

Transforming Children's Services Programme 2020-2025

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COUNCIL



Welcome - 'Setting the Scene'

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.

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 together creating one portfolio under one director.

In July 2020, the TCSP Board collectively agreed that it was time to reflect on key achievements from the last five years and refresh the programme to ensure that transformation going forward represents the integrated priorities of Children's Services and Education.

Refreshing the programme starts with this mandate.

It will set out:

- The vision for the programme over the next five years
- The outcomes
- The strategic narrative and context for stakeholders



Children's Services Successes

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

Transformation of Early Intervention

Launch of



Establishment of Youth Engagement Team

Integrated Health, Social Care & Early Intervention



Achievement outcomes for learners (raised)



Strengthening Families Hub

Improved stability and permanence options through

Fostering & Adoption

Performance monitoring informing decision making



Successful projects



Unaccompanied Asylum-Seeking Children (UASC)



National Assessment and Accreditation System (NAAS) exceeds target for no. of accredited social workers



No-recourse to Public Funds (NRPF)

Savings of **£6 million** since 2016



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

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



Power2 Team



Implementation of Multi-agency Safeguarding Hub (MASH)



Successful delivery of **HeadStart PHASE 3**



Funding approved for **HeadStart PHASE 4**



Commissioning of Healthy Child Programme (0-19)



Positive impact on Ofsted inspections across the city

Increase Foster Carers through Family Values Project

Training achievements amongst workforce

Key achievements from our young people

These are some of the individual achievements and what it has meant working with us over the past months and years.

It is evident from the views sought by young people that **making new friends** through engagement with our services, **gaining confidence** and **having a voice** have been the main highlights for those involved.

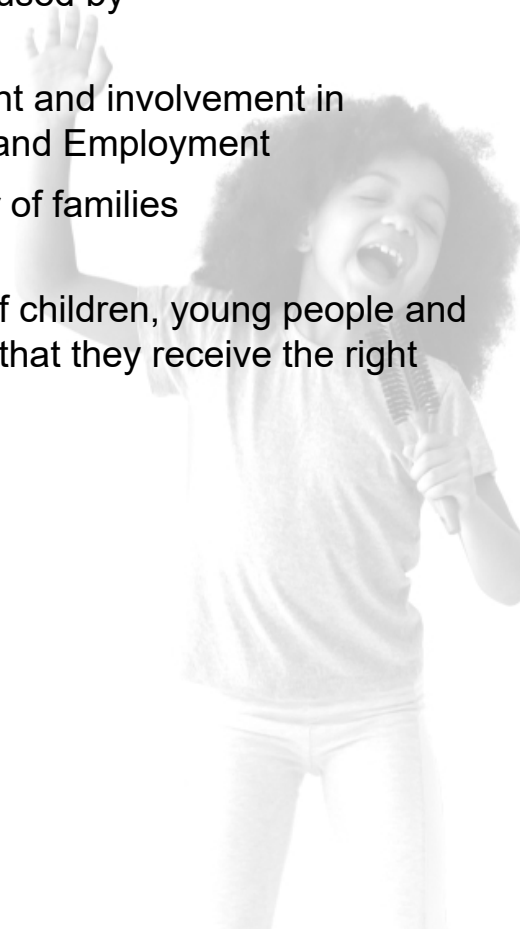


Strategic drivers



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



Relevant Outcomes

1. Children and young people get the best possible start in life
2. Well skilled people working in an inclusive economy
3. Our Data
4. Our Technology
5. Our People



