building stronger bonds between themselves and their children, school, other parents/carers and the local community.

With 84% of parents/carers reporting that FAST had empowered them, results show there have been positive impacts on relationships, emotional symptoms, behaviour, peer problems and parent to parent support.

Yo! (Young Opportunities Website) - Families across the city have told us they want to go to one place to access information. So, as another element to the sustainability plan for Headstart, a new web platform has been commissioned to support an information directory for children and young people. The target audiences for the website are, children aged 0 – 18, parents, children with a disability up to the age of 25 and care leavers.

The Yo! website will be content driven and will be a single source of information about organisations, groups and local events. The first phase content migration will focus on the emotional health and wellbeing offer across the city and the WV Holiday Squad Summer Activity programme. Visitors to the site will be able to search and filter information based on criteria that is important to them.

The website is being designed – look, feel and accessibility, through engagement with a young people user forum.

Whilst planning for this website started in the 2020-21 reporting period, go live is not scheduled until July 2021.

Supporting Families (formerly Troubled Families) – The aim of the Supporting Families Programme is to take a system wide approach to significantly improve and sustain outcomes for vulnerable families in Wolverhampton. As a result of each eligible family identified and successfully engaged onto the programme, the Ministry for Housing, Communities and Local Government (MHCLG) make a ‘payment by results’ to CWC, with family cohorts closely audited and quality checked against funding criteria.

In the 2020-21 reporting period, the programme successfully worked with 289 families going across organisational boundaries to take a multi-agency approach to improved and sustainable outcomes. 484 families went on in this reporting period to achieve significant and sustained progress in line with the Supporting Families Outcomes Plan. The total grant receipt in 2020-21 was £1.1 million which is being re-invested into continuous service improvements and resources.

See Appendix 6, Supporting Families Case Study which sees a family meeting three of the programme’s six criteria. This family have collectively experienced domestic abuse, depression, anxiety and worklessness, but, through the Supporting Families programme have since accessed appropriate interventions through a ‘team around the family’ practice. This enabled improved emotional health for the children through school, a gain in confidence for Mum with help from a Strengthening Family Worker leading to a return to work and appropriate safeguards from the Police that reduced anxieties about potential future domestic abuse.

Outcome four: Increased engagement with the workforce during transformation of services

National Assessment and Accreditation System (NAAS) Project – NAAS was introduced by the DfE and first appeared in ‘Putting Children First’ (2016) as part of a series of reforms designed to support the development of Children’s Social Care Services across the country.

The aim was to support employers to develop the knowledge and skills of their social workers to enable practice that is more effective, in an ever-changing profession.

CWC took part in DfE's phase 2 roll out of NAAS alongside 14 other local authorities. The project itself closed in June 2020 following guidance from DfE on the temporary closure of assessment centres due to the Coronavirus pandemic.

At closure, the project had met DfE's target (20-30%) with 41 (25%) of social workers assessed. The overall Wolverhampton workforce response has been positive with many expressing that the assessment was both a challenging and a positive experience. As part of the sustainability of NAAS, a new Senior Restorative Practitioner post was created to ensure that the training offer continues.

Current levels of frontline staff on project steering groups (baseline taken from projects in business case or delivery) – these are the groups who will have a governance structure during this phase, as of the end of the reporting period March 2021.

Approximate project group membership profile across the programme:

Project	Total number of members	CWC Officers	CWC Frontline	Partners / Providers / Schools	Service User Reps
HeadStart	23	7	0	13	3
Family Values	36	9	23	0	4
Culture of Belonging	15	7	7	1	0
SEND Systems	18	8	8	1	1
SWIS	32	13	7	12	0
ICMS	11	0	0	0	0
Supporting Families	8	6	2	0	0
*Total	143	50 (35%)	47 (33%)	27 (19%)	8 (6%)

*Note that since the end of this reporting period, governance groups may have changed and been refreshed. Some identified partners may also have a frontline role and some members are represented on one or more group within a project structure so will have been counted twice.

TCSP has well-balanced representation of both officer and frontline membership as well as partners and providers actively engaging in our project governance structures.

