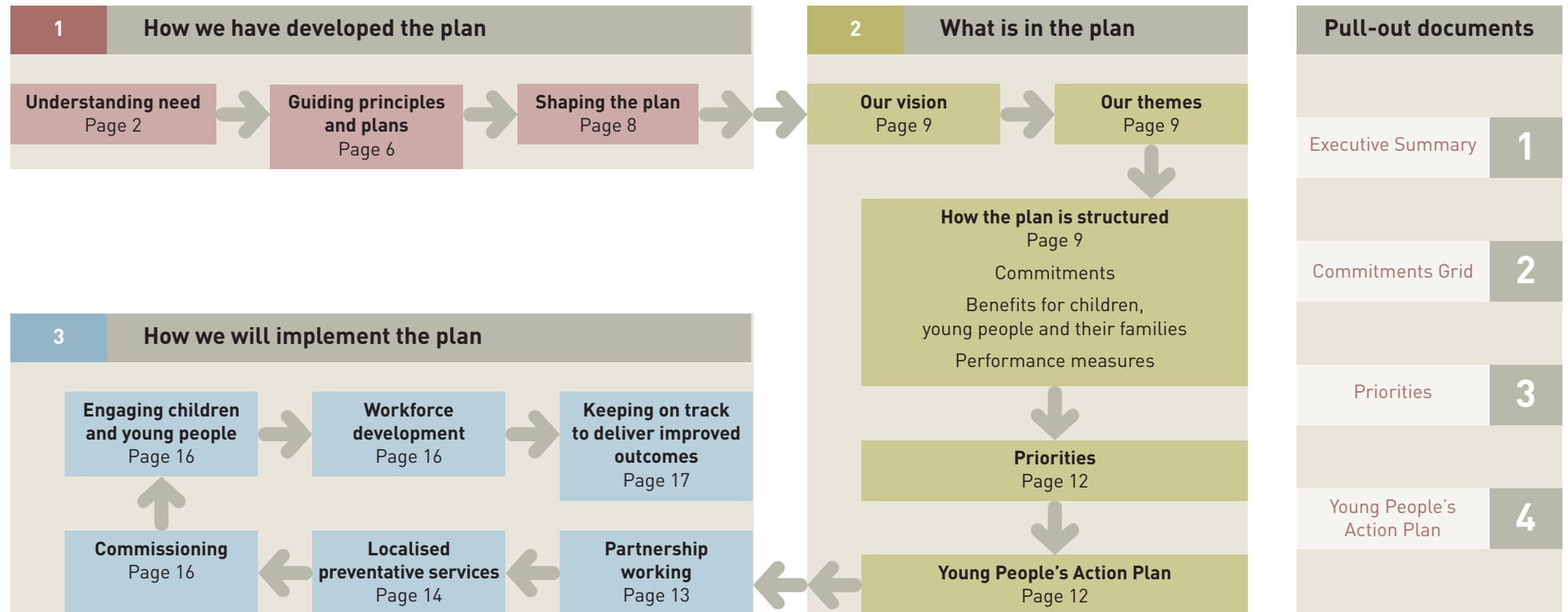


Skills Be healthy Services Schools Education
Achievement **Play** Every child matters Prevention Local Participate Learn
Tackling inequality, creating opportunity Enjoy and achieve Stay safe
Caring Happy Protect Children's centres
Trust **Children and Young People's Plan**
Quindrat Youth **2009-2013**
Positive contribution Opportunity Improving Engage
Health Parents Economic wellbeing Families



Contents



1 How we have developed the plan

Understanding need

The starting point for developing this Children and Young People's Plan (CYPP) has been our understanding of the particular needs of children, young people and families in Richmond upon Thames – and how services can help meet those needs to keep children safe, healthy and on track to achieve their goals.

To develop our understanding of need, we have used a wide range of different information – including demographic data; performance information; information from inspections and surveys; and feedback from wide-ranging and ongoing consultations with children, young people, families and residents. Much of this information has been brought together on the CYPP web pages – and you can see it presented against each individual commitment from the plan at www.richmond.gov.uk/cypp/needsanalysis. We will update this information regularly, as new data or feedback becomes available.

The sections below provide a very brief overview of some of the headline messages from the needs analysis. This is very high level, and clearly information will change over time, so it should be read alongside the more detailed analysis on the website.

Borough profile

The London Borough of Richmond upon Thames is a prosperous, safe and healthy borough covering an area of 5,095 hectares in southwest London. It is the only London borough spanning both sides of the River Thames, with river frontage of over 21 miles, and more than a third of the borough is open space – including some of London's internationally renowned parks and tourist attractions.

1. Super output areas have been developed by the Office for National Statistics. They were created to improve small area statistics by developing a more consistent geography (consistent in population size and length of time in use). Each ward area consists of 3-6 super output areas.

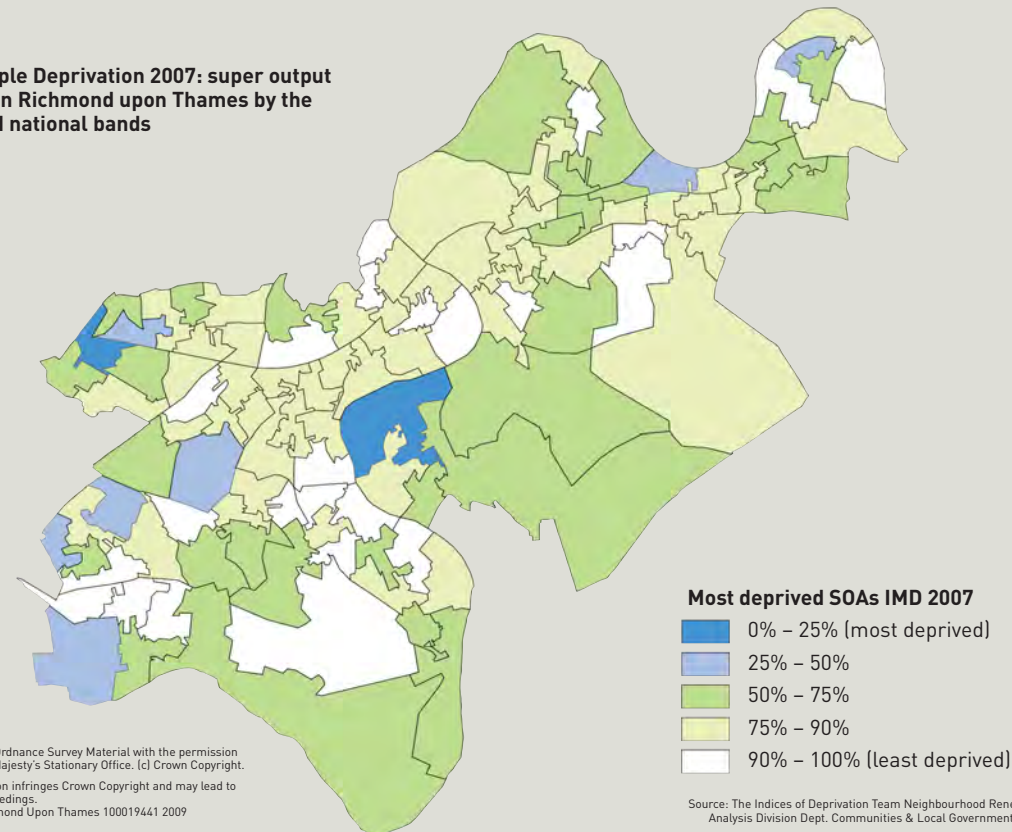
The borough has a population of 180,000. Residents of the borough are healthier than they have ever been, and amongst the healthiest in the country. Life expectancy is longer than average, at 79.4 years for men and 83.1 for women. However, there are significant differences between different areas of the borough: the average life expectancy varies by as much as 7.7 years between the more prosperous and the more deprived areas.

The workforce of Richmond upon Thames is generally well qualified. Household earnings reflect this: an analysis of household income in 2007 suggested that, with the exception of the City of London, Richmond upon

Thames has the highest average income (£46,202) of any London borough. East Sheen, St Margaret's and North Twickenham and South Richmond are amongst the 10 wards with the highest gross household incomes in London. Only 8% of households have an income of less than £15,000 compared to 14% in Greater London and 19% in Britain.

Twenty six super output areas (SOAs) in Richmond upon Thames (a fifth of those in the borough) are in the 10% least deprived areas in the country.¹ Seventy five SOAs (65% of those in the borough) are amongst the 25% least deprived areas in the country. Figures also suggest that

Index of Multiple Deprivation 2007: super output areas (SOAs) in Richmond upon Thames by the most deprived national bands



relative deprivation is decreasing: the borough's Index of Multiple Deprivation (IMD) rank score has reduced from 301 in 2004 to 309 in 2007.

Again, however, these borough-wide findings mask some considerable variation, and there are pockets of relative deprivation in the borough. Two SOAs in the borough are amongst the top 25% most deprived areas in the country: they are in the wards of Ham, Petersham and Richmond Riverside and Heathfield. A further seven SOAs fall within the 25%-50% band. The areas that have been identified as being the most deprived have been grouped into the borough's five areas of relative deprivation, and are a particular focus for the borough's Community Plan.

It is also possible that the gap between the borough's most affluent and most disadvantaged areas is growing: the IMD score for some of the most disadvantaged areas has increased since 2004.

