

A photograph of a young child with dark hair, wearing a grey t-shirt and blue patterned pants, being held by an adult. The adult's legs and hands are visible, supporting the child. The child is looking down. In the background, there is a wooden basket filled with colorful toys and a white playpen with a patterned top. The scene is set indoors with bright, natural light.

Roadmap to Excellence

Children, Families and Education Plan for Improvement 2023-26

102645 (1.24)



Lambeth



Contents

1 Foreword	3
2 Vision and Values	4
3 Governance Framework	5
4 How do we know the work we are doing with families is effective?	6
5 Improvement Plan	8
6 Key areas of improvement	28

About this document

Title: Roadmap to Excellence
Purpose: To set out how Lambeth will deliver improved services for children and families
Updated by: Eibhlin McInerney, AD Transformation and Improvement
Approved by: Andrew Carter, Corporate Director, Children, Families and Education
Date: December 2023
Version number: 2.0
Status: Final Draft
Implementation date: Immediately
Review Date: December 2024





1 Foreword



This is a three-year plan to deliver excellent services and this document sets out how what we are going to achieve in the first, second and third years.

We will ensure that children and families' needs are met and delivered in an effective, timely and responsive way.

We will work with our children and families and with other partners to ensure that we hold each other to account for the delivery of our services, and to ensure that whatever we do has a positive impact on the outcomes achieved for them.

Our plan is clear: initially, we will focus on doing the basics really well and gathering feedback from children and families along the way, to measure progress and impact. We will use this as a foundation to build on and challenge ourselves, creating step change until we are providing excellent services for all children and families.

Andrew Carter

Corporate Director, Children, Families and Education

“
Lambeth will
be the best
borough for
children to grow,
develop and
become adults.”

**Lambeth Children, Families and Education
Improvement Plan Vision Statement**





2 Vision and Values

Our Vision

Our Borough Plan, **Lambeth 2030: Our Future, Our Lambeth**, guides the borough's work across council services and partnerships to ensure we all focus on the priorities of our residents. It has been shaped throughout 2022-23 as the council worked with partners, local organisations, and residents to decide our shared ambitions – and the challenges Lambeth needs to address.

It sets out three key ambitions for Lambeth by 2030:

- 1. Making Lambeth Neighbourhoods Fit for the Future**
- 2. Making Lambeth One of the Safest Boroughs in London**
- 3. Making Lambeth A Place We Can All Call Home.**

These three interlinked ambitions are connected by a 'golden thread' – which is a relentless focus on ensuring Lambeth future as a Borough of Equity and Justice.

Within the Children, Families and Education directorate we want the best outcomes for our children and our vision is:

Lambeth will be the best borough for children to grow, develop and become adults.

This shared vision is ambitious and sets out the desire of staff and partners to achieve great things in Lambeth for our children and young people.

We can only support our children and families holistically if we do so with multi-agency partnership and with a collective understanding of the needs and risks to each individual, and their experiences, views and wishes – 'we are stronger together'.

A key programme we are delivering to realise this vision is through our partnership with UNICEF UK to become a recognised child friendly borough. We spoke to over 1500 children and young people who told us that we should prioritise having their voices heard and supporting them to feel safe and secure in a child friendly community, where they feel welcome and supported. We are working towards ensuring the rights of children and young people are at the heart of everything we do.

Underpinning this, is a commitment that all children and young people, regardless of their background, culture, ability or anything else want to feel welcome in Lambeth, to have the same opportunities to grow, learn, explore and have fun and are protected from discrimination, including sanctuary seeking children and families.

Where needed, effective early help and good quality interventions when problems first appear are vital to prevent problems escalating. We will intervene with children and families at the right time and develop understanding of risks to children, their lived experience and withdraw support as soon as we are confident they can support themselves independently. We will listen to children and build high quality relationships with them, their parents and their carers.

