

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



The plan is arranged under three themes related to the Every Child Matters outcomes and a Management and Capacity theme

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

# Foreword

## **From Nick Whitfield, Chair of the Richmond upon Thames Children and Young People's Trust**

This Children and Young People's Plan has a single, clear ambition: to ensure that all children and young people in Richmond upon Thames, whatever their background, lead safe, happy and healthy lives with opportunities to learn, develop and fulfil their potential.

This is a shared ambition. The plan has been developed by the Richmond upon Thames Children and Young People's Trust, which brings together all the key services for children in the borough, including the Council, health services, schools, colleges, police and the voluntary sector. The plan sets out our commitments, as a Trust, to the children, young people and families of Richmond upon Thames, and our priorities and targets for the coming years.

But the ambitions in this plan do not just belong to the Trust – they are the ambitions of parents and carers across the borough and, of course, children and young people themselves. We have been working with young people and families across the borough to develop the plan to ensure that we reflect their priorities. And I am particularly delighted that this plan contains an action plan from young people themselves, showing their commitment to making Richmond upon Thames a great place to grow up.

We already have a number of outstanding services in Richmond upon Thames, including many excellent schools helping children to achieve their potential, and specialist services working to keep children safe and healthy. But we can never be complacent, and we know there are significant challenges ahead.

A particular focus over coming years will be the development of new protective and preventative services, led by multi-disciplinary teams working across five areas of the borough, known as quindrats. This is an exciting, innovative development which will support many of the goals set out in the plan. At the same time, we will continue to strengthen the partnership working of the Children and Young People's Trust, our engagement with young people and families in shaping services and ensure we invest in improving services even in tough financial times, through more effective commissioning. Crucially, we will also continue to support the hundreds of workers who, every day through their dedication and skill, help children to stay safe, healthy, learn and thrive.

In this plan we have set ourselves some clear and ambitious goals and we will report regularly on our progress. But ultimately, the only test of whether we are delivering the plan is whether children, young people and families feel the services they receive meet their needs and support them to achieve their ambitions. So this publication is not the end of our consultation: it merely marks the beginning of the next phase. We will keep listening to what you tell us about the services you receive and the challenges you face. And we will continue our work to make Richmond upon Thames the best place to grow up.



Nick Whitfield  
Director of Children's Services and Culture  
London Borough of Richmond upon Thames

# Foreword

## **From Tony Eccleston, Independent Chair of the Richmond upon Thames Local Safeguarding Children Board**

I am delighted that safeguarding children and young people has such prominence in this Children and Young People's Plan. It is a fundamentally important role for the Children and Young People's Trust and I am pleased that the first commitment (Commitment 1.1) in the plan is to keep children and young people safe from harm.

Safeguarding is everyone's business, and by working together we can all make a real difference to the lives of children and young people, enabling them to grow up as happy and healthy individuals.



Tony Eccleston  
Independent Chair  
Local Safeguarding Children Board

# Where we are starting from

## Our borough

Richmond upon Thames is a great place for families to live and for children and young people to grow up. It is a prosperous borough, with many families enjoying a very high standard of living. It has outstanding local amenities – including a generous supply of parks, commons and village greens, renowned sporting venues, national historical and world heritage sites and a vibrant locality for arts and culture. This makes the borough a very attractive place to live, work and visit. It is also rated as one of the safest boroughs in London.

But we know that behind this picture of success there are real challenges. For example, we know that there are pockets of relative deprivation, including five areas that fall within the wards of Ham, Heathfield, Castelnuovo, Mortlake and Hampton.