Reflecting the economic downturn, the rate of those claiming Job Seeker's Allowance in the borough has increased from 1.2% in January 2008 to 1.9% in January 2009. However, despite this increase, the borough still has the smallest number of claimants in outer London. It is possible that Richmond upon Thames will be disproportionately affected by the nature of the current economic downturn: the borough has more people employed in professional and managerial occupations (at 50%), compared with neighbouring boroughs in south west London (around 40%), many of whom work in the financial and business services sectors.

Richmond upon Thames is one of the least ethnically diverse boroughs in London, with a non-white population similar to the average for England and Wales. Just over 9% of the borough's population is made up of non-white minority ethnic groups, the largest of which is Indian at 2.5%. But these borough-wide figures again mask considerable variation. Heathfield ward has by far the largest concentration of non-white ethnic minority groups (16.2%) living in the borough. Whitton and West Twickenham are also more ethnically diverse compared to the borough average.

Compared to the rest of London, Richmond upon Thames has very low levels of crime and is one of the safest boroughs to live in. The Metropolitan Police District average total rate for notable offences is 9.59, compared to 5.81 in Richmond Borough. And crime rates are falling: total annual recorded crime offences have fallen over the last three years from 13,317 to 11,874.

Homelessness is lower than many London boroughs, but the borough suffers from a shortage of affordable housing both to rent and to buy, with the average terraced house in Richmond upon Thames costing 18 times the salary of a newly qualified teacher (based on 2006 data).

Children, young people and families in Richmond upon Thames

The 2001 census suggests that the borough has slightly fewer young people than the average for the rest of London and England and Wales – with 23% of its population aged 0 to 19 compared with an average of 25%. However, figures show that over recent years the number of births has increased. In 2002, there were 2,413 births compared to 2,865 in 2008, increasing

demand for a range of services, including school places.

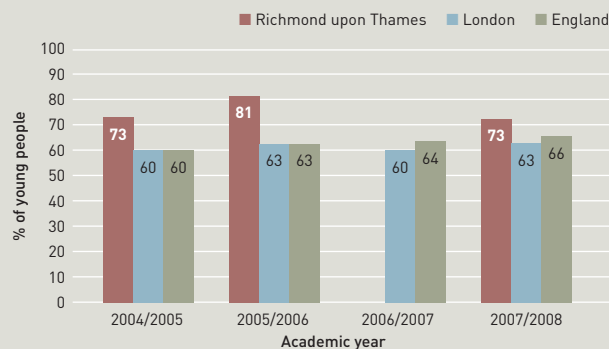
A significantly higher percentage of babies in Richmond upon Thames are born to mothers aged 35 and over (40.3%) compared to England as a whole (20.1%). Nationally, there is a trend towards later maternity amongst women with better educational qualifications, and it is likely that this trend is more marked in the borough due to low unemployment and a high proportion of people working in managerial and professional occupations.

Safe and healthy

The borough is generally a safe place for children and young people to grow up – with low crime levels; low numbers of road accidents; only around 35 children on the Child Protection Register at any one time; and around 90 children in care.

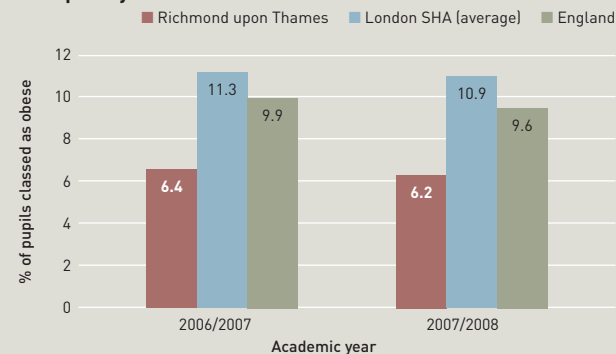
Specialist services providing support to the most vulnerable children and young people have been rated as outstanding and children in care enjoy very good outcomes compared with other boroughs.

Looked-after children achieving 1 or more GCSEs



Note: There were no looked-after children in Richmond upon Thames who were eligible to take GCSEs in 2006/2007

Prevalence of obesity in primary school children in Reception year



Richmond upon Thames is also a healthy place to grow up – with a high proportion of mothers breastfeeding their children; good rates of immunisation; ample opportunities to participate in sporting activities and very low levels of obesity compared with other boroughs; and some of the lowest levels of teenage pregnancy in the country. However, there remains a need to continue to improve services for some children with additional health needs – including disabled children and those requiring Child and Adolescent Mental Health Services.

Participate, enjoy and achieve

The Council maintains one nursery school and 12 nursery units. In general, children below the age of 5 get an excellent start to their development, with achievement in the Early Years Foundation Stage amongst the best in the country.

The Council also maintains 41 primary schools, which consistently achieve some of the highest standards in the country. However, there remains variation in performance between schools in different areas of the borough, and there is increasing pressure on primary school places as demand increases.

The eight maintained secondary schools for 11 to 16 year olds and two special schools are improving, with attainment increasing over recent years. But there remains a need to continue to improve standards and increase contextual value added scores.

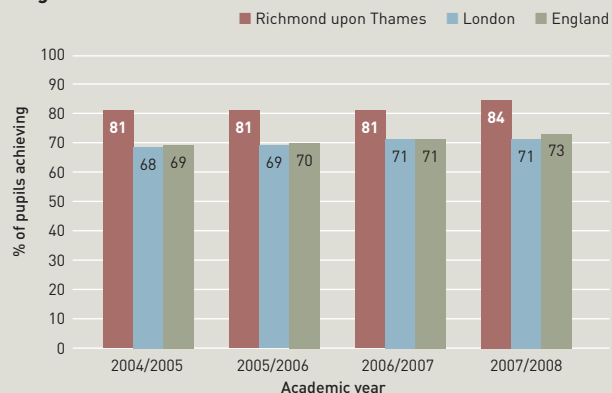
Provision for children with special educational needs is made in all mainstream schools. While the numbers involved are relatively small, there is a need to narrow gaps in attainment between pupils with special educational needs and their peers. Similarly, there is a need to reduce gaps between those children eligible for free school meals and their peers.

There is a very wide range of activities for children and young people in the borough, including many cultural and sporting opportunities – but young people themselves consistently identify ‘more things to do and places to go’ as their top priority.

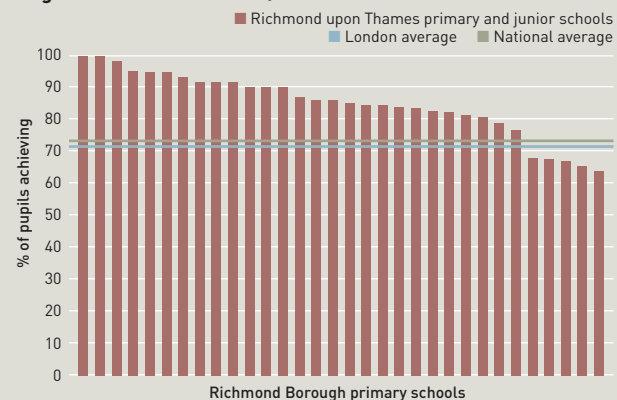
Economic wellbeing

As with deprivation indicators generally, the Income Deprivation Affecting Children Index (IDACI) suggests that families with children in Richmond upon Thames are generally less affected by deprivation than in other boroughs. However, although in the IDACI measure most SOAs are broadly in line with the IMD map, there are more areas which drop into the category of

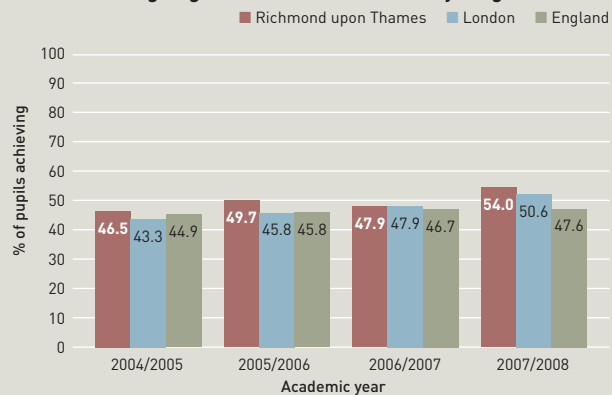
Percentage of pupils achieving Key Stage 2 Level 4 or above in English and maths



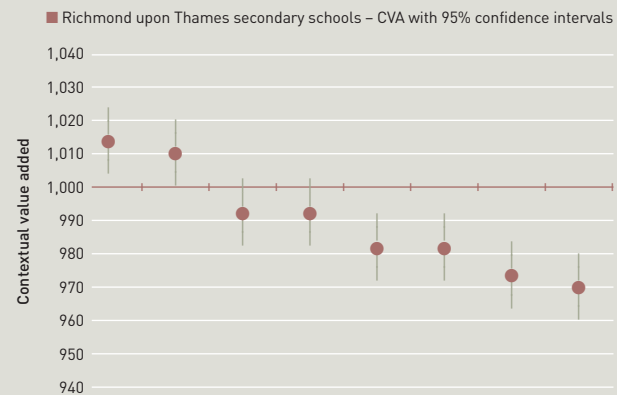
Percentage of pupils achieving Key Stage 2 Level 4 or above in English and maths in 2007/2008



Percentage of pupils achieving 5 or more A*-C grades at GCSE including English and maths (end of Key Stage 4)



Contextual value added (CVA) Key Stage 2 to Key Stage 4 2007/2008



deprivation affecting children, eight of which are in the 0%-25% band of most deprived SOAs in the country.

