Foreword
Over the three years covered by the previous Children’s and Young People’s (C&YP) plan the well-being and lives of children and young people in Havering have continued to improve, with better health outcomes, reduced risks to personal safety, and further improvement in overall educational attainment by students and schools. The opportunities for C&YP to participate in decision making and to contribute to improvements in their schools and local area have increased.

Government Inspectors have confirmed this in the various surveys and inspections that have taken place, most recently in the 2008 Annual Performance Assessment of children’s services, which was rated Grade 3 – Good. Linked to that was the judgement about our Capacity to Improve, which was rated Grade 4 – Outstanding. That is a tremendous achievement on the part of Havering’s services. It confirms our view that we are well placed to make further improvements and raise our performance.

Underpinning this general message are the lives of individual young people and their successes. We hear every week about how Havering young people are engaged in positive activities, educationally, sporting, community and in many other fields, which are helping to shape the future. We recognise and celebrate those achievements.

Within any community there are some that are more vulnerable and require more support and help. Without detracting from the drive for all young people to aspire to excellence and success, our key focus is on those that need targeted support and help. Many of the key priorities set out in our plan address those vulnerable groups.

We must thank the many people who have contributed to our progress so far, and those, including young people, that have contributed in many different ways and helped us to define the priorities set out in this plan. Although we broadened and extended the consultative process for this plan, you will have every opportunity to help us to improve it in the future. It will be reviewed annually, but if you wish to comment you may do so at any time. Contact details are given at the end of the plan.

Chair of Havering Children’s Trust - Councillor Geoff Starns
Havering Group Director of Social Care and Learning - Andrew Ireland
Chief Executive of NHS Havering - Chas Hollwey (interim)
When we started work on reviewing and preparing Havering’s new three year Children and Young People’s Plan in mid 2008 we were building on our work over the past three years. However, rather than just update our plan, we wanted to refresh it by going back to basics to test our collective knowledge and assumptions about underlying needs, the views of C&YP and those engaged in working with them, and the priorities on which the plan should focus as key areas. That process was conducted within the national guidance set out for preparing and publishing C&YP Plans. The government has very recently issued revised guidance which indicates that it intends to introduce new regulations that will require a new Children’s plan to be in place by 2011 in every local area. Those regulations will require additional processes and a further revision of the plan contents from that set out here. This plan will therefore form the framework document for the two year period 2009-11. It will be subject to further review in that period to ensure that it conforms to the final regulations that are published.

The plan is constructed in two parts.

- This document contains the context for our plan and the Havering Children’s Trust, the vision and principles that underpin our aspirations for Havering’s C&YP and the key areas of priority for our work.

- A separate delivery plan expands on our objectives and sets out in more detail the specific targets against which our performance will be managed.

The Children and Young People’s Plan is informed by and also helps to underpin the delivery of the community objectives contained in the Havering Sustainable Community Strategy. The Local Area Agreement model, which links wider community objectives with those in the C&YP Plan, is one key way in which the delivery of local community priorities are achieved.

A number of abbreviations and terms are used in the plan that may not be familiar to all readers. A glossary is included on page 30.
The Havering Children’s Trust

The role of the Trust

The role of the Havering Children’s Trust is to improve the wellbeing of all Havering’s children and young people and their families.

It does this through the creation and delivery of a local vision agreed by all local partners and commissioning services that support its objectives.

**This involves:**

- Bringing partners and agencies together as the Trust, with strong governance, to plan, agree and manage their work
- Understanding local needs, focusing on children and families
- Agreeing priorities to improve outcomes
- Integrating strategy and joining up planning and commissioning of services
- Aligning resources to focus on needs and priorities
- Developing and embedding integrated working processes and joined up ways of working by partners, agencies and their commissioned services
- Focusing integrated services on children, young people and their families
- Developing the capacity of universal services

The Children and Young People’s Plan sets out what the Children’s Trust plans to deliver.

