



City of Westminster
CHILDREN & COMMUNITY SERVICES

Westminster **NHS**
Primary Care Trust

Children and Young People's Plan 2006-09



Foreword

Welcome to our first Children and Young People's Plan. This new plan sets out our shared vision, priorities and objectives for improving the lives of children and young people in Westminster over the next three years.

We have focused particularly on those areas where children and young people, their parents and carers and the agencies who work with them have told us need improvement.

We are ambitious for children and young people in Westminster and we expect that through delivering this plan we will help them to be healthy and safe, to do well, to enjoy their lives and to thrive in our city.

We all have a part to play in developing opportunities for children and young people who grow up in Westminster, and together we can make a difference.



Julie Jones

Chair of the Children and Young People's Strategic Partnership



Children and Young People's
Strategic Partnership



City of Westminster



VOLUNTARY
ACTION
WESTMINSTER

Westminster
Primary Care Trust



METROPOLITAN
POLICE

Working together for a safer London

Central and North West London

Mental Health NHS Trust



Contents

	Page number
Introduction	3
Local context	3
Vision, values and aims	5
Our local priorities for 2006-09	6
Our actions	7
Resources	18
Monitoring and evaluation	19
Appendices	
Appendix 1: CYPSP governance arrangements	20
Appendix 2: Performance management framework	21
Appendix 3: Glossary	22

 **Wherever you see this icon click on the link for further information.**



Introduction

This is the first Westminster Children and Young People's Plan. It has been developed by the Children and Young People's Strategic Partnership (CYPSP) which has lead responsibility for improving outcomes for children and young people locally. It has sprung from the national *Every Child Matters: Change for Children* agenda which aims to transform the way children's services are delivered.

Over 350 organisations – some big, some very small – work with children and young people in Westminster. To bring about long-lasting change,

we know we must work together, in partnership. This plan sets out the agreed way forward. It has been developed not only by those who work with children and young people but with children and young people themselves. We think this is important in making sure we move in the right direction.

The aim of the plan is to set out where we're trying to get to (our vision), what we're going to tackle first in moving towards that vision (our priorities) and how we are going to achieve those priorities (our actions).

Local context

Our city

Westminster is home to 222,000 people, 40,300 of whom are aged 0-19. The city experiences high levels of migration with pupil turnover as high as a third in some schools. The younger population shows significant diversity with over 150 languages spoken in our schools. The city itself exhibits enormous differences: areas of extreme wealth are juxtaposed with some of the most deprived neighbourhoods in the country; there is the shopping mecca of Oxford Street; the entertainment hub of Soho and the West End; and some of the busiest stations in London bringing over a million people into Westminster each day. These factors can present significant challenges, both to those providing services in Westminster and to the communities which they serve.

More detailed information on our children and young people is available from the annual Public Health Report at www.westminster-pct.nhs.uk/pdfs/phar04-05.pdf



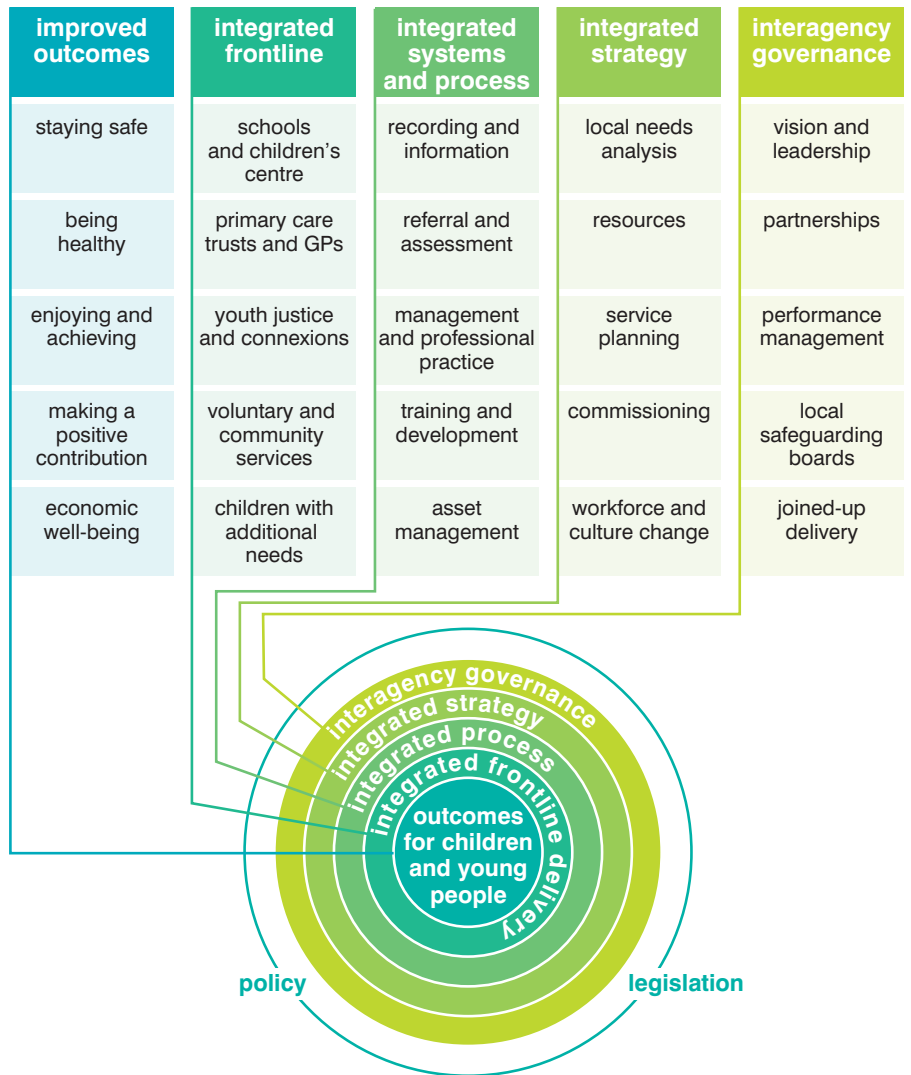
Our journey so far

The Government’s publication of *Change for Children: Every Child Matters* and the children’s *National Service Framework* heralded the beginning of significant changes in how children and young people’s services are delivered. These changes can be represented by the ‘onion model’ set out to the right² which, quite rightly, puts improved outcomes at the heart of everything we do.

