

Children and Young People's Plan 2012-2015

Executive Summary



London Borough
of Hounslow



Working together for a safer London

Hounslow
Primary Care Trust





Introduction

The Children and Young People's Plan (CYPP) is the key strategic document for Hounslow's Children's Trust Board. It is a partnership plan which sets priorities for the delivery and development of all local services relating to children and young people in Hounslow. This three year plan replaces the 2011–2012 CYPP and reflects longer term local improvement outcomes and targets for children, young people and families in Hounslow.

Hounslow Council has worked with its partners and consulted with a range of professionals, young people and parents to develop this overarching plan.

The plan applies to three groups, which are children and young people aged 0-19 years, young people over 20 leaving care and young people up to the age of 25 with learning difficulties.

The plan covers all the services for which the local authority is directly responsible and the work of partners who provide services for children and young people. The services include those of health, education, social care, youth services, youth offending services and early years. It will inform the development of more local service plans that will provide the detail of how we will deliver the actions that it outlines. We will monitor the plan systematically to ensure that we achieve the intended progress.

In addition to local priorities the Plan also reflects national policy changes impacting upon children's services. Significant elements of these changes are now housed within the proposed 'Children's and Families Bill' and include:

- Reforms to the system of support for children with special educational needs (SEN) – From 2014 SEN statements and separate learning difficulty assessments for older children are to be replaced with a single birth to 25 assessment process and an education, health and care plan. Parents with such plans under the proposals would have the right to a personal budget for their child's support. Councils and health services will be required to jointly plan and commission the services that children, young people and families with SEN or disabilities need.

- Speeding up the adoptions process-local authorities will be prevented from delaying an adoption to find the perfect match if there are suitable adopters available. The ethnicity of a child and prospective adopters will come second, in most cases, to the speed of placing a child in a permanent home.

Professor Eileen Munro's review of Child Protection during 2010/11 has so far led to:

- The Department of Education (DfE) issuing revised guidance on the role and responsibilities for the Director of Children's Services (DCS) and Lead Members for Children's Services. This guidance states that these roles remain statutory and that the DCS duties should remain at Chief Officer level. In addition the DfE guidance states, local authorities must be free to determine their own structures in order to reflect individual local circumstances.
- A new Child Protection Inspection framework which will involve Ofsted inspectors talking directly to children and their families and shadowing social workers while working with children and their families and observing multi-agency working. Ofsted teams will work unannounced with frontline social workers and managers over a two-week period and work alongside them to view case files and scrutinise the support provided for a child. A more all encompassing focus will also see Inspectors evaluating Early Help systems and support for children, young people and families, before problems escalate, become critical and lead to more formal child protection processes. A new multi-agency framework will be introduced in 2013.
- The Social Work Reform Board leading on changes to help authorities develop a strong and confident workforce that is well trained and well supported and ultimately achieves greater stability in those parts of the workforce facing recruitment and retention challenges. This will see the local authority working more closely with Higher Education Institutes, to support the delivery of Social Work education, high quality placements and continuing professional development. Improvements to the training and development of social workers will start to impact from September 2012, and will come fully into effect from September 2013.

National context

The Coalition Government supports the need for agencies to work together to provide help efficiently and effectively but have removed the requirement for local authorities to set up a Children's Trust Board. Many areas including Hounslow have continued these boards by choice because they find them a helpful way of co-ordinating services locally. Prof. Munro in her review of how well the Child Protection reforms are progressing has highlighted the importance of the duty to co-operate by LSP partners and working together to ensure sufficient provision of local early help services. She envisages these non statutory yet crucial services will be at risk in a climate of budgetary cuts.

Local Context

Hounslow Council as part of its commitment to efficiently delivering its priorities is establishing a new top level structure of a Chief Executive and 3 Directors. This structure will see a new joint directorate of Children's and Adults Services. The structure will retain the dedicated Assistant Director posts of Specialist Services (overseeing Children's Safeguarding and Social care, Looked After Children, Special Education Needs and Youth Offending) and Early intervention Services (overseeing Early Years, School admissions, place planning & improvement, governor services and multi-disciplinary Locality teams.) Services within these divisions received an 'Excellent' rating from Ofsted in 2011 in recognition of its integrated working around the needs of the child. In response to national changes around lifetime social care planning and reforms in support to SEN children a new adult and children's social care resource planning division will lead on the personalisation agenda and adult and children's placements. This joint working will build on the commissioning expertise in adult and children's services, delivering further savings and reducing unexpected costs.