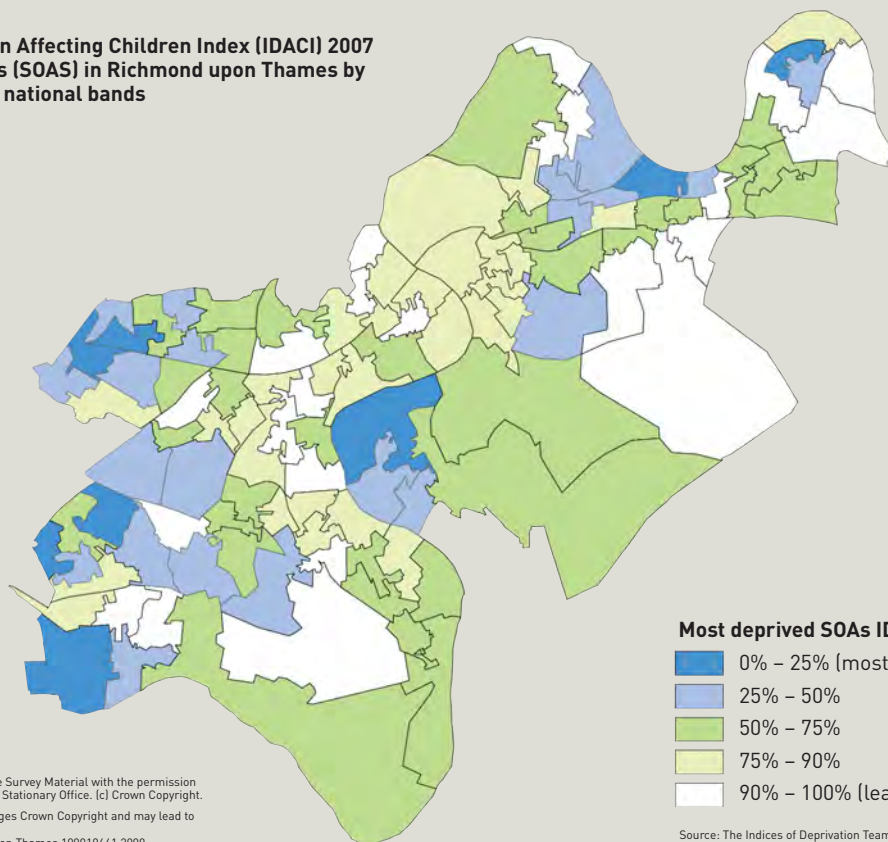
The provision of children's centres in the borough is expanding, with five main centres and a number of satellite centres planned or in place. Childcare in the borough is often expensive and this has been identified as an issue for most parents. It is also often insufficiently flexible to support parents returning or continuing in work.

Young people are well supported into post-16 education. The borough does not have any maintained schools with sixth forms, but A-levels and vocational qualifications are on offer at Richmond upon Thames College. The borough also has an adult college, Richmond Adult Community College, which provides a range of adult and family learning opportunities. The number of students who go on to attain Level 3 qualifications is high and well above the national average.

The proportion of young people not in education, employment or training (NEET) is relatively low.

The numbers of young people who are homeless is relatively low and has fallen in recent years, with all care leavers provided with suitable housing. But youth homelessness has increased as a proportion of homelessness in Richmond upon Thames.

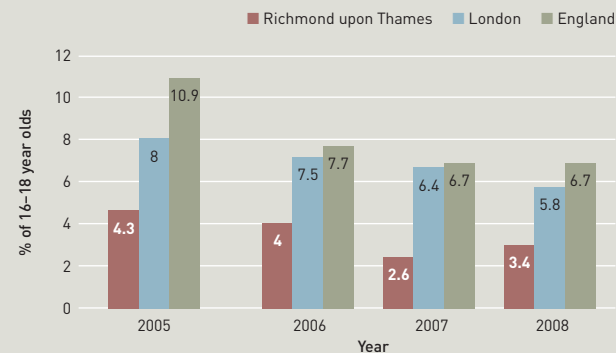
Income Deprivation Affecting Children Index (IDACI) 2007 super output areas (SOAs) in Richmond upon Thames by the most deprived national bands



This map is based upon Ordnance Survey Material with the permission of the Controller of Her Majesty's Stationary Office. (c) Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. London Borough of Richmond Upon Thames 100019441 2009.

Source: The Indices of Deprivation Team Neighbourhood Renewal Analysis Division Dept. Communities & Local Government

16-18 year olds not in education, employment or training



Guiding principles and plans

This Children and Young People's Plan sets out our goals for 2009-2013, covering **all** children and young people up to the age of 19, and up to the age of 25 for care leavers and young people with learning disabilities. It covers universal services such as schools and GPs; targeted services for children with particular needs; such as support for behavioral or health difficulties, and specialist services for the small number of children with the most complex needs, such as children in care, or those with disabilities.

Alongside a strong understanding of the needs of children, young people and families, our approach to developing this plan has been guided by a set of key principles and plans common to all partners in the Children and Young People's Trust.

All children's services in the borough work towards the **Every Child Matters** principles – that every child, whatever their background or their circumstances has the support they need to fulfil their potential. This plan therefore sets out to achieve the Every Child Matters outcomes for all young people in Richmond upon Thames. You will see these outcomes embedded in the first three themes of our plan for the borough: Theme 1 is all about children being safe and healthy; Theme 2 is about enjoying and achieving and making a positive contribution; and Theme 3 focuses on economic wellbeing.

Every Child Matters is the national approach to the wellbeing of children and young people from birth to age 19. Its aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

Ensuring that **all children are safe from harm** is the first priority of the Children and Young People's Trust and it is the responsibility of everybody in the local community, and wider society. You will see that our very first commitment in this plan is to keep all children safe from harm – with a range of commitments to protect children from specific risks, or to support those who are particularly vulnerable. In developing this plan we have worked closely with members of the Local Safeguarding Children Board (LSCB). The box below sets out an overview of our safeguarding arrangements.

Arrangements in the London Borough of Richmond for safeguarding children and young people

Richmond upon Thames is a safe place to live, go to school and work - with low crime rates, few deaths from road traffic accidents and strong arrangements in place to safeguard children who may be at risk. Good preventative practice is in place through the Common Assessment Framework and integrated working, and the borough has excellent services for protecting children from abuse and neglect. Our arrangements have been awarded an 'outstanding' grade in inspection.

We have robust scrutiny arrangements in place in the form of the LSCB, with a new independent chair and a programme of quality assurance work providing rigour and challenge to the Children and Young People's Trust Board. The LSCB has provided support and challenge in developing this Children and Young People's Plan and is currently developing its own four year plan to support safeguarding goals.

In recent months, we have made further investments in our audit and quality assurance functions for safeguarding, with a new senior Head of Safeguarding Quality and Performance role, as well as investing in our frontline workforce, including through tailored training and development. As set out later in this document, a major focus over coming years will be strengthening our local preventative services – such as educational welfare services and health visiting – helping to identify problems as they emerge, and therefore reducing the risk of children and young people requiring higher levels of support and intervention later.

We are confident that these measures will build on our outstanding track record in safeguarding children and put us in a strong place to meet the challenges ahead, including ensuring we have fully implemented the measures arising from Lord Laming's recent enquiry into safeguarding arrangements in England.

But there can be no room for complacency. Safeguarding children from harm is the most important role for the Children and Young People's Trust, and it has never been more important to demonstrate how we protect the most vulnerable children and young people. That is why the first commitment (Commitment 1.1) in this plan is to keep children and young people safe from harm.

Our approach has also been guided by the **UN Convention on the Rights of the Child** (UNCRC). A particular focus of the plan – as set out in the title – is the need to tackle inequalities, ensuring that all children and young people can benefit from the high quality services and support available in the borough. In addition, included in Theme 4 is a specific commitment to ensuring that all children and young people are supported to participate and engage in shaping the services that affect them – a key element of the UNCRC (article 12). To build on the good practice already in the borough, we will develop a new engagement and participation strategy over the months ahead to support the work of the Children and Young People’s Trust.

Key provisions of the **UN Convention on the Rights of the Child** include that:

- all rights apply to all children without exception or discrimination of any kind (article 2);
- the best interests of the child must be the primary consideration in all actions concerning children (article 3); and
- children’s views must be taken into account in all matters affecting them (article 12).

The Children and Young People’s Trust has also been guided by its **commitment to equality and diversity** and to demonstrating understanding and respect for all sections of the community irrespective of belief, age, disability, gender, ethnicity or sexuality. Particular efforts have been made to ensure that all voices have been heard through the consultation process – including engaging children with particular needs (such as children in care and young carers), and with other key representative groups (such as the Lesbian, Gay, Bisexual and Transgender Forum).

More generally, the Children and Young People’s Trust recognises that some children and young people need more support from services than others to ensure they have an equal chance of achieving the Every Child Matters outcomes. Many of the commitments in this plan focus on supporting the most vulnerable children and taking action to narrow gaps in attainment and achievement.

