

# **Review of the Children and Young People's Plan**

**Tackling inequality,  
creating opportunity**

**2009-2013**

**You said... We did'**



**Richmond upon Thames  
Children and Young People's Trust**

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# Review of the Children and Young People's Plan 2009-13

## You said... we did!

### Introduction

The Children and Young People's Plan 2009-13 was written with 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 of the Richmond upon Thames Children and Young People's Partnership, which brings together all the key services for children in the borough, including the Council, health services, schools, colleges, police and the voluntary sector.

As we approach the end of the plan, this document sets out the priority areas that you, the children, young people and families in the borough, told us that you wanted us to focus on, what we, the Children and Young People's Partnership, have done to address these areas and what we've achieved as a result. It also sets out the areas where we need to make further progress.

We will publish a new Children and Young People's Plan in 2013. This will reinforce our shared vision to work together so that we are achieving for all children and young people.



Nick Whitfield

Director of Education, Children's and Cultural Services  
London Borough of Richmond upon Thames



# Ensuring all children and young people are safe and healthy

## **You said:** Ensure all children and young people are safe from harm, and do not suffer maltreatment and neglect

### **We...**

- Launched the multi-agency Single Point of Access (SPA) as a single gateway for all contacts into Children's Services providing telephone and web-based support to professionals, the public, children, young people and parents.
- Established protocols between the Family Support Service and Specialist Children's Services to ensure all children and young people at risk of significant harm are identified, early referred to social care and assessed promptly.
- Through the Multi Agency Risk Assessment Conference, coordinated adult and children's services to take a whole family approach to tackling domestic abuse.
- Offered multi-agency training across a number of agencies to help staff to identify, refer and support victims of domestic abuse.
- Undertook a successful transition to a new joint substance misuse team with Kingston upon Thames.
- Introduced a range of policies, strategies and initiatives to tackle bullying in schools including: an Anti-Bullying Policy; a reporting mechanism in schools; and a peer mentoring scheme with older pupils acting as mentors to younger pupils.
- Developed through the Local Safeguarding Children Board and Quality Assurance Subgroup, a project with Barnados to identify children and young people at risk of sexual exploitation focusing on delivering targeted support to children and young people.
- Began developing our approach to the Troubled Families agenda which will involve intensive work with those households that are involved with crime and anti-social behaviour, have children absent from school, and have an adult on out of work benefits.
- Established the Safer Schools Partnership in all secondary schools to raise awareness of personal safety issues in schools.
- Developed through the Local Safeguarding Children's Board and Quality Assurance Subgroup, processes and protocols to identify children and young people missing from home and to meet their needs to prevent further incidences of absconding.

# Ensuring all children and young people are safe and healthy

**You said: Ensure all children and young people are safe from harm, and do not suffer maltreatment and neglect**

## As a result...

- Services in Richmond upon Thames are “consistently good or better in keeping children and young people safe” and demonstrate “effective partnership working across agencies and timely action taken to protect children and young people” - London Borough of Richmond upon Thames children’s services assessment, 2010.
- The SPA has been described by Ofsted as “a well-managed service supported by an excellent performance management system which is customer focused and improves the customer experience” and that “effective safeguarding is supported by responsive and accessible prevention and early intervention services”
- The Ofsted inspection of Heathfield Children’s Centre, February 2012 noted “advice on domestic violence and the relationship counselling show highly successful outcomes for some very vulnerable families”
- 82.2% of initial assessments for children’s social care were carried out within 10 working days of referral in 2011-12. This higher than the London average of 78.1% and the England average of 77.4%.
- 78.6% of core assessments for children’s social care were carried out within 35 working days of their commencement in 2011-12. This is higher than the London average of 77.8% and the England average of 75.5%.
- The new joint substance misuse service has delivered low waiting times, excellent completion of the treatment journey in an agreed and planned way, and excellent outcomes with young people leaving treatment having met their goals in their care plan. It has been reviewed by an external consultant who noted “the strong leadership” and “strengthened operational capabilities of the new service”
- The number of children and young people who have been a victim of crime reduced from 654 in 2009 to 645 in 2010.
- 350 parents and children attended e-safety workshops in 2010, an increase from 325 in 2009.
- There are consistently low numbers of children or young people killed or seriously injured in road accidents in the borough.
- Admissions for children to hospital due to unintentional injuries have reduced and the local authority performs better than its statistical neighbours.
- Fostering and adoption services for looked-after children have been rated as good by Ofsted.
- Reduced the number of referrals from 2009-2012 where a child had previously been the subject of a child protection plan.