Up until now, we’ve been focusing on ‘behind the scenes’ things – consulting with lots of people and getting the infrastructure right. The ground is now set for the start of real, tangible change. This plan is an important step in that journey, setting out clearly what, collectively, we want to achieve and how we’re going to achieve it.

There have been some important changes in the governance too. Although in Westminster we’ve had a CYPSP since 2001, we had to change the way it works so all the different partners – schools, the council, health services, the police and the voluntary sector – can properly and jointly govern the business of improving outcomes. If you are interested in our new arrangements, please refer to Appendix 1.

Of course we’re not starting from a blank sheet of paper. All of you will be aware of some excellent services which are already delivering very good outcomes for children and young people. We are determined in our aim to improve outcomes further and will work together more closely in order to achieve this.



2 DfES children’s trust ‘onion’ model with IDeA ‘hot buttons’ describing the dimensions within each layer of the system

Vision, values and aims

The CYPSP's vision, aims and values were first published in its *Children and Young People's Strategic Plan 2002-05*. In the light of *Every Child Matters*, we re-visited them and aligned them to the national Outcomes Framework³.

» Our vision

Every child and young person deserves the best possible start in life and the opportunity to achieve their full potential. We will work together to do all that we can to make this possible.

» Our values

Services for children and young people in Westminster should:

- » demonstrate effectiveness in improving outcomes for children and young people
- » promote social inclusion, quality and continuous improvement
- » involve children, young people, their parents and carers in their development, delivery and evaluation
- » be planned in partnership
- » be equitable and non-discriminatory
- » be based on evidence and best practice, allowing scope for innovation
- » promote family life through appropriate support and early intervention

» Our aims

National Outcomes Framework

Local Westminster aims

Be healthy

- » Enjoy the best possible health

Stay safe

- » Live in a safe, stable, caring family and community

Enjoy and achieve

- » Achieve their full potential in learning and other areas of their lives
- » Have access to a range of cultural, sporting and recreational activities

Make a positive contribution

- » Be responsible, active members of the community

Achieve economic well-being

- » Live in decent homes and enjoy freedom from poverty

³ The national Outcomes Framework is based on what children and young people think is most important; for them to Be Healthy; Stay Safe; Enjoy and Achieve; Make a Positive Contribution; and Achieve Economic Well-Being

Our local priorities for 2006-09

- » **Be healthy:**
For children and young people to lead healthier lifestyles
- » **Stay safe:**
For children and young people to be and feel safer and more secure
- » **Enjoy and achieve:**
For secondary school pupils to achieve more academically
- » **Make a positive contribution:**
For children and young people to demonstrate more positive behaviour in and out of school
- » **Achieve economic well-being:**
For young people to have better prospects on leaving school
- » For parents and carers to be more involved and better supported

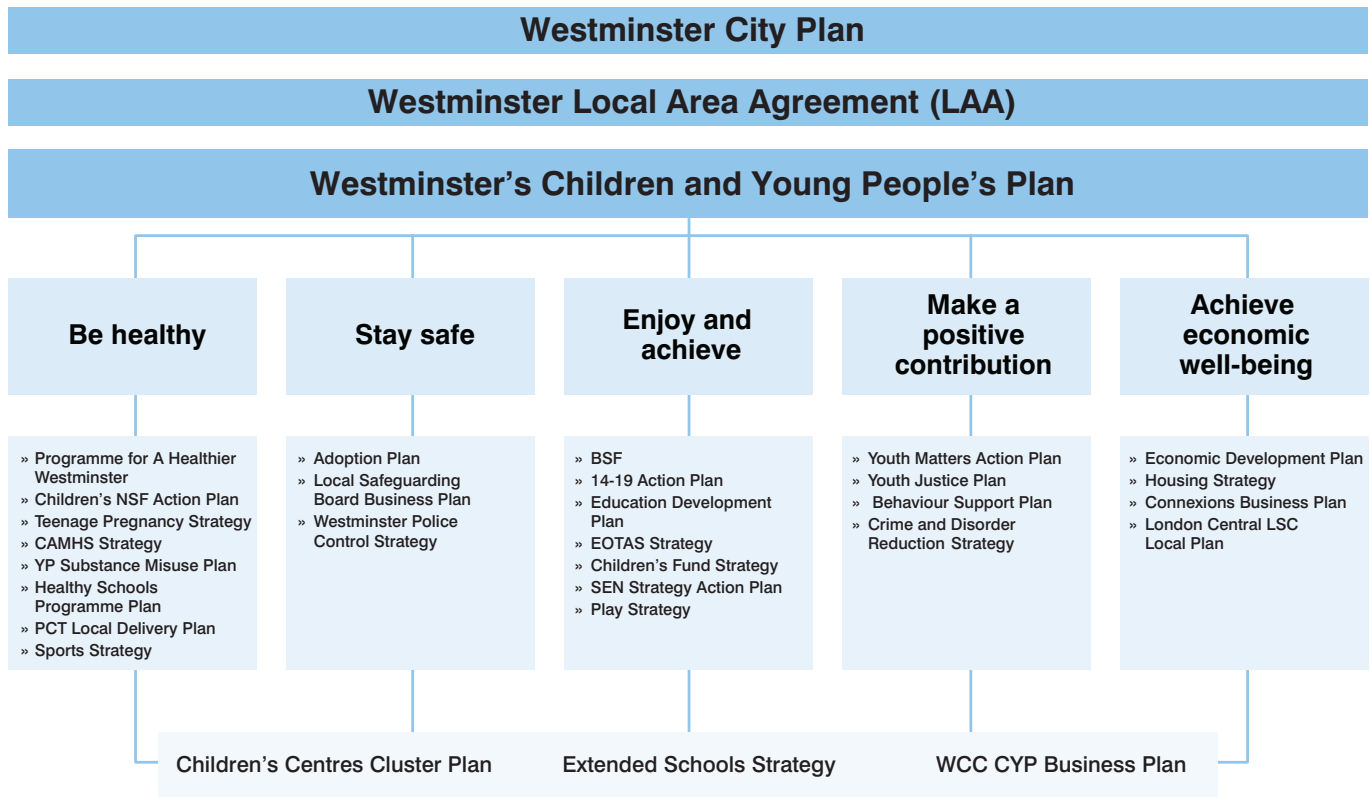
We are confident that these are the right partnership priorities for 2006-09 in Westminster. Each one has been identified as an area for improvement by children and young people (through, for example, the Children and Young People's City Survey), their families, communities and professionals who work with them. Each one is based on evidence drawn from an analysis of how good the outcomes are for children and young people, and independent inspections of our services. Each one gives significant attention to the range of equality and diversity issues within Westminster.