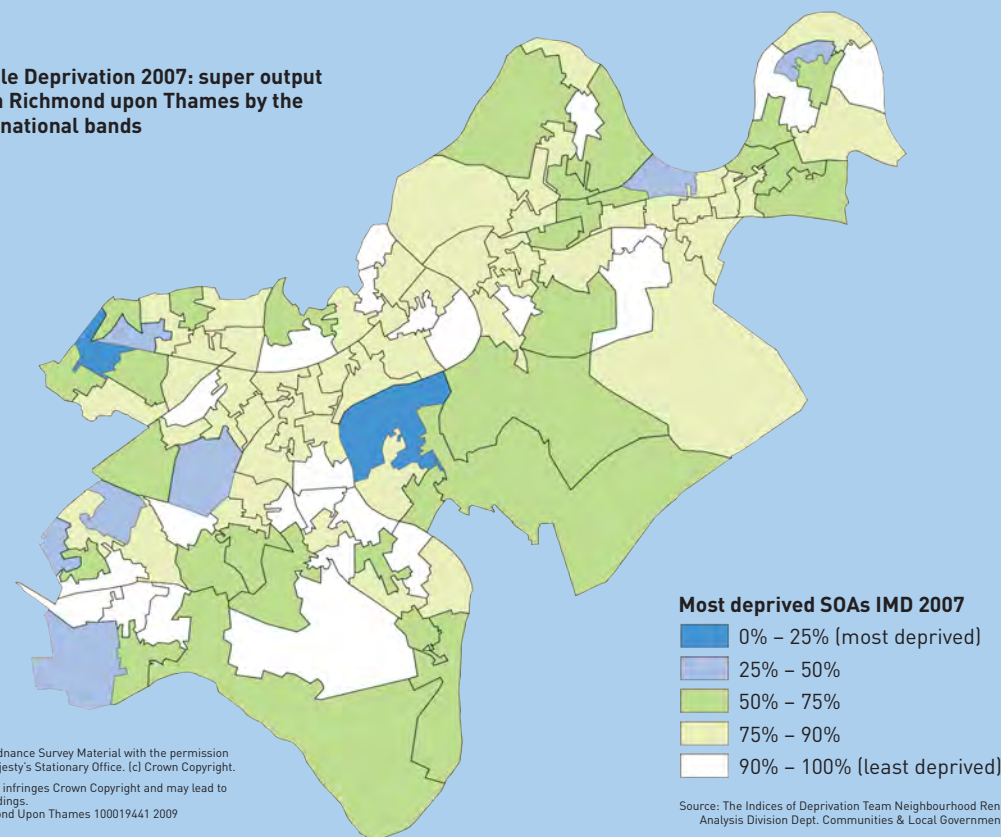
We also know that the borough's economy is particularly vulnerable to the nature of the current economic downturn, and this may put pressure on families and increase demand for a range of services in the period ahead.

## Services for children and young people

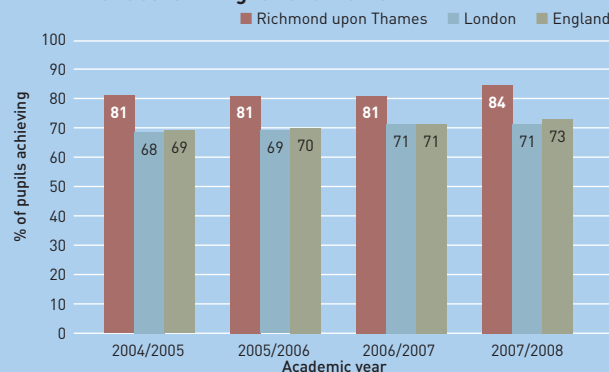
Richmond upon Thames already provides many excellent services for children and young people. The borough's primary schools consistently achieve some of the best results in the country (chart 1). We have excellent colleges, health services,

and a thriving voluntary sector. Our specialist services, providing support to our most vulnerable children, have been rated as 'outstanding', achieving very good outcomes when compared nationally (chart 2). All of these services help to ensure that most young people are flourishing as they become adults – moving into further education, employment or training (chart 3).

