

The Royal Borough of Kingston upon Thames

Children & Young People's Trust

Children & Young People's Plan 2006 – 2010 Summary



Building blocks for successful lives...

'Making a difference together'



Contents

Welcome	4
Our aspirations for children and young people	5
Every child matters: our shared vision for children and Young people	6
Participation of young people	7
Improving the outcomes for children and young people	8
Being Healthy	8
Staying Safe	9
Enjoy and Achieve	10
Making a Positive Contribution	12
Achieving Economic Well-being	14
Kingston's children and young people	16
Working in Partnership	18
Our plans for improvement	20
Corporate parenting	22
School clusters	22
Partnership working with the Voluntary Sector	23
Developing the children's service workforce	24
Resources available for children's services	25
Performance monitoring & review	25
Links with other Plans and Strategies	26

Welcome

Welcome to the first Children and Young People's Plan for Kingston. This Plan has been produced following widespread consultation with children, young people, their families and our partners. We have listened to their views and included them in this Plan where possible.

We are committed to improving outcomes for all children, young people and their families. We want Kingston to be a place where every child and young person can have high expectations and the very best opportunities.

Our approach requires partners to deliver services in a new way. This may challenge long-standing professional practice and will cut across both professional and organisational boundaries. Over the period of this Plan, 2006 to 2010, we have set an ambitious agenda for change and improvement, during which we will continue to provide high quality services and keep up excellent levels of performance. To do this we need the support of the whole community and ask you to play your part in helping us to deliver the many important objectives in this Plan.

Bruce McDonald
Chief Executive
Chair of the Children and
Young People's Trust Board



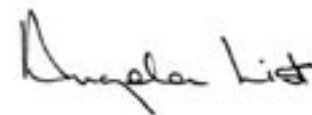
Mary Reid
Lead Member for
Children and Young People
Kingston Council



Paul Holmes
Chief Executive,
Kingston Primary Care Trust



Angela List
Borough Police Commander,
Metropolitan Police



OUR ASPIRATIONS FOR CHILDREN AND YOUNG PEOPLE

This is the first Children and Young People's Plan for Kingston. We have focused on priorities for the next five years that will make a real difference to children and young people in Kingston.

In writing this Plan we have involved everyone who works with young people. This includes teachers, learning assistants and mentors, social workers, police, nurses, doctors, youth workers and parents. More than anything, we have listened to what young people are telling us. In arriving at our priorities we have been especially concerned to reflect the needs of vulnerable young people, including those who have a learning difficulty or disability.

This Plan:

- Demonstrates our commitment to working in a 'joined-up' way to make a real difference to young people's lives
- Sets out priorities that all agencies have signed up to
- Contains a clear commitment to pool resources so that all children, young people and their families have a better quality of life.

Schools and local GP practices will play a key role in delivering this Plan. We aim to intervene early to prevent problems that disadvantage children and young people, often leading to poor health, neglect and sometimes physical and emotional danger. We are determined to ensure that all children in Kingston can flourish, do well at school and enjoy their childhood.

This Plan is a significant step along the road to delivering better co-ordinated services for our children and young people. Our commitment is to achieve ever better outcomes to improve the lives of children and young people in Kingston.

EVERY CHILD MATTERS: OUR SHARED VISION FOR CHILDREN AND YOUNG PEOPLE

Children and young people are Kingston's future. We want to help our children achieve their potential and enjoy life as active, participating citizens, free from disadvantage.

Our vision for young people is part of our broader commitment to build a bright future for the people of Kingston that guarantees everyone the opportunity to have a healthy, safe and satisfying life.

We intend to achieve continuous improvement in making a real difference to young people's lives in:

Being Healthy
Staying Safe
Enjoying and Achieving
Making a Positive Contribution
Achieving economic Well-being

Our vision is to:

- Intervene early and effectively to reduce barriers that prevent children from succeeding, especially children who have a disability or are most vulnerable
- Provide services that are easily accessible, 'joined up' and responsive to local people's needs.
- Provide services that are responsive to what children and young people tell us about their needs.
- Actively involve children, young people and their families in deciding how and where services are delivered
- Provide the best education possible as a fundamental right for every child
- Work closely with the voluntary and community sectors to improve outcomes for children
- Provide integrated ('joined-up') services in schools and other settings where education, health and social care professionals work together
- Communicate information better so that local people can have better and easier access to local services
- Develop our workforce so that it is highly qualified and trained to deliver excellent services