Our Values

As children are at the heart of what we are trying to achieve, we asked staff what we want our children and families to say about us and the way we work with them and with our partners. These have been encapsulated as our values and our core behaviours:

- We value the practitioner relationship with our children and families
- We value our professional relationships with each other
- We value collaboration and the contribution each of us make
- We value innovation, creativity and autonomy.



3 Governance Framework

To oversee our improvement plan, we have various board meetings across the service which form what is known as our 'governance framework' outlined below. It is important that we know the work we are doing is making a difference for children and families. We have divisional standards and performance indicators which set out how we measure impact. We ensure accountability and oversight for this through our robust governance structure.

Children's Services Improvement Governance Board

Strategic Assurance Meeting (Children's Social Care)

SEND Strategic Partnership Board

Youth Justice Service Strategic Board

Lambeth Together Children & Young People's Alliance Board

Joint Strategic Oversight Board



Local Safeguarding Children's Partnership

The LSCP board includes key partners such as Children's Social Care, Police, Health and Education. It is independently chaired and holds the partnership to account.



4 How do we know the work we are doing with families is effective?







5 Children, Families and Education Improvement Plan

We have developed a comprehensive three year improvement plan from across our social care services, education and learning services, and integrated childrens commissioning and youth services through collaboration with practice leads, subject matter experts, delivery and enabling teams within the council and with partners, and through consultation with Members, senior management, the Safeguarding partnership, foster carers and our Corporate Parenting board, as well as and most importantly with children and young people looked after and care leavers.

Priority 1: Excellent Help and Protection

Action	Where identified	Outputs	By when	Intended outcomes
1.1 Deliver our Early Help Partnership Strategy to ensure that families have access to the right support, advice and help at the right time.	CS Business Plan	<ul style="list-style-type: none"> • Improve access to early help information, advice and support including a simplified early help toolkit • Develop effective systems using data and technology to enhance our early help offer, including a family feedback portal • Develop creative approaches to working with schools including new communications campaign and refreshed outreach offer. 	March 2024	Reduced number of children being referred into children's social care, needs being met at home with their families.
1.2 Ensure child in need and child protection plans are collaborative, focused and SMART to ensure that children are kept safe.	Audit reports Ofsted AOI1 (AOI1.5)	<ul style="list-style-type: none"> • Partners in Partners in Practice 2023 programme rollout of Motivational Practice Training to all social work qualified staff • Training on purposeful planning included in dynamic training plan • Monthly Audits to assure assessments and plans engage fathers, male partners and non-resident partners • Audit programme refreshed that consistently delivers monthly audits completed on CIN and CP plans assuring quality • Mosaic optimised to enable practitioners to document work in a timely way • Review and implementation of CWD Threshold Criteria • Social care thresholds reviewed and re-implemented • Complete pilot of placing additional business support within child protection teams and analyse learnings to determine impact and identify further optimisation • Implement revised Case Transfer Protocol setting out a clear process and timescales for moving cases between 	March 2024	Families and professionals are clear about thresholds, risks and the actions to mitigate them and when a child might be stepped down to Early Help or stepped up to proceedings.