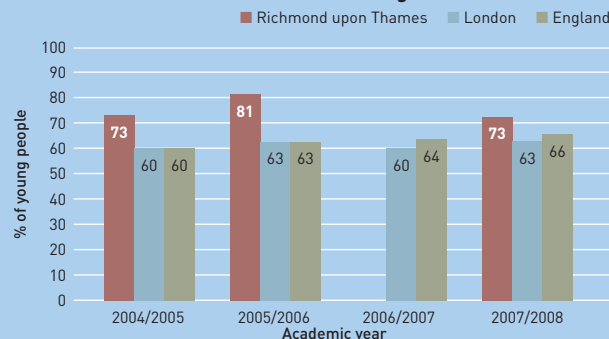
Index of Multiple Deprivation 2007: super output areas (SOAs) in Richmond upon Thames by the most deprived national bands



**Chart 1. Percentage of pupils achieving Key Stage 2 Level 4 or above in English and maths**

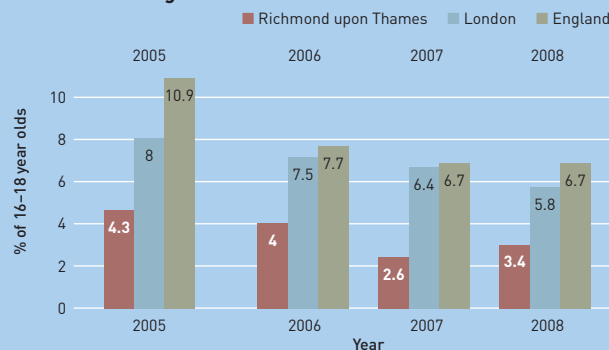


**Chart 2. Looked-after children achieving 1 or more GCSEs**



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

**Chart 3. 16-18 year olds not in education, employment or training**

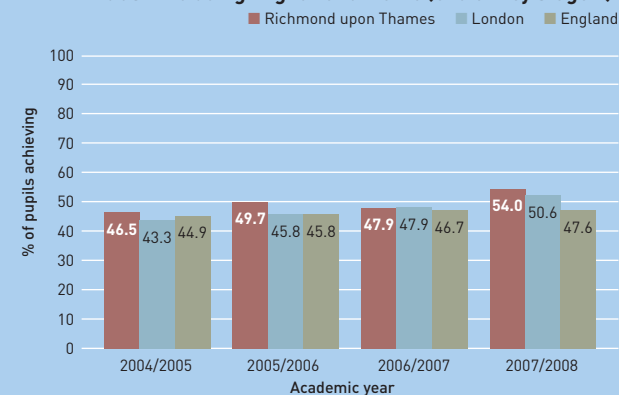


But we also know that we need to redouble our efforts to improve all our services for children and young people. Secondary school performance has improved over recent years (chart 4), but we are ambitious to ensure excellence across the borough, improving the 'value added' of secondary schooling for all young people (chart 5). We also want to develop stronger local preventative services, to ensure that we are able to provide additional support for those families who need an extra helping hand close to home. We need to continue to improve the quality of services for children with additional needs – such as disabled children, those with special educational needs or those requiring mental health services. And we can never relax our efforts to ensure that services for safeguarding our most vulnerable children are truly world class.

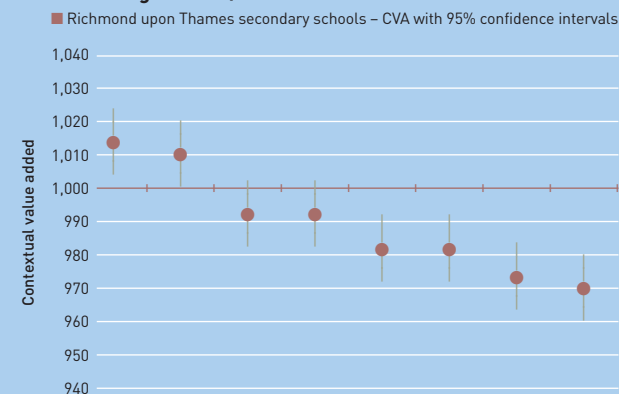
## The challenge ahead

The Children and Young People's Trust shares the ambitions of parents for the future of all children in Richmond upon Thames. Through consultation with the young people and families who use our services, and with the people who provide those services, we have learned that there is much we can be proud of, but that there is also much more we need to do in the years ahead. We have developed this plan to build on our successes and to address the challenges we face.