PARTICIPATION OF YOUNG PEOPLE

In putting together this Plan we have consulted with many young people. Young people tell us that they want:

- A wider range of affordable leisure and recreational activities in Kingston
- More choices in education at ages 14 to 19
- More advice and guidance about educational and employment choices
- More support for care leavers to develop independence
- More opportunities in schools for healthy eating and physical exercise
- Improved services and activities for younger children age 8-12
- More friendly advice on mental health, sex and relationships, drugs and alcohol.
- More support when transferring to secondary school
- Better value from free school meals
- More opportunity to be involved and have a say in the services provided for them.

These views and concerns of young people are well reflected in the priorities of this Plan:

- New leisure facilities to give access at lower cost
- A Youth Opportunity Card to increase access to leisure facilities by vulnerable children and young people
- Young people offering advice to their peers on issues such as drugs, relationships, bullying
- Local access points across Kingston
- The Children's Fund Transition Project to provide support in transfer from primary to secondary school
- Newly developed Emergency Contraception in Pharmacies service
- Young people working with the police to tackle anti-social behaviour, bullying, pressure 'to do drugs'
- Young people who are 'looked after' have recommended appropriate ages for children to receive advice on sex and relationships
- Services like Junior Splash and the Youth Service are listening to young people when developing what they offer
- The number of clubs for children age 8-12 has been increased in areas of highest needs.

Our Participation Strategy

Young people have told us we need a more organised approach to involving them in improving services. We have developed a Children and Young People's Participation Strategy to:

- Build children and young people's skills so they can be actively involved in decision making
- Ensure that participation and involvement by young people occurs as a matter of course and across all services and agencies
- Establish a culture of learning from the experience of others and sharing information
- Make sure there is good partnership work with other agencies on consulting and involving young people.

IMPROVING THE OUTCOMES FOR CHILDREN AND YOUNG PEOPLE

Being Healthy

The story so far

Kingston is a healthy place to live and grow up. The Healthy Schools programme has developed well, with 50% of schools participating by the end of 2005. This is high compared with the national average. Schools generally provide well for sport although some schools do not yet provide 2 hours physical activity per week. All schools participate in the Schools Sport Programme.

Kingston has a slightly higher proportion of overweight and obese children age 8-10 than the national average, although figures for 6-7 year olds are below average. Levels of obesity and childhood infections are higher among children who are formula-fed as babies. The Primary Care Trust is tackling these concerns through a multi-agency strategy.

Kingston teenage conception rates are significantly below the national average, and good results have been achieved in reducing under-16 conceptions. However, rates of improvement are slow and more work needs to be done.

What we are doing

We have launched a healthy eating website for schools.

Kingston and Richmond dieticians are working together to develop a nutrition forum which includes parents and local teachers. They have set up a school food trust to improve school food.

We have developed good practice guidelines for Sex and Relationships Education.

These have been developed with parents to support young people with a disability. Young people are provided with advice and support about sexual health through the Youth Service outreach programme, targeting vulnerable young people. Emergency contraception is available free through four pharmacies in areas with high teenage pregnancy rates.

The Local Authority provides a joined-up Substance Misuse Service for young people.

Schools offer effective programmes of drugs and alcohol education.

The health needs of looked after children are met well.

All looked after children are offered a health assessment every year and dental check-ups every six months. 92% of children take up this offer.

98% of children who attend Accident and Emergency are seen with the four hour target time.

A decreasing number of children and young people are being seriously injured and none have been killed on the roads recently.

Our current priorities for improvement in 'Being Healthy'

- Increase the proportion of healthy schools
- Establish a comprehensive CAMHS service
- Reduce teenage conception rates
- Reduce child obesity and improve nutrition
- Develop the School Sport Partnership to include all schools and ensure all are able to provide children and young people with at least 2 hours physical activity a week
- Reduce the number of children and families living in temporary accommodation and their length of stay
- Increase the availability of school nurses and health visitors.



Staying Safe

The story so far

Children's care, welfare and safety in Kingston schools is good. There are clear referral systems, families and children at risk are identified early and the quality of preventative support is good (particularly through Advancing Services for Kingston Kids - ASKK).