This Plan:

- States our shared commitment and principles of working together across the partnership putting our children and young people first.
- Identifies how we have used current demographic, needs assessment and consultation evidence to inform our priority setting.
- Sets out the actions and measures of success we will need to deliver outcomes against each of the priority themes:
 - **Improving Children's health**
 - **Offering early help and support to vulnerable young people and families**
 - **Safeguarding and child protection**
 - **Maximising the educational achievement of every child**
 - **Effective joint working to support the economic well-being of children, young people and families**
 - **Promoting community engagement and increasing leisure participation.**

Our Vision for Children and Young People in Hounslow Expanding Horizons

We want children to be:

- Safe, resourceful and free from all kinds of crime and harassment
- In good health
- Enjoying life, progressing and achieving well
- Economically secure and thriving
- Making a real contribution to the world they live in
- Laying the foundations for an emotionally secure and successful future.

We put the child or young person at the heart of what we do:

This will be demonstrated by:

- Making sure that children and young people are a central part of our work
- Working with children and young people, not doing things to or for them
- Taking an approach which sees the individual child or young person 'as a whole'
- Making the most of opportunities to promote the development of children and young people.

We believe that outcomes matter: what matters is what makes a difference in the lives of children, young people, their families and carers:

This means that we will:

- Check whether what we do works
- Use approaches that are tried and tested
- Ask children and young people, families, schools and others about their experience of our help
- Listen and adapt what we do.

We work together in partnership:

Children and young people, their families and carers, the Hounslow community, statutory services, voluntary agencies, and the private sector are partners. Each brings a part of the solution. We want great things for our children and young people, there are great possibilities and working together we think we can make a real impact.

Golden Threads

Alongside the vision we have for children and young people, we believe that there are some key themes, which we have called golden threads. These are extremely significant and must underpin everything we do in delivering the priorities identified in this plan and in every development that we make.

Preventing problems

- Making sure children, young people and their families have the support they need to prevent difficulties from arising.
- Ensuring that the services that all children access meet a whole range of needs and have staff who are trained and work to act preventatively.

Intervening early on

- Recognising the difficulties and problems that confront children, young people and their families at as early a stage as possible.
- Working together to address difficulties and problems that have been identified.
- Making sure that enough is done to solve problems before they get worse.

Supporting families / parents

- Valuing the crucial role that parents and carers play in ensuring the well being of children and young people.
- Working with parents and carers to solve problems together.
- Providing clear and useful information, advice and support for all parents and carers to help them to meet the needs of their families.

Supporting the vulnerable

- Positively addressing the needs of vulnerable groups, especially disabled children and those who are looked after by the Local Authority.
- Making sure that all children and young people experience equality of opportunity, helping them to overcome any barriers they may experience.
- Responding to the needs of individuals, making sure everyone is included and engaging young people.
- Focusing our efforts to help those who most need it.

Safeguarding children

- Ensuring that all children's settings operate a safeguarding approach.
- Expectation that all agencies to have an understanding of safeguarding and knowledge of where to go for advice and support in this area.
- Keeping the outcome for the child at the centre of all that we do.

Tackling Child Poverty

To ensure the five key areas of intervention in tackling and reducing child poverty are built into The Children's Trust Board, LSP Planning processes and Hounslow's linked strategies.

- Getting parents into work, inc. addressing childcare issues.
- Supporting families to get all the benefits and tax credits they are entitled to.
- Supporting families to avoid debt.
- Uncoupling socioeconomic status from educational achievement.
- Addressing housing conditions.

Understanding Needs

Finding out what children and young people need

In developing this plan, it has been important to find out what the needs of children and young people are, what needs to be improved, and what gaps exist.

During 2011/12, we consulted with a range of people who are involved with services including:

Children, young people, parents and carers

- Met with children, young people, parents and carers focus groups and existing forums to gather views.
- A children and young people's on-line survey launched through the LB Hounslow website.
- A parents and carers on-line survey (hard copies distributed to Children's Centres, Libraries and other community venues).

The local community

- Carried out focus group consultation on the emerging priorities for the plan.
- Asked the views of a group of voluntary agencies.

Professional groups

- Consultation with professionals was conducted within the Council and partner agencies, to seek the views of people working with children and young people, refining outcomes and setting a range of challenging actions and targets to achieve over the year.

What children and young people have told us:

When asked to identify what the main issues were for them, young people in Hounslow mentioned the following were key concerns:

Health

- Children and young people largely felt healthy, although they could do with more support regarding healthy eating and active and leisure pursuits.
- A large proportion of young people had experienced bullying and there were concerns about how effectively was being dealt with.

- A large proportion of young people were worried about pressures of exams and school work.