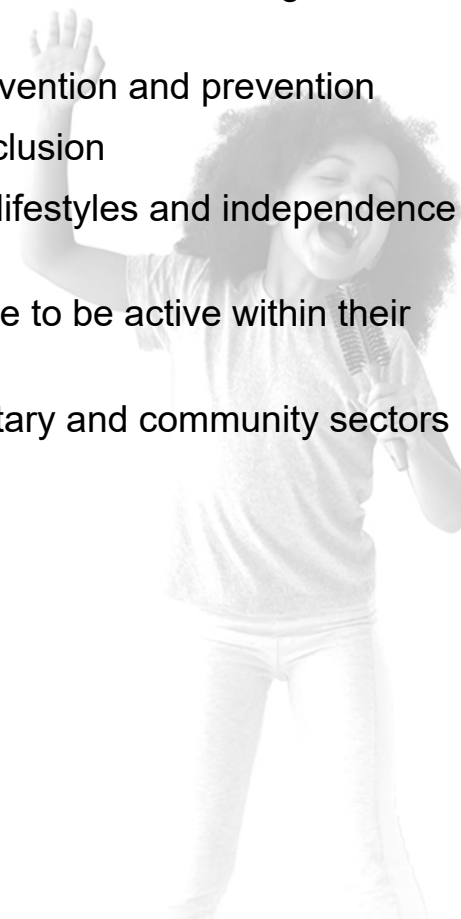
Strategic drivers



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



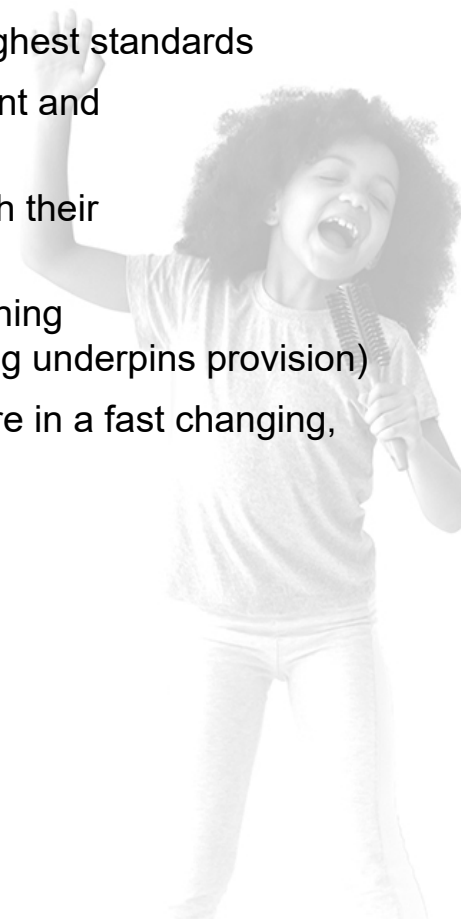
Strategic drivers



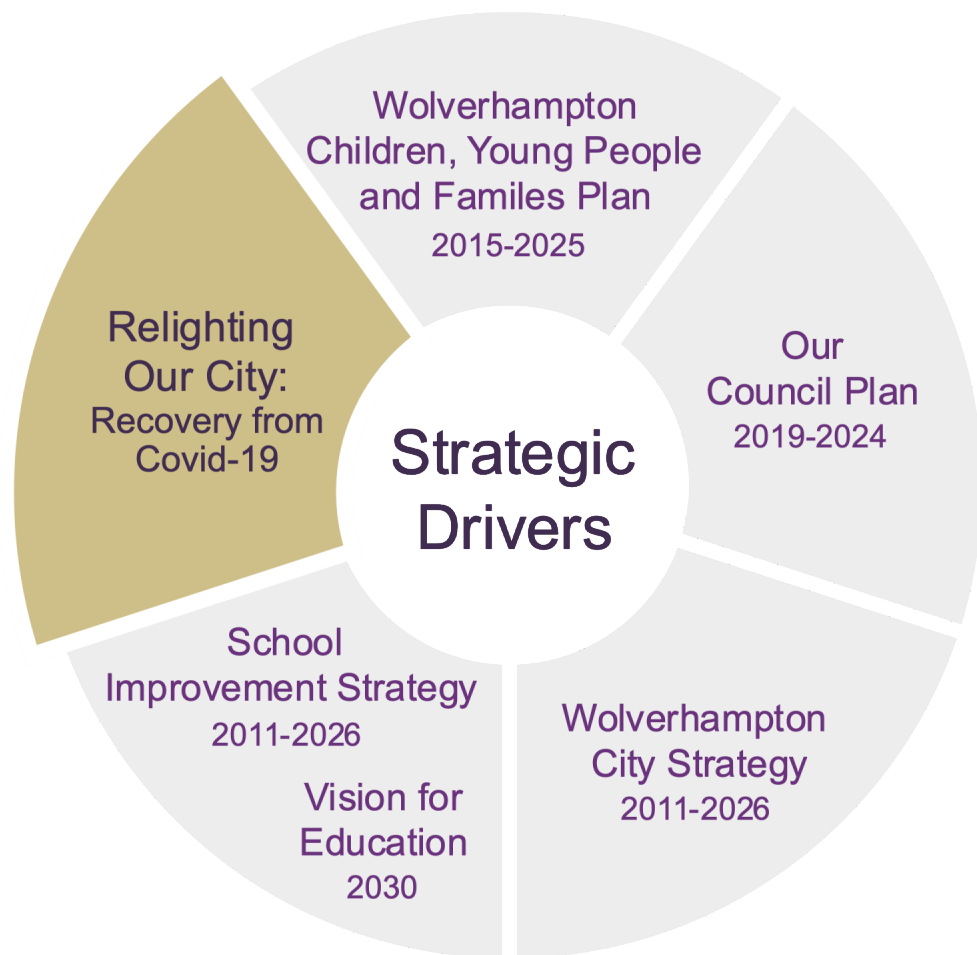
Relevant Outcomes

Core principles:

1. Promotes the very highest standards
2. Raises their attainment and closes the gap
3. Inspires them to reach their full potential.
4. Delivers a city of learning (where quality learning underpins provision)
5. Ensures a bright future in a fast changing, progressive city



Strategic drivers



Relevant Outcomes

1. Support people who need it most
