



## **Hounslow Children and Young People's Plan 2011- 2012**

### **Executive Summary**

#### **Introduction**

The Children and Young People's Plan (CYPP) is the key strategic document for Hounslow's Children's Trust. 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 one year plan replaces the four year 2007 – 2011 CYPP and reflects new flexibilities to develop local improvement outcomes for children, young people and families.

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 also includes Connexions and a range of voluntary services. 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.

Significant national policy changes impacting upon children's services have taken place since the last plan was written in 2007. In particular, the last year has seen more of a focus on the early years and early intervention with the 'Allen' review of early intervention, the 'Tickell' review of the Early Years Foundation Stage, the 'Field' review of Poverty and Life Chances and the 'Munro' review of Child Protection.

Schools have more devolved powers linked to the introduction of the Academies Bill in July last year and the introduction of the Pupil Premium will enable schools to have direct influence on tackling issues of under achievement amongst the most disadvantaged pupils.

Hounslow Council Children's Services as part of the Council's overall Savings and Transformation programme and in response to national policy changes re-modelled its Directorate into a two division model of Specialist and Early Intervention Services. The model will better enable partners' roles in the support of the most vulnerable children and families. The new model will ensure early intervention to address need and prevent that need escalating and will also ensure provision is available for those with the most complex and enduring need.

The new Early Intervention Division will consist of multi-disciplinary teams working across three localities (East, West and Central Hounslow) and will bring together dedicated early intervention and family support workers with existing Youth Services, Children's Centres

staff. This will lead to greater efficiencies in joined-up working practices and ensure an appropriate and timely response where a multi-disciplinary team is needed to respond to complex and vulnerable families.

### 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:
  - **Health**
  - **Social and Emotional Well-Being**
  - **Safeguarding and Child Protection**
  - **Education and Learning**
  - **Community Participation and Engagement in Local Decision Making**
  - **Transition to Adulthood**
  - **Child Poverty**
- Outlines how we are commissioning services and developing the workforce to support delivery of our priorities/outcomes
- Explains our partnership and performance management arrangements

### Understanding Needs

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.

We consulted with a range of people who are involved with services including:

- **Children, young people, parents and carers**
- **The local community**
- **Professional groups**

### **Our Principles**

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.

### We work together in partnership

Hounslow's Children's and Young Peoples Trust Board will continue its focus on improving the lives of children and young people by:

**Championing:** the best quality of life outcomes from birth through to adulthood; reducing inequalities; promoting fair access and a voice for children and young people

**Acting as a Catalyst:** bringing a range of stakeholders together, to develop a shared understanding of the needs and priorities for children and young people in Hounslow.

### Intervening early on

- Investing in 'the foundation' years to maximise 'school readiness' for all children.
- Recognising the difficulties and problems that confront children, young people and their families at as early a stage as possible.
- Working together with families to address difficulties and problems that have been identified.
- Making sure that enough is done to solve problems before they get worse.

### Developing a 'Think Family' approach to supporting parents and families

- Thinking about the needs of the whole family
- Working with families to find solutions to problems
- Tailoring services to meet the needs of individuals
- Embed lessons learnt and evidence their impact
- Increasing knowledge, skills and a common understanding of family support amongst staff in public, private and third sectors.

### 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

### Building stronger and united communities

- 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 and responding to equalities legislation.
- Responding to the needs of individuals, making sure everyone is included and engaging young people.
- Focusing resources in areas and/or within groups with the greatest identified need.
- Promoting good relations and understanding between children and young people of all communities by emphasising shared values and aspirations and challenging racism and separation on grounds of race.

## Working more efficiently as partners

- Maximising the potential for efficiency savings via multi-agency and joint -borough procurement.
- Improving customer access through ICT innovation.
- Reviewing and transforming front-line services to meet changing demand in a more cost effective manner.
- Investing in front-line services by rationalising and joining-up 'back-office' functions as a partnership.
- Developing a common understanding of needs / priorities in the borough to inform joint-commissioning.

## **Early Intervention and Prevention – a model of service delivery in Hounslow**

Whilst the majority of our children and young people are healthy, safe, achieving well at school, engaged in purposeful activities and have good prospects for the future, there is a significant minority for whom the predicted outcomes remain poor.