Priority 1: Excellent Help and Protection

Action	Where identified	Outputs	By when	Intended outcomes
		social work teams <ul style="list-style-type: none"> • Undertake consultation of Children With Disabilities (CWD) Levels of Need • Refresh and implement CWD Levels of Need. 		
1.3 Initiate pre-proceedings for children that are timely, effective and subject to rigorous oversight.	Ofsted AOI 1 (AOI1.1)	<ul style="list-style-type: none"> • 3-year Family Group Conferencing Strategy implemented • New audit programme implemented that consistently delivers monthly audits of cases in pre-proceedings to review quality, consistency and timeliness • Weekly Legal Gateway Panel chaired by Director, CSC implemented ensuring oversight of care proceedings • Care Episode Panel chaired by Director, CSC established ensuring oversight of pre-proceedings • Public Law Outline (PLO) tracker reviewed and optimised • Practice surgeries delivered to CSC on the quality of court applications • Implementation of consistent monthly review of cases in pre-proceedings and PLO to reduce drift and delay • Implement monthly reporting on compliance and timeliness into the Strategic Assurance Meeting and Children's Services Improvement Governance Board to ensure oversight by Senior Leaders and Partners. • Approved business case for new contact and assessment centre to deliver parenting assessments in-house • Training on thresholds delivered by LSCP to all partners • Mosaic optimised to enable practitioners to document work in a timely way • Development of a Resource Hub for pre-proceedings and care proceedings for social workers • Implement mandatory learning to improve quality of social work evidence • Explore extension of advocacy to children subject to pre-proceedings • Explore potential benefits of a multi-disciplinary family work hub. 	March 2024	Children and families experience fewer delays in the pre-proceedings process achieving timelier outcomes. Parents feel respected and communicated with throughout the process and understand the reasons for proceedings.



Priority 1: Excellent Help and Protection

Action	Where identified	Outputs	By when	Intended outcomes
		<ul style="list-style-type: none"> Engagement with partners to identify how best to strengthen and adopt a multi-disciplinary approach in pre-proceedings Review of pre-birth protocol and related procedures to ensure timely and early completion of pre-birth assessments and intervention See also Action 3.2 and 3.3. 		
1.4 Undertake targeted support at the edge of care to prevent young people coming into care when appropriate and to help rehabilitate them home.	Self-evaluation (SEF) Sufficiency Strategy	<ul style="list-style-type: none"> Edge of Care work programme delivered Edge of Care scope reviewed to identify additional opportunities to support young people. 	March 2024	Increase in the number of children supported to stay at home.
1.5 Strengthen work with Adult Social Care to provide robust planning of transitions for children with disabilities.	Ofsted AOI 4 (AOI4.1) SEND and Inclusion Strategy	<ul style="list-style-type: none"> Joint decision to proceed with development of business case for 0-25 service Children With Disabilities service structure reviewed and improvement plan published Children With Disabilities Specialist Panel created to oversee all children with disabilities cases, ensuring that every child has been reviewed and that care plans for children are child-focused and with impact-based outcomes Enhanced performance data-sharing processes with Adult Social Care including tracking process in place for Children due to transition in 2023/24 Regular quarterly reporting on compliance and timeliness into Joint Strategic Oversight Board and through joint corporate performance indicators Full review of the CWD service that explores how we structure a joint service that will provide best outcome for CWD between 0-25; with approved business case including new service structure and implementation plan Commence implementation of agreed service structure. 	March 2024	<p>Children's needs will be met in a planned way as they reach adulthood and they and their families will know what to expect and what resources they will be able to access.</p> <p>Children's care needs will be determined in a compassionate and transparent way.</p>



Priority 1: Excellent Help and Protection

Action	Where identified	Outputs	By when	Intended outcomes
1.6 Ensure that the voice of children is within all assessments, chronologies and reports.	Complaints (children and families)	<ul style="list-style-type: none"> Targeted audits to establish the extent of the child's voice in assessments and to monitor effectiveness Mosaic report templates optimised to prompt practitioners to reflect on the voice of the child Mosaic enhanced to ensure chronology work begins at the front door New Children's Services Participation Strategy for children, young people, families and carers developed which ensures consistency, accessibility and optimal channels for communication, participation and feedback. 	April 2024	Children's views and opinions are at the heart of considerations about the support and services that are delivered.
1.7 Contribute to delivery of key priorities for children and families within the Health and Wellbeing Strategy.	Health and Wellbeing Strategy 23-28 / CFE Business Plan	<ul style="list-style-type: none"> Deliver Family Hub Transformation Programme Develop Lambeth's 'Start for Life' offer. 	March 2025	More children are achieving a good level of development by age five.
1.8 Strengthened oversight by Child Protection Conference Chairs.	Ofsted AOI 5 (AOI5.3)	<ul style="list-style-type: none"> Service plan implemented to improve completion of Child Protection Conferences and Review Conferences within timescales (100% target) Service plan implemented that will drive greater CPC oversight of plans and the progress against plans Reporting to provide CPC oversight of attendance by multi-agency partners at Core Group Monthly service audits on CPC footprint on children's cases files noting any escalations to team managers. 	May 2023	Children's voices and lived experiences are clearly heard, understood and addressed throughout the Child Protection process.
1.9 Ensure children attend safe and inclusive schools and educational settings at every given opportunity to maximise learning opportunities and achieve excellent outcomes.	DfE Review	<ul style="list-style-type: none"> Sign off Attendance Vision and Strategy Develop and commence delivery of Attendance Action Plan Report Attendance Action Plan progress to DfE. 	September 2024	Greater assurance of children and young people accessing education and learning opportunities.



