

BI-BOROUGH CHILDREN AND YOUNG PEOPLE'S PLAN 2019-2022



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA



City of Westminster

Contents

1. Foreword	2
2. Background to the Plan	3
3. A Focus on Outcomes	3
4. Vision	4
5. Children and Young People in Westminster and Kensington and Chelsea: Key facts	5
6. Bi-Borough Profile	6
7. Outcomes	10
8. Priorities	11
9. Delivering our Plan: Achieving Outcomes, delivering Priorities	19
Annex A: Strategy and Plans	20
Annex B: Outcomes Framework	21

1. Foreword

In 2018 our two councils agreed to work together to deliver services to children and young people. We are now pleased to see the publication of our first joint Children and Young People's Plan, cementing our partnership, setting out our ambition and the things we aim to achieve over the next three years.

We both recognise the strength of this arrangement, one which has helped us achieve national recognition for the quality of our services to children including the most vulnerable. We will improve our services through determined collective effort and creativity to ensure the best possible outcomes for children leading to productive and successful adult lives.



**WCC Cabinet Member
for Family Services and
Public Health**



**RBKC Lead Member
for Family and
Children's Services**

There are local challenges too. In Kensington and Chelsea we continue to be an important part of the council's wider efforts to support those affected by the Grenfell Tower fire tragedy, and in Westminster we must rise to the challenge posed by the high numbers of unaccompanied asylum-seeking children seeking safety and support in the City following trauma and loss.

Many other organisations support young people in Westminster and Kensington and Chelsea and this Plan complements their efforts to deliver opportunities and improve the life chances of all our children and young people.

2. Background to the Plan

Our Bi-Borough Children and Young People's Plan sets out the strategic direction for how both Councils will deliver our vision for children and young people up to the age of 19 and up to the age of 25 for care leavers and young people with special educational needs and disabilities, over the next three years.

The two councils, Westminster City Council ('Westminster') and the Royal Borough of Kensington and Chelsea ('Kensington and Chelsea') agreed to deliver councils' children's services jointly through a Bi-Borough Children's Service from April 2018 before which both councils had been in a Tri-Borough arrangement with the London Borough of Hammersmith and Fulham.

We are an ambitious service, keen to place children at the centre of everything we do. The Plan should be seen in the context of Westminster's '[City for All](#)' strategic plan and Kensington and Chelsea's '[Our Council Plan](#)'. Both include a focus on taking care of the vulnerable and equipping children and young people with the skills and resilience they need to have a good life.

We've talked to lots of children, young people and families in both boroughs over the past twelve months as we developed Bi-Borough services about the kind of activities they want near to where they live. As part of this, we listened to Looked After Children (LAC), care leavers and young people with special educational needs about the services they want to see and what will make a difference to them growing up, going to school and being active in their lives and in their community. These and the wider discussions and opinions we have heard inform this Plan.

In Kensington and Chelsea, the Grenfell Tragedy has had a profound effect on the whole Council and the way services are organised and delivered. The focus has been and continues to be on supporting the bereaved, survivors and those most affected by the fire. Children's Services have an important role in continuing to provide this support.

3. A Focus on Outcomes

In the plan there is a focus on the **outcomes** we are seeking to achieve for our children and young people. This approach means we focus on what difference we make to the things that matter to children, young people and their families. Other strategies in place across Westminster and Kensington and Chelsea are linked to this plan and, along with those of our partners, they help ensure that these outcomes can be achieved. As well as this we know the value of having a clear set of **priorities** to encourage focus and collective working. Our priorities set out the key things we will do to deliver these outcomes and in our Outcomes Framework we set out the **measures** we will use as a test of our efforts.

4. Vision

Our Bi-Borough vision is to deliver outstanding services that enable all children and young people to reach their full potential including those who are most vulnerable.
(April 2018)

We aim to achieve strong leadership based on open dialogue, collaboration and feedback, driving high performance, continuous improvement and innovation. These are the principles and behaviours that guide our decisions and underpin how we deliver services:

- *Children and young people are at the heart of what we do*
- *We promote independence and achievement, enabling families to be ambitious*
- *We listen to front-line staff*
- *We understand that good relationships are crucial, and promote this through our systemic practice model*
- *We deliver the right service at the right time for sustainable change*
- *We are committed to Bi-Borough working*
- *We believe in children growing up in their own families, and work to make this happen while keeping them safe*
- *We accept and work with risk more creatively*

How we work is as important as what we do. To deliver our vision we are committed to:



5. Children and Young People in Westminster and Kensington and Chelsea: Key facts

Kensington and Chelsea	Westminster
<ul style="list-style-type: none"> ➤ 29,801 number of children and young people aged 0-19 years old live in the borough ➤ Less than 19% of the population were aged 0-19 below London (24%) and National (22%) averages ➤ 70.1% of children achieving a good level of development at foundation stage ➤ 46% of young people at secondary school and 53% of children at primary school speak a first language other than English ➤ 100% of schools are rated either good or outstanding by Ofsted ➤ 74 % of children achieve 5 GCSE grades 4-9 (including maths and English) ➤ 3086 pupils in Kensington and Chelsea schools have a special educational need (approx. 12% of the school population) ➤ 617 children and young people have Education, Health and Care Plans (EHCPs) ➤ 21% of children at primary schools receive Free School Meals ➤ 21% of children live in poverty (percentage of children in low income families) ➤ There are 92 Looked After Children ➤ 61% of LAC are aged between 14 and 17 years ➤ 27% of children in care are unaccompanied asylum-seeking children ➤ 19% of children in Year 6 are classified as obese 	<ul style="list-style-type: none"> ➤ 44,465 number of children and young people aged 0 to 19 years old live in the borough ➤ Less than 19% of the population were aged 0-19 below London (24%) and National (22%) averages ➤ 71.9% of children achieving a good level of development at foundation stage ➤ 58% of young people at secondary school and 66% of children at primary school speak a first language other than English ➤ 93% of schools are rated either good or outstanding by Ofsted ➤ 74% of children achieve 5 GCSE grades 4-9 (including maths and English) ➤ 5032 pupils in Westminster schools have a special educational need (approx. 16% of the school population) ➤ 1084 children and young people have Education, Health and Care Plans (EHCPs) ➤ 20% of children at primary schools receive Free School Meals ➤ 29% of children live in poverty (percentage of children in low income families) ➤ There are 209 Looked After Children ➤ 71% LAC are aged between 14 and 17 years ➤ 39% of children in care are unaccompanied asylum-seeking children ➤ 28% of children in Year 6 are classified as obese

6. Bi-Borough Profile

Westminster and Kensington and Chelsea are prosperous, safe and healthy boroughs, where many families enjoy an excellent quality of life. There are exceptional local amenities, including outstanding schools, beautiful parks and open spaces, renowned cultural venues, internationally important heritage sites, and a vibrant arts and cultural scene. These two boroughs sitting side by side in the heart of London are excellent places to live, work, study and visit.

According to the 2016 mid-year population estimates, more than 74,000 children were living in the two boroughs. The percentage of those below aged 19 is lower than national and elsewhere in London at 19 per cent (W) and 19 per cent (K&C).

Westminster and Kensington and Chelsea both have highly diverse resident populations 53 per cent (W) and 51 per cent (K&C) of the resident population were born abroad in comparison to a London average of 38 per cent.

Deprivation and Poverty

Average wages are distorted by those earning very high wages and average house prices in both boroughs rank highest (K&C) and second highest (W) in the country. Combined with population density it puts pressure on the supply of social housing. A visible affluence in both boroughs masks areas of deprivation. In Westminster, seven wards in the borough are among the least deprived nationally and eleven are in the top 10 per cent of most deprived. Deprivation is particularly focussed in the northwest of the borough around Church Street, and parts of Pimlico. The picture is similar in Kensington and Chelsea which overall is in the top 10 least deprived boroughs yet has several neighbourhood areas which rank in the top 10 per cent of most deprived areas in England. These areas are predominantly in North Kensington, parts of Earl's Court and in the South West of the borough.

In terms of child poverty, Westminster has higher levels than either London or national averages and Kensington and Chelsea levels are in line with national and below those for London. Church Street, Churchill and Westbourne wards in Westminster and Golborne, Notting Dale, Cremorne, St Charles and Colville in Kensington and Chelsea have the highest levels of child poverty; children and families in these areas are often in need of more help and support from children's services than elsewhere in the boroughs. There are significantly higher than average numbers of children and young people in receipt of Free School Meals at primary schools, over 20 per cent are eligible in both boroughs compared to a national average of 14 per cent, but these children do well and achieve better than comparable children at school elsewhere.

Feeling safe

For most children and young people, Westminster and Kensington and Chelsea are good, safe places to grow up. However, young people tell us that they don't always feel safe and while the level of serious youth violence, especially knife crime across London has increased, the local picture is more positive. Incidents of youth violence (where the victim is aged 19 and under) in both boroughs saw a slight decrease in 2017/18 compared to the previous year (down 17 in Kensington and Chelsea and down 11 in Westminster). Both councils have strong community safety services,

working closely with the police and communities to tackle and reduce crime and the risks associated with extremism and radicalisation.

Fear of crime can add to young people's stress and anxiety. We work closely with the Clinical Commissioning Group (CCG) to jointly commission services to support the emotional wellbeing and mental health of children and young people. Public Health England reported mean scores relating to mental wellbeing in 15-year-olds above or around England (47.6 per cent) and London averages (47.8 per cent) in both boroughs (K&C 48.6 per cent and W 47.4 per cent). This and other evidence is included in the most recent [Annual Public Health Report, Our Health, Our Wellbeing: Young People Growing Up in Kensington and Chelsea and Westminster](#) focusing on the experiences of 14 to 25 year olds examining the impact of serious youth violence and child sexual exploitation on adolescents.

Keeping safe

Keeping our most vulnerable children and young people safe is a key priority of this Plan. As of 31st March 2019, there were 61 children subject to Child Protection Plans in Westminster and 51 in Kensington and Chelsea, the number of children in care were 209 and 92 respectively. Compared to the rest of London and England, there were less children on Child Protection Plans and less children in care in both boroughs. During 2019-20 we will be working on redesigning Initial Child Protection Conferences and developing alternative pathways to the Child Protection process to achieve best outcomes for children in terms of their well-being and safety. We will be partnering with Cardiff University and The What Works Centre for children's social care who will help us evaluate the changes we introduce.