The current challenge is one of increasing need and costs, at a time when budgets are reducing. Early intervention is a targeted response to identified need at what is commonly referred to as Tier 2. It aims to identify, vulnerable children, young people and families who are at risk of poor outcomes early, acting quickly to meet their needs and helping them to resolve their problems before they become more serious, entrenched and difficult and costly to resolve.

Early intervention is not about solving a single one-off problem, it is about empowering and strengthening the resilience of families, equipping them with the skills to achieve success, resist stress, solve their own problems and manage issues that will arise in the future.

### **Why early intervention?**

Timely early intervention can deliver good, sustainable outcomes for children and young people and enhance the quality of life for families. It reduces welfare reliance, helps break the cycle of poverty and deprivation and lowers the costs of agencies working with children and adults.

Effective early intervention will reduce the number of children being referred to social care, coming into care and the number of families needing to access and often becoming dependent on high cost specialist services. It will enable social care agencies to focus their resources on the children, young people and their families where their skills and expertise is most needed.

### **What is changing?**

Delivering evidenced based early intervention services will require a shift in approach and culture so that -

- Agencies see themselves as being the resource and avoid passing or referring children on to others unless the need is such that a referral is required.
- Families are empowered and their resilience is strengthened increasing their independence from targeted and specialist services.
- Community involvement is promoted encouraging ownership and responsibility for children, young people and families within a locality.

- Agencies work more effectively together to secure, maximise and target resources to achieve better outcomes for families.
- Agencies think and work outside of their old 'silos' considering who else is, or might be, working with a family and as well as what other help might be available to meet a family's need.
- Everyone working with children and young people understand and respects each others roles.
- Everyone working with children and young people is aware of the range of resources and skills available to them and how to access them.

To achieve the above the Council's Children's Services and Lifelong Learning (CSLL) department will extend its early intervention service this year to make it more multi agency and more easily accessible to partners. Early intervention will be a key element of a number of services within CSLL but three multi disciplinary, integrated locality teams will be tasked with shaping, developing and leading the early intervention offer across the Children's Trust.

### **How will we do it?**

This will be achieved by -

- Embedding a single assessment of need; a speedy and timely access to single early intervention services; and a co-ordinated multi agency response through the Common Assessment Framework.
- Creating new partnerships across the Hounslow Children's Trust with a range of agencies including those from the voluntary, community and independent sector, to support the development of family focused services.
- Providing tools and processes to enable services to work more effectively together.
- Developing a good practice portfolio of evidence based interventions that we know will work in Hounslow.

### **Measures of success**

The success of the Early Intervention programme in Hounslow will be measured through -

- Improved outcomes for children, young people and families that are sustained over time.
- Increased service satisfaction levels of local children young people and families.
- Increased service satisfaction levels of residents and partner agencies including schools, health, the police and the voluntary and community sector.
- A reduction in demand for specialist services (at tiers 3 & 4) and the associated costs incurred by these services.
- A reduction in the number of inappropriate referrals and re-referrals to social care.
- A greater take up of universal provision in for example children's centres and youth centres.
- An increase in school attendance figures.

### **Deriving Local Priorities**

The key issues that we have found from our analysis of needs and consultation have informed the setting of our local priorities for children and young people. These are as follows:

### **Children's health**

Improving Children's Health by promoting safe and healthy lifestyle choices, improving maternal health and early years health services. A subgroup of both the Health & Well Being Board and the Children's Trust board is being set up to lead on children's health

### **Social and emotional well being**

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, reducing the level of conduct disorder and recourse to Child and Adolescent Mental Health Services (CAMHS).

### **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.

### **A safer borough**

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.

### **A focus on the 'Early' pre-school years**

Evidence shows that intervention at this age has the most significant impact in terms of the wellbeing and life chances of children and the impact for the community.

### **Developing our services for children with the most complex disabilities**

Ensuring services are more integrated and responsive, supporting the development of personal budgets and responding to the changes proposed in the working of special educational needs procedures.

### **Maximising the educational achievement of every child**

Improving the standards of Hounslow's Schools overall. Reducing inequalities relating to educational performance and children who do least well in Hounslow Schools.

### **Ensuring sufficient school places for all Hounslow children**

Meeting the current increased demand for school places in the borough. Ensuring there is sufficient school place capacity in the future in line with population projections.

### **Community Participation and engagement in local decision making**

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.

### Transition to adulthood

Supporting young people to both stay on at school with the extension of the school leaving age from 2012 and to make the successful transition to work and or further training.