The partners and agencies which make up the Havering Children’s Trust and its structure are set out on page 29.
How the Trust will develop

The government has declared its intention to strengthen the role of Children’s Trusts. That is planned to occur during the life of this plan

Those changes are likely to result in:

• The Trust becoming a statutory body

• The Trust membership (its relevant partners) being extended by regulation to include new partners, some of which are already members of Havering’s Children’s Trust. Schools are seen as key future partners, operating actively at the centre of the Trust and their communities, delivering personalised education and working in partnership with all other agencies to identify the early needs of children and responding through multi-agency working to meet those needs.

• The Trust being given formal responsibility for preparing and ’owning’ the Children and Young People’s Plan and being accountable for delivering its objectives, including through Local Area Agreements

• The Trust being required to make arrangements that will deliver improved outcomes for C&YP by such means as:
  • ensuring that specialist intervention and prevention services are in place with fully accessible information sharing systems about C&YP
  • having a strategy in place to reduce child poverty
  • using multi agency teams working from Children’s Centres to address children’s early years needs
  • developing the capacity of universal services to provide for a wider range of needs
What we have achieved so far

The Children’s Trust and its partners, guided by the key priorities in the previous three year C&YP Plan, has delivered high performing services as measured by external inspection bodies and has made steady improvements in services and outcomes for C&YP, some of which are highlighted below. We recognise, however, that there remains much room for improvement in some key areas which are addressed through the priorities set out in the plan.

Be Healthy

**Improved outcomes:**

- by substantially increasing the number of 5-16 year olds spending 2 hours or more on sport or PE (up by 4% in 2007/08 from the previous year)
- by reducing the risk of substance misuse by improving the quality of and access to services, resulting in higher levels of referrals and quicker assessments (In Quarter 1 of 08/09 71% of key risk groups received treatment, this increased to 82% in Quarter 3 of 08/09 Increase in proportion of under 18s receiving treatment)
- through all Havering schools achieving and applying the smoke free environment standard and many progressing to the Smoke Free Award (increased 3 times to 18 schools from 2006/07)
- by improving the speed of referral and access to services that support C&YP with LDD (established ‘Aiming High for Disabled Children Strategy’ and the Disabled Children register to support improvements)
- by ensuring that all children in care receive full medical and dental health care (06/07 94% of CiC received dental checks, this increased by 1.6% in 2007/08 to 95.6%)
- by broadening the involvement of C&YP in cultural activities through the library and arts services which support mental health

Stay Safe

**Improved outcomes:**

- by improving the tracking and reporting arrangements for children missing education (Review of practices undertaken and adjustments made)
- by increasing the number of BME foster carers to better match the needs of young people (In 2006 it was 6%, increased to 9.5% in Sept 08)
- by reviewing all children in care cases within a year and providing all children in care with a qualified social worker
- by improving support for young carers through additional voluntary sector involvement (established a ‘Havering Carers Strategy Partnership Board’ working with Barnardo’s and MIND identifying Young Carers – initial cohort of 23 young carers)
- by creating a forum and developing a strategy to begin to tackle more effectively bullying in schools and the community (new strategy launched in April 09)
- by developing cultural programmes, such as theatre work tackling discrimination and hate crime
Enjoy and Achieve

Improved outcomes:

• by improving the range of cultural, leisure and other activities and services that C&YP, particularly those in care and/or with a learning difficulty or disability, can access through local services

• by investing in and improving the quality of parks and public play areas and sports facilities

• by improving school attendance rates (up by 1.3% from 2005/06 to 2007/08) and reducing the rate of permanent exclusion (PE) from secondary schools (2006/07 57 PE, in 07/08 PE fell by 65% to 37, lowest in the last 5 years)

• by all schools developing personalised learning pathways for their students (evidenced through schools SEFs and school improvement plans)

• by providing extended services in all Havering Schools (82% of schools achieved core offer against target of 60%)

• by recording year on year overall improvement in test and examination results by schools (all Key Stages have improved and performed significantly better than statistical neighbours and nationally) and a high and increasing number of schools receiving good/outstanding judgements from Ofsted inspections

Achieve Economic well-being

Improved outcomes:

• by expanding the number of early years places for 2 and 3 year olds, with improvements in the quality of provision and the number of qualified staff working with young children (between March 05 and 07 the take up of formal childcare by low-income working families increased by 3% this has been a steady improvement. 56% of providers were graded ‘outstanding’ and ‘good’ in their judgement and 29% ‘satisfactory’)

• by increasing the number of young people in any form of education, employment or training (in 06/07 76% of YP participated in EET, this had increased to 80% in Jan 09)

• by expanding the number of modern apprenticeship places available locally – (e.g. the LA is providing 9 placements for the new Young Apprenticeship qualification which is undertaken by KS4 students in Havering schools)

• by increasing the number of young people achieving level 2 and 3 qualifications or above by age 19 (4% increase in achievement at L2 and 2% increase in achievement at L3 between 05/06 and 06/07 academic years)

Make a Positive Contribution

Improved outcomes:

• by undertaking an extensive programme of education in schools and the wider community designed to reduce the likelihood of anti social behaviour (In Dec 08, 78% of YP ceased to cause ASB compared to 65% from the previous period)

• by schools having continued to develop the School Council model, providing C&YP with the opportunity to make their views heard (Tellus 2008 showed that 24% of YP gave their views to a school council regarding their local area; this is 5% more than the national average)

• by increasing the number of young offenders participating in education, training and employment (between 06/07 and 07/08 there was an increase of 10% of YO participating in EET)

• by increasing the number of C&YP who say that they have been involved in decisions that affect them, including vulnerable groups e.g. children in care (97% of children in care have participated in their statutory review. Tellus 2008 shows that 59% of C&YP said that their views were listened to in the running of their school a great deal or a fair amount, and 26% said they were listened to about the local area)

• by involving more young people in participating in and helping to develop cultural and play provision; for instance through shaping priorities for library refurbishment and development of play facilities
The National Plan for children and young people

The National Children’s Plan, ‘Building Brighter Futures’, which was published in 2008 set out the government’s ambitions for improving children and young people’s lives. It contained the national priorities and goals for children and young people, including their families, for the next ten years.

The National plan is built on five key principles:

- **Parents** – Government does not bring up children – parents do
- **Enjoyment** – Children and young people need to enjoy their childhood
- **Potential** – All children have the potential to succeed
- **Prevention** – It is always better to prevent failure than to tackle a crisis later
- **Responsive services** – Services need to be shaped by and responsive to children, young people and their families

The National ‘Every Child Matters’ Outcomes Framework sets out the detailed aims for all children and young people around the five main ‘Outcomes’ of:

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Making a Positive Contribution
- Achieving Economic Well-Being.

These principles, aims and objectives also underpin Havering’s C&YP plan and the way we have organised our priorities.
Our Vision and Principles for Havering’s Children and Young People

‘Havering: a place where every child and young person matters’

Working in partnership, learning together and sharing effective practice are key aspects of our way of doing things in Havering.

Strong partnerships between all those involved in working with children and young people and their families from all parts of the community have helped to ensure growing opportunities for and success of young people in Havering.

The Havering Children’s Trust is committed to improving outcomes for children and young people through early intervention and preventing serious problems from developing. Increasingly, we are aiming to identify those children and young people who are vulnerable or at risk as soon as possible. We want to prevent them from experiencing difficulties in their lives by taking action early before problems become serious and entrenched.

Our vision, therefore, is that:

Havering is a place where all children and young people are valued and safe, feel good about themselves and each other, enjoy life to the full and are given every opportunity to achieve their full potential, and encouraged to contribute positively to their community.

This will be underpinned by:

• giving all children and young people the best possible start in life, ready for school and ensuring their on-going physical, emotional and mental health;

• ensuring children are and feel safe from maltreatment or abuse, domestic violence, bullying, crime, or environmental dangers;

• ensuring that all children and young people attend school, are able to enjoy their education and maximise their potential throughout their schooling;

• ensuring that all children and young people have access to a broad range of excellent cultural activities and experiences as part of their everyday lives;
• encouraging all children and young people to make a positive and enterprising contribution to society, by behaving well, developing positive relationships and engaging in decision making about their own lives and their community;