# Ensuring all children and young people are safe and healthy

**You said:** Ensure all children and young people enjoy good physical health, and those with additional needs and disabilities get the support they need

## We...

- Enabled early access for women to maternity services, for example by providing midwifery services in children's centres.
- Undertook a number of successful actions to promote breast-feeding to mothers such as providing breast-feeding clinics, cafes and peer mentoring for new parents in children's centres.
- Implemented an Immunisation Action Plan to help ensure that all children are immunised to a level that prevents outbreaks and protects the public's health.
- Rolled out healthy cooking recipes and workshops for parents and families through children's centres and schools.
- Implemented the Healthy Eating and Active Lifestyle Plan to improve the health and wellbeing of children in the more deprived areas of the borough.
- Appointed a new contractor to deliver healthy school meals in primary schools.
- Completed a review of sexual health review.
- Increased the levels of screening for Chlamydia of 15 to 24 year olds.
- Developed a specialist referral pathway and protocol for needle exchange, detox and rehabilitation.
- Developed and launched the local substance misuse website which aims to raise awareness of substance misuse support and increase the numbers of those accessing it.
- Undertook a needs assessment to inform the development of the Risky Behaviour Strategy which aims to help to tackle the causes of risky behaviour and, through a range of multi-agency actions and initiatives, prevent them happening.
- Developed a Children's Continuing Care Policy in line with the national framework to ensure that children needing continuing, palliative and end of life care receive a prompt assessment and package of care to meet their assessed needs. Undertook a needs analysis of short breaks, which included engagement with children, young people and their families to recommission a new service.
- Developed a Children's Continuing Care Policy in line with the national framework to ensure that children needing continuing, palliative and end of life care receive a prompt assessment and package of care to meet their assessed needs.
- Developed a support and information service to identify short breaks specifically for children, young people with disabilities and their families.

# Ensuring all children and young people are safe and healthy

**You said:** Ensure all children and young people enjoy good physical health, and those with additional needs and disabilities get the support they need

## As a result...

- Babies born in the Richmond Borough are likely to have a good start in life with lower levels of key risk factors.
- Breast-feeding rates in the borough are much higher than London and England averages.
- The obesity rate in primary schools in the borough is much lower than London and England averages.
- Over 500 additional primary school children in the borough signed up to receive healthy school lunches.
- There are consistently low numbers of young women under the age of 18 who become pregnant.
- The current prevalence of Chlamydia in under 24 year olds is lower than both the London and England average.
- The local substance misuse website received 15,000 hits after its launch.
- The percentage of young people leaving specialist substance misuse treatment in a planned way at the end of their agreed treatment plan increased from 71.9% in 2010-11 to 77% in 2011-12.
- 12 young people quit smoking in 2011-12 after attending NHS stop smoking sessions, an increase from nine in 2010-11.
- 388 children benefited from short breaks in 2011-12.
- 76,246 hours of short breaks were provided in 2011-12.

# Ensuring all children and young people are safe and healthy

**You said:** Ensure all children and young people enjoy good emotional health, and get the support they need to address emotional and behavioural challenges

## We...

- Expanded the Primary Mental Health Worker service so more children and young people with mental health issues can be supported.
- Delivered a range of nationally accredited parenting courses across the borough to support parents and carers to support the wellbeing of their children.
- Established and implemented the Parenting Support Strategy to assist parents and carers in providing high quality care to their children.
- Established formal links with adult mental health services through the children's centres to help and identify vulnerable families.
- Offered mediation and family support to all young people at risk of family breakdown.
- Created the Family and Wellbeing Service from existing resources to provide support for children, young people and families who require more support than provided by universal services.
- Completed a young carers' needs assessment to gain a better understanding of the scale of young carers in the borough and their needs.
- Developed the Special Educational Needs Strategy which sets out the Council's vision for special educational needs provision in the borough.





# Ensuring all children and young people are safe and healthy

**You said:** Ensure all children and young people enjoy good emotional health, and get the support they need to address emotional and behavioural challenges

## As a result...

- Emotional and mental health services are “increasingly responsive to the needs of children and young people who may be troubled”- London Borough of Richmond upon Thames children’s services assessment, 2010.
- Child and adolescent mental health services (CAMHS) were rated 16 out of 16 in the annual self-assessment completed jointly with the Primary Care Trust (2009-10).
- South West London and St Georges Mental Health NHS Trust underwent a peer review by the Royal Society of Psychologists and received positive feedback including favourable comments about partnership working.
- The Ofsted inspection of Heathfield Children’s Centre in February 2012 noted that “parents using the centre report very positive and enjoyable experiences which have increased their confidence in their parenting skills and raised their self-esteem”.
- At a primary level, extra provision has been put in place in schools for children with difficult behaviour to enable them to be reintegrated into classes.
- At a secondary level, the Newhouse Centre has been developed which works with pupils on a long-term basis who are unable to remain in mainstream education due to emotional and behavioural issues. The Mortlake Centre has been developed to work with pupils on a short-term basis to help them to remain in mainstream education.
- Fixed term exclusions for both primary and secondary schools have reduced over the past year.