Priority 1: Excellent Help and Protection

Action	Where identified	Outputs	By when	Intended outcomes
1.10 Ensure that the recommendations from the Partner in Practice LADO Review are actioned.	LADO Review	<ul style="list-style-type: none"> • Develop a Quarterly LADO stakeholder group • Undertake an audit of 30% of referrals regarding private life matters • Ensure the recommendations and written processes are clear to both commissioning team and brokerage following a LADO allegation. • Ensure that the Children's LADO leaflet is widely shared with partner agencies as required. <p>Streamline the LADO Management Information System</p> <ul style="list-style-type: none"> • Consider how the subsequent ASV meetings are recorded to ensure they are concise and clear about actions moving forward • Correspondence from the LADO to be concise and clear <p>Professional leaflet to be developed about expectations of ASV meetings.</p>	December 2024	Increased assurance of thoroughness, timeliness and fairness of management of allegations against adults who work with children.

Priority 2: Excellent response to vulnerable groups, tackling CSE, missing and gangs

Action	Where identified	Outputs	By when	Intended outcomes
2.1 Improve take-up of return home interviews, closely monitoring this to establish the impact of these in safety planning for children who go missing.	ILACS AOI 3 (AOI3.1)	<ul style="list-style-type: none"> • Revised process and recording of RHIs on system to ensure transparency between RHI workers and SWs and to continue to improve on the increasing rate of RHI completion • Increased RHI worker capacity within Contextual Harm Hub established from FY 2023/24 • Revised Risk Matrix developed in Mosaic and launched across the services • Updated performance dashboard developed for missing children and young people • Improved practice guidance on RHIs uploaded to the Practice Toolkit. 	June 2023	Children will be safer because professionals will have a better idea of the current risks and push/pull factors that are encouraging children to go missing.



Priority 2: Excellent response to vulnerable groups, tackling CSE, missing and gangs

Action	Where identified	Outputs	By when	Intended outcomes
2.2 Review the systems, processes and monitoring we use with our partners to have oversight of children at risk of extra-familial harm and to increase our disruption activity.	Self-evaluation (SEF) ILACS AOI 3 (AOI3.2)	<ul style="list-style-type: none"> • 12-month review of Contextual Harm Hub with evidence based good practice and update of service improvement plan • Joint oversight with partner agencies and greater potential for co-ordinated disruption activity • Robust performance data and monitoring systems developed that are embedded in governance framework • Align our work on reducing contextual harm with our SEND strategy to support our children who are vulnerable • Joint Education and Social Care review of children who have not returned to school since the pandemic. 	November 2023	Children will experience a more timely response to their safety.
2.3 Delivery of the Youth Justice Service Improvement Plan.	HMIP Recommendations	<ul style="list-style-type: none"> • Provide sustained strategic direction to make sure that protocols across the partnership are consistently applied and understood • Embed the voice of the child in service planning and delivery • Accurately assess the risk to a child or young person's safety and wellbeing and risk of harm to others, and make sure that all risks are reviewed and managed effectively • Reduce the levels of disproportionate representation of black and Children Looked After • Ensuring Out of Court interventions are of a high quality • Monitor all young people with education, health and care plans to ensure that they have their identified additional needs met, especially for those children and young people who are in transition from custody to the community • Develop clear victim and restorative justice processes to meet the needs of potential and actual victims and ensure that opportunities for restorative justice are fully considered in every relevant case • Establish a comprehensive system of early identification of exploitation and harm • Reduce the number and duration of children detained in police custody 	April 2025	All children open to the Youth Justice Service receive appropriate screening and intervention.