• encouraging the ‘voice’ of vulnerable children and young people and providing targeted support to meet their individual or group needs;

• providing advice and practical and emotional support for parents and carers from pre-conception;

• maximising opportunities for young people to secure access to and progress in their education, training and employment and create sustainable futures.
To achieve the intended outcomes and our vision the Havering Children’s Trust and its partners will continue to focus on the way it has been developing services by:

- listening to and empowering all children, young people and their families when assessing and planning service provision;
- achieving even greater integration of all front line services for children;
- providing specialist and universal help to promote opportunity, with higher priority on preventing problems and acting early where problems arise;
- reshaping services around the child and family so that they are easy to access;
- sharing responsibility across agencies to safeguard children;
- further improving communication and sharing of information for all professionals; and
- teaching positive life skills to children and young people.

The principles by which Trust Partners will work to deliver this vision are:

- Excellence and equity in high-quality provision with early intervention and preventative support for all children, young people and their families;
- Effective consultation and communication with all partners, especially children, young people and their parents/carers, at the heart of our strategic thinking and action;
- Collective responsibility for safeguarding children, transcending agency and professional boundaries; and
- Action and planning serving current and future needs of our children and young people.
To arrive at the key priorities set out in this plan a range of partners engaged in a process that involved:

- A review of the work identified in the C&YP Plan over the past 3 years and the progress made.

- Capturing the continuing themes and activities from the current plan and the views and recommendations that have been expressed through national and local inspections of our collective local services.

- A review and capture of the national agenda, including plans, policies, initiatives and priorities, relating to C&YP, particularly the measures set out in the National Children’s Plan.

- A full review of data and information (including available outcomes from the Joint Strategic Needs Assessment) relating to national and local performance measures around C&YP services and outcomes, with analysis to identify areas of good performance and areas where performance could be better. This information can be obtained via Havering Council’s website or from the contacts listed at the end of the document.

- The themes and views expressed through a range of local forums and service user groups that relate to the C&YP agenda.

- A review of the views expressed by C&YP using, in particular, the results of the previous two years ‘Tellus’ surveys, summarising those areas in which C&YP expressed the most positive and least positive views about services and other aspects of provision.

- Organising a series of workshops, using Havering’s six locality areas as the focus (which are currently based around school groupings). Participation in those workshops was from across all agencies and partners (a range of Council Services; Health; Schools; Police; Colleges etc) and drew from all levels within those organisations. Over 80 people took part representing some 20 services. Using information provided in advance, the workshop participants were invited to challenge and review our collective work and achievement with C&YP and identify the areas of need and priorities that the C&YP Plan should be addressing over the coming years. The workshops were invited to consider whether identified priorities were the same for the borough and the locality. In practice there was only limited expression of ‘difference’ about the key areas of priority, but there was some variation in views about the degree to which a priority, or issue, was reflected in the needs of the locality.

- Organising a separate voluntary sector workshop for representatives from a range of voluntary sector partners in conjunction with HAVCO. In most areas similar views were expressed as came through from the other workshops about priorities, but with some important differences.

- The outcomes from those various processes were considered by the Children’s Trust which agreed the key priorities and objectives contained in the C&YP plan.

Our Plan - How our Plan and Key Priorities have been developed
The following themes are our starting point and will underpin all our work with and for children and young people in Havering.

- **Safeguarding**
- **Prevention and Early Intervention**
- **Reducing Child Poverty**
- **Narrowing the Gap between the highest achieving and the lowest achieving in our community**

These themes are in turn underpinned by the need to reform the collective children’s services workforce and develop robust integrated working practices that deliver improved outcomes for children and young people and their families.
What the Children’s Trust will do for children and young people and their families - Our priorities for action

In the following section we set out the key high priority areas and objectives for those engaged in leading, commissioning, supporting and delivering services to children and young people. A separate delivery plan sets out the individual actions and targets that will support and underpin the work of improving outcomes in the priority areas and objectives. Within each area we will seek to ensure that the needs for those most vulnerable in our community, e.g. children in care, those with learning difficulties or disabilities, are taken fully into account in the way in which services are designed and delivered, and/or where appropriate designed and focused solely on the needs of those concerned.