Community Safety

- Young people are concerned with crimes and gangs in the area, which affects feelings of safety. Fear of gangs was particularly an issue amongst younger people aged around 14.

Participation

- A large proportion of young people did not feel that they were involved in local decision making but welcomed the opportunity to partake in such exercises.

What parents and carers have told us:

Health

- Parents and carers were asked what worries them most about keeping their child healthy, one of the greatest concern was 'more focus on health in schools including health food, more PE, sexual relationships and emotional health'.

Education

- The majority of parents indicated speaking and discussing issues around health and education on a regular basis with their children and largely felt able to support them in these areas.
- Parents felt that there is a need for more after school learning opportunities and more information for parents about how best to support their child's education and learning. Some parents felt extra teaching support is required.

Children with Disabilities

- Some parents of children with disabilities expressed concerns about the needs of their children being met.

Early Intervention

- Information about (support) services 'before things go wrong' was a recurring issue for some parents.

Leisure, Participation and Economic well-being

- Parents expressed concerns regarding financial stability and a wish for more affordable, local family orientated activities.
- Better and easily accessible information about the activities available was required.
- Parents felt that there needed to be 'more family orientated activities to support young people contributing and becoming more involved in their communities'.

Community Safety

- Parents overwhelmingly expressed concerns about their child's safety in the borough, including road safety, internet safety, feelings of safety whilst travelling and safety from crime and gangs.
- Parents felt that having 'more things for young people to do and safe places for them to go' were seen as key to ensuring young people's safety.
- A large proportion of parents felt that better education of tolerance of others and tackling bullying and discrimination was a key priority to ensuring young people's feeling of safety.

Community Cohesion

- Parents expressed a need for 'raising awareness and teaching manners, tolerance and mutual respect'.

The Children and Young People's Plan and Joint Strategic Needs Assessments

The 2011 Needs Assessments highlight a number of service issues for Hounslow, including the following:

- A higher than average rate for England of teenage pregnancy, although there is some evidence of a recent decline.
- High overweight and obesity rates, compared to national and regional rates.
- Poor oral health are risk factors for other chronic diseases and is linked to social deprivation. Nearly one third - 32.6% - of children at age 5 in Hounslow have experience of teeth decay, which is higher than the national average.
- There are specific groups of children and young people who under-achieve at school such as White British Boys (literacy). Pupils from Somali, Black Caribbean, Afghani, Traveller heritage as well as those claiming Free School Meals, children with Special Educational Needs and Looked After Children also under-achieve across the key stages.
- Speech, Language and Communication Needs (SLCN) are the highest growing area of special needs in Hounslow. Referrals for Speech and Language Therapy (SLT) has seen a 445% increase from 244 in 2004 to 1330 in 2010.
- The most prevalent youth offences during 2011/12 were drugs related, theft (shoplifting), and violence. The first time drugs related offending has been the most frequent offence category. Involvement of young people in gang related activity remains a matter of concern.
- During 2011/12, there were 17530 contacts made to Hounslow's Social Care Teams, a 2% increase on the previous year and over a 24% increase compared to 2009/10.
- Domestic violence remains a significant issue in Hounslow. In 2010/11 27% of violence against the person incidents were flagged as domestic violence.

Deriving Local Priorities

The 2011 Needs Assessments highlight a number of service issues for Hounslow, including the following:

Improving Children's health

- promoting safe and healthy lifestyle choices.
- improving maternal health and early years health services.
- broadening the range of settings offering children and young people emotional well-being support and developing therapeutic provision, particularly linked to anxiety and depression.

Offering early help and support to vulnerable young people and families

- developing the social and emotional resilience of children and young people.
- improving parenting skills and the range of evidence based interventions to address early behaviour problems.
- improving services for children with disabilities by developing a lifetime model of support.
- using the views and experiences of children and families to develop greater flexibility and choice of services.

Safeguarding and child protection

- intervening early and protecting children and young people from harm, in particular working to address neglect and the harm caused to children from alcohol and drug abuse by parents as well as mental health problems and domestic violence.
- reducing the numbers of children and young people who offend and those who re-offend. Ensuring that a range of initiatives exist to deter young people from offending and addressing the underlying causes of persistent offending.

Maximising the educational achievement of every child

- targeting communication, language development and personal, social and emotional development in the Early Years.
- meeting the current increased demand for school places in the borough and ensuring there is sufficient school place capacity in the future in line with population projections.
- improving the standards of Hounslow's Schools overall.
- reducing inequalities relating to educational performance and children who do least well in Hounslow Schools.