The benefits to having frontline staff involved in projects include:

- Continuous professional development for individuals offering variety in duties
- Operational perspective from the senior user – the people who will most likely be affected by the changes a project can bring about
- Sharing of learning and experience from different professions
- Empowering frontline staff to be involved in strategic decisions
- Sharing of capacity between operational staff and managers or leaders involved in projects in times where there are less people to do more

Having frontline staff on project boards and steering groups is something TCSP is very committed to and will look to maintain over the coming years to better support 'positive business change'.

Outcome five: Increased number of children remaining in safe and stable homes, particularly those at higher risk

Supporting statistics (source: CWC Insight and Performance)

*the following statistics are from the wider Children and Young People (CYP) performance framework. They cannot be solely attributed to TCSP, but it is to be acknowledged that the project work through the programme will have contributed to improved practice, new ways of working and better outcomes for our children and young people alongside the huge service improvement effort that takes place across the directorate.

As of 31st March 2021:

- The rate of Children in Need per 10,000 of the under 18 population (CiN) was 145.8, down from 153.3 at year end 2019-2021
- Child Protection was 40.8, down from 42.4 at year end 2019-2020
- Children and Young People in Care was 88.9, down from 94 at year end 2019-2020
- The published rate of children starting to be looked after in 2018-2019 was 158, the 2019-2020 rate was 163 and the provisional 2020-2021 rate was 143.
- The published percentage of children and young people in care that end via adoption in 2018-2019 was 27%, the 2019-2020 percentage was 27% and the provisional 2020-2021 percentage was 14.7%.
- The number of Early Help Assessments (EHAs) has been increasing quarter on quarter with quarter four in 2019-2020 having an average 514 completed per month compared to 878 in Q4 2020-2021.
- When comparing quarter one 2020-2021 with quarter one 2021-2022 there has been an increase in the average number of EHAs completed in the quarter from 165.3 in 2020-2021 compared to 270.6 in 2021-2022.
- There have been 58 cases closed to Early Help and escalated to Social care in quarter one 2020-21 compared with 38 in quarter one 2021-22 (there were 28 in quarter four 2020-21 compared with 71 in quarter four 2019/20).

For further context to this performance data, please see Appendix 7 Children's Services Self-Evaluation Assessment 2021-22.

Outcome six: Improved partnership working with Education settings to support improved outcomes for children and young people

SWIS – As mentioned in outcome one, SWIS is a project that aims to evaluate and better understand if placing social workers in education settings improves outcomes for young people.

One of the key objectives of SWIS is to improve inter-agency working between education providers and the children's social care system. In working towards this, the project has the following arrangements as part of its governance:

- A weekly operational group attended by social workers and school staff
- A Monthly Steering Group with representation from the Head Teacher
- A Bi-monthly Peer Support Group with Head Teacher's and Designated Safeguarding Leads

Because of the SWIS approach to supporting children, young people and families within an education setting, multi-agency working is better enabled and allows for more thorough information gathering and professional curiosity across disciplines.

Social Workers can see first-hand children and young people who might be at risk of statutory intervention in a safe environment in order to make a more informed assessment of the what their needs and that of the family unit are, rather than going from an isolated written referral.

See Appendix 8 – SWIS Story of Difference, there is clear evidence that supporting children in a more holistic and restorative way leads to better outcomes for both the people and the organisations involved as this story sees a family, potentially wrongfully perceived as neglectful, were actually just in need of some help, support and access to appropriate services.

Culture of Belonging (CofB) – One of the key components of the CofB programme is the secondary school phase of the Inclusion Support and Alternative Provision Panel (ISAPP). ISAPP invites Wolverhampton secondary schools to refer pupils who are at risk of permanent exclusion or disengagement, or who are otherwise in need of significant additional support or alternative provision (and who are not in receipt of an Education, Health and Care Plan).

The panel meets fortnightly. Referrals are discussed with the headteacher, or referring officer, and an appropriate, SMART action plan is agreed to ensure pupils access the provision and support they need in a timely and coordinated manner.