Both councils showed a decrease in the rates per 10,000 of children in need from the previous year (down 73 in Westminster and down 28 in Kensington and Chelsea) to bring the rate (per 10,000 children) below the London average of 363 per 10,000 of children. Services to these vulnerable children and young people were graded as outstanding by Ofsted following an inspection in January 2016 and a follow up inspection of 'front door' arrangements confirmed that risk to children is being managed effectively. Across the Bi-Borough we are committed to continuous improvement, and in 2016 the DfE awarded us Partners in Practice status, alongside a limited number of local authorities nationally, to share good practice across the sector – both in terms of what we are doing locally and what we can learn from the good work in other areas.

We have identified several challenges for our family services over the next three years, including the rising numbers of unaccompanied asylum-seeking children and the ageing population of our looked after children that is putting significant pressure on our services for care leavers, particularly in relation to housing. We are also responding to contextual safeguarding issues, whereby children are being exploited sexually and criminally in their communities. Whilst incidents of knife crime and serious youth violence are reducing in relation to young people under 18, there is significant concern about the rising incidence with young people aged 18 to 24 and addressing this is a priority. Across the children's system this means strengthening our Early Years provision, our Early Help offer and targeting intervention to address school

exclusion, children going missing from school, home and care and young people identified as at risk of exploitation. We will continue to share information with our partners to protect the vulnerable, disrupt challenging and harmful behaviours and to bring offenders to justice.

Front-line practitioners and managers at all levels are trained in systemic practice. Systemic practice is the model of intervention that underpins all our work with children and families and we have developed a coherent professional development pathway that allows practitioners to develop expertise in this way of working. In addition, we have invested in systemic clinicians to support the social work teams – offering case reflection and consultation, as well as delivering direct work to children and families. As part of our commitment to Sector Led Improvement, through the DfE Partners in Practice programme, we are offering systemic social work training nationally. Independent evaluation of the impact of our systemic practice model will be completed in 2020. The Bi-Borough has been a key player in the Partners in Practice programme, sharing learning and actively supporting sector led improvement. This has contributed to shared learning across the sector about what works – stable workforce, common practice model, low caseloads, good quality supervision and support. While we have created these conditions locally we know there is still more we can do to improve outcomes for vulnerable children and we continue to face a number of challenges locally.

A good start in life

Children and young people in the two boroughs are likely to have a good start in life. The boroughs perform well against some of the indicators that measure health and wellbeing: levels of teenage pregnancy, breastfeeding initiation and smoking at time of delivery are better than the national average in both boroughs. However, **obesity** is a growing issue which impacts on physical and mental health and reduces life expectancy. In Kensington and Chelsea 20 per cent and in Westminster 22.9 per cent of 10 - 11-year olds are overweight or obese which is comparable with London (23.1 per cent) and England (20.1 per cent). Good **oral health** is part of general health and wellbeing and contributes to the development of a healthy child and school readiness. Poor oral health suggests wider health and social care issues such as poor nutrition, obesity, the need for parenting support, and in some instances safeguarding and neglect. In the boroughs more five-year olds had decayed or missing teeth. 30.3 per cent in Westminster and 26.6 per cent in Kensington and Chelsea in comparison to national (23.3 per cent) and London (25.7 per cent) averages. Family Hubs will provide a seamless, ‘one stop shop’ of services in one location for children and young people so that they can get the help they need early. These have already started to be rolled out in Westminster and similar Hubs will be set up in Kensington and Chelsea.

Achieving at school

In Westminster, 71.9 per cent of children achieved a good level of development in the Early Years profile assessment this year (which measures children’s readiness for school), above the national average of 71.5 per cent. Achievement in Kensington and Chelsea was slightly below the rest of the country at 70.1 per cent. To improve early years performance further a single Bi-Borough service was established and started operating in spring 2019. We will be undertaking an assessment of the sufficiency of

childcare provision across Bi-Borough in the first year of this plan. In addition, we are working with the Early Intervention Foundation in partnership with several local agencies and other local authorities, to pilot an Early Years Academy. The aim is to strengthen the pre-birth to five pathways, with a robust focus on speech and language development and improving school readiness.

Children in both boroughs benefit from good and excellent quality education provision which has led to high numbers of outstanding ratings and educational performance scores that are well above London and national levels. In our primary schools, pupils reached the expected Reading, Writing and Mathematics standard, 72 per cent in Westminster and 76 per cent in Kensington and Chelsea, higher than the national average of 65 per cent ranking the boroughs tenth and second nationally. In our secondary schools, 74 per cent of pupils attained a grade 4 to 9 in English and Maths, in comparison to the national average (59 per cent) and Westminster is ranked first in inner London. Progress 8 and attainment 8 scores are above national averages/standardised scores.

Achievement of vulnerable groups

Attainment, achievement and success for our vulnerable children and young people is well above London and national levels. Children with SEND achieve well. The gap between the performance of **SEND** children and their peers in primary and secondary schools is narrower than national averages in both boroughs. In 2018, 40 per cent of children in Kensington and Chelsea and 38 per cent of children in Westminster at SEN Support achieved the expected standard in reading, writing and mathematics at the end of key stage 2 (England average, 24 per cent). In 2018, at the end of key stage 4, 42 per cent (K&C) and 44 per cent (W) of children at SEN Support achieved grades 4 to 9 in English and Mathematics; the England average was 31 per cent. Westminster and Kensington and Chelsea have published SEND local offers and strategies together with a comprehensive Joint Strategic Needs Assessment of Children with Special Needs and Disabilities in 2018 all of which can be found [here](#) and [here](#) on the Councils' websites.