Effective joint working to support the economic well-being of children, young people and families

- reducing the levels of young people not in education, employment or training and ensuring a broad range of provision to meet the raising of participation ages to 17 by 2013 and 18 by 2015.
- improving vocational training and adult education services particularly targeted to lone parents.
- ensuring English as a foreign language (ESOL) courses are affordable and flexible.
- ensuring sufficient childcare places for all 2 year old disadvantaged children and all 3 & 4 year olds.
- mitigating any negative impacts of the universal benefits system on families.
- increasing the provision of suitable accommodation for homeless young people and children leaving care.

Promoting community engagement and increasing leisure participation

- ensuring Children and Young people are involved in and can influence a range of decision-making in areas that impact on their current and future well-being.
- maximising and promoting the opportunities for Children and Young People to engage in a range of democratic decision-making processes and forums.
- investing to develop open play facilities and parks.
- maximising participation in leisure as part of the Olympic legacy.

Themes, Priorities And Outcomes

Health	
<p>Priority 1: Improving the health of children, young people and families by promoting safe and healthy lifestyle choice</p>	<ul style="list-style-type: none"> • The promotion of good sexual health amongst young people • Reductions in childhood obesity • The risk of vitamin D deficiency diseases amongst children is decreased • Improvements in the oral health of children • Support for healthy and informed choices around smoking • Better awareness of the impact of alcohol and drugs on health and effective interventions for children with alcohol and substance misuse problems • Improved care pathways for children with disabilities and long term-conditions which will result in better health outcomes • Improved health awareness and health outcomes for young people in contact with youth justice • Better awareness of the prevention of child accidents • Levels of physical activity in children and young people are increased
<p>Priority 2: Improving maternal and early years health services</p>	<ul style="list-style-type: none"> • Reductions the number of women smoking in pregnancy • Improvements in breastfeeding rates • An agreed pathway between maternity, West London Mental Health Trust, community services and primary care services for improving maternal mental health • Improvements in Childhood Routine Immunisation rates • Improvements in the delivery of universal health visiting service • Provision of Family Nurse Partnership

Health	
<p>Priority 3: Emotional well-being and mental health is supported through targeted and specialist settings</p>	<ul style="list-style-type: none"> • Children and young people’s mental and emotional well-being is supported throughout the range of settings (this refers to specialist CAMHS and inpatient settings) that they come into contact with • There are accredited, evidenced based programmes or treatments for parents and/or carers, children and young people that result in the promotion of self esteem, emotional intelligence, courage and confidence • There is an appropriate range of mental health support for the increasing number of children and young people diagnosed with Attention Deficit Hyperactivity Disorder (ADHD) and Autistic Spectrum Disorders • There is a range of local support for children and young people with learning disabilities and additional mental health difficulties • The under – representation of children and young people from hard to reach communities accessing mental health services is explored and addressed • Reductions in the specialist CAMHS budgets are managed in ways that minimise the impact on children and young people • Developing the emotional and mental health well-being of young offenders • Continue to improve access to psychotherapies for level 2 and 3 for targeted groups of children and young people, through the Improving Access to Psychological Therapy (IAPT) programme

Early help and support to vulnerable young people and families

<p>Priority 4: Developing the social and emotional capabilities of children</p>	<ul style="list-style-type: none"> • Raised awareness amongst workforce to enable better support for children's social and emotional well-being and mental health issues • The early identification for children and young people with social, emotional and mental health issues • Intervention and support through accredited evidence based programmes for children and young people in a range of settings to promote and develop social and emotional capabilities and resilience • Provision of appropriate emotional well being support and development for children with ADHD and ASD across a range of settings
<p>Priority 5: Families, parents and carers are supported when they need it most</p>	<ul style="list-style-type: none"> • A single point of access for the Early Intervention Service • The Common Assessment Framework (CAF) development is completed and rolled out across relevant agencies and services in Hounslow • Seamless and effective multi-agency service provision to ensure that early help and support is offered and taken by children and their families to maximise positive outcomes • The quality of professional decision making is robust and consistent and there is a common understanding of thresholds for intervention • A staff training strategy is developed for Early Intervention Services which strengthens integrated working with Safeguarding Support Services