Beneath each priority there are specific outcomes we want to improve. Throughout the life of the plan we will not only be checking our progress in each of these areas but also revisiting the evidence on which they are based. We propose to refresh this plan annually to ensure its continued relevance.

How our priorities fit

Children and young people play a vital role in the lives of their families, communities, neighbourhoods and the services which support them. It is therefore important that our priorities show coherence with the priorities of those other inter-connecting worlds. The following diagram sets out how they all fit together, and for more detailed information please click here www.westminster.gov.uk/educationandlearning/changeforchildren/upload/Annex1_Existing_Plans.pdf

Westminster's planning framework



Our actions

Key to our Change for Children agenda are the following objectives:

- » investing in prevention and early intervention
- » developing local solutions for local issues
- » co-ordinating services better across agencies through joint commissioning
- » improving information for and about children and young people
- » supporting mothers, fathers and carers
- » involving children, young people, mothers, fathers and carers.

In the following section we have set out how we arrived at our priorities and how we are going to work together differently to achieve them. The final priority (which relates to parents and carers) has been incorporated into the other five. A more detailed action plan is available at here

www.westminster.gov.uk/educationandlearning/changeforchildren/upload/Annex2_Action_Plan.pdf

and we will feed back to children and young people through a Children's Charter which will be developed in response to the Children and Young People's City Survey and this plan.



Be healthy

The outcomes we particularly want to improve:

- » Better uptake of childhood immunisations – 95% of children to have up to date immunisations by their 2nd and 5th birthdays by 2007.
- » Improved emotional well-being – Child and Adolescent Mental Health Services to be assessed as ‘very good’ from 2006/07.
- » Reduction in childhood obesity – no increase in obesity levels in under 11’s 2006-09 (baseline data autumn 2006); 93% of children to participate in at least 2 hours sport per week by 2008/09.
- » Reduction in sexually unsafe behaviour – 1,900 young people aged 15-24 from Westminster to be supported through the chlamydia screening in 2006/07.
- » Reduced use of alcohol and drugs – increased number of young people to seek help for substance misuse issues, including tobacco, by 75% by 2008.

Why these outcomes are important:

- » The Government White Paper, *Choosing Health*, focuses on key health promotion messages. Health promotion has also emerged as a local NSF⁴ priority and appears in our LAA⁵.
- » Young people (including LAC⁶ and BME communities) have asked for better access to health services and Government guidelines (*You're Welcome*) endorse the development of young people-friendly services as effective.
- » Immunisation was highlighted as an area for improvement in the 2005 APA⁷.
- » There is a need for a greater focus on prevention of mental health problems (CAMHS self assessment 2005) and children and young people's top priority is to receive more help when they/their parents have problems (Children and Young People's City Survey 2006).
- » 18% of London's under 11s are obese and less than half eat three fruit and vegetables per day in our most deprived wards.
- » There has been a 34% increase in the number of sexually transmitted infections (STIs) diagnosed in Westminster since 2001. Nationally, chlamydia is one of the most common STIs, affecting as many as one in ten sexually active young people.
- » Westminster has been designated a high focus area to reduce young people's drug use.

“(We want) more sports! Better equipment, more activities, knock the estate down, more playgrounds, more parks, more public spaces”

What we will do to improve outcomes:

- » Develop accessible health services for children and young people in familiar settings, involving children and young people in their development.
- » Develop local solutions to local issues.
- » Improve information sharing across agencies and begin to jointly commission services.
- » Bring together systems and services for children with disabilities and their families.
- » Adopt a holistic approach to tackling obesity.
- » Support mothers and fathers and carers to promote healthy choices for their children.