The Children and Young People’s Trust has also been guided by the principle that **preventing problems early is better than tackling problems later**. All partners in the Trust are focused on working with families and working together to identify potential problems as soon as they arise and tackle them quickly and effectively to avoid bigger problems later. You will see in this plan that a major focus of our work over coming years will be building up stronger preventative services in each of the five local areas (or quindrats) in the borough. These plans are set out under Theme 4 of the plan, and summarised later in this document.

Finally, the development of the CYPP has been guided by the overarching strategy for the borough, owned by the Local Strategic Partnership and set out in the **Richmond upon Thames Community Plan 2007-2017**. This Community Plan includes, as one of seven themes, ‘Growing Up in Richmond upon Thames’, setting out a vision for excellence in the borough through putting children and families first. It includes specific aims to work in partnership to safeguard children, promote healthy lifestyles, expand children’s centre services, focus on underperforming schools and enrich the 14 to 19 curriculum. The vision and title of this plan, *Tackling inequality, creating opportunity*, deliberately mirrors the Community Plan’s focus on reducing gaps between those with greater needs or those living in areas of relative deprivation and other families in the borough. As you read through this plan, you will see specific commitments to make the Community Plan vision a reality.

Shaping the plan

Having developed a strong understanding of the needs of children and young people, and guided by the principles set out above, the Children and Young People's Trust has undertaken very wide-ranging consultation over a number of months to develop this plan.

The Trust Board is required to consult with a wide range of partner agencies, including those covered under the duty to cooperate (see section 10 of the Children Act 2004), and also with children, young people, schools and the LSCB.

Our consultation process builds on the strong history of engagement with service users and stakeholders in Richmond upon Thames and the wide variety of different ways in which we listen to the views of young people and families to shape service delivery and improve the way we work. Our purpose in producing the CYPP for 2009-2013 has been to give young people and stakeholders a real chance to comment on the development of the plan at an early stage where there is opportunity to influence its content, determine priorities and have ownership of the vision. The most widely held themes and ideas from consultations have been included in the *Commitments Grid* and will inform the priorities and ongoing development of children's services.

How we consulted

Consultation on the development of the plan started by bringing together the information we already had from partners, children, young people and parents. Most of this information came from the discussions and conversations we have from conducting our everyday business. For example, the views from the Council's Citizen Panel, the Youth Manifesto and national surveys such as the TellUs survey have all informed the development of the plan, just as they inform the development of individual services.

Dedicated consultation on the development of the new CYPP began in November 2008 with a borough-wide stakeholder consultation event. The event was the first opportunity for stakeholders to discuss what they felt the big issues and priorities for the borough were. The views from the stakeholder event were used to shape the first draft of the *Commitments Grid* and the discussions helped to shape the priorities for the first phase of the CYPP.

Once the first draft of the *Commitments Grid* and priorities were agreed by the Trust Board, they were consulted on with a broad range of people using a variety of approaches. Our aim was to reach all key stakeholders, engaging with children and young people and also ensuring that hard to reach groups were targeted. This included:

- giving presentations and workshops at partnership meetings, meetings of individual partner agencies, and elected members;
- working with Richmond Council for Voluntary Services to engage voluntary sector, community groups and faith groups;
- facilitating consultation workshops; and
- web-based consultation.

A list of those groups we consulted with is set out in Annex A of this document.

Continuing the conversation

In many respects, this publication does not mark the end of consultation, merely the beginning of the next phase. We will need to keep discussing with children, young people, families and service providers how to implement the commitments set out in the plan to deliver our shared ambitions. Each year we will review our progress against the commitments in this plan – and seek the views of stakeholders on what we have achieved and what we still need to do.

2 What is in the plan

Our vision

The vision of the Children and Young People's Trust is captured in the title of the plan: *Tackling inequality, creating opportunity*:

- **Tackling inequality** – We know that behind the story of our success there are some real challenges, and inequalities – between relatively wealthy and relatively poor areas of the borough, and between children with particular needs, including disabilities and special educational needs, and their peers. Our vision is to focus the most support on those who need the most help, ensuring that every child in every part of the borough, no matter what their background or their need, has the chance to fulfil their true potential.
- **Creating opportunity** – Richmond upon Thames is a vibrant and prosperous borough, with unrivalled parks and other areas for children to play, excellent schools, colleges and health services and outstanding specialist children's services. Our vision is to maintain excellent services for all, working with families to ensure that all children and young people are given the opportunities they need to enjoy a happy and healthy childhood and stay on track for future success.

This vision – of excellent services for all, with the most help for those who need it – is captured within the themes and commitments of the CYPP, and in the priorities for change we are setting out.

Our themes

The outcomes we want to see for all children and young people in the borough are set out in the overarching themes of the plan. Themes 1 to 3 capture the vision of the **Every Child Matters** agenda and are:

- **Theme 1 – Ensuring all children and young people are safe and healthy.** The starting point for a happy childhood and the foundation for future success is to grow up safe from harm, physically and emotionally healthy. The first priority of the Children and Young People's Trust is to ensure that all children in the borough are safe from the risk of harm. And we are committed to ensuring that all children and young people are supported to stay healthy, with high quality support for those with additional needs.
- **Theme 2 – Ensuring all children and young people are able to participate, enjoy and achieve.** Consistently excellent schools – with teaching personalised to meet the needs of individual children – are essential if all children are to fulfil their true potential. Our focus is on ensuring consistency of provision across the borough, with a particular focus on narrowing gaps in attainment so that all pupils can make good progress. Alongside excellent schools, our commitment is to provide an exciting range of play, sports and cultural opportunities for young people to enjoy growing up and to participate positively in the life of the borough.
- **Theme 3 – Addressing inequality to enable every family to access the economic wellbeing of the borough.** We know that some families – especially in relatively deprived areas of the borough – need particular help to ensure their children grow up free from poverty and able to succeed at school and beyond. Particularly at a time of economic strain, our focus is on ensuring that all families and young people are given the support they need. And we know that all young people, post-16, need a range of high quality education and training opportunities to choose from so that they can get the skills they need to prosper in an increasingly competitive global economy.

These three themes – setting out our aspirations for all children in the borough – are the essential starting point for the plan. In addition, we have Theme 4, which focuses on how we will work across the Children and Young People's Trust to improve services to deliver our aspirations. More detail on this fourth theme is set out later in this document in 'How we will implement the plan'.

How the plan is structured

The main planning document in this Children and Young People's Plan is the **Commitments Grid**. This can be found in the CYPP folder and contains our commitments across all the services provided by the Children and Young People's Trust. The grid follows a consistent and logical approach, breaking down each of Themes 1 to 3 set out above into a series of commitments, benefits and performance measures. This section explains how the grid is structured, and how you can use it to find out about the areas you are most interested in.

Our commitments

Each of Themes 1 to 3 has been broken down into a series of commitments from the Children and Young People's Trust. These commitments can be seen on the first table of the pull-out **Commitments Grid**. There are, in total, ten commitments across Themes 1 to 3. For ease of reference they are also listed on the next page.

We have tried to make these commitments comprehensive. That means that if the Trust fulfils its ten commitments we will have delivered the aspirations set out in Themes 1 to 3 of the plan – and hence delivered our vision of creating opportunities for all young people, and tackling inequality in the borough.

		Every Child Matters outcomes			Management and Capacity			
Borough themes		Ensuring all children and young people are <i>safe and healthy</i>	Ensuring all children and young people are able to <i>participate, enjoy and achieve</i>	Addressing inequality to enable every family to access the <i>economic wellbeing</i> of the borough	Localising services and building capacity to deliver <i>service improvements</i> for all families and young people			
Our commitment is to work to...	1.1	Ensure all children and young people are safe from harm, and do not suffer maltreatment or neglect	2.1	Ensure all children and young people enjoy high quality and personalised learning at all stages to fulfil their potential	3.1	Support all children, young people and families to prosper, and reduce the impact of poverty	4.1	Enhance partnership working and commissioning to support integrated high quality working
	1.2	Ensure children and young people enjoy good physical health , and those with additional needs and disabilities get the support they need	2.2	Reduce achievement gaps at all key stages to enable all pupils to make good progress throughout their time in education	3.2	Ensure all young people post-16 are supported to access education, employment or training	4.2	Create high quality localised services as part of a wider protective and preventative service
	1.3	Ensure all children and young people enjoy good emotional health , and get the support they need to address emotional and behavioural challenges	2.3	Improve outcomes for those with special and additional educational needs			4.3	Ensure children, young people and their families are engaged in improving services to meet their needs
			2.4	Ensure all children and young people are able to enjoy a range of play, sports and cultural opportunities			4.4	Ensure effective continuing professional development for the children's workforce
			2.5	Ensure all children and young people are able to participate in a range of activities to make a positive contribution			4.5	Ensure the most efficient use of resources to achieve best value and service improvement

Benefits for children, young people and their families

As you will see, each of the ten commitments is quite broad, and that could make it difficult to know exactly how well we are doing in fulfilling them. So we have broken down each of the ten commitments into a larger number of more specific benefits for children, young people and their families in the borough. These are also set out in the *Commitments Grid*.