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



**Chart 5. Contextual value added (CVA) Key Stage 2 to Key Stage 4 2007/2008**



# What we are aiming for

## Our vision

The title of this plan *Tackling inequality, creating opportunity* sums up our vision for the borough. We want to help all families give their children the opportunities they need to lead safe, healthy and happy childhoods and fulfil their potential. This means ensuring we have excellent universal services, like schools and health services. It also means providing additional support for some children, including through targeted and specialist services, to make sure we address inequalities and give an extra helping hand to those with the greatest need.

Put simply, our aim is to ensure that all children and young people in Richmond upon Thames, whatever their background, lead safe, happy and healthy lives with opportunities to learn, develop and grow.

To meet this ambition, we have established three themes to our work focused on the national Every Child Matters framework. These themes are supported by ten specific commitments to children, young people and families in the borough. These are set out in the separate **Commitments Grid** document, and can also be found inside the front cover of this document.

## 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. As part of this theme, we have made three specific commitments. They are that we will work to ensure:

- All children and young people are **safe** from harm, and do not suffer maltreatment or neglect

- Children and young people enjoy good **physical health**, and those with additional needs and disabilities get the support they need
- All children and young people enjoy good **emotional health**, and get the support they need to address emotional and behavioural challenges

### Supporting children with additional needs

The Richmond Integrated Service for Children with Additional Needs (RISCAN) Panel was established to join up different services to meet the needs of children with a disability. A number of services are represented on the panel, including speech therapy, paediatrics and community nursing.

The panel was established to reduce the number of individual referrals from different agencies, enabling joint assessments to be made instead. The process helps to reduce duplication, speeds up the assessment process for children and embeds integrated working across different agencies.

Children and their families now receive a quicker and more effective service from practitioners with fewer visits and appointments and no need to tell their story many times to different people.

## Safer School Partnership

The Richmond upon Thames Safer School Partnership supports children and young people to avoid becoming involved in anti-social behaviour or crime – either as victims or offenders. The programme provides a dedicated Police Community Support Officer to work alongside school staff, other services and the wider community to educate children and young people about the dangers of becoming involved in offending. The Police Community Support Officer also develops approaches to restorative justice between young people – helping young victims of crime to seek answers and apologies from offenders.

At present the programme is running in two of the borough's secondary schools, working with other services including the Youth Service and Education Welfare Service. There is growing evidence that the partnership is helping to reduce the risks of young people getting involved in anti-social behaviour and offending and, across the borough as a whole, the number of first offences by young people has reduced from 142 in 2007-2008 to 131 in 2008-2009.

## 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. 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. As part of this theme, we have established five specific commitments. They are that we will work to:

- Ensure all children and young people enjoy **high quality and personalised learning at all stages** to fulfil their potential
- Reduce **achievement gaps** at all key stages to enable all pupils to make good progress throughout their time in education
- Improve outcomes for those with **special and additional educational needs**
- Ensure all children and young people are able to enjoy a range of **play, sports and cultural opportunities**
- Ensure all children and young people are able to participate in a range of activities to **make a positive contribution**

### **Excellent practice in schools – GCSE mentoring**

Hampton Community College (HCC) – one of the borough's maintained secondary schools – has developed an innovative mentoring partnership with a local independent school, Lady Eleanor Holles (LEH). Mentors are selected from students in the sixth form at LEH to support Year 11 HCC students identified as being on the 'border' of achieving 5 A\*-C GCSE grades. The mentors spend up to two hours at HCC after school once a week providing support and guidance, particularly around maths and science.