The Children’s Trust [Executive] will be tasked with developing the detailed plans that will deliver the objectives set out below.

**Be Healthy**

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<th>Key Priorities</th>
<th>Objectives</th>
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| Improve healthy lifestyles | • Reduce the identified levels of obesity  
                                  • Improve access and information by ensuring primary care is more young person friendly |
| Improve services and respite care for children and young people with learning difficulties and disabilities | • Develop an action plan to enhance and develop services for disabled children (Aiming High) particularly access to Speech and Language Therapy (SALT) |
| Improve the health of babies | • Increase the level of breastfeeding at initiation and up to 6 to 8 weeks |
| Improve emotional health and wellbeing | • Develop good practice and roll out programme of activity (SEAL) in schools  
                                            • Complete the Strengths and Difficulties Questionnaire (SDQ) for all children in care  
                                            • Improve access to Child and Adolescent Mental Health Services (CAMHS) towards a comprehensive CAMHS by 2014  
                                            • Reduce misuse of drugs, alcohol and smoking  
                                            • Target risky behaviour related to alcohol consumption  
                                            • Improve the availability and quality of drug education programmes accessed by schools  
                                            • Increase access to and use of leisure and sports facilities for young people, especially children in care (CiC)  
                                            • Improve the support for young carers  
                                            • Develop cultural activities that support wellbeing |
| Improve the sexual health of young people | • Reduce the rate of teenage conceptions by 2010  
                                           • Reduce the rate of teenage pregnancies  
                                           • Increase the take up of Chlamydia screening by young people |
### Stay Safe

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<th>Key Priorities</th>
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| **Reduce the risks of accidental injury or death** | - Run a public campaign discouraging parents from allowing babies to sleep in their bed especially when parents are under the influence of alcohol  
- Develop services in children’s centres around road safety and safety in the home for parents of young children |
| **Strengthen anti-bullying practices** | - Develop an action plan based on the Children’s Trust new anti bullying strategy and run a public campaign to ensure impact |
| **Reduce the risk of maltreatment or neglect by improving recognition and response to such issues by professionals** | - Review and improve training, use of procedures, and protocols, and improved assessments  
- Reduce the number of inappropriate referrals and ensure CAF processes are used appropriately  
- Strengthen multi agency and integrated working practices around child protection  
- Reduce the number of CIC  
- Develop improved packages of targeted services for vulnerable families supported by universal services |
| **Improve personal safety and safety in the community** | - Decrease the chances of YP becoming victims of crime by increasing the number of YP taking part in positive activities as part of an overall approach to community cohesion  
- Reduce the fear / perception of ASB through increased intergenerational contact and positive publicity  
- Develop a C&YP risk awareness/ risky behaviour programme which also tackles the fear of crime  
- Secure enhanced engagement of Safer Neighbourhood teams with schools and other services that work with C&YP |
| **Improve security and stability for Children and Young People** | - Strengthen tracking and reporting arrangements for children who may be missing  
- Improve the stability of placements for children in care  
- Improve the number of children in care who are adopted |
## Enjoy and Achieve

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<th><strong>Key Priorities</strong></th>
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| **All children ready for school**                      | • Ensure that all pre-school children have access to appropriate provision  
• Ensure that all vulnerable children are identified by the Easter before they are due to start school  
• Ensure that schools are made aware of the vulnerable children due to join them in September and plan accordingly |
| **All children and young people to attend and enjoy school** | • Reduce the number of young people who are receiving education, otherwise than at school or alternative provision  
• Secure higher levels of attendance at school  
• Young carers are enabled and encouraged to attend school and helped to reach their full potential  
• More schools judged highly (good/outstanding) by Ofsted  
• Ensure that all vulnerable young people due to transfer to secondary school are identified, that their receiving schools are alerted and they plan accordingly  
• Reduce the number of permanent exclusions from schools |
| **Achieve stretch national educational standards at primary and secondary school** | • Improve educational outcomes for children and young people from deprived backgrounds and/or vulnerable groups whilst maintaining good results for all  
• Modernise the school educational estate to support improvement in educational standards and ECM outcomes |
| **Achieve personal and social development and enjoy recreation** | • Increase access to breakfast and after school activities  
• Increase access to sport and leisure through schools  
• All young people, especially the most vulnerable, to have improved access to appropriate cultural activities including local sport and leisure, parks facilities  
• Encouraging and supporting access to positive activities through a support package for YP, in particular residential opportunities for Positive Activities for Young People (PAYP) style programmes  
• Improve opportunities and participation in sports arising from the Olympic development programmes |
### Positive Contribution