By breaking down each commitment into these specific benefits it will be easier for the Children and Young People's Trust to know whether it is fulfilling its commitments. Crucially, it should also help young people and families tell us whether they are experiencing the benefits we want them to, and so help us to understand how well we are doing and where we need to make more progress.

In total, there are over 40 benefit lines under Themes 1 to 3 in the *Commitments Grid*. Only if all children and young people experience these benefits will we be able to claim that we are comprehensively fulfilling our commitments and achieving the aspirations and vision of the plan.

How our commitments break into specific benefits

For example, under Theme 3 – addressing inequality to enable every family to access the economic wellbeing of the borough – we have a commitment (3.2) to 'ensure all young people post-16 are supported to access education, employment or training'. You can see this on the page opposite.

We have then broken down this commitment into three more detailed lines – specifically setting out the benefits for young people in three different ways:

- *universal benefits*, creating opportunity for all young people – that is, 'all young people are provided with high quality information, advice and guidance and supported to find learning pathways which successfully engage them in post-16 education and training';
- benefits around *tackling inequalities* – that is, 'reduced inequality in achievement post-16 between higher and lower income groups'; and
- *targeted benefits*, providing the most support to those who have particular needs – that is 'harder to reach' young people receive advice and support to succeed in education and training post-16' (for example, care leavers and young offenders).

These benefits are set out in the *Commitments Grid*, as are the benefits from *all* our commitments.

Performance measures

How will we know whether children and young people are experiencing the benefits we hope for? First and foremost we will know through the feedback we receive from children, young people and families. It is essential that we continue to talk with all those using our services to ensure we know how they feel about the services they are receiving. But we also want to measure our performance through specific indicators. To do this, we have allocated to every one of the benefit lines in the plan a series of performance measures. In total there are over 160 performance measures across Themes 1 to 3, allowing us to monitor closely how well we are doing and where we need to do better.

There are two types of performance measure:

■ **National indicators** – Central government has produced a set of indicators of performance which all local authorities in England must measure. There are over 80 national indicators which relate directly to children and young people. Every one of those indicators is included in our plan, along with a few other national indicators which we feel are particularly relevant. You will see all of these set out in the *Commitments Grid*. Some of the indicators are also labelled as '(LAA)' indicators – which means they are also included in Richmond upon Thames' Local Area Agreement, setting out some of the borough's top priorities.

■ **Local indicators** – In addition to the national indicators, we have also developed over 80 local indicators where we feel we need to monitor additional performance information. We have particularly focused on developing local indicators where the national indicators set does not provide a complete picture, or where we have particular local priorities, for example, around narrowing attainment gaps in schools.

Taken together, these performance measures will help the Children and Young People's Trust to monitor how well it is doing in realising the benefits it wants to see for children and young people.

Priorities

As you will see, the *Commitments Grid* is quite a long document, containing a very wide set of commitments and measures across the full range of services. This will help the Trust to ensure that it really is taking a wide-ranging approach to achieving the main themes in the plan and will ensure that it can pick up any emerging risks to the plan wherever they occur.

But, alongside this comprehensive approach, it is very important that we prioritise those areas where we think our greatest focus should be. So, as a Trust, we have identified a set of priorities where we will focus particular efforts and try to make most progress.

How have we selected our priorities? We have looked at three key areas to help us identify our priorities across the plan:

- Like the plan as a whole, our starting point for priorities is the **needs assessment** of the borough – identifying areas where we feel there are particular needs to develop services.

- Alongside this, we have looked more widely at our **current performance** – through data on how we are currently performing against a series of performance measures (our assessment of how well we have implemented the previous CYPP for the borough) and particular issues raised by inspectorates such as Ofsted.

- The **views and expectations of children, families and residents in the borough**. As set out above, we have undertaken very wide-ranging consultation at all stages in developing the plan, particularly with young people, to understand their priorities for improved services.

Using all this information, the Trust Board will identify a small set of priorities each year to focus its work. The current set of priorities is set out in the separate *Priorities* document in the CYPP folder, along with explanations of why these particular priorities have been chosen. Delivery Boards (you can read more on these later in this document) will be responsible for developing clear action plans to deliver these priorities. And the Trust Board will review the current list of priorities at the end of each year and agree a new set for the next year.

Young People's Action Plan

The Children and Young People's Trust is passionate about its engagement with individual children and young people in developing and shaping specific services. And we also recognise the valuable role that young people can play as representatives and advocates for other children and young people.

In this plan we wanted the children and young people's forums, such as the Children in Care Council and the Youth Forum, to make a real contribution to the delivery of the plan and identify the actions that they would take forward themselves.

Representative groups used the information from the young people's consultation to identify the big issues for children and young people in the borough. During residential events and away days, groups identified the key actions they would take forward on behalf of other children and young people. The resulting action plans can be found in the separate document *Young People's Action Plan*, and they will act as the main programme of work for young people. They are for one year only and progress will be reviewed each year.

3 How we will implement the plan

Achieving the ambitions set out in this plan is everyone's business – local parents who want the very best for their children; services working every day with young people and their families; local political and community leaders; and the whole community with a responsibility for protecting our most vulnerable children.

In the **Commitments Grid**, and on page 10, you will see a fourth theme (in the blue boxes). Unlike Themes 1 to 3, which focus on the outcomes we want to see for young people, Theme 4 focuses on **how** we will implement the plan. It sets out our goal of localising services and building our capacity to deliver service improvements in order to achieve this Children and Young People's Plan. And it contains a series of five specific commitments, which are all covered in the sections that follow.

Partnership working

We recognise that no single service, working on its own, can achieve the ambitions set out in this plan. Instead, we rely on partnership working. So the plan is formally owned by the Richmond upon Thames Children and Young People's Trust, which brings together all the major partners in the borough responsible for providing services to children, young people and their families.

Our ambition is to work across professional and agency boundaries to tackle problems, to work together to have common processes, a common language, avoid duplication and promote the delivery of services around the child and not organisations. That ambition and commitment is underpinned by law, in particular section 10 of the Children Act 2004, which states that local authorities and their partners must cooperate to improve wellbeing for children in their local area.

We have an excellent record of partnership working, as indicated consistently by our inspection results. But we have recently moved partnership working in children's services to an even firmer footing with the formation of the new Richmond upon Thames Children and Young People's Trust Board.

Richmond upon Thames Children and Young People's Trust Board

The Trust is led by a Trust Board, which met for the first time in March 2009. The Trust Board, which is chaired by the Director for Children's Services and Culture, is the primary strategic and executive body of the Trust partnership, with a remit to set a clear strategic vision for children and young people in the borough through the CYPP. It is also the principal commissioning body for children's services, taking an oversight of all resources spent on services for children, young people and their families in the borough (see also the section on commissioning below). Annex B sets out the membership of the Trust Board.

The Trust Board is firmly positioned within the Local Strategic Partnership which provides the setting for partners in the locality to work together to improve services in the borough. It provides the strategic direction for the priority 'Growing up in Richmond upon Thames' set out in the Community Plan and for improving the performance of key areas agreed in the Local Area Agreement.

It also has crucial links with the LSCB, and the independent chair of the LSCB is now a member of the Board and provides challenge to the Trust ensuring that safeguarding is paramount in decision making. The chart in Annex C shows how the governance structures operate.

The new Trust Board is well placed to drive improved partnership working during the period of this plan. To emphasise the importance of this, Commitment 4.1 in the **Commitments Grid** sets out our determination to strengthen partnership working, with a series of specific action points to support this development.

Delivery Boards

While the Trust Board is responsible for setting the overall direction for the borough, day-to-day operational management falls to individual services, whose managers come together in Delivery Boards. These Delivery Boards are multi-agency, chaired by a senior member of the Trust Board and made up of senior operational officers who manage service teams. There are six of these boards – each responsible for a thematic area of delivery, such as 'staying safe' or 'being healthy'. Every line from the **Commitments Grid** and every performance measure has been allocated to an individual Delivery Board – and the boards will be accountable to the Trust Board for making progress, identifying risks and challenges and developing solutions to ensure delivery stays on track. These structures are set out in Annex C.

There are five essential features of a trust board. They are to:

- establish the vision for improving outcomes for children and young people in the local area through the CYPP, based on needs analysis;
- put in place robust arrangements for inter-agency governance to deliver the CYPP;
- develop an integrated strategy, joint planning, commissioning, pooled and aligned budgets;
- support integrated processes, such as joint working, shared processes and common language; and
- develop and promote integrated frontline delivery based around the child, young person or family, rather than professional boundaries.

Duty to co-operate

Each children's service authority in England must make arrangements to cooperate between the authority and its relevant partners. These arrangements are to be made with a view to improving the wellbeing of children. Relevant partners include:

- Police authority and chief officer
- Local probation board
- Youth Offending Team
- Strategic Health Authority and Primary Care Trust
- Schools
- Schools' forum
- Local colleges
- Jobcentre Plus

These partners must co-operate with the authority in making arrangements under this section and there is provision made for the partners to establish pooled funding for the purposes of the Children's Trust.

Localised preventative services

Richmond upon Thames enjoys some outstanding 'universal' services – those services provided to all young people, such as schools and GP practices. In addition, for those with the greatest needs, including vulnerable children requiring protection, we have some outstanding 'specialist' services. But there are many children and families who may not need full specialist services, but nevertheless want a little extra support to address particular needs and problems as they arise.