4 National Service Framework. All acronyms are explained in the glossary in Appendix 3.

5 Local Area Agreement. This is explained in more detail in the glossary.

6 Looked after children (those in the care of the local authority).

7 Annual Performance Assessment. More details are given on page 19.

Stay safe

The outcomes we particularly want to improve:

- » Increased safety and feelings of safety among children and young people, including from bullying, racism and domestic violence – by 2008, 70% of children who state that they have been bullied, to report it.
- » Better protection for children who have suffered/are at risk of significant harm to enable them to live safely with their families
 - The rate of re-registrations on the Child Protection Register to be considered as ‘very good’ (10-15%).
 - At least 90% of cases of children on the Child Protection Register to be resolved within 2 years.
- » Improved security when children are placed away from home – less than 16% of LAC to have 3 or more placements in 12 months.



“Only tell some people to stop being racist and then life would be perfect.”

Why these outcomes are important:

- » Being and feeling safe (particularly from bullying, racism and on the streets) is a priority consistently identified by children and young people (e.g. Children and Young People's City Survey 2006, and WEMNA⁸).
- » The following were highlighted as areas for improvement in the 2005 APA:
 - duration on and re-registration to the Child Protection Register
 - implementation of anti-bullying strategies in all schools.
- » Promoting community safety and cohesion is a key element of the LAA.
- » Parental problem drug use can and does cause serious harm to children at every age from conception to adulthood⁹. This is a local NSF priority.
- » The level of notification of private fostering arrangements is low¹⁰.
- » Placement stability for children and young people living away from home and exhibiting challenging behaviour, remains a challenge.

What we will do to improve outcomes:

- » Ensure that safeguarding is regarded as 'everybody's business'.
- » Keep child protection as our top safeguarding priority.
- » Improve sharing of information across agencies to better protect children.
- » Listen to why children and young people feel unsafe and involve them in increasing their feelings of safety.
- » Involve mothers, fathers and carers by reinforcing positive parenting styles, particularly at key transition points, and intervene earlier to prevent problems later on.
- » Support mothers, fathers and carers to provide a stable and secure family environment.

8 Westminster Ethnic Minority Needs Analysis. Consultation commissioned to assess local perceptions and access to public services by BME communities in Westminster (Imperial College, 2004).

9 Hidden Harm (Home Office, 2003).

10 Holman B (2003) The Unknown Fostering, Lyme Regis: Russell House Philpot T (2001) A Very Private Practice, London: BAAF.



Enjoy and achieve

The outcomes we particularly want to improve:

- » Improved educational attainment at Key Stage 3 and Key Stage 4 – 77% of 14yr olds to achieve level 5+ at Key Stage 3 in English, 77% in maths and 73% in science by summer 2008; 55% of 16yr olds to achieve 5 or more A*-C grades at GCSE by summer 2009.
- » Improved attainment for LAC and other under-achieving groups – 80% of LAC to have at least 1 A*-G grade when they leave care by 2008/09.
- » Reduction in exclusions and unauthorised absence in secondary schools – absence in secondary schools reduced to 6.5% overall by 2008; less than 10% LAC to miss 25 or more days of school by 2008/09; fixed term and permanent exclusions reduced by 10% by 2007 (using 2005 as the baseline).
- » Improved inclusion and attainment of vulnerable children – 87% of pupils with statements of SEN attending mainstream primary schools to transfer to secondary schools in Westminster by 2008/09; no children in mainstream primary schools to wait more than 8 months for a Speech and Language Therapy (SLT) assessment by 2008/09; 93% of statements of SEN to be completed within 18 weeks by 2008/09; 100% of early years and childcare settings to have input from a graduate by 2008/09.

Why these outcomes are important:

- » Improving educational attainment is a long-standing priority for the council and is consistently identified as important across consultations (including WEMNA and Children and Young People's City Survey 2006).
- » The following were highlighted as areas for improvement in the 2005 APA:
 - standards achieved at Key Stages 3 and 4
 - support for secondary school improvement
 - reducing exclusion and unauthorised absence in secondary schools
 - improving LAC attendance at school
 - implementation of the SEN Strategy.
- » Our local Building Schools for the Future and Academies programmes will begin the transformation of secondary education and the implementation of personalised learning.
- » There is a new statutory duty to promote the education of LAC and we know too many of our LAC have poor attainments/outcomes.

What we will do to improve outcomes:

- » Improve secondary school outcomes across the whole age range.
- » Increase the participation of school governors in the change agenda.
- » Develop all schools as extended schools within their local communities.
- » Collaborate and work in partnership with the new City Academies and develop links with independent schools.
- » Improve behaviour, motivation and engagement.
- » Improve the inclusion and attainment of vulnerable children.
- » Support mothers, fathers and carers to help their children achieve at school.

Make a positive contribution

The outcomes we particularly want to improve:

- » Increased engagement in positive activities – 30% of participants in youth work to gain an accredited outcome; 60% of primary school children to say they have lots to do near to their home¹¹ by 2008.
- » Increased involvement in citizenship and volunteering – 2,400 young people to participate in the election to the Youth Parliament by 2008/09; a young person's volunteering programme to be established by 2007.
- » Reduction in anti-social behaviour/offending committed by young people – 2% year on year reduction in the number of first time entrants to the youth justice system; 5% year on year reduction in recidivism rate after 24 months.

“Consider young people to their ideas... encourage because we are the new. Make a young person feel are worthwhile and that for a reason.”