The numbers of children on the child protection register has reduced over the past two years. Assessments are carried out within the required timescale. There has been a significant increase in the numbers of children taken off the register and none have been put back on. This compares extremely well with the national average.

Education and social services work well together in supporting looked after children, asylum seekers and young people with a disability or a special educational need. All looked after children are reviewed on time. All looked after children are placed for adoption within 12 months of the best interest decision being made.

However we need to improve the proportion of looked after children in foster placements or placed for adoption.

What are we doing

We are increasing foster placements and recruiting specialist foster carers for children with less severe disabilities.

We are developing a protocol for missing children

We know the whereabouts and identity of all children in Kingston. We have a protocol in place for children who go missing from care and we are extending this to cover all young people going missing from home.

We are working to reduce the high rate of referrals

Referrals of children in need have significantly fallen, but re-referrals occurring within 12 months have increased.

We are tackling racism and bullying

Incidents of racism and bullying are monitored and acted on. School policies on bullying, discrimination and harassment are clear. Young people can ask for advice and support about being bullied or their general safety through the Young Livin' website.

We are continuing to reduce the number of young people involved in crime

There has been a reduction in crime in Kingston, and crime statistics are the lowest in London. At the same time, young people have asked for a greater police presence on the streets and often feel at risk from other young people. The recently

established Safer Neighbourhood Police Teams are consulting with children and young people who have identified local areas where they feel vulnerable.

Our current priorities for improvements in 'Staying Safe'

- Reduce the high re-referral rate of children in need
- Improve the number of looked after children in foster or adoptive placements
- Extend the local protocol to cover all young people going missing from home
- Develop the Initial Response Team to ensure we continue to have robust child protection services
- Develop ASKK further as an effective multi-agency information sharing system for vulnerable children
- Develop the Area Child Protection Committee as an effective Local Safeguarding Board
- Improve the safety of children and young people by achieving key targets for crime reduction
- Reduce fear of crime among young people
- Further develop family support services for disabled children
- Develop early intervention and family support services for vulnerable children through the development of Children Centres.



Enjoy and Achieve

The story so far

The majority of children in Kingston achieve well. This includes looked after children and children in need. Most children have a good start in life, early years provision is good and expanding. The majority of Kingston schools are good or outstanding.

Standards attained by schools overall at Key Stages 1, 2, 3 and 4 are well above the national average and above those of similar local authorities. At Key Stage 1 standards of reading, writing and mathematics are well above national figures. The value-added by Kingston's schools to pupils' progress is among the best in the country. Performance at Key Stage 2 is close to the top of national league tables.

Pupils perform well above the national average in national tests at the end of Key Stage 3. Standards at Key Stage 4 are high and continue to improve, however we need to do better for lower achievers.

The proportion of looked after children gaining one or more grades at GCSE has risen to above the national average.

Overall our ethnic minority pupils achieve above the national average. Some ethnic minority groups achieve below the national average. Support is targeted to improve the achievement of these lower attaining groups.

What are we doing

We continue to improve attendance

Attendance at school is very good and unauthorised absence is low. Agencies work together to reduce absence. However the number of looked after children who are absent from school has increased. This is a priority for improvement.

We continue to work with schools to maintain a low exclusion rate

Support to schools in improving behaviour has increased significantly. Levels of permanent and fixed-term exclusions are low, and there is effective provision for pupils who are excluded. No looked after children have been permanently excluded from school in the past two years.

The Youth Offending Team (YOT) continues to reduce the numbers of young people being convicted of crimes

The YOT works closely with young people and with Connexions with to engage young people and improve their attitudes and behaviour.

We continue to make good provision for pupils with SEN

Kingston is good at monitoring the progress of pupils with special educational needs. Clusters of schools, including special schools, work together to improve provision. 70% of special educational needs statements with medical advice are now completed within 18 weeks.

We are expanding our out of school recreation services

Kingston offers a wide range of services which support out-of-school recreation for young people. These include sports and arts development, heritage services and library activities. Recreational activity outside school hours is closely linked to the development of extended schools through clusters.