The relationship between mentor and mentee has been beneficial to both parties, with a close bond often being developed. HCC students are offered a different perspective in areas where they may have lacked confidence, or struggled to understand subjects – often reporting that, through the mentoring, they 'finally got it' on a number of different topics. In the two years the project has been running so far 63% of mentees have seen their GCSE results improve on their predicted results by at least one grade. As a result, all of these students were able to access their desired college course and continue their path of further education.

### **Engaging young Travellers**

Young people from the Traveller community in Hampton were identified as a group whose particular needs were not being met fully by local services. Following consultation with local partners on what provision would be best for young Travellers, a new weekly service was established in a local community centre.

Youth workers built up trust with the parents of the young Travellers, talking to them about their needs and concerns, and adapting the local youth programme to reflect those needs. This was taken forward by working with local contacts in the area, such as the community development worker and the education support worker, to share ideas with the parents about the provision on offer.

So far 16 young Travellers have participated in the project and enjoyed problem solving activities, creative arts, issue-based discussions, workshops, a fashion project and fundraising for their activities.

Other young people from the local community attending the Hampton Youth Centre have welcomed the young Travellers within their community. There have been opportunities for young Travellers and local young people to participate jointly in some activities, and learn from each other about their cultures – helping to develop an appreciation of diversity and greater tolerance.

## 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. And we know that all young people, beyond the age of 16, need a range of high quality

education and training opportunities to choose from to make sure they have a successful transition to adulthood. Under this theme, we have made two specific commitments, to work to:

- Support all children, young people and families to *prosper, and reduce the impact of poverty*
- Ensure all young people *post-16* are supported to access education, employment or training

### Developing children's centres

Provision of local children's centres, providing one-stop locations for a range of children's services, has developed rapidly in the borough over recent years – and is set to continue.

There are already two newly built children's centres in the borough's most deprived areas of Ham and Heathfield, with a third due to open on the Castlenau estate in North Barnes in September 2009. In addition, new funding has been secured to completely rebuild the current Hampton clinic to provide another new children's centre, with health services and services for disabled children on site. A fifth site is being pursued in the Twickenham area.

Children's centres now offer families easy access to everything from ante-natal midwifery care through to adult education. They provide health visiting services, early years education and drop-ins, specialist speech and language support, child and adolescent mental health support, access to childcare, outreach from Jobcentre Plus, parenting courses, family counselling and regular community activities.

# Making it happen

## Delivering the plan

If you look at the separate **Commitments Grid** document, you will see that we have broken down these ten commitments into a set of specific benefits for children and families. We have also set out a large number of performance measures which we will use to make sure we are making progress. We have set targets for these performance measures, which can be found with the latest data on our performance in the **Performance** section of the CYPP website.

We have also identified a set of specific priorities. These are set out in the separate **Priorities** document in the CYPP folder – and will provide a particular focus of the work of the Children and Young People’s Trust. We will update these each year to reflect changing circumstances and the progress we are making.

You can also see in the **Commitments Grid** a fourth theme, which is all about *how* we will deliver the commitments we have made. This includes commitments to improve partnership working between different services; improve our commissioning (to make the most of the money available); support our workforce; and continue close engagement with children and young people in the design of services.

Overall delivery of this plan will be overseen by the Children and Young People’s Trust Board – which brings together senior representatives from all the key services, including the Council, health services, schools, colleges, the police and voluntary organisations. A set of six Delivery Boards will be responsible for picking up specific commitments in the plan and making sure we deliver what we have set out. Importantly, as well as ensuring we are performing well, these boards will need to keep listening to children, young people and families about how it really feels to them – the only real test of whether we are meeting our goals.