Early help and support to vulnerable young people and families

<p>Priority 5 (continued): Families, parents and carers are supported when they need it most</p>	<ul style="list-style-type: none"> • Develop and Embed a new performance management framework for all Children's Centres to ensure they meet the Ofsted Inspection criteria • Increased parents engagement in activities within children's centres • An Increase in the number of partner agencies delivering in children's centres • Delivery and evaluation of Intensive Family Support (IFS) Project working with the most challenging, families in Hounslow (Corporate Plan Milestone)
<p>Priority 6: Improved and integrated services for children with disabilities and their families</p>	<ul style="list-style-type: none"> • Continued co-ordination of planning for children with education, social and health care needs • The number of external placements are minimised and where possible education and care packages will be delivered in borough • Further development of the preparation to support transition arrangements for young people moving from children to adult social care through the 'moving on' process • Joint strategic commissioning of services for those with disabilities using a life time model supporting greater choice and flexibility • We build upon the views and experiences of disabled children and families particularly at key transition points • Continued provision of support to parents through volunteer parental supporters • A range of flexible short breaks are available to support disabled children, young people and families, both within mainstream and specialist settings • Increased use of the 'short breaks' passport

Education and learning

Priority 7:

A focus on the foundation years

- Improved outcomes for children at 5 years old and narrow the attainment gap through, implementation of the reformed Early Years Foundation Stage with a focus on:
 - high quality early years provision for all (including Extended Day Care (EDC))
 - engagement with parents developing parenting skills to support their children
 - targeting communication and early language development
 - targeting personal, social and emotional development
 - targeting physical development
 - ensuring an appropriately trained and skilled workforce in every early years setting (including EDC)
 - 2 ½ year old joint assessment and progress check against the three prime areas by education & health services
 - Facilitating access to 3 & 4 year old free early education entitlement
- Offering the free childcare and early education offer to all disadvantaged 2 year olds is extended by 2014
- The early identification of disadvantaged 2 year olds with SEN/Disabilities and provide support through inclusion funding where appropriate
- Year on year progress to meet the aim to have a Graduate Leader in every Private, Voluntary, Independent setting by 2018

Education and learning

Priority 8:

Maximising the educational achievement of all children and young people and reducing inequality

- Positive behaviour amongst all children and young people is promoted and exclusions from school are reduced
- The gap in achievement between the highest and lowest attaining groups is narrowed, specifically in relation to:
 - children in receipt of free school meals
 - white boys from disadvantaged backgrounds
 - children with SEN in mainstream schools
- Provision of a range of high quality 14-19 pathways that enable all learners to make genuine progression
- Increases in the number of SEN Centres for children with sensory and ASD needs
- The securing of more local provision for those learners aged 16-24 with complex and multiple needs

Priority 9:

Improving school standards

- Early identification of schools causing concern with provision of appropriate challenge and support
- Outcomes for all pupils in Hounslow's Schools are maintained and improved

Priority 10:

Improving school standards

- Projections of pupil numbers continue to be accurate
- Schools are fully involved in the planning of extra provision
- Any opportunities for funding (bids for capital grant) are maximised
- Increased provision is matched to need

Economic well being and housing

Priority 11:

Reducing the numbers of young people not in education, training or employment

- The delivery of statutory information, advice and guidance to young people who are NEET, with priority given to 16-19 year olds and young people with a learning difficulty aged 16 -24 years
- The provision of independent and impartial careers advice services in all Hounslow Secondary schools
- The delivery of the September Guarantee, the intended destination of young people at the end of year 11 and the annual activity survey
- The provision of 'well-being' support for NEET's, pregnant teenagers and young parents and the delivery of life skills and vocational courses to these groups
- That data sharing is improved and agreed protocols are in place between partner agencies to enable early identification and flexible support for those young people likely to fall into the NEET group particularly vulnerable year 11/12 leavers, young offenders, young parents and care leavers
- Continued improvement in access to full time provision post 16 for learners aged 16 – 24 yrs with Learning Difficulties and Disabilities
- Provision is in place to meet the challenge of raising the participation age in education to 17 by 2013 and 18 by 2015

Economic well being and housing

Priority 12:

Supporting parents into work

- ESOL learner numbers in the borough are maintained at current levels. Success rates for ESOL learners improve by 5% by end of 2015
- Vocational learner numbers maintained at current level
- Increase by 5% number of foundation level courses to provide essential first step provision. Learners progressing to Level 3 are supported and guided through the new FE load system
- Discrete targeted provision is developed to support lone parents into work. Minimum 2 targeted courses in 2012, with a 2% increase in provision over the 2012-2015 period. Lone parents into employment outcomes to be monitored in partnership with JCP
- JCP to expand outreach support in Children's Centres targeted to Lone Parents and linked to evidence of need and demand
- Expand the current Work Club provision into accessible outreach venues. 2% increase in provision by end 2015. Work Club targeted at LDD with specialist help to be in operation 2012
- Community Learning Partnership piloted in 2012/2013, to be reviewed and evaluated against designated outcomes by July 2013
- Implementation of Family Learning Strategy to improve take up, progression to further learning/employment to be tracked
- Local colleges, adult training providers and work based training providers to achieve as a minimum an Ofsted Grade 2 rating for Overall Effectiveness of Provision
- The development of open learning centres and information / learning hubs through joint single site working between Adult Education and Library Services