Our current priorities for improvement in 'Enjoy and Achieve'

- Continue to raise standards in the foundation stage and all key stages
- Improve school attendance for looked after children
- Achieve our school attendance targets to 2008 and beyond
- Improve the number of childcare settings meeting national standards
- Continue to raise standards for specific groups of pupils, including boys' writing and the attainments of looked after children and some ethnic minority groups
- Extend schools' use of performance data as a tool for self evaluation
- Improve the range and accessibility of after school sports, arts and other recreational activities for all children and young people.





Making a Positive Contribution

The story so far

The majority of children and young people in Kingston are well supported in managing changes in their lives and in making a positive contribution. This includes looked-after children.

The Council has clear strategies to help children and young people with disabilities and special educational needs to manage transition in their lives. The Youth Council and the Looked After Children Forum provide effective channels for listening to young people's views. The 'Young Livin' website encourages young people to participate in local decision making and currently has 6000 visits per month.

Children and young people with a special educational needs statement are always individually consulted during their annual review. A disabled Young People's Forum has been established.

What are we doing

We are giving priority to supporting pupils in making a successful transition to secondary school.

The Children's Fund has well developed transition projects in targeted schools to support children, and their families, during year 6-7 transfer.

We recognise the achievements of vulnerable young people at our annual Youth Achievement Awards

These awards are sponsored by the Crime and Disorder Reduction Partnership and continue to provide an opportunity to recognise the achievements of vulnerable young people, often in the face of adversity.

"have less fattening food in the cafeteria"

"thank you very much for your advice and for listening to me and being there to help me, it means a lot"

"more opportunities for those who are disabled"



A Member of the Youth Parliament is elected each year.

Elections take place in schools, youth centres and through texting to ensure a broad range of young people are able to participate. There was an increase of 52% of young people voting in the 2004 elections.

We give young people a voice

Children and young people on two local estates have been consulted on the activities they would like. As a result, Junior Youth Clubs will expand to cover key areas of need within Kingston.

Young people, especially those most at risk, are consulted on the Kingston Young People's Substance Misuse Strategy. There are regular consultations with young people on improving access to open health clinics.

Our current priorities for improvement in 'Making a Positive Contribution'

- Implement the Participation Strategy to ensure the views of children and young people have a direct influence on policy development and the delivery of services
- Reduce the numbers of looked after children receiving final warnings and convictions through earlier intervention
- Reduce the numbers of first timers entering the youth justice system
- Increase the number of vulnerable children who make a successful transition to secondary school
- Increase the number of disabled children who can participate in after school and holiday recreational activities
- Better inform young people on career choices and options for continuing education and training
- Develop Kingston's Youth Inclusion and Support Panel to prevent young people becoming persistent offenders.



Achieving Economic Well-being

The story so far

The proportion of Kingston's young people going on to higher education or training is above the national average. The range of provision for 14-19 year olds is expanding and becoming more inclusive and flexible to meet a wider range of needs.

Partners work well together to plan and deliver post-16 education and training and this helps to broaden the range of vocational options.

Schools provide good careers education and guidance. The Connexions service is effective in supporting and advising young people to aspire to continuing education, training and employment.

Children looked after by the Council are well supported to move into adult life with clear pathways to continuing education and training. So too are young people with learning difficulties or disabilities.

What are we doing

We are supporting the development of vocational provision to reduce the numbers not in Employment, Education or training

There has been further development of vocational provision in schools, especially at Key Stage 4 where there is a need to secure clearer progression routes for vocational courses across the 14-19 curriculum.

The number of unemployed young people in Kingston is low. The Connexions Service continues to offer vulnerable young people (especially looked after children, disabled, unaccompanied asylum seekers) information, advice

and support. This has led to a reduction in numbers of young people in Kingston who are not in education, employment or training. Kingston currently has the lowest proportion of young people not in education, employment or training across South London.

We continue to support care leavers and unaccompanied asylum seeking children

Kingston provides supported accommodation for care leavers and homeless young people, as they become adults, with a strong emphasis on promoting independence and life skills to enable young people to access work and training. We aim to provide suitable accommodation to young people with challenging behaviour together with a linked personal training or employment plan.

Unaccompanied asylum seeking children aged 16-17 are accommodated locally in a well-established hostel providing intensive support. All are enrolled at local colleges or in work based training programmes. Currently all care leavers are living in suitable accommodation. Kingston is taking steps to reduce the number of families with children living in temporary accommodation.