In both boroughs, children and young people with **English as an additional language (EAL)** outcomes and the performance of each of the main ethnic groups at Key Stage 2 and GCSE are above national comparator levels, with the EAL cohort outperforming their peers in Kensington and Chelsea. **Looked After Children** achieve in line with or greater than the expected level of achievement in Mathematics and English at GCSE and comparatively higher numbers (than the national average) are in higher education.

Fixed term exclusions have increased as part of a trend across both boroughs. Secondary fixed term exclusions increased from 597 in 2016-17 to 680 in 2017-18 in Kensington and Chelsea and 1083 to 1267 in Westminster. Children's Services will have a focus on working with Tri-Borough Alternative Provision Academy (TBAP), our alternative provision provider to reduce the number of fixed term exclusions. There are already secondary and primary pilots and the development of bespoke work on inclusion is in hand to address this.

Post school, education, training and paths into employment

Students achieve well in both boroughs in their '**A**' **Levels**, the percentage of pupils awarded a Grade A*-B was provisionally 62 per cent in Westminster and 71 per cent in Kensington and Chelsea in 2018 (compared to 2018 national average of 53 per cent).

In February 2019 the proportion of young people aged 16 to 17 who were either Not in Education, Employment or Training (**NEET**) or where their destination was not known was 1.7 per cent in Westminster and 4.9 per cent in Kensington and Chelsea in comparison with national (4.9 per cent) and London (4 per cent) averages. This places Westminster in the top 20 per cent nationally for performance against this measure. Addressing NEETs is a key local area priority for improvement in Kensington and Chelsea and immediately prior to the period covered by this plan we commissioned a new tracking provider to improve our tracking, information and advice and guidance for NEET and pre-NEET 16- and 17-year olds.

Participation rates for 16 – 17-year olds were 97.7 per cent (W) and 93.1 per cent (K&C) in comparison to London (95 per cent) and national (92.8 per cent) averages. Most young people were in full-time education or training within a school sixth form, sixth form college or further education. Participation through the apprenticeship pathway, at 1.3 per cent in Westminster and 1.7 per cent in Kensington and Chelsea is below London (2.5 per cent) and national (5.4 per cent) averages. Westminster is working with local businesses to understand why a borough with 55,000 businesses has a lower than average apprenticeship number. In Westminster there is a renewed focus on developing opportunities to improve the work experience offer leading to employment. In Kensington and Chelsea, a new supported internship pilot is in place with the Council as the lead employer. Twelve interns are currently on placements at the Council.

A new Economy Strategy, linked to the Grenfell Recovery Strategy, is being developed to increase the number of 16 to 24-year olds taking on traineeships, internships and apprenticeships. Similarly, Westminster is developing both an economic strategy and a City Skills Framework which will support young people in Westminster to gain the skills businesses need in order to benefit most from the many exciting employment opportunities in the borough.

7. Outcomes

Bi-Borough Children's Services is committed to working across all sectors, with our partners, children, young people and with local communities to improve the life chances of children, young people and families.

We aim to achieve the following outcomes for all children and young people:

Listened to	<ul style="list-style-type: none">• Children and young people are listened to and have a voice in the decisions that affect them.• Children and young people experience responsive services, and feel their views and experiences shape the services they access or receive.
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Happy and Healthy	<ul style="list-style-type: none"> • Families are supported to keep children healthy during their early years and throughout childhood. • Children and young people are supported to make healthy choices and lead healthy, active lifestyles and have fun. • Children and young people are supported to achieve good social and emotional health.
Safe and Supported	<ul style="list-style-type: none"> • Children and young people who are at risk of harm are identified, safeguarded and supported. • Children and young people are supported to stay at home safely or live elsewhere in safe, stable and suitable care and accommodation. • Children and young people feel safe and are safe from crime and anti-social behaviour.
Achieving	<ul style="list-style-type: none"> • Children and young people can access a place at a local school which is either good or outstanding. • Children and young people are supported to achieve their potential including those with additional social, emotional and learning needs. • Children and young people progress into post-16 education, training and employment.
Resilient and Prepared	<ul style="list-style-type: none"> • Children and young people can access positive opportunities to develop active and responsible roles at home and in the community. • Young people and families are supported to develop their skills for independence or supported living. • Young people are supported to make positive choices, to move away from gangs and involvement in other forms of criminal exploitation including radicalisation.

We have developed an Outcomes Framework which sets out the measures we will use to test how successful we have been in delivering our priorities (see below) and meeting the outcomes we are seeking to achieve for children and young people and their families. The Outcomes Framework is included in Annex B.

8. Priorities

PRIORITY ONE

Improve the positive impact of practice and further develop its evidence-base to deliver better outcomes for children and young people.