2. Create more opportunities for young people
3. Generate jobs and learning opportunities



Future aspirations

This is what '**good support**' looks like for our young people....



Programme Vision

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.*



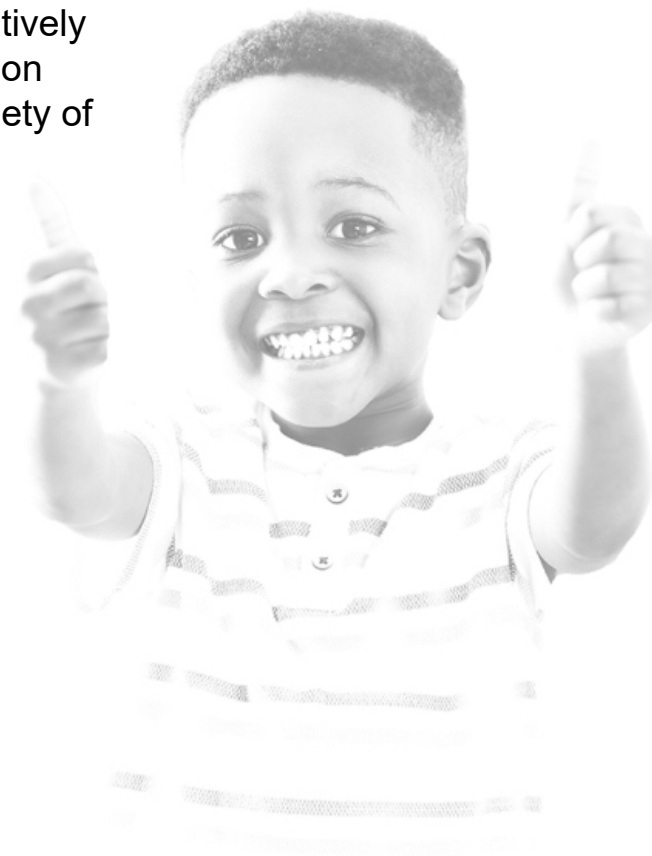
Programme Outcomes

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

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

Key Measures

- A TSCP Communications Plan that is relevant to identified stakeholders and positively promotes transformation outcomes using a variety of media.