Ensuring clear, joined –up and transparent care pathways between children’s and adult services. Supporting the development and delivery of personalised services.

### Child Poverty

Early Intervention will be crucial to ensure we make lasting improvements in the lives of children; forestalling and eradicating many persistent problems and ending their transmission from one generation to the other. Child Care, Early Years education and a range of ‘Sure –Start’ style services delivered from our Children’s Centres will be key to this.

## THEMES, PRIORITIES AND OUTCOMES

| <b>HEALTH</b>  |  |
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| <b>Priority 1: Improving the health of children, young people and families by promoting safe and healthy lifestyle choices</b> | <ul style="list-style-type: none"><li>• Reducing teenage pregnancy and improving young people’s sexual health</li><li>• Reducing childhood obesity</li><li>• Reduce risk of vitamin D deficiency diseases amongst children</li><li>• Improving oral health of children</li><li>• Supporting healthy and informed choices around drugs, smoking and alcohol</li><li>• Ensuring effective interventions for children with substance misuse problems</li><li>• Supporting better health outcomes for children with disabilities</li></ul> |
| <b>Priority 2: Improving maternal and early years health services</b>  | <ul style="list-style-type: none"><li>• Reduce the number of women smoking in pregnancy</li><li>• Improve breastfeeding rates</li><li>• Improve maternal mental health</li><li>• Supporting the implementation of the Health Visiting Implementation Plan</li><li>• Improve Childhood Routine Immunisation rates</li><li>• Establish a Children’s Health Sub-Group</li></ul>   |

## SOCIAL AND EMOTIONAL WELL-BEING

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| <p><b>Priority 3: Developing the social and emotional capabilities of children</b></p>                                 | <ul style="list-style-type: none"> <li>• Raised awareness amongst workforce to enable better support for children’s social and emotional well-being and mental health issues</li> <li>• Provision of early identification for children and young people with social, emotional and mental health issues</li> <li>• Provision of 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</li> <li>• Provision of appropriate emotional well being support and development for children with ADHD and ASD across a range of settings</li> <li>• Good parenting and support for families in the community is promoted</li> </ul>  |
| <p><b>Priority 4: Emotional well-being and mental health is supported through targeted and specialist settings</b></p> | <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• There is a range of local support for children and young people with learning disabilities and additional mental health difficulties</li> <li>• The under – representation of children and young people from Asian or British Asian heritage accessing mental health services is explored and addressed</li> <li>• Reductions in the specialist CAMHS budgets are managed in ways that minimise the impact on children and young people</li> </ul> |

## **SAFEGUARDING AND CHILD PROTECTION**

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| <b>Priority 5: Intervening early and protecting children and young people from harm</b> | <ul style="list-style-type: none"> <li>• Providing earlier and more effective support to vulnerable families and children</li> <li>• Children are protected from emotional, physical and sexual abuse and neglect</li> <li>• Timely and effective assessment and support for children in need and their families</li> </ul>  |
| <b>Priority 6: Improving the life chances of Looked After Children (LAC)</b>            | <ul style="list-style-type: none"> <li>• Enhanced life chances for children in care from educational opportunities, health care and social care</li> <li>• Children and young people are supported to remain in safe, stable and secure placements</li> <li>• Maximise the benefits of resources for children in care, ensuring choice, effectiveness and value for money</li> </ul> |
| <b>Priority 7: Better skilled and supported social workers</b>                          | <ul style="list-style-type: none"> <li>• Supporting effective social work practice</li> <li>• Increase retention of social workers – link to interim business plan priority</li> </ul>   |

## **COMMUNITY SAFETY**

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| <b>Priority 8: Reducing young people who offend for the first time and those who re-offend</b> | <ul style="list-style-type: none"> <li>• Reduce the number of young people entering the criminal justice system for the first time</li> <li>• Reduce the number of young people from Black and minority ethnic groups in Hounslow as a proportion of the number of young people entering the criminal justice system for the first time</li> <li>• Reduce the number of young people in the criminal justice system who re-offend</li> <li>• Partner agencies are involved in integrated, early intervention and crime reduction activities to reduce offending</li> <li>• Develop the capacity of children and young people to make choices that reduce their involvement with gangs and serious youth violence</li> <li>• Reduce proportion of young people within the youth justice system receiving a conviction in court who are sentenced to custody</li> </ul> |
| <b>Priority 9: Children and young people feel safe in schools and the community</b>            | <ul style="list-style-type: none"> <li>• Ensuring children and families feel safe from crime and anti-social behaviour in school, in places where they live, travel and receive services</li> <li>• Maximising the awareness of bullying and discrimination</li> <li>• Develop the capacity of parents to support children and young people's concerns around safety</li> <li>• Integrated working to reduce serious youth violence</li> <li>• Supporting children and young people to develop common understanding and promote tolerance and mutual respect</li> <li>• Reduce the possibility of extremism taking hold amongst isolated and alienated communities, residents and groups</li> </ul>   |