# Ensuring all children and young people are safe and healthy

## What we still need to do to continue to ensure all children and young people are safe and healthy...

- Further develop the Troubled Families agenda.
- Improve the stability and length of placements for looked-after children.
- Implement the revised guidance that has been issued as a result of the recommendations from Professor Munro's Review of Child Protection.
- Strengthen and evidence management oversight across Specialist Children's Services as identified in Ofsted inspections and Serious Case reviews.
- Respond to issues of neglect and sexual abuse of children and young people through planned interventions.
- Participate in the review of the SPA and implement changes to ensure that robust procedures are in place to identify child protection concerns.
- Promote and strengthen the role of the Local Authority Designated Officer, who is responsible for managing allegations against people who work with children.
- Increase the uptake of child immunisations so that they are equal with, or greater than, the London and England average.
- Improve the transition arrangements for disabled young people when they move into adult services.
- Further integration of the SEN teams in both Richmond upon Thames and Kingston upon Thames, through the appointment of a joint team manager and an exploration of the potential for shared systems and processes ahead of the legislative change in 2014.
- Strengthen the links between disability services in Richmond upon Thames and Kingston upon Thames through the development of an integrated service for children with disabilities in Richmond to match the existing service in Kingston.

# Ensuring all children and young people are able to participate, enjoy and achieve

**You said:** Ensure all children and young people enjoy high quality and personalised learning at all stages to fulfil their potential

## **We...**

- Established Education Richmond, a partnership between schools and the Council, to embrace the vision for greater autonomy for schools by developing and using peer to peer support and experience of school professionals.
- Established the Strategy for School Improvement to deliver further school improvement through partnership working between the Council and schools.
- Provided support and training to all practitioners and staff in integrated early years services to ensure no child enters statutory schooling with an unidentified additional need.
- Developed a new assessment tool to enable schools to better understand the Foundation Stage profile.
- Rolled out central training for schools in Assessing Pupil Progress.
- Delivered targeted one-to-one tuition where required to assist schools in offering personalised support to children.
- Provided additional support for schools where required through the work of advanced skills teachers, leading teachers and consultants.
- Introduced the categorisation of schools to identify those needing help to enable support to be targeted.
- Implemented the new Elective Home Education Policy so that systems are now in place to monitor all relevant pupils, and distributed guidance to parents and carers, which has been well received.
- Maintained a rolling register of visits to pupils educated at home to ensure their progress is monitored.
- Worked with schools to enable them to become more autonomous through achieving academy status.

# Ensuring all children and young people are able to participate, enjoy and achieve

**You said:** Ensure all children and young people enjoy high quality and personalised learning at all stages to fulfil their potential

## As a result...

- There is greater ownership and accountability for improvement from schools themselves.
- Achievement of children at the Early Years Foundation Stage has increased every year for the past four years and is now well above the London and England average.
- At a primary level, better results have been achieved in national tests than both the London and England average.
- Standards achieved by 16 years olds have improved over the past four years so they are now in line with the average for London and much higher than England overall.
- The percentage of pupils achieving 5 A\*-Cs at GCSE has increased each year for the past five years.
- The percentage of pupils achieving 5 A\*-Cs at GCSE including English and mathematics has been above London and England averages for the past four years.
- The percentage of pupils achieving the English Baccalaureate has increased since 2010 and is consistently about London and England averages.
- At a secondary level, Teddington and Waldegrave schools became academies on 1 August 2012, Orleans Park school on the 1 September 2012. Grey Court and Christ's schools are expected to follow soon.
- Schools that have been identified as requiring improvement in the categorisation process have shown improvement in achievement.

# Ensuring all children and young people are able to participate, enjoy and achieve

**You said:** Reduce achievement gaps at all key stages to enable all pupils to make good progress throughout their time in education

## We...

- Implemented the Primary School Expansion Strategy to ensure there are sufficient school places at primary level.
- Established the Behaviour and Attendance Partnership and developed and implemented the Behaviour and Attendance Strategy to improve behaviour and attendance in schools.
- Carried out behaviour audits in targeted schools.
- Supported schools to tackle underachievement through the analysis of performance data.
- Implemented a range of actions to address pupil groups identified as under-performing such as target setting, putting in place intervention and support programmes, implementing individual pupil and group tuition and tracking pupil progress.
- Supported over 250 pupils across 17 schools in the borough in 2010-11 through the Ethnic Minority and Traveller Achievement Service.
- Developed and delivered training to the school workforce in supporting ethnic minority groups.
- Delivered specific training to foster carers around supporting the education of looked-after children.
- Provided designated teachers for looked-after children with regular training forums and ongoing guidance and advice.
- Put in place Personal Education Plans for all looked-after children which include actions to help them to reach their full academic and life potential.