Why these outcomes are important:

- » Improved commissioning of activities for CYP aged 8-13 and 13+ to meet locally identified needs is a priority across all LARPs¹².
- » *Youth Matters* challenges partners to engage more young people in positive activities and empower them to shape services.
- » Out-of-school activities and leisure provision feature prominently in the WEMNA.
- » The LAA calls for promotion of wider engagement in citizenship/volunteering and promotion of the highest standards of behaviour.
- » Youth crime and disorder is consistently given a high priority across consultations.
- » The Government's Respect agenda aims to 'eradicate the scourge of anti-social behaviour' from society.
- » The following were highlighted as areas for improvement in the 2005 APA:
 - implementing anti-bullying strategies in all schools
 - reducing exclusion and unauthorised absence in secondary schools
 - improving LAC attendance at school
 - EET (education, employment and training) of young offenders.

*'s thoughts, listen
ge young people
generation.
el that they
they are here*


**What we will do
to improve outcomes:**

- » Develop a range of local services, informed by the views of children and young people and focusing on prevention and early intervention.
- » Encourage children and young people to get involved in positive activities.
- » Improve access to and information about services for young people, wherever possible providing 'joined up' solutions.
- » Improve the sharing of information across agencies.
- » Support and, where necessary, impose measures on parents and carers to promote positive behaviour and address bad behaviour in their children.

¹¹ Children and Young People's City Survey.

¹² Local Area Renewal Partnerships. For more information see the glossary in Appendix 3.

Detailed action plans can be found at

 www3.westminster.gov.uk/publications





Achieve economic well-being

The outcomes we particularly want to improve:

- » Increased proportion of young people achieving Level 2/3 qualifications by age 19 – 72% of 19yr olds to have a level 2 qualification by 2008¹³.
- » Better levels of education, employment and training (EET) among young mothers, young offenders and young people with Special Educational Needs/ Emotional Behavioural Disorders – 60% of young mothers to be in EET by 2010; 90% of young offenders to be in EET by 2008/09¹⁴; 100% of young people with a learning disability to have a Section 140 assessment to support their transition to further education annually.
- » Increased numbers of parents entering the job market – 329 lone mothers to move into sustained employment between 2006/07 and 2008/09.

Why these outcomes are important:

- » There is no accessible data about young people's achievements at age 19.
- » The Government's reform of 14-19 education seeks to offer new curriculum and qualification opportunities, built around the needs and aspirations of each young person.
- » The following were highlighted as areas for improvement in the 2005 APA:
 - achievement of level 2 and 3 qualifications by age 19
 - performance at GCE A-level
 - proportion of young offenders in education, employment or training at 16+.
- » The 2004 inspection of Central London Connexions highlighted the need to improve the provision of careers education and guidance in schools and this was reinforced through our Children Young People's City Survey (2006).
- » Locally, NEET¹⁵ rates are highest among asylum seekers, young mothers, young people with SEN/EBD and young offenders.

- » One City¹⁶ seeks to develop youth enterprise and the LAA highlights the need to promote enterprise and improve pathways to training and employment.
- » Supporting parents and carers to enter the job market is central to the Government's 10 Year Childcare Strategy and is reinforced locally through our Economic Development Strategy.

What we will do to improve outcomes:

- » Promote and offer a choice of learning pathways to ensure students have as wide a range of options as possible.
- » Improve access to services and the provision of information, advice and guidance.
- » Increase early intervention and improve the targeting of services.
- » Support parents and carers to return to work.

¹³ National target. Reliable data is not yet available at a local level.

¹⁴ These are national targets. Local targets will be agreed through the Connexions business planning process.

¹⁵ Not in Education, Employment or Training (NEET).

¹⁶ The One City programme will run from 2006-2011 and aims to make Westminster the best governed city in the world. More information can be found in the glossary in Appendix 3.

Resources

With a clear vision for the future, we will need to invest in modernising our workforce and systems.


Our workforce

To ensure that children and young people get the best possible start in life and the continuing opportunity to achieve their full potential, staff need to be able to work together across organisational and professional boundaries. In other words, we need a workforce that is focused on the needs of children and young people, has the appropriate skills and is supported by effective, shared systems and processes.

Nationally, the Government is developing a workforce strategy. Locally, a cross-agency Workforce Reform Task Group is putting together its own plan for the children's workforce in Westminster. This will set out the skills and qualifications of the local children's workforce and what we need to do to recruit, retain, reward and develop the workforce to deliver our vision.

Across agencies, we will review our structures and ways of working as we develop children's trust arrangements and develop models of

locality-based integrated working, supported by the best use of technology through our council's Worksmart programme. We will also begin to introduce common working practices across the agencies through implementation of the Common Assessment Framework and Lead Professional. And we will ensure all staff share the basic 'common core' of knowledge and skills to enable them to work in a multi-disciplinary environment. This will ensure that we align our resources to make best use of children's workers' time and increase their effectiveness and productivity. Wherever possible we will seek to build pathways into employment for local people, thereby increasing the economic well-being of the city and ensuring a diversity within the workforce which mirrors that of our community.

For further information on our Workforce Strategy please click here  www.westminster.gov.uk/educationandlearning/changeforchildren/upload/Annex_3_Workforce_Strategy_draft.pdf

Joint commissioning framework

Joint planning and commissioning lies at the heart of the duty to co-operate introduced by the Children Act 2004. Joint commissioning exists at different levels from individual to regional but this plan represents an important first step in establishing a strategic approach.

Based on our analysis of outcomes and local assessments of need, we have developed clear priorities for improvement embodied by this plan. It also sets out clear joint commissioning intentions at the strategic level:

- » to invest in prevention and early intervention
- » to move towards a neighbourhood model of commissioning
- » to jointly commission speech and language therapy services
- » to jointly commission services for children with disabilities
- » to jointly commission services for young people
- » to develop a more strategic approach to supporting mothers, fathers and carers.