118 referrals have been heard at ISAPP in the 14 months that it has been operational. In the 6 months following their referral:

- 112 pupils (95%) were not permanently excluded
- 92 pupils (78%) received no fixed term exclusions
- Only one pupil (0.8%) who was given a preventative placement in alternative provision was permanently excluded

- 2 previous permanent exclusions were withdrawn
- 14 pupils (12%) received an EHCP
- The attendance of 59 pupils (50%) is recorded as having improved
- 17 pupils (14%) were re-referred to ISAPP following an initial period of support
- Referrals to a wider range of agencies such as Power 2, Base 25, catch 22 and Wolverhampton 360 were made for pupils following referral to ISAPP

It also notable that, during the full school term during this period when schools were fully open (Autumn 2020), permanent exclusion rates for Wolverhampton schools were reduced by 56% compared to the previous autumn term. Fixed term exclusions were reduced by 32% by the same comparator. It is reasonable to assume that ISAPP played a role in that reduction supporting a coordinated, whole system approach to inclusive education.

Outcome seven: Improved opportunities for target cohorts (for example Children and Young People in Care, SEND, Young Offenders and Care Leavers)

Unaccompanied Asylum-Seeking Children Project (UASC) – With grant funding of £337,618 from the Controlling Migration Fund, Wolverhampton joined The National Transfer Scheme (NTS) and established its own Supporting the Emotional, Mental and Wellbeing of Unaccompanied Asylum-Seeking Children project.

The project, which closed in 2020, involved partners working jointly with up to 55 young unaccompanied asylum-seeking young people and was evaluated by the University of Wolverhampton. The full evaluation document is currently being finalised with a view to publication by the end of this Summer. As a result of carrying out the evaluation itself and the high regard of the findings, the University of Wolverhampton plan to fund the 'University of Wolverhampton Sanctuary Scholarship' for students who have sought refuge in the UK.

At closure, the project had achieved:

- 26 holistic needs assessments undertaken to identify mental health needs with a negotiated action plan with for each young person completed
- 33 unaccompanied asylum-seeking children referred for emotional health and wellbeing support
- Three awareness raising sessions jointly delivered with the Refugee and Migrant Centre (RMC) for professionals from social care, health and education
- 77 young people engaged with therapeutic sessions

Outcomes being carried forward into business as usual:

- Earlier specialist mental health assessment to determine if Children and Adolescents Mental Health Services (CAMHS) are required to ensure intervention that is timely and appropriate.

- A wellbeing group to continue at the RMC to support young people integrating with society and developing support networks.
- Continue to have a designated UASC well-being panel with the Local Authority and CAMHS to monitor and support asylum-seeking children
- Regular contact with young people to 'check in' on wellbeing and identify any emerging issues using a variety of communications channels such as WhatsApp.

Power2 – The Power2 project involved setting up a multi-agency team to work specifically with adolescents identified as being at risk of various forms of exploitation. The aim of the team was to work collaboratively to keep vulnerable young people from entering care and providing them with support and skills to exert more positive control over their lives and to live safely at home.

The project successfully recruited a team of professionals to work with young people aged up to 18. In September 2020, the project also launched an expanded team to work with young adults at risk of exploitation aged 18 to 25.

The benefits of this project have included helping young people at risk to:

- remain with their family and prevent them becoming looked after
- remain with their family and avoid admission to residential care
- remain in a foster care placement and avoid admission to residential care
- be less likely of engaging in risky and harmful behaviours
- have improved outcomes that helped to keep them safe

During this reporting period:

- 50 young people under 18 were working with the Power2 team
- 16 young people aged 18-25 year's old were working with the Power2 team
- 28 parents and carers of young people under 18 were working with the Power2 team
- 34 young people under 18 have successfully exited the service
- None of the 18 to 25-year olds have exited the service yet, they are all still receiving support

Please see appendix 9 – Power2 Case Study which highlights the success of a multi-agency approach to this target cohort of children, young people and young adults. You will see that outcomes for an individual were significantly improved following specialist Power2 intervention from a variety of agencies preventing ongoing and more serious risk of both financial and sexual exploitation and a reduction in other risky behaviours.

The Wolverhampton House Project – Winner of the 2021 CYP NOW National ‘Care Leavers’ Category Awards.