Economic well being and housing

Priority 13:

Creating affordable quality childcare for all

- Promotion and raised awareness of childcare services to increase take-up amongst disadvantaged groups
- Sufficient childcare places for all 2 year old disadvantaged children and all 3 & 4 year olds
- Sufficient high quality and affordable childcare is available to meet the specialist needs of working families with children with SEN /Disabilities (including Extended Day Care settings (EDC))

Priority 14:

Preventing and tackling youth homelessness and ensuring those leaving care have access to safe and appropriate accommodation

- A Joint Assessment Protocol between Housing and Children's Services is implemented to provide early intervention and preventative measures to tackle youth homelessness
- Continued support to young people at home by early intervention and offering support to remain at home
- A contracted Supported Lodgings Scheme is in place to refer those 16 and 17 year olds who are in need of low level supported accommodation in a family environment where preventative work has not been successful
- Supported Accommodation within the borough is available and a clear entry and move on strategy is in place to assist homeless young people
- Provision of training and information to other services coming into contact with young people threatened with homelessness about housing options and support services
- A process is developed between Housing and Children's Services to support a smooth transition between child and adult services



Safeguarding and child protection

Priority 15:

Ensure children and young people in the borough are safe

- Children are protected from emotional, physical and sexual abuse and neglect
- The responsibility to safeguard children and young people is understood and prioritised by all agencies and professionals working with children
- Hounslow LSCB evaluates the effectiveness and quality of early help and the training of professionals
- Good mechanisms for multi-agency training and communication of safeguarding issues
- There is timely and effective assessment and care planning for children in need and their families
- The experiences of children young people and their families inform the decision making and training of professionals
- Awareness of bullying and discrimination and its impacts are raised

Priority 16:

Children and young people are supported by a highly trained, skilled and stable social care workforce

- There is a permanent, stable and experienced workforce
- We have a highly trained, skilled and supported social workers

Safeguarding and child protection

Priority 17:

Improving the life chances of Looked After Children

- Enhanced life chances for children in care from educational opportunities, health care and social care
- Children and young people are supported to remain in safe, stable and secure placements
- Adoption is considered and achieved as a positive option for children needing permanent families
- Young people leaving care are supported to live independently
- Looked after children and care leavers have a say in the design and delivery of services that affect their lives.
- Maximise the benefits of resources for children in care, ensuring choice, effectiveness and value for money

Priority 18:

Reducing young people who offend for the first time and those who re-offend

- Opportunities to divert young people from the criminal justice system are maximised through the extension of Triage services
- Overall reductions in the number of young people entering the criminal justice system for the first time and reducing disproportional representation of young people from BME groups
- Integrated working to tackle youth involvement in serious and gang related violence
- Youth Offending Services (YOS) and the Police work in partnership to minimise the numbers of young people referred to custody and ensure appropriate conditions for those that are placed in custody
- Clear and streamlined referral process between YOS and Early Intervention Services
- Intervening early on through detached youth work with young people involved in or at risk of becoming involved in ASB or crime
- That the Youth Offer provides a range of exciting and stimulating Positive Activities for young people from a variety of backgrounds to participate in

Community participation and leisure

Priority 19:

Children and young people are actively engaged in the community and influence local decision making processes

- A coordinated framework for consulting and involving young people in decision making
- Children and young people are engaged in a range of democratic processes
- There are a range of opportunities for children and young people to influence and shape the services they receive
- Children and young people are engaged in a range of volunteering opportunities
- Improvements in the participation of children and young people with disabilities and/or learning difficulties and those from hard to reach group

Priority 20:

Children and young people are engaging in a range of affordable play, leisure, sporting and cultural activities

- Improved play facilities within open spaces
- Schools become more physically active places
- Schools open their facilities for use by the local community
- Development of a high quality coaching programme with teachers and schools
- Increased participation by girls and young women in sport and exercise
- Increasing sustained participation by teenagers and young adults in physical activity
- Increasing leisure opportunities and participation rates for children with disabilities
- Delivery of a range of physical activity and sporting opportunities as a direct legacy from the 2012 Olympics
- Libraries design their services to meet evidenced local need of families, children and young people