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| Engaging and empowering the voice of targeted vulnerable young people to influence and shape services, activities and facilities available for young people | - Implement the “Hear by Right” standards  
- Havering Children in Care Council to contribute to policy and practice development  
- To involve the most marginalised YP in ‘Local Democracy’ through the work of the Youth Council, Youth Action Groups and School Councils  
- Review and adjust the corporate parenting strategy to reflect the requirements of Care Matters  
- Involve YP in the development of locality based multi agency working processes and teams  
- Ensure that young carers are supported to express their views and participate in the planning of activities and development of the service  
- Develop Person Centred Transition Plans for C&YP with Learning Difficulties and Disabilities (LDD)  
- Increase the rate of C&YP participation at CIC reviews |
| Intervene with young people who are becoming involved in bullying, anti-social behaviour, crime or discriminatory behaviour, wherever this occurs in the borough and provide constructive alternatives to assist young people to develop good relationships with their peers and communities. | - Develop specific programmes to support C&YP becoming engaged in crime or anti social behaviour in schools or community  
- Reduce ASB at locations associated with target groups of YP; improved public confidence in performance of partnership services  
- Young people signed to ABCs no longer causing concern sufficient to need further action within 6 months – improved behaviour resulting from successful engagement with support programmes  
- Improve understanding about ASB by young people through work in schools and other provision  
- Roll out Targeted Youth Support across localities  
- Review and extension of police led joint intelligence initiative around C&YP known to be engaged in crime  
- Reduce first time entrants to the Youth Justice system |
| Enable young people to develop positive and enterprising behaviour, to ensure that they can then learn to be self-sufficient, leading to successful pathways in life, especially targeting young people who are more vulnerable. | - Further develop and apply the local participation strategy for YP  
- Young carers enabled to make a positive transition into adulthood  
- Development of Enterprise activities involving young people |
| Support young people to be part of the development of their communities | - Improve opportunities and participation in volunteering, community activities and involvement in the decision-making structures that affect the lives of C&YP  
- Young people involved in voluntary projects directly addressing ASB and or Community safety issues or challenging negative perceptions of young people |
### Achieve Economic Well-being

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<th>Key Priorities</th>
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| **Reduce the risks of young people failing to enter or remain in education, employment or training on leaving school** | • Provide more opportunities for work based learning, high quality modern apprenticeships, and diploma lines  
• Increase the number of YP from low income backgrounds who go onto Higher Education  
• Reduce the number of 16-18 year olds Not in Education Employment or Training (NEET), including targeting specific groups  
• Improve Information Advice and Guidance (IAG) to young people, including vulnerable groups, by increasing the level of differentiation  
• Implement the Havering Pledge encouraging Children in Care to continue their education and training to help them into employment |
| **Increase the proportion of young people who participate successfully in Further & Higher Education and training** | • Increase the proportion of young people, including those from vulnerable groups (e.g. those leaving care), that attain Level 2 outcomes  
• Increase the proportion of young people, including those from vulnerable groups, who attain Level 3 and Level 4 educational outcomes |
| **Improve the housing opportunities for young people** | • Develop wider accommodation opportunities to improve transition arrangements for young people, including those from vulnerable groups, into housing |
| **Reduce the impact of child poverty through the use of targeted services** | • Increase the provision for childcare and early years and the level of access to targeted services |
A key role of the Children’s Trust is to ensure that all partners who are engaged in supporting the development and well being of C&YP commission services, from whatever source (public, private or voluntary sectors), in a manner that focuses on their needs in a joined up way. In some cases that may involve full joint commissioning and in others aligned or separately commissioned services, through well defined and clearly expressed service specifications. However defined and delivered, the Trust exercises a challenging and monitoring role over what is delivered and what outcomes are achieved.