Our current priorities for improvement in 'Achieving Economic Well-being'

- Continue to expand the provision and flexibility of 14-19 education and training to eliminate variations in quality between sixth forms
- Implement the 'September guarantee' so that all young people have a definite offer of further education, employment or training
- Continue to improve the achievement of level 2 qualifications post 16 so that more 19 year olds are qualified to this level
- Increase the number of looked after children in further education, employment or training
- Increase the uptake of direct payments to families to enable them to make their own choices about care for disabled children and young people
- Reduce the number of children that live in homes which do not meet decency standards.





KINGSTON'S CHILDREN AND YOUNG PEOPLE

Our growing population

In 2004 Kingston's resident population was approximately 150,000, a 12% increase over the last 20 years compared with a 9% increase for London as a whole. It is estimated that Kingston's population will increase by 7% by 2010. 22% of Kingston's population is under 19 and 6% is under 5. This is in line with the national average.

Our vulnerable children and young people

In 2004 Kingston ranked as the second least deprived of London boroughs. The percentage of lone parent households with dependent children in Kingston is 5.1%, which is lower than the 6.5% national average. Unemployment rates are relatively low. In November 2005 the unemployment rate was 2.0% compared to a London average of 5.8% and a national average of 4.1%.

Relative poverty, deprivation and under-achievement are concentrated in some small areas. The disadvantage of some groups compared with the majority presents us with real challenges to close achievement gaps, support vulnerable groups, improve social cohesion and inclusion, and increase participation.

In February 2006 we had:

- 777 children in need receiving social care services
- 109 Looked After Children
- 39 Children on the child protection register.

Our multi-ethnic population

Our population is multi-ethnic (15.5% from minority ethnic groups). Among under 18's, 20.6% are from ethnic groups, which is considerably higher than the national average of 8.7%.

A healthy population

Kingston has the second lowest number of children in London with a limiting long term illness. Infant mortality rates, the percentage of children living in temporary accommodation and child casualties in road accidents are also among the lowest in London.



Children with a disability

There are 415 children on the disabled register (1.1% of the total population of 0-19 year olds). The number of disabled children is increasing. So too are the complexity and severity of disability. It is predicted that the number of children who have a severe autistic spectrum disorder will have increased by 50% by 2009. We project that those who have profound and severe disabilities will grow by 50% by 2011. This is leading to increased demand for our services by 17% per year.

Children eligible for free school meals

7.3% of pupils in Kingston primary schools are eligible for free school meals (FSM) compared with a national average of 16.9%. This masks the fact that 2 schools have a FSM eligibility rate of over 40%. At secondary level 8.3% of Kingston pupils are eligible for FSM compared with 14% nationally. This suggests relatively low levels of poverty but we know that many families in Kingston live on low incomes.

Young people and crime

Between 2000 and 2004, 2058 young people aged 17 or under committed offences. This is among the lowest rates in London. At least 200 young people are identified and targeted for support each year as part of the crime prevention strategy. In September 2005 the Youth Offending Team was supervising 107 young offenders, of which 21% were re-offenders. 80% of those who are supervised by the YOT are either in full-time education, training or employment. This is one of the best rates in London.



WORKING IN PARTNERSHIP

Our joined-up style of working

We manage our resources well in Kingston and provide good value for money. We regularly try out new ways of working to 'make a difference' for local people.

However, we recognise that further improvements are needed to deliver more joined-up services for children and young people.

Children and Young People's Trust

Kingston has a Children and Young People's Trust which ensures agencies work together in a joined-up way. The Council took early action to appoint a Director of Learning and Children's Services and has integrated education and social services. Partnership between the Council and Health and Police is good and is helping to develop joined-up services for children and young people.

We value our staff

We have a highly qualified and experienced staff leading a change programme in Kingston to improve integrated services for children and young people. We believe our staff are at the heart of our success in delivering services. A key objective is to maintain our position as an 'employer of choice'. Staff surveys show a trend of high and increasing employee satisfaction, particularly within the children and young people's services. We have been successful in recruiting social care workers.

Keeping children safe

Advancing Services for Kingston Kids (ASKK) coordinates support packages for children at risk, and ensures robust monitoring and tracking. Kingston had a very effective Area Child Protection Committee which has made the transition to a Local Children's Safeguarding Board from April 2006.