## Localised preventative services – and quindrats

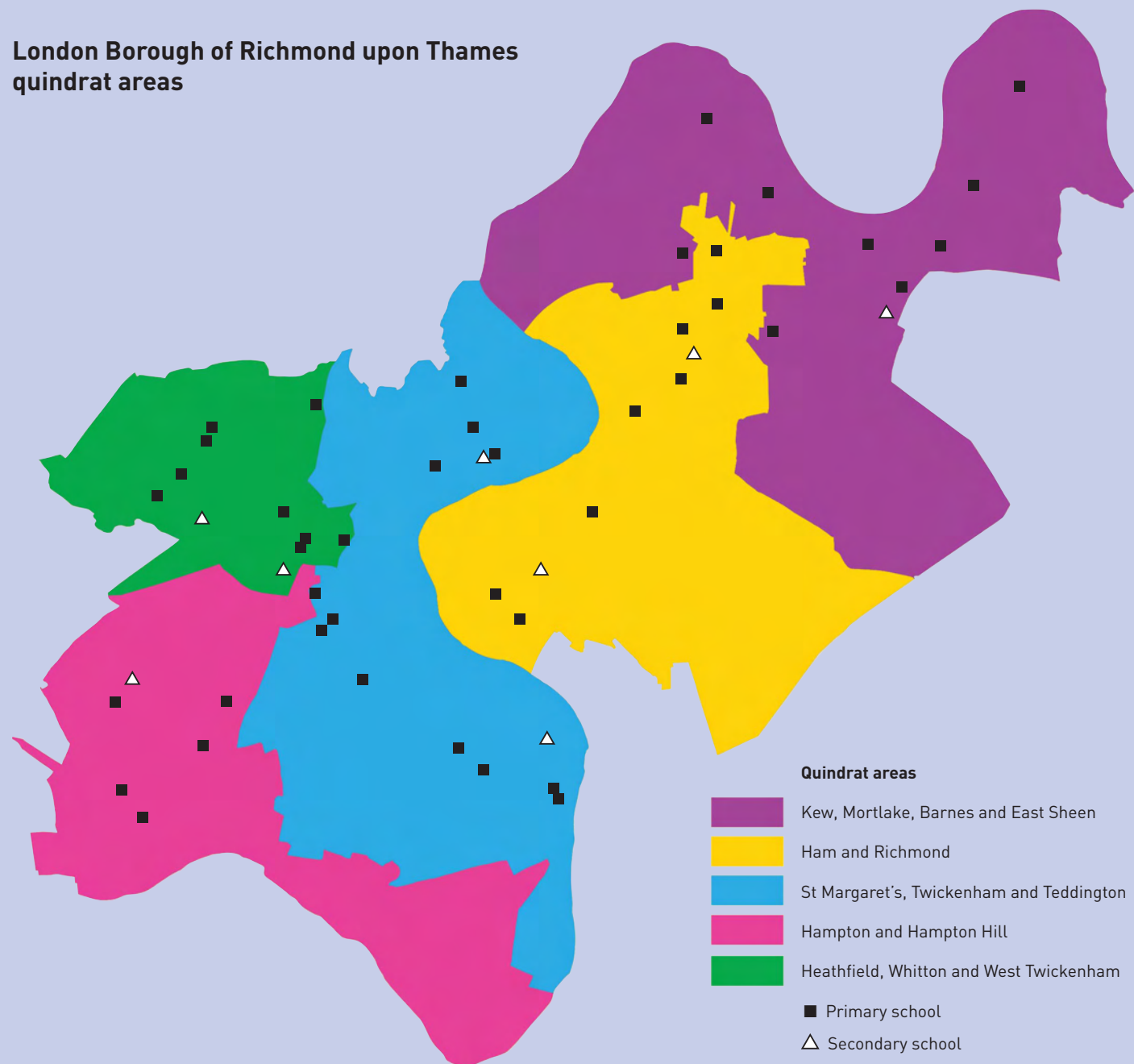
One very important area which will be a particular focus in the years ahead is strengthening our localised preventative services. As noted previously, Richmond upon Thames has some excellent universal services enjoyed by all young people, such as schools and health services. In addition, for those with the greatest needs, including vulnerable children requiring protection, we have some outstanding specialist services.

### Children in Care Council

The Children in Care Council (CiCC) brings together looked-after children and young people leaving care with senior managers, including the Director of Children’s Services and Culture, and members of the Council, including the Lead Member for Children’s Services and Education. The CiCC was formed in 2008 to provide a forum in which young people can talk directly to decision-makers and influence the services provided for them.