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Key Measures

- Five annual co-production initiatives reported to Board
- One (minimum) co-production commitment embedded in the 'Project Concept' phase
- Successful delivery of #YES



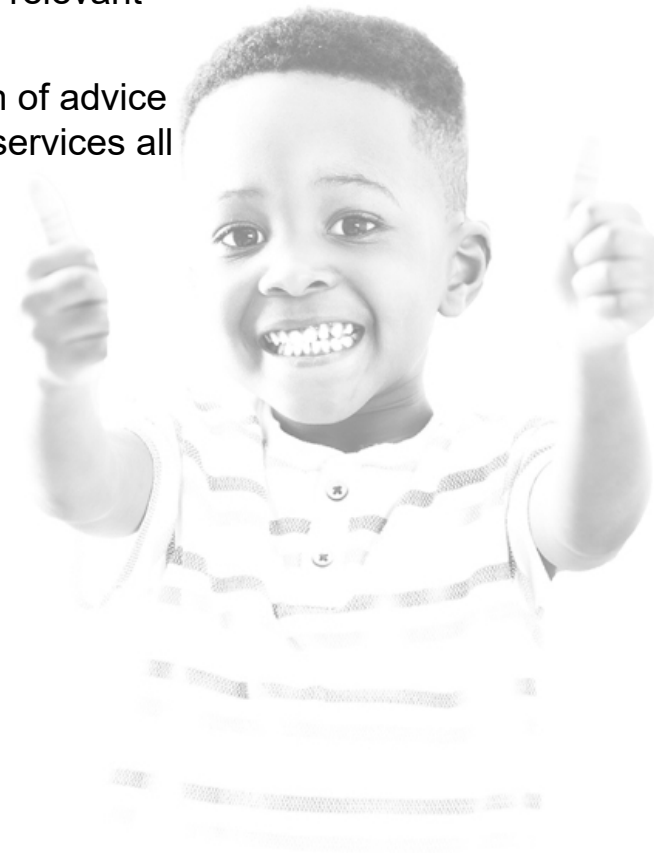
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Key Measures

- Improved parent support
- Successful delivery of relevant TCSP projects
- Improved coordination of advice and guidance on our services all in one place



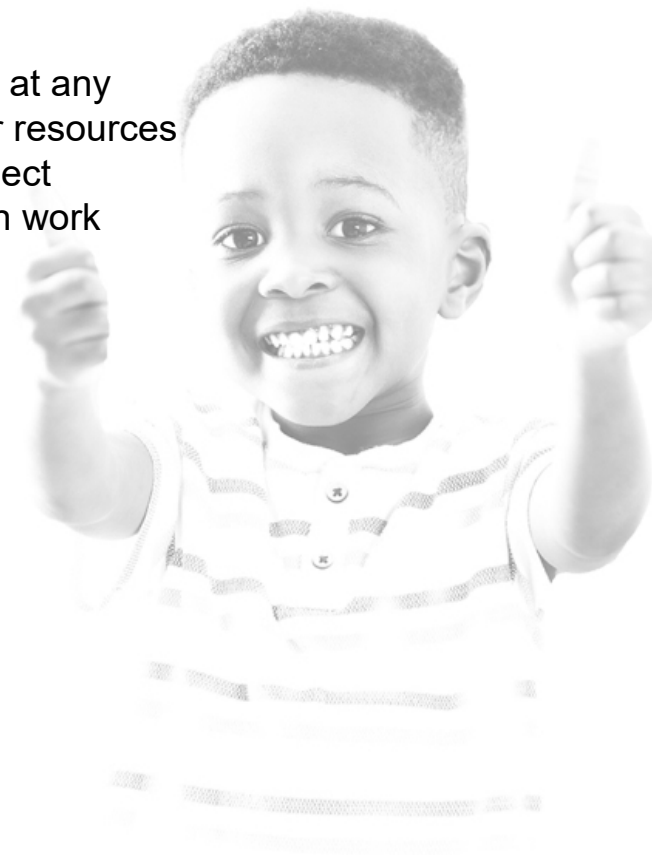
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Key Measures