# Ensuring all children and young people are able to participate, enjoy and achieve

**You said:** Reduce achievement gaps at all key stages to enable all pupils to make good progress throughout their time in education

## As a result...

- Since 2000, a total of 21 additional forms of entry have been created or are in the process of being created in primary schools.
- No primary schools in the borough had fewer than 55% of pupils achieve Level 4 or above in both English and maths at Key Stage 2 in 2011-12.
- In 2011-12, of the 41 primary school and nursery settings across the borough, 19 are rated as 'outstanding', 18 as 'good' and four as 'satisfactory'.
- In 2011-12, of the five secondary schools in the borough, two are rated as 'outstanding', two are 'good' and one is 'satisfactory'.
- Total absence for both primary and secondary schools is low and has reduced over the past four years.
- 100% of inspected primary schools in the borough have been judged as having 'good' or 'outstanding' standards of behaviour in Ofsted inspections in 2011-12.
- 100% of inspected secondary schools in the borough have been judged as having 'good' or 'outstanding' standards of behaviour in Ofsted inspections in 2011-12.
- In 2010-11, Behaviour for Learning supported 15 schools to improve pupil behaviour.
- Attainment for young people from families with low incomes has significantly improved in 2010-11 so that it is now higher than the national average for the same group.
- The attainment gap has been reduced by 13% between those eligible for free school meals and those not eligible at Key Stage 2 over the past three years.
- The attainment gap has been reduced by 7.2% between those eligible for free school meals and those not eligible at Key Stage 4 over the past three years.
- The attainment gap at GCSE between girls and boys achieving 5 or more A\*-C grades including English and maths narrowed from 2009-10 to 2011-12.

# Ensuring all children and young people are able to participate, enjoy and achieve

## You said: Improve outcomes for those with special and additional educational needs

### We...

- Promoted the Inclusion Development Programme in schools which supports schools to identify and meet the needs of pupils with a range of special educational needs.
- Supported teaching staff in targeted schools to analyse the progress of pupils with special educational needs to inform planning and delivery.
- Provided designated teachers for looked-after children with regular training forums and ongoing guidance and advice to enable them to fulfil their roles and responsibilities.
- Provided specialised individual packages for those children and young people experiencing behavioural difficulties.
- Developed individual learning programmes for children and young people that are unable to attend school because of medical needs.

### As a result...

- A higher percentage of Special Educational Need statements have been issued within 26 weeks than both the London and national average.
- Young people with special educational needs who follow the national curriculum consistently do better in Richmond upon Thames in national tests at the age of 16, than elsewhere.
- In 2010-11, 67% of pupils supported by the Learning Needs Team doubled their rate of progress in reading, and 61% doubled their rate of progress in spelling.
- Special schools in the borough are 'good or outstanding'- London Borough of Richmond upon Thames children's services assessment, 2011.

# Ensuring all children and young people are able to participate, enjoy and achieve

**You said:** Ensure all children and young people are able to enjoy a range of play, sports and cultural opportunities

## We...

- Introduced a free Leisure and Youth Card to give children and young people discounted access to sports facilities and activities.
- Introduced Culture for Keeps cards entitling children and young people who are looked-after or care leavers to free local sport and cultural activities.
- In summer 2011, organised the Libraries' Summer Outreach Programme which involved over 1,000 local residents.
- Through libraries, organised the gifting of Bookstart resources to children under 5.
- Participated regularly in the annual Youth Games.
- Invested over £100,000 in upgrading the sports hall, gymnasium, dance studio, multi-use games area, artificial turf pitch and changing rooms at Orleans Park School to provide a new temporary sports centre while Twickenham Academy is being developed.
- Opened the North Sheen Recreation Pavilion in September 2011, enhancing youth football facilities in the borough.
- Offered a range of play schemes across the borough including Koosa Kids and Play Ranger sessions.
- Developed a Play Strategy to identify areas for improvement based on the results of a play survey of families about play provision in the borough.
- Raised £2.29 million to redevelop Barn Elms to improve the provision of sports facilities for children and young people in the borough. It now offers 3G sports pitches, tennis courts and multi-game areas.
- Developed Orleans House Gallery as a venue for after-school clubs and positive activities for children and young people.
- Established an accredited motorbike mechanics course at Heatham House.
- Through the Play Without Barriers initiative, the Richmond Inclusive Sport and Exercise (RISE) programme and Culture Counts, gave children with disabilities the opportunity to participate in inclusive play and positive activities such as wheelchair basketball sessions, multi-sport camps and invitational schools swimming gala.
- Developed the Windham Croft Centre as a resource for the delivery of specialist services for disabled children and young people.