The CYPSP will use the Local Area Agreement and its allocation of Neighbourhood Renewal Funding to agree joint commissioning principles and accelerate the reconfiguration of local services through piloting new ways of working. It will also develop a joint commissioning framework drawing on Government guidance and models of best practice to work with schools, school clusters and primary care practices in the commissioning of services at the local level. At individual level too, agencies will move increasingly towards pooling resources in order to better meet complex needs of individual children and young people.

More detailed work on joint commissioning will be required for each area and at each level. The risks will also require careful management to ensure that changes do not jeopardise positive outcomes.

Monitoring and evaluation

Local arrangements

In order to monitor progress in relation to our priorities, we have developed a performance management framework. The framework includes key performance indicators to measure improved outcomes for children and young people. Many of these are taken from existing national and local performance management frameworks that agencies represented on the CYPSP are already working with. For those of you interested in the detail, the framework appears at the end of the plan (Appendix 2). The framework also helps us

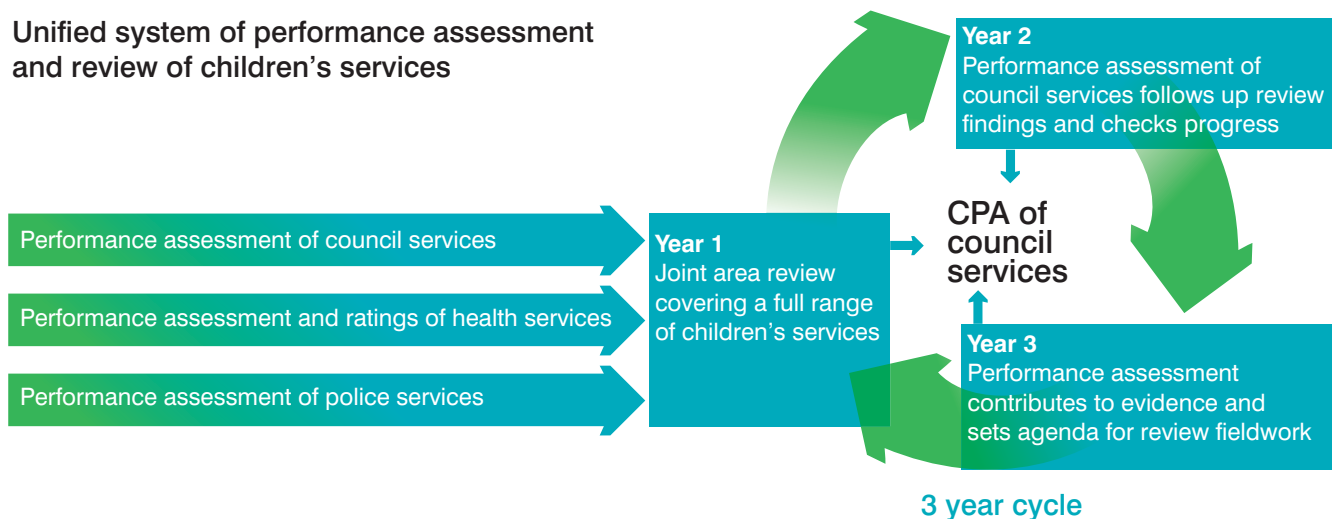
prioritise the development of new data collection systems where information is currently unavailable at the local level.

A quarterly update on progress in achieving the stated outcomes will be produced. This will include updated performance data and details on the development of the actions. The information will be presented to the CYPSP and will provide an opportunity to review progress made and agree further actions as necessary.

National arrangements

The national Change for Children programme includes the establishment of new assessment and inspection arrangements for all local authority areas. It is a three year cycle which can be represented as follows:

Unified system of performance assessment and review of children's services



Each year the council is subjected to an Annual Performance Assessment (APA) and every third year, all agencies working with children and young people will be inspected as part of the Joint Area Review (JAR). Westminster's JAR is due to take place in 2007/08.

The outcome of our first APA (2005) has played a significant role in determining the priorities set out in this plan. As the new arrangements become established, so the CYPSP and the APA will become inextricably linked; priorities set out in the CYPSP and progress reviewed and reported in the APA.

The purpose behind these processes – both nationally and locally – is to build up a picture of how well we are doing in terms of improving outcomes for children and young people locally. And part of this process is to hear from you about how you think we are doing. If you have any comments about this plan or views on how we could do more to improve outcomes locally, please contact us at:

Strategy and Performance
(Children and Young People)
City Hall 8th Floor
64 Victoria Street
London SW1E 6QP
S&PCYP@westminster.gov.uk

Appendix 1: CYPSP governance arrangements

Westminster City Partnership (Local Strategic Partnership)

Delegates the improvement of outcomes for children, young people and families to the CYPSP supporting the Director of Children's Services (DCS).

Children and Young People's Partnership (CYPSP)

Purpose is to improve outcomes for children, young people and families by **overseeing** commissioning and the development/implementation of the CYPP, and ensuring that negotiations with providers within and outside the CSA result in improvements in services, standards and outcomes.

Children and Young People's Executive Board (CYPEB)

Purpose is to improve outcomes for children, young people and families by **commissioning** improvements in services and standards and implementing the CYPP by working with and through others in the system. The CYPEB will support, inform and report to the CYPSP. The Executive will be small and its membership limited to commissioners.

Outcome-based Theme Groups

Purpose is to improve the outcomes of children and young people by overseeing the **implementation** of the CYPP local priorities (e.g. one group will focus on Be Healthy) and enable more providers including parents and young people to get involved in the development of the CYPP, its implementation and monitoring.