Priority 2: Excellent response to vulnerable groups, tackling CSE, missing and gangs

Action	Where identified	Outputs	By when	Intended outcomes
		<ul style="list-style-type: none"> • Reduce custodial remand where appropriate • Provide additional support to children and young people whilst in custody. 		
2.4 Work with schools and partners to adopt and deliver on our Borough of Sanctuary principles.	Borough of Sanctuary	<ul style="list-style-type: none"> • Bi-monthly Sanctuary and CSC Community of Practice meetings in place focusing on coordination of internal processes, sharing of info on changing policy, identification of funding opportunities, highlighting of complex cases, and sharing of best practice • UASC Pledge meetings held to focus on assessing and implementing where appropriate the pledges put forward by SLRA and Lambeth Citizens for best practice in supporting unaccompanied asylum-seeking children and children with insecure immigration status • At least 75% of UASC team to undertake London Asylum Seekers Consortium (LASC) training and South London Refugee Association (SLRA) additional training. (Sanctuary, NRPF and Customer Centre teams to also undertake this training) • £100 uniform and school supplies reimbursement policy for all Lambeth schools. 	June 2024	Children who are sanctuary seekers receive high quality support and care.
2.5 Deliver the Contextual Safeguarding Plan 2023-2025.	Contextual Safeguarding Review	<ul style="list-style-type: none"> • Work in partnership with young people to co-produce services that meet young people's needs and experiences • Better understand and address the harm young people face in extra familial relationships and contexts. • Ensure Practice is anti-oppressive and trauma responsive • Improve child protection tools and processes to protect children from extra-familial harm • Define individual agencies roles and responsibilities • Provide multi-agency support to help children who are vulnerable to exploitation to succeed in education, employment and training. 	March 2025	Children will be safer in their local communities and will have tools to help them stay safe from criminal and sexual exploitation.



Priority 3: Excellent experiences and progress for children in care

Action	Where identified	Outputs	By when	Intended outcomes
3.1 Extend our existing listening and consultation with our children looked after and care leavers to ensure their voices are at the heart of our services.	Children in Care Council (VOS) ILACS Report 2022 – engagement	<ul style="list-style-type: none"> • New Children's Services Communications and Participation strategy for children, young people, families and carers developed which ensures consistency, accessibility and optimal channels for communication, participation and feedback • Participation and engagement integrated into performance governance framework and monthly reporting • "You said, we did" reporting implemented as part of governance framework • New Terms of Reference for the Children in Care Council established • Participation resources added to the Practice Toolkit and promoted to the service • "Experts by Experience" Panel implemented. 	December 2023	Children and young people influence the decisions made by the Council and report greater satisfaction with participation and engagement.
3.2 Develop a more robust approach to ensuring the timeliness, oversight and effectiveness of care proceedings.	ILACS AOI 1 (AOI1.2)	<ul style="list-style-type: none"> • Care Episode (Entry) Panel chaired by Director, CSC established ensuring oversight of care proceedings • 6-month review of Court Progression Service redesign project and development of next iteration based on learning and impact to date • Improved relationship with local private law solicitors • Weekly Legal Gateway meeting implemented ensuring oversight of care proceedings • Create additional capacity for key roles to support improvements in social work evidence and proactive case management with Court Progression Managers and pre-proceedings lawyers • Continue work with Central Family Court Designated Judge to ensure cases are listed and partners in South London Care Proceedings Project (SLCPP) • Participate in pilot announced by DfE and Cafcass for early meetings with court appointed children's guardians 	April 2024	Children experience fewer delays to care proceedings. Governance improves line of sight for managers and reduces incidences of repeat care proceedings.