Young People:

“It’s a really good idea to allow us to build an environment we’re comfortable with”

“I learnt that it can get lonely when you move in to your own flat, but having the groups, will help me have friends around me

Wolverhampton Homes:

“I can assure you that working with colleagues on the House Project is a real pleasure not only because it is making so much impact on the lives of young people in the City but also because it is a great example of true partnership working“

Reconomy (partner):

“Covid-19, furloughed staff, and lockdowns have not stopped us from continuing to support this project. We are especially thrilled to be offering apprenticeships to five young people who are participating in the House Project “

Outcome eight: Increased resilience and emotional wellbeing amongst children, young people and families

HeadStart – The HeadStart Programme is in its third phase of delivery and is funded by the National Lottery Community Fund (NLCF). It is one of five programmes across the country. The programme aims to improve the emotional mental health and wellbeing of children aged 10-16 through new and innovative early help and prevention strategies reducing the risk of mental ill-health.

Since its Phase 3 inception, HeadStart has:

- Worked with 75 community organisations to develop emotional wellbeing and resilience support mechanisms for over 13,000 young people and 700 parents and carers living in four target areas of the city.
- Worked with 39 education settings across primary, secondary, special needs and a Pupil Referral Unit to deliver its school’s resilience programme in the four target areas of the city. This increased through partnership development to 53 settings and eight Strengthening Family Hubs (SFHs) since Covid-19. This extension of delivery was in response to the emotional wellbeing impacts of the pandemic on children in non-HeadStart target areas.
- Delivered the Wellbeing Toolkit to 1113 children and young people in schools across the city as well as to 21 young people as part of targeted work within SFHs.
- Delivered wellbeing ‘Train the Trainer’ sessions to over 200 members of staff in 21 schools and 27 staff in the SFHs.

The programme is extensively evaluated through the HeadStart Wellbeing Measurement Framework (WMF) currently in its fifth year and the Local Evaluation Measure (LEM), now complete. The evaluation uses various surveys to collect metrics that assess the resilience and emotional mental health of young people.

Headlines from the evaluation show:

- ✓ Children who had received HeadStart interventions in schools at year 7 saw either a decrease or an increase that was **less** than the national picture, in emotional and behavioural problems.
- ✓ Schools which had taken part in the HEROs peer support intervention programme showed a **higher level** of peer support and **less** difficulties between peers.
- ✓ Boys showed a higher score for emotional and behavioural difficulties in the survey taken in year 7, but they also showed a **larger improvement** in the scores as they moved through year 8 and 9.
- ✓ In schools where the SUMO resilience intervention had been undertaken by year 7, the empathy scores in the following years were **higher** than in schools where SUMO had not been undertaken (known as the 'tracker year').
- ✓ Year 7 girls scored lower than boys in the questions that measured empathy. However, the following year's surveys showed a **bigger** increase in scores relating to empathy.
- ✓ The Strengths and Resilience Survey (SRS) showed that young people in Wolverhampton had a **resilience that was higher than the national average**, this remained consistent throughout the first three years of the survey, with score **increasing** amongst the HeadStart Wolverhampton Schools.
- ✓ Commissioned providers ran the Strengths and Difficulties questionnaire (SDQ) with young people who regularly attended activities and interventions in a community setting. The survey indicated scores of **reduced emotional and conduct issues** in the young people taking part. The SDQ also indicated scores of **improved peer interactions**.

5. Learning

During the TCSP refresh, Board members, children and young people and Children's Services wider management team were given time to reflect on the past five years and acknowledge the achievements made by the programme under their leadership and influence. Key learning themes that came out of all the responses and have featured the 2020-25 Mandate were:

- The importance of good governance, strong leadership, and accountability
- The importance of user voice in service or project design, development and delivery
- Regular, relevant and honest communication

All the above are key to managing a successful programme and will be core TCSP principles over the next phase of transformation – this is evidenced

through our agreed vision and outcomes and commitment to a transformation communications and stakeholder management plan.