# Ensuring all children and young people are able to participate, enjoy and achieve

**You said:** Ensure all children and young people are able to enjoy a range of play, sports and cultural opportunities

## As a result...

- 5,061 children and young people in the borough have benefited from discounted access to sports facilities and activities in 2010-11.
- Over 200 Culture for Keeps cards have been issued, enabling children and young people who are looked-after or care leavers, to free local sport and cultural activities.
- 4,586 children took part in Koosa Kids play sessions in 2011-12.
- 3,850 children took part in Play Ranger session in 2010-11.
- 4,009 children of primary school age started the national Summer Reading Challenge and 2,746 completed it by reading six library books during their school holiday.
- 94% of children under 1 and 90% of children under 3 received free Bookstart packs in 2011-12.
- The borough was crowned Youth Games champions in 2011.
- Nine after-school clubs are run at Orleans House Gallery including the Octagon Club and Transitions which are for young people with a disability.



# Ensuring all children and young people are able to participate, enjoy and achieve

**You said:** Ensure all children and young people are able to participate in a range of activities to make a positive contribution

## We...

- Established a range of participation and engagement mechanisms for children and young people in the borough, including the Children in Care Council, School Council, Youth Advisory Groups, Youth Council, and the Youth Parliament.
- Supported children and young people in the borough to launch the Youth Manifesto.
- Supported the All in One youth consultation event with mobile provision and an additional survey distributed to young people via schools and youth settings.
- Refreshed the Richmond Volunteering Strategy to increase numbers of young people volunteering in the borough.
- Launched the Youth Commissioning Panel to enable representatives from youth advisory groups and Members of Youth Parliament to commission local services.
- Delivered a range of support to prevent young people from committing crime or anti-social behaviour, for example, by providing first time offenders with support and intervention.
- Established an annual Youth Crime conference, attended by more than 100 young people who come together to share their feelings on crime and keeping safe in borough.

## As a result...

- “The extent to which looked-after children and young people in the London Borough of Richmond upon Thames are able to make a positive contribution is outstanding”- Ofsted inspection of safeguarding and looked-after children, May 2012.
- 875 children and young people were engaged in the All in One survey.
- Volunteering by children and young people in the borough increased with over 500 engaged through the Duke of Edinburgh award and 60 volunteering at Orleans House Gallery, the Youth Offending Service or the Youth Service.
- The Youth Commissioning Panel commissioned a range of projects worth £170,000.
- In 2011, the Youth Offending Team was praised by the Government for the significant progress it has made in ensuring young offenders are safe and do not reoffend and specifically for its “effective and coordinated multi-agency work” and the wide range of “interventions and creative approaches to restorative justice”

# Ensuring all children and young people are able to participate, enjoy and achieve

## What we still need to do to ensure all children and young people are able to participate, enjoy and achieve...

- Narrow the gap between the achievement of the lowest performing 20% of Early Year Foundation Stage children and the median.
- Further provision of primary school places.
- Work with schools to establish sixth forms in secondary schools in the borough.
- Provide support to academies and free schools in the borough.
- Work with the Diocese of Westminster to deliver the new Catholic primary and secondary school.
- Improve educational outcomes for vulnerable groups in schools.
- Ensure that children's voices are heard and responded to, particularly those involved with the child protection process.

# Addressing inequality to enable every family to access the economic wellbeing of the borough

**You said:** Support all children, young people and families to prosper, and reduce the impact of poverty

## We...

- Completed the annual childcare sufficiency assessment to assess sufficiency and suitability of childcare places.
- Offered a brokerage service to vulnerable families to ensure they are able to access high quality childcare through the Family Information Service.
- Provided information, advice and guidance to parents both centrally and locally through the Council's website, the Single Point of Access (SPA) and children's centres.
- Undertook a comprehensive child poverty needs analysis and developed a strategy and action plan, which included engagement with children, young people and their families.
- Placed a specialist worker in the Targeted Youth Support team to ensure homeless young people are offered dedicated access to information, advice and guidance, positive activities and sexual health and substance misuse support.
- Provided Common Assessment Framework training to all housing officers and resettlement workers to ensure young people experiencing homelessness are provided with a suitable range of housing and support.