Joint Commissioning

The Joint Commissioning Board has been established to consider how best to allocate and utilise collective resources to secure services and how services can be specified to address local needs. There is a commitment from partners to consider joint commissioning of services where the meeting of identified needs requires contributions from two or more children's trust partners.





OLYMPIC RINGS
LONDON 2012
CANDIDATE CITY
BACK THE BID!

OLYMPIC RINGS
LONDON 2012
CANDIDATE CITY
BACK THE BID!

OLYMPIC RINGS
LONDON 2012
CANDIDATE CITY
BACK THE BID!

OLYMPIC RINGS
LONDON 2012
CANDIDATE CITY
BACK THE BID!

OLYMPIC RINGS
LONDON 2012
CANDIDATE CITY
BACK THE BID!

WINSTON
SALISBURY
GAMES
2005

OUR PLANS FOR SERVICE IMPROVEMENT

The Council and its partners in the Children and Young People's Trust have clear Plans for service improvement. As priorities in the Children and Young People's Plan we will deliver the following service developments to improve integration and support for children and young people:

- By end 2006 there will be a fully developed children and young people's information service.
 - From 2006 the Advancing Services for Kingston Kids (ASK) information sharing system will be fully integrated across all professions, providing joined-up support for all vulnerable children and children in need
 - By end 2007
 - clusters of schools will be delivering extended services with front line early intervention and support for children, young people and families
 - there will be lead professionals identified for all children in need
 - there will be fully integrated Youth Support Services providing targeted support to young people to improve health, participation and achievement
- By end 2008
- pooled budget arrangements and joint commissioning will have a real impact on service delivery
 - 50% of primary schools will be providing 8.00 am to 6.00 pm wrap around childcare
 - we will have a co-located totally integrated service for disabled children with all staff seconded into the Trust
 - we will have 7 operational Children's Centres providing integrated education, childcare, health and family support services for children aged 0-5 and their families
 - we will have clear plans for the co-location of integrated services and the provision of multi purpose community resources for families and children
- we will have created new multi purpose community resources
 - the Trust will be able to demonstrate improved access to services, increased user choice and participation in decision making and greater equality of outcomes for children and young people across the Borough
 - the Trust will be able to demonstrate innovative examples of workforce development and genuinely 'make a difference' to children and young people's lives





CORPORATE PARENTING

One of the most important roles for the Council is to protect children from harm and neglect. On occasions this may require us to take some children into public care and to become their parent. The majority of children looked after by the Local Authority are placed with foster carers or they are adopted. At present the Council is the corporate parent for just over 100 children in care. We aim to ensure these children have the same care and support as all children.

While outcomes for looked after children in Kingston are mostly good, a number of the objectives in this Plan are focused on improving further their education, health, participation, personal development and transition to adult life.

We will ensure that:

- All looked after children benefit from services that take account of their particular vulnerabilities
- All professionals involved in working with looked after children know the range of provision available and refer appropriately
- We listen to looked after children and use their responses to address their needs
- We improve our support and training for foster carers and ensure that foster carers and residential care providers fully appreciate the role of the corporate parent and act according to best practice principles.

SCHOOL CLUSTERS

The development of school cluster working in Kingston is crucial to the delivery of more joined up approaches to supporting children and young people. School clusters will ensure there is a coordinated network of services through extended schools and children's centres, working with multi-disciplinary teams of professionals in health, education and social care. Six new Children's Centres plus Surbiton Children's Centre are being planned to provide a range of family support, parenting, childcare, health and early learning services for 0-5 year olds.

Multi-Disciplinary Team Work

To make the clusters succeed professionals must work across traditional boundaries. We are committed to a multi-disciplinary team approach which will support the work of clusters in meeting the needs of vulnerable children and young people and their families. Practitioners from different sectors will work together in multi-disciplinary teams in order to meet the needs of children and young people. This will help to reduce current duplication of effort and share an increasingly common language and understanding.

PARTNERSHIP WORKING WITH THE VOLUNTARY SECTOR

We are committed to working in partnership with the voluntary sector. We know that often support is more acceptable to families if it comes from voluntary rather than statutory agencies. We are fortunate to have examples of excellent partnership working with the voluntary sector in Kingston. Kingston Voluntary Action plays a key role in developing the capacity of the local voluntary sector through training and support, identifying unmet needs in the community and developing services to meet them.