- Increased levels of membership on project groups at front line level
- Minimum two projects at any one time that allow for resources to be released for project specific transformation work



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Key Measures

- Decrease in the rate of CiN, CP and CAYPiC
- Rate of Children starting to be looked after each year
- Percentage of Children and Young People in Care ends via adoption
- Increase in Early Help Assessments & Decrease in those that escalate to social care



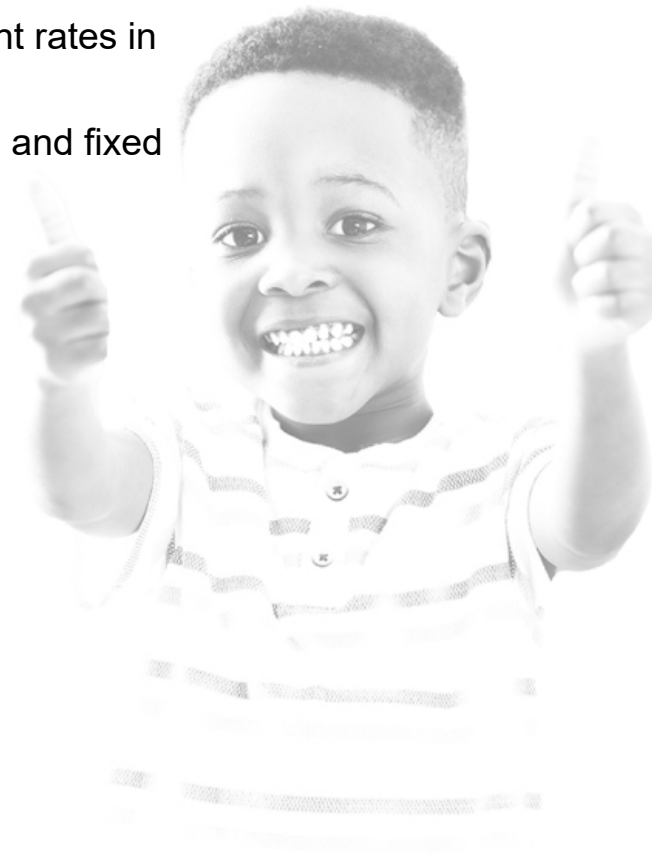
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Key Measures

- Successful delivery of relevant TCSP Projects
- Increased achievement rates in statutory testing
- Reduction in part time and fixed term exclusions



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Key Measures

- Improved access to 'ordinary life' opportunities for cohorts of children who are most in need (to be driven by data and or professional judgement)



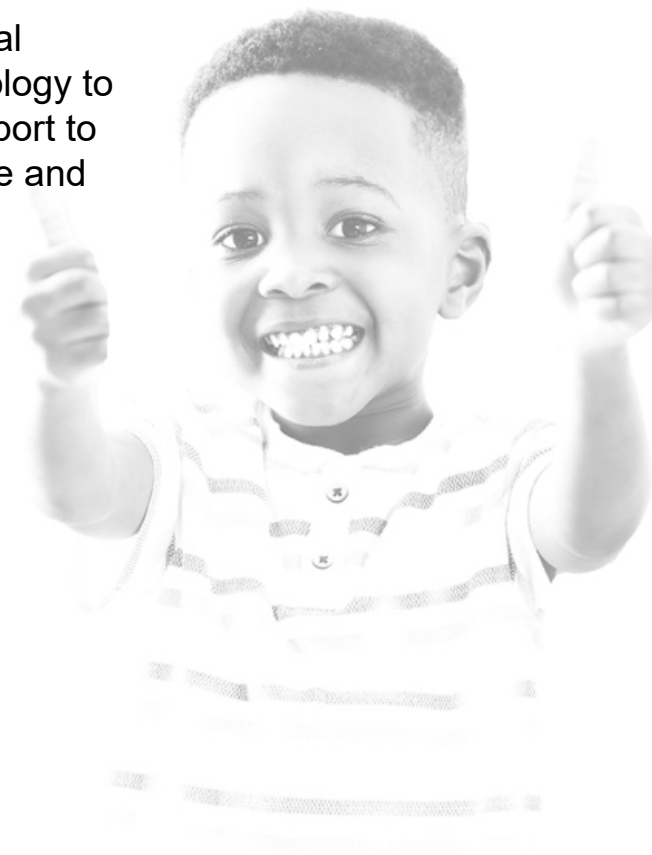
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Key Measures