Priority 3: Excellent experiences and progress for children in care

Action	Where identified	Outputs	By when	Intended outcomes
		<ul style="list-style-type: none"> Revise the escalation procedure and introduce an automatic non-compliance, court re-timetable application process 12-month review of legal gateway process and procedures Completion of new policy document and workflow for Supervision Orders See also Action 1.3 and 3.3 Care proceedings tracker reviewed and optimised. 		
3.3 Develop a more robust approach to ensuring the timeliness, oversight and effectiveness of children's plans for permanence.	ILACS AOI 1 (AOI1.3)	<ul style="list-style-type: none"> Care Episode (Entry) Panel chaired by Director, CSC established ensuring oversight of plans for permanence More robust monitoring of plans for permanence implemented in advance of the second CLA review Continue to review and refresh use of our IRO alerts within Mosaic to better address any drift, delay and poor quality of plans for permanence See also Action 1.3 and 3.2. 	June 2023	<p>Children will have their permanence secured in a timely way.</p> <p>Reduction in the number and duration of unregistered placements.</p>
3.4 Promote the best possible health and wellbeing outcomes for our children in care.	Lambeth's Health and Wellbeing Strategy	<ul style="list-style-type: none"> Introduce weekly operations meetings on initial and review health assessments to ensure they are completed in line with statutory guidance Referral processes are optimised through recording system access for health partners Enhance recording of SDQs in Mosaic and promote completion of these to ensure they are undertaken for all children and young people in care Borough-wide children and young people's mental health and emotional wellbeing needs assessment produced. 	March 2025	Children's health and wellbeing including their emotional health and wellbeing will be supported so that they have the best possible health outcomes.



Priority 3: Excellent experiences and progress for children in care

Action	Where identified	Outputs	By when	Intended outcomes
3.5 Undertake high quality life-story work for all children with a longer-term plan.	ILACS AOI 7 (AOI7.1 and AOI7.2)	<ul style="list-style-type: none"> • Practice guidance for practitioners on life story work is created and published on the practice toolkit • Dedicated life story work practitioner located in the 16+ Independence service • Commence regular and direct consultation with young people about life story work • Mosaic includes an option for a 'Life-story work case note' to improve capture of information • Mosaic supervision form template updated to capture life-story work progress • Provide additional training and support for Foster Carers in recording life-story work and embed in annual foster carer training plan • Regular and consistent training and development opportunities in relation to life story work • Improved reporting mechanisms to incorporate a view of all life-story work in progress which can be used in case supervision and CLA reviews • Regular audits of life-story work included in the Audit Programme which ensure that there is good quality work ongoing • Case supervision and management oversight reflects discussions on the quality of life-story work on every case record of children looked after. 	August 2023	Children will know about their story of how they came into care and will have support to understand this.
3.6 Ensure we provide the right services and support to meet identified needs of Children Looked After.	Corporate Parenting Strategy 2021-2024 ILACS AOI2 (AOI2.1)	<ul style="list-style-type: none"> • Co-produce a robust Corporate Parenting Annual Business Plan • Create and implement a refreshed young person's guide on coming into care • Apply a young inspectors programme to enable children looked after to inspect service delivered to them • Promote greater uptake of substance misuse provision by children looked after • Exploration/analysis of adopting an 'opt out' approach to Advocacy for CLA and Care Leavers. 	April 2024	Children will have safe and stable homes and communities, being able to access the right support. They will be supported to achieve high aspirations.