## As a result...

- Childcare provision in the borough is 'outstanding'- London Borough of Richmond upon Thames children's services assessment, 2011.
- Over 200 free nursery education places for 2, 3 and 4 year olds in the borough have been provided.
- The Ofsted inspection of Heathfield Children's Centre in February 2012 noted that "parents have good information, advice and guidance for continuing in learning, good signposting to relevant services and good access to accredited courses"
- Richmond upon Thames has one of the lowest levels of child poverty in London and nationally.
- A high number of care leavers have been provided with suitable accommodation and supported to live independently.
- There are low levels of homelessness amongst young people in the borough.

# Addressing inequality to enable every family to access the economic wellbeing of the borough

**You said:** Ensure all young people post-16 are supported to access education, employment or training

## We...

- Developed a strong relationship between the Council and the further education college.
- Promoted apprenticeships and diplomas as alternative routes to qualifications.
- Produced the 'Where to now' booklet to promote 14-19 courses on offer to young people.
- Supported schools and colleges to successfully take on the careers advice.
- Implemented a number of actions in preparation for the new Raising the Participation Age legislation including: carrying out a dry run of the post-16 commissioning process; establishing the leadership and structures for the new post-16 commissioning function and responsibilities; and rolling out workforce development reforms for 14-19 provision.
- Consulted on proposals to introduce sixth forms in schools in the borough.
- Established the Integrated Youth Support Services curriculum to increase participation in out of school curriculum activities and increase provision of support to the most vulnerable 16 plus young people.



# Addressing inequality to enable every family to access the economic wellbeing of the borough

**You said:** Ensure all young people post-16 are supported to access education, employment or training

## As a result...

- The further education college has been described as ‘good’ as it enables young people to “do well in the qualifications they achieve by the age of 19 with increasing numbers, far more than average nationally, gaining higher level qualifications”- London Borough of Richmond upon Thames children’s services assessment, 2011.
- The inequality gap in the achievement of a Level 2 qualification by the age of 19 has reduced to 15% in 2011 from 20% in 2009, which is lower than the England average of 19%.
- The inequality gap in the achievement of a Level 3 qualification by the age of 19 has reduced to 21% in 2011 from 26.3% in 2009, which is lower than the England average of 25%.
- The attainment of a Level 2 qualification by free school meal pupils by the age of 19 has increased from 60% in 2009 to 68% in 2011 which is higher than the England average of 65%.
- The attainment of a Level 3 qualification by free school meal pupils by the age of 19 has increased from 34% in 2009 to 41% in 2011 which is higher than the England average of 32%.
- The number of young people who have taken up an apprenticeship and the number of young people who have completed an apprenticeship and achieved an NVQ qualification has increased.
- The number of young people Not in Education, Employment or Training (NEET) in the borough is low, and represents one of the lowest levels of NEET compared to its statistical neighbours and nationally.
- The percentage of care leavers in education, employment and training is significantly higher than both the London and England average.
- The percentage of young offenders engaged in suitable education, employment or training has increased so that it is higher than both the London and England average.
- The Council has approved the establishment of sixth forms at Grey Court secondary school in 2013 and Christ’s, Orleans Park, Teddington and Waldegrave secondary schools in 2014.

# Addressing inequality to enable every family to access the economic wellbeing of the borough

## What we still need to do to address inequality to enable every family to access the economic wellbeing of the borough...

- Implement the child poverty strategy.
- Ensure all young people aged 16 or 17 who are assessed as homeless are placed in suitable accommodation and care leavers are given a greater choice of tenancies.
- Increase young people's participation in education, employment and training that includes preparation for the Raising the Participation Age legislation which becomes effective in the summer of 2013.
- Reduce the percentage of 16-18 year olds not in education, employment or training whose status is not known.



# Localising services and building capacity to deliver service improvements for all families and young people

## **You said:** Enhance partnership working and commissioning to support integrated high quality working

### **We...**

- Implemented new governance arrangements for the Children and Young People's Trust Board in line with legislation and new statutory guidance.
- Established a robust and comprehensive quality assurance framework which includes putting a programme of Section 11 audits in place.
- Through the Local Safeguarding Children Board, challenged all agencies on the quality of their safeguarding work.
- Through the Local Safeguarding Children Board, delivered safeguarding training to designated members of staff including primary and community health providers and GPs.
- Put effective arrangements and guidance in place to ensure that when required, child protection referrals are made to relevant services through improved access to services and threshold documentation.
- Strengthened partnership arrangements with a number of neighbouring boroughs, such as Kingston upon Thames, for example with the joint substance misuse service.
- Established appropriate, safe and secure information sharing arrangements across children's services and with the Council's key partners such as health and the Police.
- Completed a number of need assessments such as child poverty, short breaks, young carers, mental health and risky behaviour, which all contribute to informing the commissioning of services in line with need.
- Increased joint commissioning with partners.
- Created a multi-agency system for eCAF.
- Ensured the NHS could share information with the local authority through common systems to enable integrated working amongst professionals.
- Developed and implemented the data quality strategy.
- Successfully achieved Level 4 of the Equality Standard for Local Government, and rolled out a revised equalities programme in response to the new Public Sector Equality Duty.