## EDUCATION AND LEARNING

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| <p><b>Priority 10: 'Getting it right in the Early Years'</b></p>   | <ul style="list-style-type: none"> <li>• Increase the number of PVI, Childminder, and maintained settings rated good or outstanding by Ofsted / the Local authority</li> <li>• Improve outcomes for children at 5 years old by targeting:             <ul style="list-style-type: none"> <li>• Early language Development</li> <li>• Personal Social and Emotional Development</li> <li>• Parenting skills in supporting their children</li> </ul> </li> <li>• All providers prepare to implement the revised Early Years Foundation Stage statutory framework from September 2012</li> <li>• Increase the numbers of children achieving expected level in the EYFS Profile</li> <li>• Narrow the gap between the lowest performing 20% and the overall cohort</li> <li>• Improved outcomes for children identified with SEN accessing early years settings by providing early identification and intervention and promoting partnership working with parents</li> <li>• Improving early years practitioners skills in providing quality inclusive practice and knowledge of early identification and management of SEN</li> </ul> |
| <p><b>Priority 11: Developing an integrated response for children with the most complex disabilities</b></p>               | <ul style="list-style-type: none"> <li>• Increase number and range of Hounslow maintained specialist provision in order to reduce the proportion of children with disabilities and complex needs placed in schools outside of the borough</li> <li>• Working in partnership with parents and carers around the design and commissioning services</li> </ul>  |
| <p><b>Priority 12: Maximising the educational achievement of all children and young people and reducing inequality</b></p> | <ul style="list-style-type: none"> <li>• Positive behaviour amongst all children and young people is promoted and exclusions from school are reduced</li> <li>• Provide a range of high quality 14-19 pathways that enable all learners to make genuine progression</li> <li>• To 'narrow the gap' in achievement between the highest and lowest attaining groups</li> </ul>   |
| <p><b>Priority 13: Improving school standards</b></p>  | <ul style="list-style-type: none"> <li>• Monitoring and identifying early on schools causing concern and providing appropriate challenge and support</li> <li>• To maintain and improve outcomes for all pupils in Hounslow's Schools</li> </ul>   |
| <p><b>Priority 14: Ensuring sufficient places for all Hounslow children</b></p>  | <ul style="list-style-type: none"> <li>• Accurately projecting and responding to current and future school place demands</li> </ul>  |

## COMMUNITY PARTICIPATION AND ENGAGEMENT IN LOCAL DECISION-MAKING

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| <p><b>Priority 15: Children and young people are actively engaged in the community and influence local decision making processes</b></p> | <ul style="list-style-type: none"> <li>• Ensure a coordinated framework for consulting and involving young people in decision making</li> <li>• Engaging children and young people in a range of democratic processes</li> <li>• Ensuring there is a range of opportunities for children and young people to influence and shape the services they receive that is relevant to young people's needs</li> <li>• Improve the participation of children and young people with disabilities and/or learning difficulties and those from hard to reach groups</li> <li>• Ensuring children, young people and families have a range of activities and places for leisure and recreation</li> <li>• Children and young people are engaged in a range of volunteering opportunities</li> </ul> |
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## TRANSITION TO ADULTHOOD

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| <p><b>Priority 16: Reducing the numbers of young people not in education, training or employment</b></p> | <ul style="list-style-type: none"> <li>• Continue to reduce the number of young people not in education, employment or training</li> <li>• Deliver the statutory information, advice and guidance (IAG) offer to schools and young people who are NEET, with priority given to 16-18 year olds and young people with a learning difficulty aged 16 -24 years</li> <li>• Continue to make provision to meet the challenge of raising the participation age in education to 17 by 2013</li> </ul> |
| <p><b>Priority 17: Improve the access to support for young people at key transition points</b></p>       | <ul style="list-style-type: none"> <li>• Providing clear, joined –up and transparent care pathways between children's and adult services</li> <li>• Ensure transitional changes are minimised and planned for early on</li> <li>• Support the development and delivery of personalised services</li> <li>• An integrated approach to supporting young carers and their families needs</li> <li>• Providing parents with more support and information at transition stages</li> </ul>            |