- Our **systemic practice model** supports thoughtful and measured intervention with children and their families that is leading to improved outcomes for vulnerable children. Key performance measures and feedback from service users support our view that as a system we are providing the right services to the right families for the right length of time – providing effective services that not only effect positive change, but also ensure that positive change is sustained. During 2019 to 2020 we will be working with research organisations commissioned by the DfE to evaluate independently the quality and impact of our systemic “Focus on Practice” model.
- We will look continuously at the quality of our practice and its impact including learning from other high performing local authorities about their auditing practices to strengthen our quality assurance. We have already introduced a monthly auditing framework which triangulates the social worker’s view of their practice, the quality of the social work record and feedback from children and young people. Rather than audit activity capturing process, we have introduced a reflective practice tool that attempts to capture evidence of impact, using a simple scaling system by the practitioner and the auditor. Alongside this we continue to observe front-line practice and the strengthened quality assurance framework will help us evidence the quality of our work and use the learning to inform our innovation and improvement activity.
- We will continue work on Family Story, our project to create a real-time, interactive recording system that utilises modern technology. The goal is to offer better opportunities for **open and participative working** with families - being able to capture conversations, videos and photos so that the child or young person’s record is a collaboration with the family. We are piloting this in both boroughs in 2019. This project has been developed with input from families. We continue to receive positive feedback about our strength-based approach from families and from other stakeholders - partners, the local family proceedings court and CAFCASS. In conjunction with this we continue to develop our digital solutions to improve our recording and information sharing systems to improve accessibility for families using our services.

Case Study: Families (and Ofsted) ‘say’ Social Work Model is a strength

Through our Focus on Practice programme we have seen evidence of a decrease in numbers of children entering care between 2014-18 and a reduction in care proceedings. Using the model has seen increased skill level and confidence of social workers and social care practitioners and improved relationships with children, young people and families.

‘... the social work model is a strength. It means children and families receive consistent, stable social work support for as long as they need. Children’s services staff are trained as systemic practitioners. The social work model ensures that children and families experience minimal changes of social worker, even though their service needs may change, so that the relationship can remain stable.’

PRIORITY TWO

Continue to deliver, implement and develop our ‘Local Offers’ that improve outcomes for children and young people leaving care and for 0 to 25-year olds with SEND.

- We know that young people’s life chances and confidence are affected by the future they see ahead of them. We will work with children and young people with SEND and their families to **prepare them for adulthood**, so they are able to live as independently as possible and get a job. As part of this, we will improve the way in which we identify needs early and provide the right support at the right time to meet ambitious outcomes for each child. At the same time, we are looking to embed and mainstream whole system approaches such as in relation to an improved speech, language and communication environment and emotional wellbeing and mental health.
- We will deliver consistently excellent **short breaks provision** to meet the changing needs of children and young people. Provision is already innovative, and we have developed highly personalised solutions in parts of Bi-Borough. Elsewhere it is improving and becoming more graduated and co-designed with families. The support and challenge provided through our inclusion offer is effective in enabling families to access mainstream services.
- Support for the children and young people in our care is set out in Westminster’s Corporate Parenting Strategy and Kensington and Chelsea’s Looked After Children and Care Leavers Strategy. We are committed to **promoting work experience**, apprenticeships and employment for children in care and care leavers within the two councils, our partners and contracted providers.

Case Study: Passenger Transport designed by young people for young people

Children and young people, their parents, carers and schools have been full partners in co-designing the specification for the new Travel Care Service. A series of workshops were held including appropriate workshops for pupils who have special educational needs and disabilities to make sure that they, as users of the service, were able to design the service to meet their needs. One result of this work is that all minibuses in the new service (from Sept 2019) will be fully air-conditioned which is a significant improvement.

The Council has also developed an Independent Travel Training service for pupils who take home to school transport. In partnership with schools, parent representatives and pupils, and through establishing a Travel Assistance Steering Group, we are developing a service which will help pupils learn the skills they need to be able to travel independently to and from their places of learning.

PRIORITY THREE

Ensure children and families can access help early and provide services that enable children to have the best start in life.

- As part of the new sector-led Early Years Transformation Academy we will develop a robust and integrated pre-birth to five service model that improves

integration across maternity and early years services and provides a high-quality experience for children. This will include looking at opportunities to strengthen the way the Healthy Child Programme is delivered to ensure that children are supported throughout the crucial early years and are school ready. More targeted provision will also help parents and professionals to be better equipped to focus on the importance of speech, language and communication to a child's development.

- We will continue to develop our model of **Family Hubs** already established in Westminster, with the first one at the Bessborough Centre launched in September 2018. Family Hubs will be rolling out in Kensington and Chelsea and are key to supporting parents and families and for testing and developing integrated systems which help practitioners with different expertise and from different organisations work together. We want to ensure that children, young people and their carers can receive the right service at the right time, using the Family Hub as a central point of access.
- We have integrated the councils' two Early Years Teams into **one Bi-Borough Childcare & Early Education Service** to deliver an improved approach to providing sufficient good quality childcare and early years provision across the whole early years sector; including schools, for those aged up to 5. We expect this to improve a good level of development outcomes for young children before they begin school in their fifth year.