To provide this extra support, the borough has a range of 'preventative' services, providing help where it is needed to keep children on track. This might mean getting extra assistance from services that work with many different families, such as midwives and GPs, or it might mean targeted support from expert professionals, such as education welfare officers, or educational psychologists.



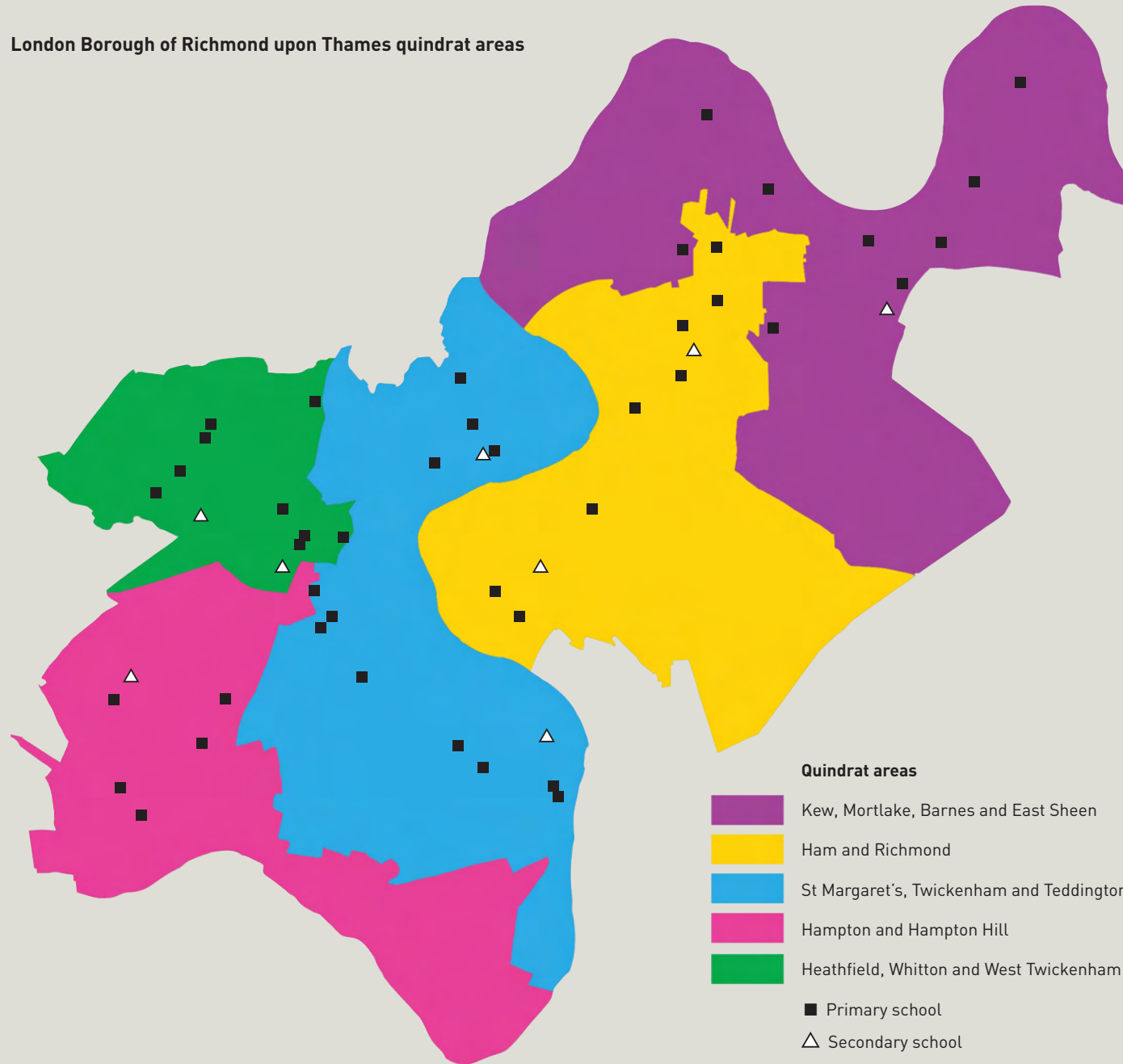
A particular focus of our work during the period of this plan will be to invest in these preventative services – to make sure that we offer outstanding services across the full spectrum of young people's needs (see diagram above). This work will support many of the commitments in the CYPP, but it is also captured in the specific Commitment 4.2 'create high quality localised services as part of a wider protective and preventative service'. The development of these services will be characterised by a number of principles:

■ **Early intervention:** as set out above, one of our guiding principles as a Trust is that preventing problems early is better than tackling problems later. As well as parents, universal services – such as health services, children's centres, schools and youth settings – can play a key role in identifying the need for extra support. The Common Assessment Framework (CAF) can help all professionals and parents. It provides a standardised way of assessing whether a child or young person could benefit from extra support. It involves a worker asking a parent and a child questions and recording the information in a simple form (if parents agree), considering the child's needs alongside those of the parents and family. This assessment is then used to establish what additional support might be provided. Over the period of the plan, we will continue to embed CAF in our working practices to support the early identification of needs.

■ **Team around the child:** the CAF also helps to join up provision, ensuring that all relevant services share a common understanding of the needs of the child and family, and the support that should be provided. In some cases support may be needed from only one service. In other cases support might involve a number of different services working very closely together in an integrated way, forming a team around the child. To ensure that these teams are always there to provide the services children and families need we are currently establishing five multi-agency teams. Each of these teams will include a lead inspector of schools, education psychologists, education welfare officers, social inclusion and wellbeing teachers and extended schools co-ordinators. These workers will be located together and work together so that families and universal services receive a fully integrated preventative service.

■ **Localised services:** the five multi-agency teams will be known as 'quindrat teams' as each one will provide services for one of five areas – or quindrats – in the borough. Each quindrat will contain a wide range of core and universal services, including a children's centre, a cluster of primary and secondary schools, integrated youth support services and local health services. The quindrat teams will work very closely with these universal services, ensuring that all children and families can access high quality additional support when they need it. In addition, each quindrat will also have the opportunity to shape additional services to meet the particular needs of their neighbourhoods. Quindrat Commissioning Boards are being established – co-chaired by school headteachers – which will be given devolved budgets to buy additional services for their areas. There is more information on this in the commissioning section below.

London Borough of Richmond upon Thames quindrat areas



What is a quindrat?

Richmond upon Thames is setting up five service delivery areas to be known as quindrats, to provide a focus for developing more localised children and family services.

Developing services locally will help to ensure ease of access for families, and will support different services – schools, health services and others – to work more closely together to help individual families early and prevent difficulties turning into serious problems.

Each quindrat will contain a network of primary schools, at least one secondary school and at least one children’s centre. These organisations will work in partnership and share knowledge and resources such as extended schools services.

Each local area will be supported by a multi-agency team at local authority level. The authority is reorganising its staff with its partners to form these teams.

Each quindrat will have a commissioning board to support the development of additional local services designed to meet specific local priorities. Money will be devolved to these boards from the Children and Young People’s Trust Board.

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Map shows approximate location of schools. Primary schools includes Windham Nursery, and two schools have dual sites.

Commissioning

Commissioning is the process of understanding the need for services in an area, and ensuring that the best possible services are put in place to meet that need using the resources available. The process of commissioning is, therefore, critical to meeting the aspirations set out in this plan – and we have identified improved commissioning as a specific commitment for the period ahead (Commitment 4.1 in the *Commitments Grid*).

Commissioning for children in Richmond upon Thames

This CYPP – with the accompanying needs assessment – is the overall strategic commissioning plan for children’s services in the borough, setting out our priorities for service development in the years ahead. All commissioning activity should be focused on delivering the plan.

The plan is owned by the Children and Young People’s Trust Board, which forms the strategic commissioning body for children’s services in the borough. The Trust Board brings together the main budget-holding organisations from children’s services – including the local authority, NHS Richmond, schools, colleges, police, probation service, fire service and the voluntary sector. Collectively, the Trust Board shapes the commissioning of all services for children and young people in the borough to deliver the objectives set out in the CYPP. Partners work together to ensure that, collectively, funding delivers the maximum possible benefit in meeting the needs of children and young people. The appointment of a new joint children’s commissioner, working for both the Council and the NHS Richmond, and with all other Trust partners, will help to develop our joint commissioning work.

The Trust Board will agree a shared *Commissioning Framework* for commissioning children’s services in the borough. This will ensure that all commissioning decisions are made in line with best practice to be truly effective – that is, that they are based on need and that services are managed to deliver better outcomes for

children. It will include a clear set of principles for all commissioning decisions – including the need for full engagement with young people and families informing the commissioning of services, the imperative of safeguarding children in any commissioning decisions, focusing services on preventing problems early, and ensuring that services are encouraged to be innovative in the pursuit of improved outcomes for all young people.

Quindrat commissioning

Most services will be commissioned at the borough level, by the Trust partners. But, as set out above, the development of new local quindrats provides an opportunity for some commissioning decisions to be made at an even more local level, so that services can be commissioned to respond flexibly to very specific local needs.