The young people directly involved in the CiCC have grown in confidence through their work with the Council. They have clear ideas about the work they want the CiCC to undertake, including offering a peer mentoring service; an annual event where children and young people can meet to talk and learn about their rights and entitlements; and taking over responsibility for making decisions about how the budget for their work should be spent. Their views have directly informed the development of this Children and Young People’s Plan, with a number of specific commitments set out in the Young People’s Action Plan.

## 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.

But there are many children and families who may not need full specialist services, but who do need a little extra support to address particular needs and problems as they arise.

To provide this extra support, we are strengthening our range of preventative services, providing support when and where it is needed to help keep children on track. This might mean getting extra help from services that work with many families, such as midwives, children's centres or GPs, or it might mean targeted support from expert professionals such as education welfare officers, speech and language therapists, or educational psychologists.

To strengthen our preventative services, we are establishing five multi-agency teams, bringing key professionals together. These teams will include a lead school inspector, educational welfare officer and educational psychologist.

To make sure that these teams are linked into specific local areas and neighbourhoods, we are organising the five teams to cover one of five areas in the borough – or quindrats. The map opposite shows these quindrats.

Each of these quindrats will have a main children's centre (and satellite children's centres) and extended schools services organised by a dedicated co-ordinator.

In addition, each quindrat will have a new commissioning board, which will be able to direct resources to meet the particular needs of the local area. More resources will be allocated to the quindrats with the highest levels of need, to help tackle inequalities. More information on these developments is set out in the CYPP *Background Document*.

# More detail on the plan

## How do I find my way around the Children and Young People's Plan?

This document has set out a very brief overview of some of the key elements of the new Children and Young People's Plan and some examples of where we think we are getting things right. But there is a lot of detail underneath the plan which you may wish to look at.

In the Children and Young People's Plan folder:

- **Commitments Grid** – this sets out all the commitments from the Children and Young People's Trust to families in the borough, including the benefits we expect children to see, and the performance measures that will be used to hold the Trust to account.
- **Young People's Action Plan** – this sets out a series of commitments from young people themselves, about how they will support the work of the Children and Young People's Trust to improve services and meet the priorities of young people.
- **Priorities** – this sets out a smaller number of top priorities for the Children and Young People's Trust Board, and why we have chosen those priorities. We will review the priorities annually and set new ones in response to new challenges.

- **Background Document** – this sets out lots of important and useful background information about how we developed this plan; how the other documents are structured; and how we will implement the plan. It also includes more information on all the other CYPP documents which you might find useful in understanding how they all fit together.

In addition to these printed documents, there are more resources on the Children and Young People's Plan website – [www.richmond.gov.uk/cypp](http://www.richmond.gov.uk/cypp). We will update these regularly as new data and information becomes available. They include:

- **Performance** – this sets out our targets for each performance measure from the **Commitments Grid** and the progress we are making. We will update and refresh this document regularly as new information becomes available.
- **Risk Register** – this sets out the key strategic risks which the Children and Young People's Trust thinks it will face in the years ahead, along with information on how we will manage those risks. Again, this document will be updated as risks change and new risks emerge.

- **Needs Assessment** – this sets out a lot of information and data on the needs of children, young people and families, and how services are performing in responding to that need. It is a long document and we do not expect people to read it all – but it should help to set out the context for any specific areas you are interested in. To help you find the parts you are most interested in, it is structured around the commitments from the plan.

Over the coming months, as well as refreshing some of the existing documents from time to time, we will also be adding new documents including:

- a new **Children's Workforce Strategy** setting out how we will support all those working with young people and families in Richmond upon Thames;
- a **Commissioning Framework** setting out how we will ensure we spend money as effectively as possible; and
- an **Engagement and Participation Strategy** making sure we follow best practice in involving young people and families in shaping services across the borough.

# **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](http://www.richmond.gov.uk/cypp)