Some good progress has been made on areas of joint commissioning by local partners. The Government’s plans to strengthen the role of Children’s Trusts, coupled with developing local practice, will require the joint commissioning approach to be broadened and reinforced as the model for the future in many areas where services need to be focused on the whole child or young person and their family.

The Children’s Trust will also wish to develop increased use of agreements to align or pool budgets from the various partners to ensure that the best possible services are commissioned and delivered to C&YP.

During the first year of this new plan it is the intention of the Children’s Trust to undertake more detailed mapping and identification of services and budgets across partners and agencies to better inform the Trust’s aspiration to develop a world class strategic commissioning model.
How we will monitor our performance

There are a number of separate, but interrelated, routes and processes by which the Children’s Trust will challenge and monitor the work of partners for its beneficial impact on the lives of C&YP.

- The Government’s National Indicator set will be the prime source for measuring the overall performance of services delivered for the benefit of C&YP in Havering and the measurable impact of those services on their lives. They are set out in more detail in the separate Children and Young People’s Delivery Plan.

- Additionally, every objective linked to a priority in the C&YP Plan has an action(s) and target which can be measured.

- The Children’s Trust will continue to receive regular performance management reports on all the activities and targets that relate to and impact on outcomes for C&YP.

- The Havering Strategic Partnership will receive regular reports on the performance against Local Area Agreements, including those that relate to C&YP, with the latter also being reported to the Children’s Trust.

- Currently the Council’s Cabinet and the NHS Havering Trust Board formally approve the C&YP Plan and currently exercise executive control and formal scrutiny processes.

- Individual partners and agencies will continue to manage and report on performance within their respective organisations.

- The Children’s Trust will conduct an annual assessment of its work giving particular emphasis to the quality of its partnerships and commissioning arrangements and how they are contributing to the improvement of outcomes for C&YP.

- Additionally, regular meetings take place with government agencies and inspection bodies at which performance is explored and challenged and all children’s services activities will continue to be subject to formal inspection or assessment.
How our work links to other plans

The Havering Sustainable Community Strategy embodies the collective vision and key areas for action of the Havering Strategic Partnership. The Havering Children’s Trust is a theme group of that strategic partnership and the Trust’s Children and Young People’s Plan is designed to support the delivery of key priorities set out in the Sustainable Community Strategy.

The Children and Young People’s Plan also links with and supports or is supported by the activities set out in the following plans and strategies:

- ‘Living Ambition’ Havering’s 20 Year Vision
- NHS Havering Commissioning Strategic Plan
- Crime Reduction Strategy
- LSCB Strategy
Appendices

Chart of Children’s Trust and its Partnership Groups

A list of Children’s Trust Board Partners
- London Borough of Havering
- NHS Havering
- Havering Metropolitan Police
- HAVCO (Voluntary sector)
- Havering Schools
- Havering Colleges

A list of Children’s Trust Executive Regular Partners
- London Borough of Havering, covering Social Care and Learning; Integrated Youth Services; Youth Offending; Culture and Leisure; Regeneration
- NHS Havering, covering Commissioning; Primary Care Trust – General Practice
- Havering Metropolitan Police
- HAVCO, representing voluntary and community sector
- Havering Schools
- Learning and Skills Council
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<th>Glossary of Terms</th>
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<td><strong>ABCs</strong></td>
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<td><strong>‘Aiming High’</strong></td>
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<td><strong>Aligning or pooling of budgets</strong></td>
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<td><strong>ASB</strong></td>
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<td><strong>CiC</strong></td>
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<td><strong>Community Cohesion</strong></td>
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<td><strong>Corporate Parenting Strategy</strong></td>
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This is the Havering Children’s Trust, Children and Young People’s Plan.
It sets out our vision and our priorities and objectives for the period 2009/2011.
If you would like to see this document in your preferred language, please tick the appropriate box, complete your name and address and return the whole document to the address below.

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