Quindrat Commissioning Boards (QCBs) are currently being established in each of the five quindrats, co-chaired by a local headteacher and containing representatives from key services, including health services and voluntary organisations. These bodies will be allocated specific budgets to support local commissioning – particularly relating to children’s centre services and extended schools. Funding for QCBs will be allocated according to levels of need, with those QCBs overseeing quindrats with greater levels of need and deprivation receiving higher levels of funding. Similarly, quindrat groups of schools will be allocated funding to undertake specific programmes and projects (for example, narrowing attainment gaps) and given freedom to develop their own plans for spending that money in the most effective way.

Value for money

Effective commissioning is about making the very best use of limited resources – and this again has been identified as a specific commitment in the plan (Commitment 4.5). We are committed to making the biggest impact with the resources available. This is a commitment both to the children and young people of the borough, and to

residents paying local and national taxes. By focusing on the real needs of families in the borough, including through more effective commissioning of services, we can have a bigger impact on the lives of children, even in a period of economic difficulty when resources are more constrained. Ensuring excellent financial management and increasing the use of pooled budgets across partners in the Trust will be essential to support this work.

Engaging children and young people

As set out above, this plan has been developed through widespread consultation with children and young people – who have helped to shape the priorities for the plan, as well as developing a set of commitments themselves to support improved services. In addition, many of the individual services provided in the borough regularly consult with children, young people and their families on how services can be improved to meet the varied needs of different families.

All services across the Trust are committed to this best practice. To build this into our vision for Richmond upon Thames, we have set out a specific commitment (Commitment 4.3) that ‘children, young people and their families are engaged in improving services to meet their needs’. This includes specific commitments to increase numbers of young people involved in the Youth Parliament, school councils and in key local authority appointments. In addition, to ensure that all services can learn from best practice and adopt a shared set of principles in their approach to engaging children and young people, we will work towards a new *Engagement and Participation Strategy* for the borough – helping to ensure that all partners in the Trust are engaging young people in shaping their services.

Workforce development

Every day in Richmond upon Thames, hundreds of dedicated and talented people work with children and young people – and their parents and carers – to ensure every child in the borough is safe, healthy and able to succeed. Our services for children can only be as good

as the workforce providing those services – a workforce which spans many different areas, from teachers to health visitors, social workers to sports coordinators, nurses to youth workers, GPs to police officers, and which includes those with professional qualifications providing statutory services, support workers, and voluntary and private organisations.

Our commitment to developing our workforce is built into this plan (Commitment, 4.4): ‘ensure effective continuing professional development for the children’s workforce’. To support implementation of this plan, we will be developing a new, clearer *Children’s Workforce Strategy*. As a first step we will get a clearer picture of all those who are working with children and young people, their skills and the support we are currently providing for their professional development. We will then set out a clear action plan – agreed across the Children and Young People’s Trust – to address any challenges we identify, and make the most of opportunities to support our workforce in the years ahead.

Keeping on track to deliver improved outcomes

Performance management

As set out in the *Commitments Grid*, this plan contains over 160 performance measures across our various commitments. We want all these measures to show excellent performance or improvements over time. But to make sure that we are improving sufficiently and that we are stretching ourselves to be one of the best local areas in London and the country for children, we are setting specific targets against all the performance measures.

To do this, we have looked at our current ‘baseline’ performance (that is, how well we are doing now, whether things are getting better or worse, and how quickly things can change), and we have benchmarked ourselves against other authorities – looking at what the best authorities are achieving and what similar authorities (known as statistical neighbours) are

achieving. Using this information we have set two year targets against as many of the performance measures as possible. In addition, we have also set more aspirational targets for the end of the plan period, so that by that point we are on track to being truly world class across our services. These targets are set out in a separate document available on the CYPP website: *Performance*. We will update this document on a regular basis with all the latest performance data as it becomes available.

As set out above, the Trust Board will be supported by six thematic Delivery Boards. Each of these boards will be responsible for monitoring progress towards their relevant targets, reporting to the Trust Board and ensuring that action is taken to meet targets where there is a risk of falling off-track. In addition, to ensure that performance management is not solely data-driven and misses the underlying picture of service quality, Delivery Boards will be expected to report on what children, young people and their families are saying about the services they are receiving.

Service plans and action plans

Every commitment made in this plan is supported by a service plan for individual services contributing towards the ambitions that have been set out. Service plans set out the main inputs expected during the financial year to support implementation of the plan, the resources (both budgets and people) contributing to specific services and some of the operational risks which those services might face. These are detailed operational documents which will be reviewed and renewed on an annual basis and are owned by individual service providers and partners of the Children and Young People’s Trust. They are, therefore, not included in this publication, which is a deliberately strategic document setting out the overarching plan for the next four years.

In addition, Delivery Boards will be responsible for developing specific work programmes and action plans in their delivery areas, including identifying key inputs to deliver the commitments they are responsible for.

These actions plans will be made available on the CYPP website.

Risks

The Trust Board has identified what they regard as the most important strategic risks to delivery of the ambitions set out in this plan. These are set out in a separate *Risk Register*, which is available on the CYPP website, along with a summary of the analysis on the scale of the risks, and the action proposed to mitigate them. The Trust Board will keep these risks under regular review and update the register on an annual basis.

Reviewing the plan

This plan is for the four years 2009-2013. The core elements of the plan will remain largely unchanged during that period, including the comprehensive *Commitments Grid*, which provides the Trust Board with a consistent set of objectives for the full period of the plan.

But we also recognise that good planning is a continual process not a one-off event. So, every year we will review the progress we have made in fulfilling the commitments set out in the CYPP. This will include reports from each Delivery Board on the actions they have taken and the difference this has made. It will also include the latest data on progress against our performance measures. We will then check this self-assessment of progress against the views of children, young people and families in the borough.

Using all this information, along with any other new information on the changing needs of young people in the borough, the Trust Board will then select a new set of lines from the *Commitments Grid* to form the priorities for the following year. In this way we will retain a consistent overall framework for all our activity, while refreshing the plan on an annual basis to ensure it continues to focus on the most important issues for children, young people and families in Richmond upon Thames.

Annex A: Groups we consulted to develop this plan

Partners and stakeholders

Partners and stakeholders have been involved in the development of the plan through a wide range of different methods of engagement, including:

- a borough-wide conference
- Children and Young People's Trust Board meetings with opportunities to discuss and debate the content of the plan
- presentations at Section 10 partners' management boards
- facilitated sessions at middle manager meetings
- presentations at the schools and school admissions forums
- facilitated discussions at headteachers forums
- dedicated headteachers conference
- facilitated sessions with voluntary and community organisations
- governors' communications
- details of the consultation and links to the electronic consultation placed in the Richmond Council for Voluntary Services newsletter
- reports and discussion at Local Strategic Partnership
- reports and discussion at Community Safety Partnership, including Youth Offending Team members

- reports to, discussion and electronic consultation with the LSCB
- reports and discussion at Cabinet, and Overview and Scrutiny meetings, and
- web-based consultation

Children and young people

Children and young people across the borough were consulted separately to ensure their voice was clearly heard and that they had plenty of opportunity to shape the contents of the plan.

Facilitated sessions were organised for children and young people in schools and youth settings, where they were asked what they felt the big issues were. The collated results were used in two ways.

- First, to ensure that the **Commitments Grid** picked up all the issues that were most important to children and young people. For example, the area that stood out most was the wish for enjoyable things to do and places to go: we listened to this message and have included it as one of the plan's priorities.
- Second, the information was used by young people's representative groups, such as Richmond Youth Forum and the Children in Care Council, to develop action plans which set out the specific things they will do for other young people to help implement the overall plan. The details of these plans can be found in the **Young People's Action Plan** document in the CYPP folder. In this way, children and young people are playing a proactive role in improving services for other young people.

Parents and carers

Parents and carers have been consulted through parent governors, and through parent representatives on the Overview and Scrutiny committee. In addition, the CYPP has been available for consultation on the public website. We will continue to engage with parents, to get their ideas on how we can best fulfil the commitments set out in the plan.

Harder to reach groups

To ensure we gained the views of harder to reach groups we used the support of facilitators to discuss the issues for children and young people, as well as attending and organising dedicated workshops. We have sought the views of a variety of groups including: teenage mums groups; Lesbian, Gay, Bisexual and Transgender Forums; the Domestic Violence Forum; Travellers and families from overseas. The views of these groups have led to the inclusion of particular issues in the **Commitments Grid**.