Priority 3: Excellent experiences and progress for children in care

Action	Where identified	Outputs	By when	Intended outcomes
3.7 Strengthened oversight of children's needs by independent reviewing officers.	Ofsted AOI 5 (AOI5.2)	<ul style="list-style-type: none"> • IRO allocation within 24 hours of BLA including specific management instructions • IRO pre-review consultation work-step to be included in Mosaic to allow for recording and monitoring • Optimised admin processes in place to ensure children are contacted at least quarterly by IROs • Optimised admin processes in place to enable the service to achieve 100% of reviews within timescale • Systematic reporting on children's views gathered in consultation pre-review • IRO follow-ups on risk assessments and plans (including safety plans, health and education) and advocacy • IRO to evidence children in care and care leavers accessing entitlements • Promotion and engagement to enable more young people to chair their own CLA reviews. 	June 2023	Children find their independent reviewing officer to be strong advocates of their needs, wishes and feelings in relation to their time in care.
3.8 Delivery of our Sufficiency Strategy 2020-23 to provide secure, safe, high-quality placements for children looked after and care leavers.	Sufficiency Strategy 2020-23	<ul style="list-style-type: none"> • Improved commissioning arrangements which deliver outcome-focused placements • 20 new in-house foster carers recruited by March 2023 • Clear transition arrangements for young people aged 16 and over to support a successful move into independence • Improved performance monitoring systems ensuring information can reliably inform service delivery • Continue to ensure alignment of quality assurance processes between framework and non-framework placements (IICSA). 	December 2023	Children have stable placements closer to Lambeth or in Lambeth which means less disruption to their networks and education.



Priority 4: Excellent experiences and progress for Care Leavers

Action	Where identified	Outputs	By when	Intended outcomes
4.1 High quality and targeted multi-agency pathway plans are developed in collaboration with care leavers.	Corporate Parenting Strategy Mark Riddell Review	<ul style="list-style-type: none"> • Clear pathway for care leavers who require support from Adult Social Care embedded • Digital app in place enabling young people to add to and monitor their own pathway plans • Scaling embedded within pathway plans with front pages outlining the young person's aspirations • IRO involvement in the young person's plan up to age 25 (see 2.3) • Develop defined offer for care leavers and UASC with CAMHS and Adult Mental Health. 	September 2024	Young people will have confidence about their adulthood, including accommodation, independence and employability.
4.2 Support our care leavers to access work, further education or benefits, providing timely financial support.	Corporate Parenting Strategy Mark Riddell Review	<ul style="list-style-type: none"> • Ring-fenced internal internship and apprenticeship opportunities • Savings scheme for care leavers established • Greater number of opportunities identified through a strengthened EET working group. 	March 2024	Reduction in delays in accessing benefits and payments. Reduction in the number of NEET young people.
4.3 Deliver the recommendations arising from the housing needs analysis, ensuring that care leavers access housing of good quality.	Corporate Parenting Strategy Mark Riddell Review	<ul style="list-style-type: none"> • Deliver regular tenancy-ready training for Care leavers 18+ supported to support them to access their own tenancies • Establish alert processes for care leavers who may present as homeless • Core setting-up home goods provided outside of the allowance • Market engagement to identify opportunities to achieve value for money for the Council. 	March 2024	Care experienced young people will have housing that meets their needs and they will be prioritised for housing in Lambeth.



Priority 4: Excellent experiences and progress for Care Leavers

Action	Where identified	Outputs	By when	Intended outcomes
4.4 Increase awareness and uptake of the Local Offer for care leavers so that they understand their entitlements and access the right support.	Corporate Parenting Strategy Mark Riddell Review	<ul style="list-style-type: none"> • Introduce a monthly newsletter that provides up-to-date information on local offer and other opportunities • Review of local offer enhancements for young parents • Specific offer for young people leaving police custody put in place • Open door monthly forum for care leavers to talk directly to managers about their concerns. 	March 2024	Care experienced young people will have the certainty of their entitlements and will be confident that they can access the right support when they need it.