- Improved emotional mental health and wellbeing
- Increased use of digital innovation and technology to engage and offer support to children, young people and families



Some of the TCSP Projects



The House Project

To support young people in care need to achieve successful independence through investment and engagement in their future home enabling safe, well and independent living amongst a community of support.



Family Values

To achieve strong improvements to the overall enquiry rate, conversion rate and leaver rate of foster carers.



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.



SEND Systems

To ensure the council has robust systems in place to respond to and manage demand across SEND services, therefore supporting the SEND Partnership to achieve the best value for money on its investments.



Eclipse Children's

Achieve the successful replacement of existing stand alone, on premise, server-based systems with a single more technically advanced, cloud hosted system that offers multi-agency practitioners 'one view' of a child's support record.

TCSP Annual Report 2020-2021 Highlights

Key achievements:

- Family Values Project saw **increased foster carer enquiries** between April 2020 and March 2021 - **419** first contacts, the **highest to date** despite the disruption of the Coronavirus pandemic
- The Supporting Families Programme (formerly Troubled Families) **reaching its payment by results** target working with **289** families. In the same reporting period **484** families went on to achieve significant and sustained progress in line with the Supporting Families Outcomes Plan. The total grant received was **£1.1 million**
- **Service wide implementation** of Eclipse (the children's care record system)
- **Successful closure** of the Power2 project which in this reporting period worked with **50** young people under the age of 18, **16** young people aged 18-25, **28** parents and carers with **34** young people having successfully exited the programme which focusses on specialist support for those at risk of exploitation
- **Successful closure** of the Wolverhampton House Project, which successfully transitioned **10** Wolverhampton care leavers to living independently in their own homes.
- **Launch of the #YES** (Youth Engagement Strategy) as part of the HeadStart Sustainability Plan – which included a huge commissioned community effort and bespoke school's programmes (total value £1.3 million) to support children, young people and families during the Coronavirus outbreak.
- **Programme growth** with the initiation of the Culture of Inclusion, Culture of Belonging, Transformation of Traded Services and Social Workers in Schools projects
- **41 social workers assessed** at project closure of the National Assessment and Accreditation System (NAAS) meeting the Post Qualifying Practice Standards (PQPS).
- Support coordinated and delivered by the TCSP team during the Coronavirus outbreak outside of programme – **a true OneCouncil approach**.

TCSP Annual Report 2020-2021 Highlights

SRO Appraisal – Emma Bennett Executive Director for Families:

“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”.

TCSP Annual Report 2020-2021 Highlights

Outcome 1: Increased communication to stakeholders

- In 2021 it was agreed by the TCSP Board to have, for the first time, a **communications plan for transformation**
- This plan will support the effort on celebrating success at a programme and project level
- Promote the launch of new products, services and ways of working across the directorate
- Most importantly, **highlight the positive impact** that transformation projects have on children, young people and their families.

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

- This is already **done well and with passion** across TCSP and the wider service. The programme will remain committed to listening to children, young people and their families across all its projects.
- **The Wolverhampton House Project** is the perfect example of working alongside children and young people to achieve goals. This project saw young people involved from the start, from their input and creativity into the funding application and ideas on how care leavers can be better supported into independence through to their ownership of tenancy agreements, home decoration and establishing a support network.
- Care leavers were integral to each phase of this project from its concept to its closure.