DEVELOPING THE CHILDREN'S SERVICES WORKFORCE

The integration of children's services requires a significant change of culture. Developing the children's workforce is key to implementing the priorities in the Children and Young People's Plan.

Reshaping services to better meet the needs of parents, carers, children and young people will require staff to work in different ways in the future. We want our services to be:

- Based more on the needs of children, young people and families
- More responsive and flexible
- Focused on outcomes rather than processes.

We will develop more effective early identification and prevention, as well as a strengthening of protection for vulnerable children and young people.

We aim to be a learning organisation where people have good opportunities to develop their skills and change their ways of working. We are committed to best practice and to learning from others' good practice. The excellent standards already achieved in Kingston will continue to be improved by

- Developing our staff
- Responding to the community's needs
- Listening to children, young people and families about the ways they would like us to shape our services.

We aim to ensure that the cultural changes required are well supported through professional development programmes which have coherent career pathways that allow staff to progress within and across different sectors.

We recognise that there will always be a need for specialist, highly skilled services that support families with more complex needs. Our aspiration and expectation is for increasing professionalism in our workforce.

Children's Workforce Strategy for Kingston

Our Workforce Development Strategy for Kingston for 2006-2010 has these priorities:

- Recruiting more people into the children's workforce and increasing their levels of qualification
- Developing and retaining people in the children's workforce
- Strengthening inter-agency and multi-disciplinary working and developing new workforce roles
- Introducing the Lead Professional role, the common core of skills and knowledge, and the Common Assessment Framework
- Promoting stronger leadership, management and supervision.

RESOURCES AVAILABLE FOR CHILDREN'S SERVICES

A total of £126m revenue funding has been budgeted for within the local authority, the Learning and Skills Council and the Connexions service to provide services for Children and Young people in 2006/07. We aim to target an increasing proportion of funding towards early intervention and prevention during the period of this Plan (2006-2010).

The Primary Care Trust (PCT) is currently seeking to identify the total resource available for Children's Health services. The PCT and GP Consortium are committed to investing in local Children's Services over the next 4 years.

Health is already strongly involved in partnership working to meet the needs of looked after children, in the Safeguarding Service, CAMHS and Disability Teams. Joint Commissioning of services in the future will help target limited resources to jointly shared priorities in a way which has not happened previously.

PERFORMANCE MONITORING AND REVIEW

Kingston has a strong culture of performance monitoring and review. Quarterly reviews take place against all top performance measures. The 'Everyone Counts Group' chaired by the Chief Executive regularly monitors all the Council's top level performance indicators.

Each of the priorities and objectives in the Children and Young People's Plan are monitored monthly during meetings between senior managers and other lead officers. This helps to assess progress against key milestones and to ensure swift action is taken to address underperformance. There are named lead officers for all key priorities and objectives in the Plan.





LINKS WITH OTHER PLANS AND STRATEGIES

The Children and Young People's Plan is key to the delivery of important strategic objectives for the Council including:

- Support the development of a prosperous and thriving local economy and promote regeneration
- Raise the levels of educational achievement and develop the skills of all children, young people and adults

- Reduce the barriers which prevent children, young people and adults with additional needs from fulfilling their educational and social potential
- Extend opportunities for open learning in the community and through neighbourhoods
- Improve the health of people in Kingston and ensure provision of the best possible health services
- Support and enhance the capacity of the voluntary sector to play a key role in the life of Kingston
- Open up the Council and make services more accessible and responsive to the needs of the local community
- Develop greater community participation by the young and a positive joined up approach to the perceived problem of disaffected youth
- Target limited resources to priorities.

The Children and Young People's Plan links closely to the Council's Community Plan, Performance Plan and Local Area Agreement as well as plans that meet the needs of specific groups of children and young people such as the Teenage Pregnancy Plan and Healthy Schools Plan.



If you require this document in another language or an alternative format such as large print or audio-tape, please contact the Council's helpline on 020 8547 5757

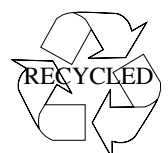
To access the full version of the Children and Young People's Plan and for further information please visit our website at:

www.kingston.gov.uk

Organisations within Kingston's Children and Young People's Trust include:



great foundations for successful lives...



This brochure is printed on fully recycled paper