Case Study: Intensive work with young people on the edge of care

An intensive support team (IST) since January 2017 has successfully engaged a total of 56 families including 65 children and young people and achieved an 84 per cent success rate in preventing children and young people previously identified as 'Edge of Care' from becoming Looked After Children (LAC). The work of the teams supports a school inclusions pilot set up to tackle the increase in exclusions and as a way of reducing youth crime. This has three components – trauma informed training, a family intervention and a mentoring offer. As with most of our Early Help work this is a partnership across the statutory and voluntary sector.

PRIORITY FOUR

Support all children and young people so that they can move successfully into adulthood including those at risk of harm, exploitation and/or criminalisation, serious youth violence and new and emerging risks.

- We are revitalising the kind of activities that are available to young people in both boroughs. In Westminster through the work of organisations like City Lions and in Kensington and Chelsea through our refreshed 'Youth Offer' we will be **tailoring our offer to young people in line with the priorities they have identified to equip them for the future**. We will continue to actively engage with young people to ensure we better understand their local priorities and reflect them in our services via the Youth Council and young MP in Westminster and the new Prevention and Diversion team in Kensington and

Chelsea which will oversee the set-up of a new youth parliament and young Mayor.

- As contextual safeguarding issues have emerged, so has our response to address risks associated with adolescents, including missing behaviours and sexual and criminal exploitation concerns (including grooming towards terrorism). Our **Multi-Agency Child Exploitation (MACE) group** has broadened its remit to focus on wider interconnecting contextual safeguarding issues allowing us to map networks of vulnerable young people, locations of concern and identify potentially harmful adults to focus protection and disruption activity in a coordinated effort to increase safety in our communities. We will ensure this work is appropriately resourced and to-date we have introduced a missing coordinator, a sexual exploitation advisor, an outreach service and an integrated gangs and exploitation unit.
- During 2019 to 2020 our Youth Offending Teams will be piloting **a new model for assessing and planning** to meet the needs of some groups of children and young people involved in the criminal justice system. This pilot has the support of the Youth Justice Board and Department for Education, is based on the systemic theory and principles that underpin practice across the services and is designed to deliver improved outcomes for the young people involved.
- We will expand the reach and effectiveness of **Westminster's Integrated Gangs Unit** working alongside the Police. We have secured Home Office funding for additional gang outreach work and therapeutic expertise to work with vulnerable adolescents in both boroughs to reduce the number of young people who are both victims and perpetrators. Young people tell us they do not always feel safe. We will work to reduce this fear of crime.

Case Study: Vulnerable Children's Collaborative (VCC)

We set up the VCC in late 2018 to bring services together across both boroughs to improve support for vulnerable children particularly those out of school/education. The group includes Early Help, Admissions, SEND, the Youth Offending Service, Tri-Borough Alternative Provision, Safeguarding and Child and Adolescent Mental Health Services (CAMHS). It hears about children who aren't attending school regularly, are missing from education and all excluded children in alternative provision then agrees actions and follows these up. This is an action-focused group which is already improving the life chances of some of our most vulnerable children and young people.

PRIORITY FIVE

Ensure our work is shaped and influenced by the views of children and young people their parents and/or carers.

- In 2018 Bi-Borough Family Services set capturing, listening to and acting on '**Voice of the Child**' as a priority for all our work with children and families. Looked after Children (LAC) Advocacy Officers, Child Protection Advocacy Officers and LAC Participation Officers, Customer Relationship Teams and quality assurance staff looked at how we gather feedback and what we do

with it. We will produce an annual report on the voice of the child and our response.

- We have committed to **co-producing and further developing both councils' Local Offers** for children and young people with SEND with parents, families and young people themselves. We will continue to develop our relationship with parents/carers and with our Parent/Carer Forum to implement our shared priorities, progress in meeting them and to update all stakeholders through regular communications.
- We will give children and families a 'seat around the table' when decisions are made that affect their lives. In 2018 and already in 2019 Early Help and Youth and Corporate Parenting strategies in both boroughs have sought views and been shaped by young people. We will make use of existing structures and groups such as the Children in Care Council, parents SEND reference groups, care leavers and parent and community champions. We have a Youth Council in Westminster and are launching a **Youth Parliament** in Kensington and Chelsea from late 2019/early 2020.

Case Study: Children and Young People with SEND help the Council make decisions

As part of our commitment to involve children and young people with special educational needs and disabilities when we develop new services, Children from Barlby Primary School, including pupils from the Autistic Spectrum Disorder resource centre, scoped and set the questions and model answers for the selection process to determine the approved sponsor for the new Special Free School in the borough. The children and young people who work with us on these projects have opportunities to learn new skills and see how their contribution really influences Council decision making.

PRIORITY SIX

Maintain excellence in schools and improve access and support for children and young people who need help to enable them to access high quality education and training and move into work.