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

- **Supporting Families** is a programme that aims to take a system wide approach to improve and sustain outcomes for vulnerable families through partnership working and multi-agency practice.
- Supporting Families has worked with **hundreds** of eligible families using a 'team around the family' approach where multi-discipline professionals from social care and health through to community groups and charities will work with a family focussing on individual needs.
- As seen in the case study in the Annual Report, this coordinated support and signposting effort can successfully help people to return to work and live in a safer home environment away from domestic abuse.

TCSP Annual Report 2020-2021 Highlights

Outcome 4: Increased engagement with the workforce on projects

- **THANK YOU** to all employees, frontline or back office, that contribute to the many projects that have and continue to be delivered through the transformation programme!
- This is also something that TCSP does well with a **third of its membership** across all project governance structures coming from frontline employees
- Whilst many do this on top of their day job, it is important to recognise this role on projects as often these individuals are representative of the workforce and can influence or challenge projects that will bring about new ways of working when in the context of 'day to day'.

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

- Whilst TCSP cannot and should not be attributed solely to the increasing number of CYP remaining in safe and stable homes, it does contribute to this corporate aim through its associated projects.
- TCSP, in the main, adds value to the already **tremendous effort** that takes place across children's services and education to safeguard children and give them the best start in life.
- Statistical highlights include: **a reduction in the rate of CiN, a reduction in the number of CYP in care and the rate of CYP starting to be looked after** as well as an **increase in the number early help assessments** meaning people are getting help sooner.

Outcome 6: Improved partnership working with Education settings

- **Culture of Belonging** is one of the newest projects to the transformation programme. The Project aims to reduce fixed term exclusions and elective home education.
- One of the key components of the project is the secondary school phase of the Inclusion Support and Alternative Provision Panel (ISAPP).
- 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.
- Fixed term exclusions in this reporting period **reduced by 32%**. It is reasonable to assume that ISAPP, which received 118 referrals, played a role in that reduction supporting a coordinated, system approach to inclusive education.

TCSP Annual Report 2020-2021 Highlights

Outcome 7: Improved opportunities for target cohorts of CYP

- Grant funding of **£337,618** was secured from the Controlling Migration Fund so that Wolverhampton could set up its own 'Supporting the Emotional, Mental and Wellbeing of Unaccompanied Asylum-Seeking Children (UASC) project.
- UASC closed in 2020 with achievements including: **26** needs assessments completed, **33** referrals for emotional health support and **77** young people engaged in therapeutic sessions.
- Ongoing work with this cohort includes early specialist mental health assessments, a wellbeing group offering support from the RMC, a dedicated UASC panel, regular wellbeing check-ins with CYP and a UofW 'Sanctuary Scholarship'

Outcome 8: Increased resilience and wellbeing amongst CYP and families

- **HeadStart** is in its third phase of delivery and is funded by the National Lottery Community Fund (NLCF). It 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.
- HeadStart is heavily evaluated and throughout phase 3 delivery in **39** schools, **75** community groups, with **700** parents and carers and over **13,000** young people, headlines include: emotional and behavioural difficulties measured less than the national average, improved emotional and conduct issues in a community setting, increased empathy for peers and overall higher resilience amongst young people.
- HeadStart is due to close in July 2022 with much of its learning now part of **#YES**

TCSP Annual Report 2020-2021 Highlights

Priorities for 2021-2022:

- Successful delivery of the current and future programme
- More communication to our stakeholders about TCSP, its success, its services and its new ways of working
- Understanding co-production and what we mean by it in a project context
- Optimising the corporate approach to a 'Families Directorate'
- Learning from Covid-19 and responding to changing needs and priorities Relight our City
- Future transformation planning and ensuring improvements to service delivery are continuously explored
- Maintaining representation from frontline workers on project groups with staff released from the business to lead ideas
- Better budget planning at project Business Case

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