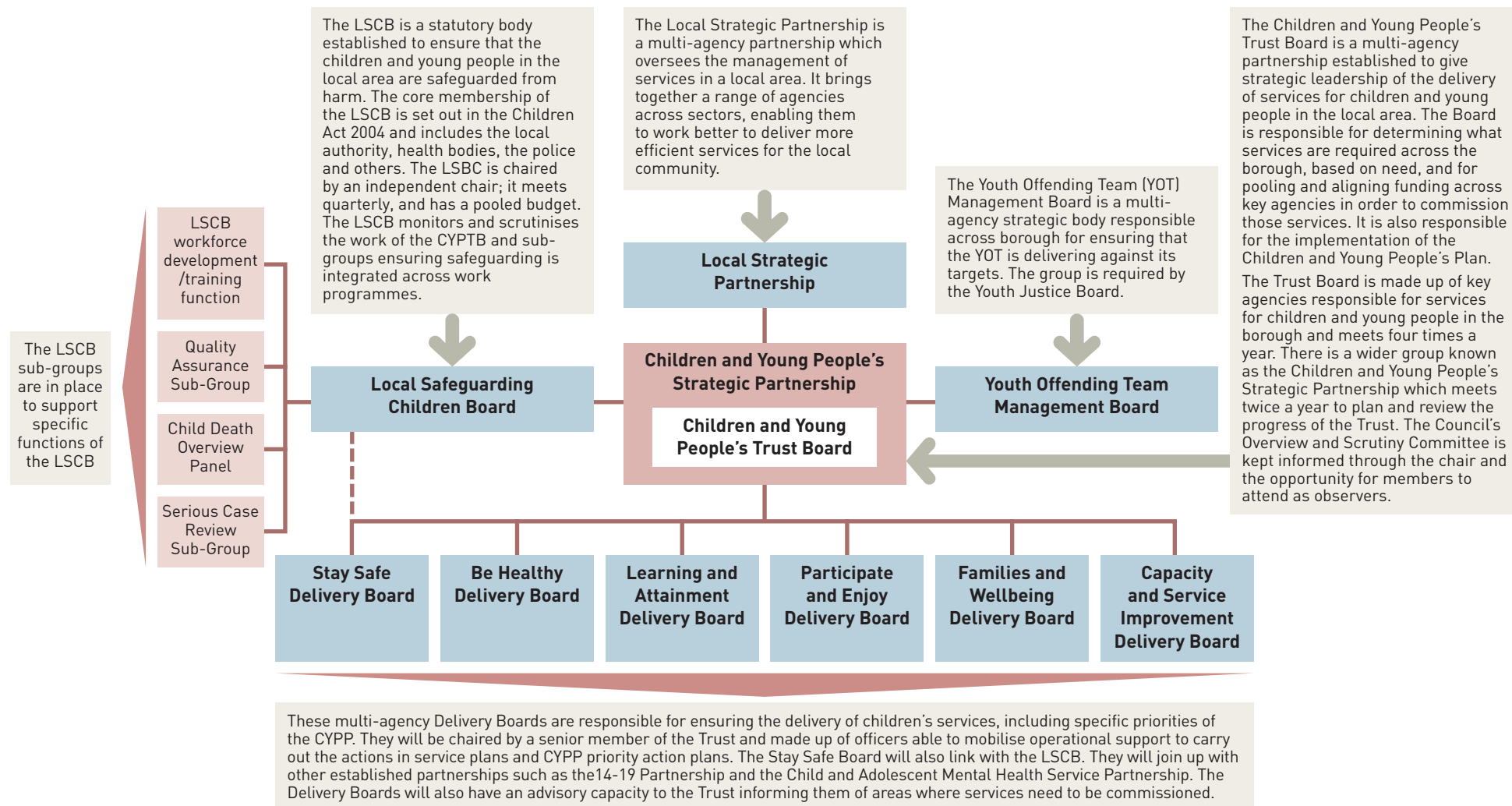
Annex B: Membership of the Children and Young People's Trust Board

Members	
Job title	Organisation
Chair of the Trust Board Director of Children's Services and Culture	London Borough of Richmond upon Thames
Chief Inspector, Community and Partnership	Richmond upon Thames, Metropolitan Police
Chief Inspector, Safer Neighbourhoods	Richmond upon Thames, Metropolitan Police
Director of Public Health	NHS Richmond
Headteacher	Primary school
Headteacher	Secondary school
Schools' Forum Chair	Schools' Forum
Deputy Director for Children's Services and Culture and Head of Specialist Children's Services	London Borough of Richmond upon Thames, including Youth Offending Team representation
Senior Probation Officer	Kingston and Richmond Probation Service
Partnership Director for Kingston and Richmond	Learning and Skills Council
Principal	Richmond upon Thames College
Principal	Richmond Adult Community College
Childcare Partnership Manager, Disability Support	Jobcentre Plus
Cabinet Member for Children's Services and Education	London Borough of Richmond upon Thames
Cabinet Member for Youth, Culture and Leisure	London Borough of Richmond upon Thames
Independent Chair	Richmond upon Thames Local Safeguarding Children Board
Head of Joint Commissioning for Mental Health Services	NHS Richmond and London Borough of Richmond upon Thames
Head of Joint Commissioning for Children's Services	NHS Richmond and London Borough of Richmond upon Thames
Key Strategic Link Officer for Voluntary Sector	Richmond upon Thames Council for Voluntary Service
Station Manager	Twickenham Fire Station

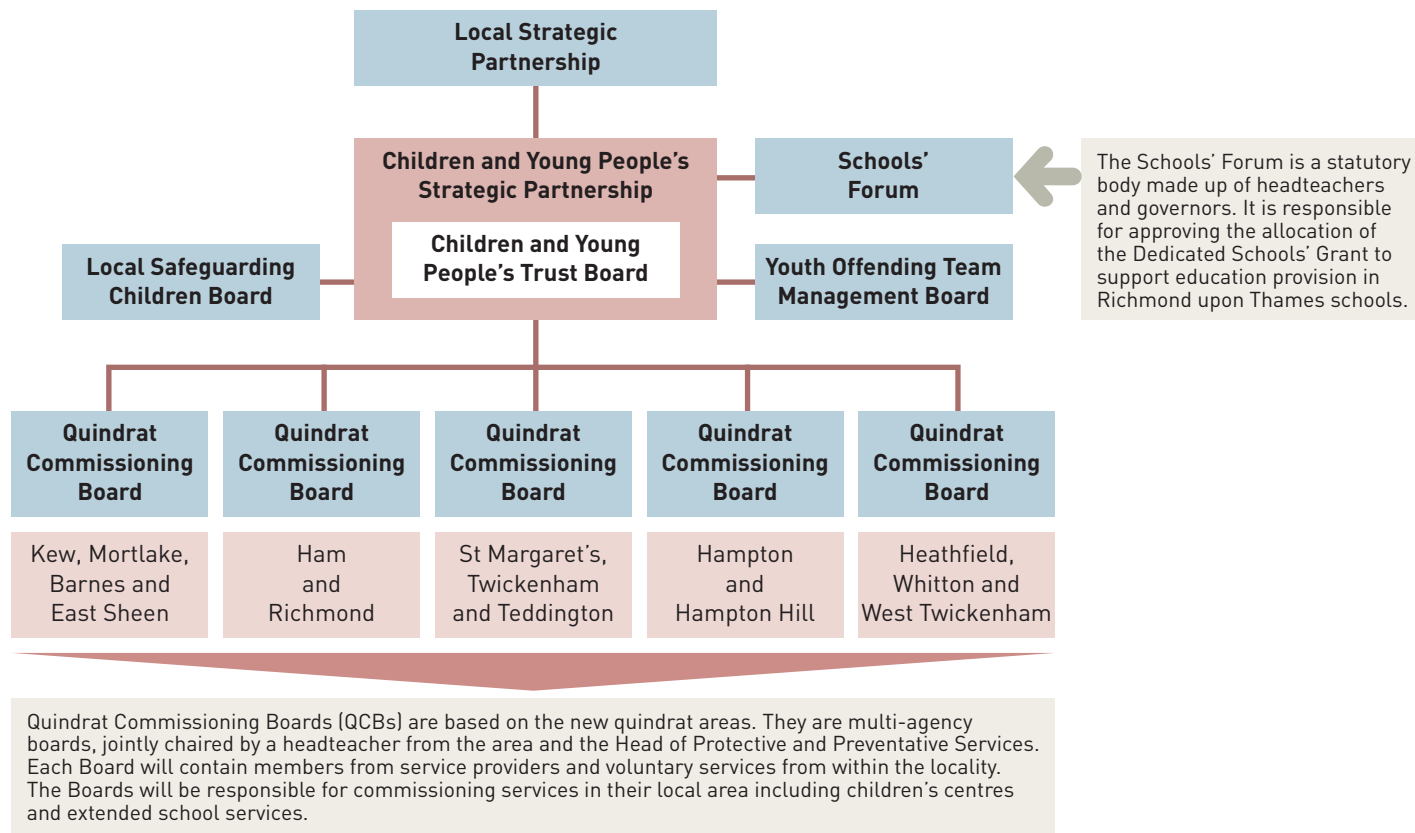
Observers	
Job title	Organisation
Associate Director, Health and Wellbeing	NHS Richmond
Service Director	South West London and St George's Mental Health Trust
Overview and Scrutiny Member	London Borough of Richmond upon Thames
Head of Protective and Preventative Services	London Borough of Richmond upon Thames
Head of School Effectiveness	London Borough of Richmond upon Thames
Head of Commissioning, Delivery and Service Improvement	London Borough of Richmond upon Thames
Head of Finance and Resources	London Borough of Richmond upon Thames
Head of Integrated Youth Services	London Borough of Richmond upon Thames
Head of Safeguarding, Quality and Performance	London Borough of Richmond upon Thames

Annex C: Children and Young People's Trust – governance structures

Governance structure for the delivery of children's services



Governance structure for commissioning children's services



Tackling inequality, creating opportunity

Children and Young People's Plan 2009-2013

Please contact us if you need this leaflet in Braille,
large print, on audio tape or in another language.
Phone: 020 8891 7500 or Minicom: 020 8891 7539.

www.richmond.gov.uk/cypp