Turning Our Vision into Reality

Partnership working to deliver the Plan's priorities

The Children's Trust Board brings together all the agencies working with children and young people in Hounslow. The Board is chaired by the Leader of Hounslow Council and includes representation from a wide range of local agencies including health, the police and the voluntary sector, Council services, schools, parents, carers' and young people. The main purpose of the Board is to improve outcomes for children and young people, by commissioning services and seeking to continuously improve services and standards. Its key responsibilities include:

- Setting the strategic direction for the Trust.
- Carrying out a strategic needs analysis on an annual basis and ensure that any targeted needs analyses are co-ordinated, effective and prioritised.
- Agreeing the commissioning priorities for the Trust.
- Maintaining a strategic oversight of project plans.
- Ensuring that there is effective participation from children, young people and families in shaping and the services they receive.
- Responding to the findings of external inspections of services.

In 2011 Hounslow created a Health and Well-Being Board. (HWB) The development of HWB's is statutory under NHS reforms detailed in the Health & Social Care Act 2012. The Act sets out new responsibilities for local government to encourage coherent commissioning strategies across the NHS, social care and public health.

To ensure that health and well-being needs of children remain a high priority, Hounslow created a Children's Health sub-group. This group is accountable both to the Health and Well-Being Board and to the Children's Trust. The aims of the Sub – group are:

- To improve health and well-being for the 0-19 population in Hounslow.
- To reduce current inequalities in outcomes for children and young people.
- To work with partner agencies to improve the provision of children's health and social care in Hounslow.

The sub –group works to the health and social care priorities set out in the Children’s and Young People’s Plan and influences and supports the Health and Well-Being Board’s commissioning intentions for children and young people.

The Local Safeguarding Children Board has a statutory duty to co-ordinate how agencies work together to safeguard and promote the well being of children and young people in Hounslow and to ensure the effectiveness of safeguarding arrangements. Although the Board does not have formal links with the Children’s Trust it has played a key part in shaping the safeguarding priorities and targets for 2012-15 set out in this Plan. The Board works to continuously improve how agencies work together to protect children and young people in a wider context of high level sustained demand for services and financial restraint. The Board has new enhanced responsibilities for Early Intervention as set out in Professor Munro’s recommendations of Child Protection. As part of its existing responsibilities to take account of local need, this will now include an assessment of the effectiveness and value for money of early help services. Increasing evidence demonstrates that early intervention is cost effective and produces strong positive outcomes for children and young people. Work streams will include scoping the potential for an information sharing model similar to the Multi-Agency Safeguarding Hub (MASH) recently rolled out in Devon and highlighted as good practice in the Munro review.

The Munro review places strong emphasis on the role of senior leaders in ensuring effective safeguarding practice locally, recommending that the LSCB submit its annual report to the local authority Leader and Chief Executive. Subject to the passage of relevant legislation, this annual report will also be presented to the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board. This will ensure that safeguarding children remains high on the agenda of all agencies and will be reinforced by Ofsted’s focus on multi-agency unannounced inspections of child protection and safeguarding from 2013. The new inspection framework will take account of the full range of agencies working within local safeguarding partnerships, focusing attention on their contribution to the delivery of strong outcomes for children, young people and families.

Hounslow Community Sport and Physical Activity Network (CSPAN). CSPAN’s bring together a range of partners at a local level to ensure that sports and physical activity initiatives and projects operating in a local area are co-ordinated and that they draw on the individual strengths and priorities of member organisations. Hounslow CSPAN has members from, Leisure Facilities & Green Spaces, the Community sectors, Sports Clubs, Health and the two School Sports Partnerships. A review in 2010 identified the need for a Sports and Physical Activity Strategy to build upon the work programmes of partners and enhance external funding opportunities for Hounslow. The priorities of the strategy and links to the CYPP are set out on page 99.

Hounslow Skills, Training and Employment Partnership (HSTEP) provides strategic direction – through the alignment of the skills and employment needs of the local economic community, the training provision offered and delivered and the allocation of resources. It oversees the commissioning of a Local Economic Assessment, ensuring its needs based priorities inform the Hounslow Economic Development Strategy. Linked priorities from the Strategy are detailed on page 99. HSTEP includes partners from LB Hounslow – School Effectiveness, Connexions, Lifelong Learning, Economic Development, local colleges such as West Thames College and Job Centre Plus.

The Education Improvement Partnership (EIP) is made up of all schools, academies and the local college and supports the work of the CYPP and takes account of the priorities of the plan in the work of their individual institutions. In addition to the three primary partnerships, locality based, and the secondary partnership, there is a 14-19 partnership and also a Behaviour and Attendance partnership.