# Localising services and building capacity to deliver service improvements for all families and young people

## **You said:** Enhance partnership working and commissioning to support integrated high quality working

### **As a result...**

- The Children's Trust Board has been described as "a high level exemplar of the value placed on partnership working in order to maximise impact," and because of this there is "a strong track record of effective multi-agency work," Ofsted inspection of safeguarding and looked-after children, May 2012.
- Partnership working is "good at both strategic and operational levels," and supports "improving outcomes for children and young people across all services," Ofsted inspection of safeguarding and looked-after children, May 2012.
- "The voluntary sector is effectively engaged at both strategic and operational levels. The sector actively participates in shaping priorities at the strategic level, and also delivers a range of services within the borough, many of which are commissioned by strategic partners. The strength of these, particularly in engaging with families who may hold negative views about statutory services, is recognised by commissioners," Ofsted inspection of safeguarding and looked-after children, May 2012.
- The Ofsted inspection of the Healthfield Children's Centre in February 2012 noted that "all staff, including childminders who offer on-site childcare, have regular and extensive training in safeguarding".
- Data and information is stored and protected in line with legislation and best practice and data transmissions across children's services are both safe and secure.
- All requirements of the new Public Sector Equality Duty are met, including ensuring that the Equality Impact Needs Analysis schedule is in place and completed.

# Localising services and building capacity to deliver service improvements for all families and young people

**You said:** Create high quality localised services as part of a wider protective and preventative service

## We...

- Developed geographical clusters of services called 'quadrants' within the borough to commission, manage and deliver services.
- Established borough-wide commissioning to deliver preventative services, and alongside this, local services for families have been located in quadrants, supported by multi-agency teams which cover a range of services including primary mental health.
- Fully embedded the Common Assessment Framework process so that it is widely used across the borough to identify and support children and young people's needs where a co-ordinated multi-agency intervention is required.
- Formalised and reviewed the Step Up/Step Down process between Targeted Services and Children's Social Care. This means that the Common Assessment Framework process is being used to support children, young people and families in and out of social care interventions, and as a result, a better service experience is being provided through more effective support.



# Localising services and building capacity to deliver service improvements for all families and young people

**You said:** Create high quality localised services as part of a wider protective and preventative service

## As a result...

- The quindrat model is “increasingly contributing to effective joint working within the clusters, for example, children with early signs of difficulties identified by school staff now being able to access help swiftly”, Ofsted inspection of safeguarding and looked-after children, May 2012.
- Service users have provided feedback that “early intervention and prevention work is well targeted and effective”, Ofsted inspection of safeguarding and looked-after children, May 2012.
- The Ofsted inspection of Heathfield Children’s Centre in February 2012 noted that “Multi-agency work with families through the Common Assessment Framework is highly effective and shows at least good and sometimes excellent outcomes with vulnerable families, for example, in the prevention of family breakdown”.
- Two children’s centres in the borough have been inspected and have been rated as ‘good’ with ‘outstanding’ aspects.
- Overall attendance at children’s centres in the borough has increased and they continue to be accessible to those groups most in need, with a high number of registrations from areas of relative deprivation and almost a third of new registrations from black minority ethnic groups.
- The Ofsted inspection of the Norman Jackson Children’s Centre in March 2012 noted that “many parents and carers comment very positively about how the centre has impacted successfully on their family and their own lives. For example, one mother wrote, “I don’t know what I would have done without the centre. Staff are always friendly and helpful.” Another wrote, “I was so glad to find this place and believe that these services are essential”.

# Localising services and building capacity to deliver service improvements for all families and young people

**You said:** Ensure children, young people and their families are engaged in improving services to meet their needs

## We...

- Supported children and young people to develop a young people's action plan as part of the Children and Young People's Plan.
- Published the Children and Young People's Plan Annual Review on the Council's website each year to provide feedback to children, young people and their families about what has been achieved during the year, and what the key challenges moving forward are.
- Enabled a number of looked-after children and care leavers to undertake formally accredited learning to deliver 'Total Respect' training to the professional workforce and to participate in staff interview panels.
- Established Parent Forums in children's centres to organise and enrich activities and events through feedback from families that attend.
- Developed an engagement strategy to ensure that participation opportunities are being offered to children, young people and their families across all services.
- Rolled out the Richmond Borough annual young people's survey to gather the views of young people in the borough.