## CHILD POVERTY

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| <p><b>Priority 18: Breaking the cycle of poverty through early intervention</b></p> | <ul style="list-style-type: none"> <li>• Increasing the providers / settings for free childcare for 2 year olds from disadvantaged backgrounds</li> <li>• Sufficient high quality and affordable childcare is available to meet the specialist needs of working parents</li> <li>• Promoting and raising awareness of childcare services to increase take-up amongst disadvantaged groups</li> <li>• Increasing targeted outreach services based in children's centres</li> </ul> |
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## Turning Our Vision into Reality

### Arrangements for partnership working

#### **Hounslow Children's Trust Board**

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.

#### **Health and Well-Being Board**

Following the publication of the white paper 'Equity & Excellence: Liberating the NHS' (2010) and the subsequent public health white paper 'Healthy Lives Healthy People' (2010), the London Borough of Hounslow has to set up a statutory board 'Health & Well-Being Board' which will support collaboration across the NHS and Local Authority. This is a new role for local government to encourage coherent commissioning strategies across the NHS, social care, public health and others.

To ensure that health and well-being needs of children remain a high priority in Hounslow, it is proposed that there would also be a sub-group of the Health and Well-Being Board that would focus solely on children. This group will be accountable both to the Health and Well-Being Board and to the Children's Trust. It would work to the vision set out in the Children's and Young People's Plan and would influence and support the Health and Well-Being Board's commissioning intentions for children.

## Use of Resources

### **Commissioning**

Developing shared capacity to commission services for children and young people is essential to delivering improved outcomes for children and young people, ensuring resources are effectively targeted, more efficient joined-up processes and avoidance of duplication.

There is a strong culture of agencies working together in Hounslow and a number of jointly commissioned services delivered in partnership include; service to young offenders and CAMHS services to children with disabilities and Looked After Children.

It will be a challenge to ensure consistency of quality and approach to procurement, market analysis, contract monitoring and evaluation. We will need to ensure that our processes are streamlined and do not require providers to duplicate information to different agencies. There will also be a need to ensure that decisions about commissioning are implemented following

established good practice for corporate procurement and commissioning in the Council, and that they have due regard to the relevant corporate guidance.

Work to ensure that existing and new partnerships and commissioning arrangements are clearly located within a formal commissioning framework will be a key priority. This framework will both recognise the complex nature of strategic planning and operational commissioning and promote more integrated and coherent provision.

### **Developing the workforce**

Key challenges for the Children's Trust Board will be:

- Developing and retaining more people, particularly in critical front-line areas such as Social Work
- Strengthening inter-agency and multi-disciplinary working and workforce re-modelling
- Promoting strong leadership, management and supervision
- Developing a workforce that is flexible and responsive to new ways of working
- Developing a workforce that is representative of the local community.

The Trust will also need to respond to future workforce development and training recommendations linked to the 'Munro' review of Social Work practice and the 'Tickell' review of the Early Years.

A series of innovative development programmes have already commenced to increase recruitment and retention of social workers. This will be built upon particularly in the areas highlighted in the Munro review around continuous and professional development.

### **Strategic approach to funding**

This plan will be delivered at a time of significant structural changes within the Children's Services environment and severe financial constraints. Resources will need to be managed more effectively to make sure this plan is delivered.

Agencies will work together to find ways of re-shaping services and to make sure that the resources are directed to the priority areas.

As a Children's Trust in Hounslow, we need to address some strategic funding issues including: joint procurement and the devolvement of budgets to locality teams.

In 2010 Children's Services at LB Hounslow began an ambitious savings and transformation programme, linking in with a number of corporate –wide projects aimed at: improving customer access, rationalising support and back office functions, reducing property assets and procurement costs, reviewing fees and charges and ensuring our commissioning processes for the future are cost effective. This process is just the start of a four year savings programme in response to the government's spending review.

## **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 our 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.

#### **Implementation 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 implementation 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 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. The performance indicators will therefore be subject to review.

## 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.