- We will maintain the **high quality of education** offered across Westminster and Kensington and Chelsea. We will work with governors and head teachers in schools and settings to share best practice and promote school to school support. We already provide school leadership and excellence in education programmes as part of a range of training for school leaders and governors. We will continue to innovate, working for example with teaching schools to encourage practitioners to share ideas and practice including teaching and learning strategies to enhance the quality of the curriculum. As a priority we will work closely with primary schools with spare places, budget planning to maintain standards and ensure a broad curriculum offer.
- We will do more to avoid children and young people being excluded from school, particularly those children **excluded on a fixed term basis** from secondary schools. We are building on the learning from pilot programmes and the Timpson review and have initiated work to find out what steps we can

take to promote and shift the focus to inclusion. Education and social care professionals will work closely together to support young people to address their individual challenges and achieve within mainstream or alternative provision. Tri-Borough Alternative Provision (TBAP) Academy provides outreach services to improve inclusion and educational outcomes for children and young people whose behaviour is causing concern and preventing them from achieving in education. Provision includes targeted transition packages for pupils who are most vulnerable to exclusion at year 6/7 transition and at secondary a range of short-term, off-site placements for learners who need support to overcome barriers to learning to be successful in a mainstream education setting.

- We are working **to strengthen pathways into work** for young people across the Bi-Borough. Bringing education and business together as part of our economic development strategies is a priority. In Westminster, in discussion with local businesses, colleges, schools and young people themselves, we have been developing a City Skills Framework which will identify actions to ensure young people are equipped with the skills employers need, and therefore to increase their life chances. Similar work is being developed as part of an Economy Strategy in Kensington and Chelsea. Westminster has also developed a City Lions enrichment programme for 13 to 16-year olds to increase access to and inspiration from the many creative and cultural institutions in the City.

Case Study: National Trailblazer: Young People's Mental Health School Support Teams

West London CCG (NHS), in partnership with MIND and Bi-Borough Children's Services, are part of the first wave of Trailblazer sites for the new Mental Health Schools Support Teams. The Trailblazer programme will provide a significant enhancement to local emotional wellbeing services for children and young people aged five to 18 years old. The new service will be provided by MIND, the mental health charity, and will be targeted at low to moderate mental health needs working alongside existing CAMHS services. The programme consists of two new teams totalling 16 specialist child emotional wellbeing and mental health staff. Staff in the new service will participate in a specialist emotional wellbeing training programme and will be placed within the schools setting. The teams are expected to be fully operational by December 2019.

PRIORITY SEVEN

In Kensington and Chelsea, we will continue to provide targeted support to children, families and support the wider community affected by Grenfell Tower tragedy.

- We will provide tailored support for bereaved and survivor children through **a dedicated service** and deliver a wider programme of support for young people in schools and community settings including an Early Help team based in North Kensington. School-based emotional support will continue to be funded until at least 2021 through five specialist commissioned organisations. This sits alongside the NHS' screen and treat programme.

- We will continue to support the educational needs of children affected by the tragedy. As an immediate response, the Council set up the Grenfell Education Support Fund (GEF) to support affected children, young people and families with the cost of uniform and other essential school equipment, additional tuition, extra-curricular activities or trips and bursaries to encourage access to further and higher education. Every school in Kensington and Chelsea (not just those affected) received bereavement and trauma resource packs funded by the GEF (e.g. Winston's Wish work book). These also included individual therapeutic resources for children who are survivors of the tower. By November 2018, £2.3m had been allocated through the fund.
- Rebuilding the community's trust in the Council requires a greater level of youth participation and decision-making in matters that affect young people. Young people have told us that trauma may continue for some time and specialist support may be needed. In addition to the therapeutic community-based services in place to support the wider community we will have a new borough wide youth offer in place in the Autumn 2019. It responds to the four areas that young people have said matter the most to them (Future and Ambition, Community and Environment, Safety and Security, Happy Healthy Lives). As part of Happy Healthy Lives, the new youth offer will look to strengthen the targeted support available to young people as well as embed emotional wellbeing and resilience into everyday activities. Our core services are there to provide that support to the wider group of children, young people and families affected by the tragedy.
- The Grenfell Recovery strategy including details on the dedicated service for bereaved and survivors and support for the wider community can be found [here](#).

Case Study: Westway and the Curve

In the first weeks after the tragedy a Stay and Play set up at the Westway Sports Centre provided immediate play opportunities for children, childcare and space for parents to engage with wider support services such as housing and health. This moved to The Curve Community Centre when it opened in July 2017. A well-resourced room offered Creche and Stay and Play services, adult courses including English for Speakers of Other Languages (ESOL), alcohol awareness, confidence building, baby massage and chair yoga. An Ofsted-registered creche on site enabled parents to have respite and attend appointments on or off site.

At The Curve we set up homework clubs and for young children, art and yoga. This supported children to learn coping mechanisms and for relaxation at a time of particular stress and worry. During the holiday periods entertainment for children of all ages was arranged at The Curve. We relaxed registration requirements for access to children's centres and repurposed these to focus on families as well as children.

9. Delivering our Plan: achieving outcomes, delivering priorities

This plan is set at a strategic level and throughout links and references have been made to other plans and strategies that provide greater detail or more depth as to how we will deliver our priorities and achieve the outcomes for children and young people. **Annex A** lists the key plans in both councils and those of our Partners which will be important for our Children and Young People's Plan to be successful.

The Outcomes Framework at Annex B sets out how we will measure whether or not we have been successful. As a first step we will baseline all the measures in the Outcomes Framework and will publish performance against these on an annual basis.