# Localising services and building capacity to deliver service improvements for all families and young people

**You said:** Ensure children, young people and their families are engaged in improving services to meet their needs

## As a result...

- Richmond Borough provides “a range of opportunities for children, young people and their families to express their views and regularly respond to online surveys that are used to develop services”, Ofsted inspection of safeguarding and looked-after children, May 2012.
- The Ofsted inspection of the Norman Jackson Children’s Centre in March 2012 noted that “the active parents’ forum contributes effectively to the development of further services through regular meetings with the centre manager”.
- The Ofsted inspection of the Heathfield Children’s Centre in February 2012 noted that “parents who use the centre are involved routinely and well in decision-making and in the design of services. They regularly evaluate the effectiveness of what is provided and this is used to improve provision and to set up new services”.
- The number of young people participating in the Youth Elections has increased year-on-year so it now stands at over 5,500.
- There is now “an embedded view across the partnership that children’s services cannot properly be developed without their involvement and views”, Ofsted inspection of safeguarding and looked-after children, May 2012.
- 4,216 pupils from across 26 primary and junior schools, five secondary schools and three academies took part in the Richmond Borough annual young people’s survey. This wealth of information will be accessed and used by teams across children’s services.

# Localising services and building capacity to deliver service improvements for all families and young people

## **You said:** Ensure effective continuing professional development for the children's workforce

### **We...**

- Put in place a new Children's Workforce Strategy.
- Implemented a recruitment and retention campaign for social workers.
- Developed a number of tailor-made continuing professional development initiatives for teachers and other schools staff.
- Strengthened the Newly Qualified Teacher programme to include master's accreditation.
- Created a clear programme of multi-agency training which is accessible and accessed by all staff.
- Developed a multi-purpose training facility for children's services staff.

### **As a result...**

- "A successful ongoing recruitment and retention strategy" has been implemented which "is increasing the permanency profile of the social work workforce, and the skills of social workers continue to be developed with good access to training", Ofsted inspection of safeguarding and looked-after children, May 2012.
- 30 newly qualified teachers have been supported through the Workforce Modernisation Grant to gain Masters-level accreditation in 2010-11.
- Since October 2011, over 6,700 delegates attended 1,003 continuing professional development programmes, including the safeguarding training programme for designated officers, succession planning pathways for aspiring leaders and integrated working for Specialist Children's Services.

# Localising services and building capacity to deliver service improvements for all families and young people

**You said:** Ensure the most efficient use of resources to achieve best value and service improvement

## We...

- Pooled and aligned a number of budgets across the Children and Young People's Trust to support commissioning processes at borough and quindrat level.
- Implemented the Primary Expansion Strategy.
- Rolled out a large number of building projects in schools.
- Established a children's centre in each quindrat in the borough which offer a range of services to families including adult education, child and family health services, early years provision, and specialist services such as speech and language therapy and child and adolescent mental health support.
- Established youth provision such as youth clubs or youth centres in each of the quindrats and a range of additional youth provision such as youth cafes and the youth bus.



# Localising services and building capacity to deliver service improvements for all families and young people

**You said:** Ensure the most efficient use of resources to achieve best value and service improvement

## As a result...

- The joint commissioning manager post is funded jointly by both the Council and the Primary Care Trust.
- Every 5 year old in the borough in 2011-12 was provided with a primary place.
- The refurbished Windham Croft Centre re-opened in January 2012 to provide support and services to disabled children and their families.
- Projects were completed in a large number of schools to provide a mix of new build, remodelled or refurbished areas to support the Special Educational Needs Strategy and curriculum facilities, previously under-resourced.
- New kitchens were provided in a number of schools including those that have expanded as part of the Primary Expansion Strategy.
- Hampton Academy, Richmond Park Academy and Twickenham Academy all opened in September 2010.
- There is regular and validated reporting on budget monitoring which is efficient, effective and timely.



# Localising services and building capacity to deliver service improvements for all families and young people

## What we still need to do to localise services and build capacity to deliver service improvements for all families and young people

- Undertake a review of how the Local Safeguarding Children Board operates.
- Test the quality of safeguarding and the quality assurance framework.
- Develop a children's services commissioning plan.
- Develop processes and protocols to ensure contract compliance with the commissioning council model.
- Maintain the profile of children and young people's services through the Health and Wellbeing Board and develop a robust and effective relationship with the Richmond Clinical Commissioning Group.
- Ensure effective and integrated IT systems are in place to support multi-agency working.
- Improve the participation of children, young people and their families in decision-making including service design, evaluation and commissioning of protective and preventative services.
- Improve buildings and facilities at the two special schools in the borough.