Local Safeguarding Children's Board

Purpose is to co-ordinate and ensure the effectiveness of agencies working to **safeguard** and promote the welfare of children.

Partners include:

- » Westminster City Council
- » Westminster PCT
- » St Mary's Hospital NHS Trust
- » Central and North West London Mental Health Trust
- » Metropolitan Police
- » Westminster schools
- » Connexions Service
- » Voluntary Action Westminster
- » representatives from the Children and Young People's Voluntary Sector Forum

Appendix 2: CYPP performance management framework

		Westminster Priorities		Outcomes	
Objectives		Targets		Support	Aims / Outcomes
		Every Child Matters in Westminster			
		Westminster's Outcomes Framework			
		Children and Young People			
		Be healthy			
		For children and young people to lead healthier lifestyles		Parents, carers and families promote healthy choices	Physical Mental and Emotional Sexual Lifestyles Drugs
<ol style="list-style-type: none"> 1. 95% of children to have up to date immunisations by their 2nd and 5th birthdays by 2007. 2. Child and Adolescent Mental Health Services to be assessed as 'very good' from 2006/07. 3. No increase in obesity levels in under 11's 2006-09 (baseline data autumn 2006). 4. 93% of children to participate in at least 2 hours sport per week by 2008/09. 5. 1,900 young people aged 15-24 from Westminster to be supported through the chlamydia screening in 2006/07. 6. Increased number of young people to seek help for substance misuse issues, including tobacco, by 75% by 2008. 					
		Stay safe			
		For children and young people to be and feel safer and more secure		Parent, carers and families provide safe homes and stability	Maltreatment Accidents Bullying Crime Stability
<ol style="list-style-type: none"> 1. Ensure that safeguarding is regarded as 'everybody's business' 2. Keep child protection as our top safeguarding priority 3. Improve sharing of information across agencies to better protect children 4. Listen to why children and young people feel unsafe and involve them in increasing their feelings of safety 5. Involve parents and carers by reinforcing positive parenting styles, particularly at key transition points, and intervening earlier to prevent problems later on 6. Support parents and carers to provide a stable and secure family environment 		<ol style="list-style-type: none"> 1. By 2008, 70% of children who state that they have been bullied, to report it. 2. The rate of re-registrations on the Child Protection Register to be considered as 'very good' (10-15%). 3. At least 90% of cases of children on the Child Protection Register to be resolved within 2 years. 4. Less than 16% of LAC to have 3 or more placements in 12 months. 			
		Enjoy and achieve			
		For secondary school pupils to achieve more academically		Parent, carers and families support learning	Ready for school Attend and Enjoy Standards - primary PSE and recreation Standards - secondary
<ol style="list-style-type: none"> 1. Improve secondary school outcomes across the whole age range 2. Increase the participation of school governors in the change agenda 3. Develop all schools as extended schools within their local communities 4. Collaborate and work in partnership with the new City Academies and develop links with independent schools 5. Improve behaviour, motivation and engagement 6. Improve the inclusion and attainment of vulnerable children 7. Support parents and carers to help their children achieve at school 		<ol style="list-style-type: none"> 1. 77% of 14yr olds to achieve level 5+ at Key Stage 3 in English, 77% in maths and 75% in science by summer 2008. 2. 55% of 16yr olds to achieve 5 or more A-C grades at GCSE by summer 2009, when they leave care by 2008/09. 3. 80% of LAC to have at least 1 A-G grade when they leave care by 2008/09. 4. Absence in secondary schools reduced to 6.5% overall by 2008. 5. Less than 10% LAC to miss 25 or more fixed term and permanent exclusions reduced by 10% by 2007 (using 2005 as the baseline). 7. 87% of pupils with statements of SEN attending mainstream primary schools to transfer to secondary schools in Westminster by 2008/09. 8. No children in mainstream primary schools to wait more than 8 months for a Speech and Language Therapy (SLT) assessment by 2008/09. 9. 93% of statements of SEN to be completed by 2008/09. 10. 100% of early years and childcare settings to have input from a graduate by 2008/09. 			
		Make a positive contribution			
		Children and young people to demonstrate more positive behaviour in and out of school		Parent, carers and families promote positive behaviour	Decision making Law abiding positive behaviour Not to bully or discriminate Deal with life changes Develop enterprising behaviour
<ol style="list-style-type: none"> 1. Develop a range of local services, informed by the views of children and young people and focusing on prevention and early intervention 2. Encourage children and young people to get involved in positive activities 3. Improve access to and information about services for young people, wherever possible providing 'joined up' solutions 4. Improve the sharing of information across agencies 5. Support and, where necessary, impose measures on parents and carers to promote positive behaviour and address bad behaviour in their children 		<ol style="list-style-type: none"> 1. 30% of participants in youth work to gain an accredited outcome. 2. 60% of primary school children to say they have lots to do near to their home by 2008. 3. 2,400 young people to participate in the election to the Youth Parliament by 2008/09. 4. A young person's volunteering programme to be established by 2007. 5. 2% year on year reduction in the number of first time entrants to the youth justice system. 6. 5% year on year reduction in recidivism rate after 24 months. 			
		Achieve economic well-being			
		For young people to have better prospects on leaving school		Parent, carers and families are supported to be economically active	Education, employment and trainings Ready for employment Decent homes Access to transport and material goods Households free from low income
<ol style="list-style-type: none"> 1. Promote and offer a choice of learning pathways to ensure students have as wide a range of options as possible 2. Improve access to services and the provision of information, advice and guidance 3. Increase early intervention and improve the targeting of services 4. Support parents and carers to return to work 		<ol style="list-style-type: none"> 1. 72% of 19yr olds to have a level 2 qualification by 2008. 2. 60% of young mothers to be in EET by 2010; 90% of young offenders to be in EET by 2008/09; 100% of young people with a learning disability to have a Section 140 assessment to support their transition to further education annually. 3. 329 lone mothers to move into sustained employment between 2006/07 and 2008/09. 			