Annex A: Strategy and Plans

Children's Services Strategies and Plans	Partners and Stakeholders and other Plans
Kensington and Chelsea LAC and Care Leavers Strategy	City for All (Westminster)
Westminster Early Help Strategy	Our Council Plan (Kensington and Chelsea)
Westminster Corporate Parenting Strategy	Westminster Economic Development Strategy
	Kensington and Chelsea Economy Strategy
Bi-Borough Placement Sufficiency Strategy	Joint Annual Public Health Report
Kensington and Chelsea SEND Strategy	Westminster Joint Health and Wellbeing Strategy
Westminster SEND Strategy	Kensington and Chelsea Joint Health and Wellbeing Strategy
Integrated Workforce Development Strategy	Central London Forward Skills Strategy
	West London CCG Integrated Care Strategy
Youth Crime Prevention Plan	Local Children Safeguarding Board Business Plan
School Improvement Framework	Joint Commissioning Board Plan
	Westminster Community Safety Strategy
	Westminster Knife Crime Strategy
	Kensington and Chelsea Knife Crime Strategy
	Kensington and Chelsea Prevent Strategy and Delivery Plan

Annex B: Outcomes Framework

Children and young people are listened to and taken seriously	
<i>Children and young people experience responsive services, are listened to, have a voice in decisions that affect them and feel their views and experiences shape the services they access or receive.</i>	Increased opportunities for children and families to influence decision making and evaluate the impact
	Children and young people are involved in co-designing and delivering new services
	Consultations with children in care take place and action is taken by lead members, senior managers and staff
	LAC and care leavers are involved in the further development and delivery of the Local Offer
	Children, young people and their families continue to be involved in the development and delivery of SEND Local Offer.
Children and young people are happy and healthy	
<i>Families are supported to keep children healthy during their early years and throughout childhood</i>	Feedback from families who say they feel supported by staff to enable their children's health and wellbeing
<i>Children and young people are supported to make healthy choices and lead healthy, active lifestyles and have fun</i>	Numbers of parents accessing and completing evidence-based parenting programmes
<i>Children and young people are supported to achieve good social and emotional health.</i>	Number of early years settings registered to take part in healthy early years and numbers receiving healthy early years accreditation
	Number of schools registered to take part in healthy schools' partnership and numbers receiving healthy school accreditation

	<p>Health Assessments for LAC are completed within the statutory timeframe</p> <p>Annual LAC mental health Strength and Difficulties Questionnaires (SDQ) scores</p> <p>Vulnerable groups (LAC, Youth Offenders, those attending alternative provision and those with Autism) referred to CAHMHS receive a timely service</p> <p>Percentage of repeat referrals to social care and early help including those within 12 months</p>
Children and young people are safe and supported	
<i>Children and young people who are at risk of harm are identified, safeguarded and supported</i>	Numbers of children supported at home and/or returned home from care
<i>Children and young people are supported to stay at home safely or live elsewhere in safe, stable and suitable care and accommodation</i>	Number of LAC who are going missing from care and return home interviews completed.
<i>Children and young people feel safe and are safe from crime and anti-social behaviour</i>	<p>Percentage of children in care aged under 16, who have been continuously in care at least 2.5 years, who have lived in the same placement for at least 2 years</p> <p>Percentage of placements rated good or outstanding</p> <p>Percentage of care leavers living in suitable accommodation</p>
	<p>Reduction in the numbers of children and young people who are known to be at risk of CSE and criminal exploitation</p> <p>Reduction in the numbers of children and young people entering the criminal justice system</p> <p>Number of LAC entering the criminal justice system</p> <p>A reduced number of young offenders who reoffend</p> <p>Feedback from children and young people that our services have helped keep them safe</p>
Children and young people are achieving in early years, education and employment	

<i>Children and young people can access a place at a local school which is either good or outstanding</i>	Percentage of schools judged by Ofsted as good or outstanding for overall effectiveness
<i>Children and young people are supported to achieve their potential including those with additional social, emotional and learning needs</i>	Percentage of children achieving a good level of development
<i>Children and young people progress into post 16 education, training and employment</i>	Percentage of children who reach expected levels for reading, writing, maths at the end of primary school
	Percentage of pupils who achieve 9 - 4 (A*-C) in English & mathematics/Progress 8 measure
	Percentage of LAC placed in good or outstanding education settings or in a school that best meets their needs
	Percentage of LAC who achieve expected progress in English and Mathematics
	Percentage of children on free school meals and with SEND who are excluded (fixed and permanent)
	Percentage attendance for vulnerable groups
	EHC Plans in place within statutory timescales
	All LAC have a Personal Education Plan that informs their care planning and education and these are audited for quality
	Numbers of young people accessing apprenticeships
	Numbers of LAC and care leavers in education, training and employment.
	Numbers of 16-18-year olds who are NEET or activity unknown
Children, young people and families are resilient and prepared for adult life	

<i>Children and young people can access positive opportunities to develop active and responsible roles at home and in the community</i>	Numbers of young people feeling less anxious about the future
<i>Young people and families are supported to develop their skills for independence or supported living.</i>	Numbers accessing supported internships and work experience
<i>Young people are supported to make positive choices, to move away from gangs and involvement in other forms of criminal exploitation</i>	A greater range of short break provision is provided, and we can demonstrate improved outcomes
	Percentage of children and young people with SEND engaged in education, training or work Number of violent offences recorded for young people aged under 18, and the number involving the possession of a knife, blade or other offensive weapon