Monitoring and Reviewing Performance

How do we know we are improving outcomes for children and young people in the Borough?

Performance Management

Performance management is a term used to describe the process by which we define what we are seeking to achieve and track progress towards our objectives, in order to ensure they are being delivered. It means basing our priorities for children and young people on sound evidence, knowing what outcomes need to be improved, regularly checking whether these improvements are being achieved and taking corrective action where we are not doing as well as we could. Strong performance management arrangements are therefore critical to ensuring that the commitments set out in this plan are realised.

Hounslow Children's Trust Board

Hounslow's Children's Trust Board brings together key partners delivering services to children and young people in the borough, to focus on improving outcomes for the young population.

The Children's Trust Board plays an integral role in ensuring the effective monitoring of actions and targets set out in the plan. The Board will scrutinise performance report at the midyear and end of year point, which will identify progress to date against the CYPP targets. The Board will also receive additional reports, upon request, on issues pertinent for more in depth discussion or review.

CYPP Action Plan

In this plan, we have identified the actions that will be taken at a strategic level to improve outcomes for children and young people.

In some cases, delivery of these actions is the responsibility of one agency; others will need to be taken forward collectively by several partners. In order to ensure that this happens and that all partners are clear about their respective responsibilities, an action plan will be developed. This will identify key milestones for each action, named responsible officers and timescales. The plan will be supported by a range of more detailed operational service plans at a team or service level, both within the Council and partner

organisations. It is important to ensure that these plans are clearly linked to the Children and Young People's Plan priorities and that it drives business planning in organisations. In this way, we can ensure that the priorities and actions in this plan are filtering into the work plans of teams and ultimately individual members of staff.

Performance Targets

For each of the priorities in the plan we have identified key outcome measures, together with targets for improvement, which have been drawn from a range of sources. These performance indicators will need to evolve over time to ensure that the impact of activities on outcomes is being measured in the most effective and accurate way. Our performance measures will also need to reflect national policy changes and Inspectorate requirements. The performance indicators will therefore be subject to review.

Targets, particularly those set for the longer term, may also need to change and will therefore be reviewed at least annually. The Children's Trust Board will monitor the outcome measures on a regular basis (through the mid year and end of year reports) and part of its role will be to challenge the rate of progress that is being achieved. Key measures will also be reported to the Council's Executive as part of the corporate performance monitoring process. The monitoring process will also include a review of actions and milestones. The Board will retain overall responsibility for monitoring the plan and identifying significant issues or concerns for action.

Additional monitoring and reporting will take place at an individual agency level. Mechanisms will also be developed to ensure that children and young people have a role in the monitoring process and steps will be taken to involve children and young people.

Related Plans and Strategies



Related plans and strategies

This plan is one of a number of plans and strategies that are part of a framework designed to deliver services to children and young people across Hounslow. Some of the plans in this framework are specifically about children and young people and others are more general plans from the Council and partner agencies.

The priorities for children and young people within this plan are directly linked to and support the objectives that are set out in the more over-arching Council and partnership plans, such as the Sustainable Community Strategy, which relate to the whole community. We have summarised the linkages between these plans in the diagram below.

A new Joint Health and Wellbeing Strategy (JHWS) will set out how the NHS, LB Hounslow linked agencies and communities will address priorities focusing on; improving services, encouraging healthy living, reducing health inequalities and improving Hounslow as a healthy place to live. This will include plans for how we can work more efficiently together e.g. using shared budgets and joint commissioning.

The Economic Development Strategy sets out 8 over-arching priorities for the Hounslow economy based upon evidence from the Local Economic Assessment conducted in 2011. Key priorities linking into the children and young people's plan will be 'encouraging Hounslow employers to employ Hounslow people' and 'encourage the development of more high quality housing'.

The Physical Activity and Sport Strategy sets out 5 outcomes, linked to increasing physical activity (particularly in areas / amongst groups with low take-up rates), ensuring a local legacy from the Olympics, improved data sharing amongst partners to inform the development of new initiatives & programmes, increasing volunteering and sport leadership opportunities and an improvement in sporting competition and performance. All of these priority strands are reflected within the 'Children and young people are engaging in a range of affordable play, leisure, sporting and cultural activities' long term outcomes.

The Local Safeguarding Children Board reviewed its priorities in 2012 and has set long term actions for 2012-14 for the main board and its sub groups. Work streams will include: A review of safer recruitment, an audit of the professional contribution to the child protection processes, a review of the safeguarding within the youth offending service, improving the use of the CAF process and ensuring that all board audits address the 'voice of the child' and the role of the male parent/partner.

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