6. Priorities for 2021-2022

- **Successful delivery of the current programme** – this goes without saying and includes projects that are live and well into their Lifecycle but also TCSP's newest projects which will see majority of their delivery take place in the next reporting year: SEND Systems, Culture of Belonging, Transformation of Traded Services and the outcome from the Integrated Case Management Systems Project Business Case.
- **Communication** – as documented in the TCSP Mandate, improved communications about our transformation achievements will be a priority over the coming year. This will start with a transformation communications plan (see section 4.1 outcome 1) as part of a wider children and young people communications and engagement effort. It will also include partnership communications and sharing information with stakeholder groups as per the TCSP governance and in support of joint working.
- **Understanding co-production and what we mean by it in a project context** – there is much debate over what would be classed as co-production and what are other forms of consultation and engagement. CWC, through its participation team, work towards co-production moving through the steps on the co-production ladder. This will be used as a guide from project concept as to how to plan and work with end users on design and delivery. This might range from full co-production through to consultation but will help project teams to manage the expectations of any end user – children, the workforce or partners, and use the best method of engagement to achieve objectives.
- **Optimising the corporate approach to a 'Families Directorate'** – TCSP sits in the Children's Services Directorate under CWC's current senior leadership structure. A recent corporate announcement (approved by Cabinet) has outlined the establishment of a Families Directorate led by an Executive Director. The 'Families' theme will focus on continuing the work that has been done recently to bring together and further integrate children's and adult services and ensure a whole family approach to support and statutory services – it will put our residents at the centre of what we do. TCSP has a role in working alongside the Transforming Adults Service Programme (TASP) to share a vision for improved outcomes across a family unit. Matrix working across project objectives and programme outcomes will be key to achieving this.
- **Learning from Covid-19 and responding to changing needs and priorities** – through the Relight our City Plan, TCSP will continue to be guided by data, evidence and feedback to better understand if local needs have changed as a result of the pandemic. This approach is likely to fall into both transformation and day to day service

improvement but will focus on what works better and how we can best serve our communities in the recovery from Covid-19, particularly through innovation and use of technology.

- **Future transformation planning** – TCSP has already started building a strategic pipeline of projects including Children’s Residential Provision, CAYPiC payments, Repeat Referrals and the Integrated Case Management System - Business Case Development so that when a project closes under the programme another can begin. Transformation is now also a regular agenda item across the leadership teams in Children’s Services. These activities will assist in the five-year plan for transformation and will ensure that Board members have an outlet to think creatively about how the programme can continuously drive and resource improvement projects.
- **Maintaining representation from frontline workers on project groups with staff released from the business to lead ideas** – this practice is not unusual across the transformation programme. Frontline staff have and are involved, at varying levels, in transformation projects (see section 4.1 outcome 3). Going forward, the Board will continue to make conscious decisions to recommend frontline participation in projects and membership within project governance. Doing this may mean that resource needs to be released and or backfilled to ensure that staff are supported to take a role in projects but also that they are consulted with (not to) on their involvement. Longer term, the Board will encourage employees to own ideas and be part of the team that will move a project through its lifecycle.
- **Better budget planning at project Business Case** – the CWC project methodology moves projects through four gateways throughout the lifecycle: Options, Business Case, Delivery and Closure. With more commitment to new projects under TCSP, the Projects and Programmes team will work with the business, in particular Corporate Finance, to better understand financial modelling at the earliest stage. This will not only benefit the budget management of a project but will improve sustainability and the implications to a service when a project transitions to business as usual.

7. Programme Finance

TCSP does not have a dedicated budget, each project agrees its own budget arrangements and manages its finance through individual project boards.

Below details the value of each project and the cumulative total at a programme level:

Project	Funding type	Agreed budget at start of project	Total uplifts up to 31/03/2021	Project spend at end of 2020-21	Project purpose	Original projection	Value of savings / avoidance
HeadStart	Grant	£8,206,000	£1,283,000	£8,553,000	Improved outcomes	-	-
Family Values	Revenue	£544,000	-	£487,000	Improved outcomes Cost avoidance	£989,000	£660,000 (as at closure – July 2021)
SWIS	Grant	£257,000	-	£174,000	Improved outcomes	-	-
Transformation of Traded Services	-	-	-	-	Improved outcomes	-	-
SEND Systems	Grant	£500,000	-	-	Improved outcomes	-	-
Culture of Belonging	-	-	-	-	Improved outcomes	-	-

Supporting Families Income:

Project	Total grant as of 01/04/2022	Receipt 20/21	2020-21 spend	Grant balance as of 01/04/2021
Supporting Families	£3.1 million	£1.1 million	£0.2 million	£4.0 million

Programme Team Costs:

Role	Grade	Hours	FTE	Funding source	2020-21 salary costs
Programme Manager	8	30	0.5 (of 0.8)	0.5 Supporting Families	24,537
Project Manager 1	7	37	1	0.5 HeadStart 0.5 Supporting Families	56,799
Project Manager 2	7	37	1	Supporting Families	9,000
Project Officer 1	6	37	1	Supporting Families	45,041
Project Officer 2	6	37	1	NAAS and Supporting Families	41,659
Project Officer 3	6	37	1	0.5 HeadStart 0.5 Supporting Families	32,600
					£209,636