Appendix 3: Glossary

6F Partnership	Sixth Form Partnership.
ACPC	Area Child Protection Committee. Now replaced by Local Safeguarding Children's Board (LSCB).
APA	Annual Performance Assessment. Inspection of a council's children's services by OFSTED. Every third year all agencies working with children and young people will be inspected as part of the Joint Area Review (JAR).
BME	Black and minority ethnic.
BSF	Building Schools for the Future.
BVPI	Best Value Performance Indicators.
C&F	Children and Families Directorate (part of the Council's Children and Community Services Department).
C4C	Change for Children. Local change programme reflecting national agenda introduced by Children Act 2004.
CAF	Common Assessment Framework. The CAF can be used as an assessment tool by the whole children's workforce to assess the additional needs of children and young people at the first signs of difficulties.
CAMHS	Child and adolescent mental health services.
CP	Child protection.
CPR	Child Protection Register.
CSA	Children's Services Authority. The term Children's Services Authority (CSA) replaces the terms Local Education Authority (LEA) and Social Services Department (SSD).
CSCi	Commission for Social Care Inspection.
CWD	Children with disabilities.
CYP	Children and young people.
CYPP	Children and Young People's Plan.
CYPSP	Children and Young People's Strategic Partnership.
DAAT	Drug and Alcohol Team.
DCS	Director of Children's Services.
DfES	Department for Education and Skills.
EBD	Emotional and behavioural difficulties (pupils exhibit disruptive and disturbing, provocative and confrontational behaviour; may be hyperactive and lack concentration).
ECM	Every Child Matters: Change for Children. The Government's transformational programme for children.
EET	Employment, education and training.
EMA	Education Maintenance Allowance. Grant for young learners post-16.

EOTAS	Education otherwise than at school. Also called 'education out of school' or 'alternative provision'. Includes those of compulsory school age who are educated at home, in hospital and at Pupil Referral Units.
GCE A level	General Certificate of Education 'Advanced' level. One of the education pathways offered from Year 12.
ICS	Integrated Children's System. A systematised approach for gathering and recording information needed for the case management of social services for individual children.
ICT	Information and communication technology.
ISA	Information Sharing and Assessment. The Government programme to improve information sharing and support practitioners to work together to prevent problems escalating.
JAR	Joint Area Review. See entry under APA.
KS	Key Stage. These are the four stages of pupils' progress in acquiring knowledge and skills as set out in the national curriculum. Pupils are tested at the end of each stage: Key Stage 1 (age 5 to 7); Key Stage 2 (age 8 to 11); Key Stage 3 (age 12 to 14); and Key Stage 4 (age 15 to 16).
LA	Local authority.
LAA	Local Area Agreements (LAAs) are made between central and local government in a local area. Their aim is to achieve local solutions that meet local needs, while also contributing to national priorities.
LAC	Looked after children. This is the term used to describe any child who is in the care of the local authority.
LARPs	Local Area Renewal Partnership. LARPs bring local service providers from across the public, private, voluntary and community sectors together with residents. There are six LARPs in Westminster's most disadvantaged neighbourhoods.
LD	Learning difficulties.
LEA	Local Education Authority. This has now been replaced by the term Children's Services Authority (CSA).
London 2012	Regional programme to prepare for the Olympics being hosted in London in 2012.
LSC	Learning and Skills Council. Responsible for funding and planning education and training for over 16s.
LSCB	Local Safeguarding Children's Board. Required to co-ordinate and ensure the effectiveness of local arrangements and services to safeguard and promote the welfare of children. LSCBs replace non-statutory Area Child Protection Committees.
NEET	Young people who are not in education, employment or training.
NRF	Neighbourhood Renewal Fund. Neighbourhood Renewal is the Government's plan to narrow the gap between rich and poor communities countrywide.

NSF	National Service Framework for Children, Young People and Maternity Services. Commonly referred to as the Children's NSF, this is the Government's 10-year programme (launched in September 2004) to stimulate long-term and sustained improvement in children's health.
OFSTED	Office for Standards in Education responsible for the inspection and regulation of childcare, schools, colleges, children's services, teacher training and youth work.
One City	The Council's One City Programme was launched in 2006 and is based on four themes of: a tolerant city, customer focus, neighbourhoods and active citizenship; and four delivery programmes: Order, Opportunity, Enterprise and Renewal.
PAF	Performance Assessment Framework. National performance indicators for social care.
PANDA	Performance and Assessment Data for Schools. Produced by OFSTED and issued annually to schools.
PCT	Primary Care Trust. Responsible for local health care.
PE	Physical education.
SEN	Special education needs.
TEA	Truancy, exclusion and anti-social behaviour.
UASC	Unaccompanied asylum seeking children.
WAES	Westminster Adult Education Service.
WCC	Westminster City Council.
WCP	Westminster City Partnership. The overarching local strategic partnership for the City.
WEMNA	Westminster Ethnic Minority Needs Audit. Consultation commissioned to assess local perception and access to public services by BME communities in Westminster (conducted by Imperial College, 2004).
WISH	Westminster Information Sharing Project. Westminster's response to the national Information Sharing and Assessment initiative.
YISP	Youth Inclusion and Support Panel. A multi-agency early intervention panel for children at risk of offending.
YP	Young people.