General finance summary:

- The total value of this programme at the end of the reporting period is: £10.8 million
- The total receipt of Supporting Families income at the end of the reporting period is: £1.1 million (grant balance £4 million)
- The total value of cost avoidance across live projects at the end of the reporting period is: £660,000
- The total investment in resources at the end of the reporting period is: £209,636
- Each project contributes to improved outcomes
- The majority of TCSP projects are grant funded
- Not all projects have an allocated budget. Some projects are being delivered through officer time as a supplement to service improvement

It is important to note that the value of the programme is likely to be more as not all costs are visible in a budget. We know that there are many contributions to the delivery of a project most significantly, officer time and good will, that are not calculated. It is not an ambition of the programme to collect this information as the effort required would outweigh the benefit of understanding the true value, but it is important to acknowledge this.

There is an obvious opportunity to plan projects better financially from the outset and ensure a robust business case that supports delivery and sustainability of transformation. This is captured in section 6 Priorities for 2021-2022.

8. Risks and Issues**Unresolved programme risks (at end of reporting period):**

Category	Risk description	Risk Impact	Mitigation	Owner
Strategic	There is a risk that the impact Covid-19 may not be fully realised until well into the next phase of transformation	Impacting the agreed project portfolio and programme priorities	Keep the programme aligned to the Relighting our City Plan in the wake of Covid-19, proactively plan for future transformation and be agile in our approach to moving priorities	Emma Bennett (SRO)
Programme	There is a risk that the Programme Manager Contract could expire before the end of the programme end date if not renewed	Impacting capacity and structured coordination of projects and the overall programme	Proposal to be put to Strategic Lead on contract extension – same approach as with team contract extensions (also taking into consideration implications to Adults Services Transformation	Emma Bennett (SRO) and Andrew Wolverson (Project Executive)

Category	Risk description	Risk Impact	Mitigation	Owner
			Programme which has the same recorded issue)	

Unresolved programme issues (at end of reporting period):

Category	Issue description	Issue Impact	Mitigation	Owner
Project	Supporting Families - The outstanding technical and reporting issues with the Fibonacci and Power Apps IT system remain unresolved.	Failure to provide a resolution to all the identified technical issues has resulted in the information and data from the Troubled Families master sheet having to be transferred back to an excel spreadsheet. The unstable nature of the spreadsheet may lead to the loss of data and information on identified families on the project. This would impact significantly on the project meeting its target of 484 payment by results claims by the 31st of March 2021	The Troubled Families master sheet has been set up to back up daily to the main server. This will ensure that in the event of the master sheet spreadsheet becoming unstable a previous version can be accessed in a timely manner. Agreed to undertake user acceptance testing to identify any unresolved technical and functionality issues.	Escalated to: Andrew Wolverson – Strategic Lead Owner: Jai Ghai – Subject Lead

Please see Appendix 10 – Resolved TCSP risks and issues.

9. Associated Documents

Appendix 1 – TCSP Mandate 2020 – 2025



TCSP
Refresh-Mandate-Oct

Appendix 2 – TCSP Business Case



TCSP
Refresh-Business Case

Appendix 3 – Co-production Ladder



Appendix 3 -
Co-production Ladder.docx

Appendix 4 – SWIS Story of Difference



Appendix 4 - SWIS
Story of Difference.docx

Appendix 5 – HeadStart Parent/Carer Engagement Guarantee



Appendix 5 -
Parent-Carer Guarantee.docx

Appendix 6 – Supporting Families Case Study



Appendix 6 -
Supporting Families Case Study.docx

Appendix 7 – Children's Services Self-Evaluation Assessment



Appendix 7 - SEF
2021_22.pptx

Appendix 8 – SWIS Story of Difference



Appendix 8 – SWIS
Story of Difference.docx

Appendix 9 – Power2 Case Study



Appendix 9 - Power2
Case Study.docx

Appendix 10 – Resolved TCSP Risks and Issues



Appendix 10 -
Resolved TCSP Risks and Issues.docx