Priority 5: Achieving permanency for our children

Action	Where identified	Outputs	By when	Intended outcomes
5.1 Invest in and enhance our approach to the identification and assessment of connected carers.	ILACS AOI 2 (AOI2.2)	<ul style="list-style-type: none"> • SGO business case implemented building capacity to undertake viability assessments at an earlier stage • 3-year Family Group Conferencing Strategy implemented to enable identification of potential connected carers as early as possible • Review of the Friends and Family Care policy and re-establish within the service • Refreshed training offer for staff on different care arrangements including private fostering and connected carers included in dynamic training plan. 	July 2023	Increase in the number of children placed with connected carers who benefit from remaining with carers they know.
5.2 Strengthen our oversight and support of children placed with parents.	ILACS AOI 2 (AOI 2.3)	<ul style="list-style-type: none"> • Improved process of monitoring and oversight for placements with parents in place with robust sign-off and monitoring by Director, Children's Social Care • Rigorous collection of data including visits to children in PWP placements • Bespoke direct work tools for children in PWP placements • Undertake thematic audit of children placed with parents under PWP regulations. 	September 2023	Children who are placed with parents receive rigorous safeguarding.



Priority 5: Achieving permanency for our children

Action	Where identified	Outputs	By when	Intended outcomes
5.3 Review our support offer, including revising the Housing protocol, to our foster carers, SGO carers and connected carers.	Fostering Strategy ILACS AOI2 (AOI2.4)	<ul style="list-style-type: none"> • Strengthen priority provision of housing support for our carers • Bespoke training and support offer for connected carers and SGO carers established to help them manage the complexities of looking after children including contact with birth parents • Optimised process re-launched to ensure all connected carers are allocated a Supervising Social Worker straight away • Continue to explore viability of implementing Mockingbird Programme for foster carers • Parenting offer for connected carers established • Develop business case for use of respite arrangements for Foster Carers. 	April 2024	More children will be able to be placed with in-house fostering provision with homes that meet their needs.
5.4 Drive and champion the use of early permanence for our children.	ILACS AOI 1 (AOI1.4)	<ul style="list-style-type: none"> • Parallel planning is undertaken for children where adoption may be viable and assured through Care Episode Panel • Care Episode Panel remit to include assurance that all options for permanency have been considered • 3-year Family Group Conferencing Strategy implemented to increase use of FGCs to identify family members at an early stage who may be suitable to look after children. 	June 2023	Children's permanence is secured earlier providing more stability.



Priority 6: Leadership and Management

Action	Where identified	Outputs	By when	Intended outcomes
6.1 Invest in and drive our social work workforce recruitment and retention.	ILACS AOI 6 (AOI6.1) Self-Evaluation (SEF)	<ul style="list-style-type: none"> Children's Services Workforce Development Strategy 2024/27 established and delivered Learning and Development Strategy 2022/25 delivered Revised Children's Social Care recruitment plan and EVP Strategy Digitally Mobile Social Workers project completed reducing admin burden on practitioners Investment in dedicated Recruitment and Retention Lead Business case for procuring social workers overseas. 	March 2027	Greater continuity for children who benefit from longer-term relationships with social workers, particularly children looked after who experience fewer changes. Fewer children experience a change in Social Worker over a 12 month period.
6.2 Integrate learning and feedback gained through audits and reviews to improve practice.	ILACS AOI 5 (AOI5.1)	<ul style="list-style-type: none"> Revised process for monitoring actions and learning from audits ensuring governance and oversight of the audit process through every layer of Children's Services Refreshed training for all managers on audit skills: side-by-side auditing with social workers, seeking feedback from children and families, recognising good performance and SMART action planning Embedded learning loop process which contributes to improvements including tracking through QA's Steps To Excellence tracker and landing the learning through targeted coaching and training for practitioners and managers Implement recommendations of the LSCP Harmful Sexual Behaviour Audit (IICSA) Deliver actions identified by LSCP through Rapid Reviews, CSPRs, and audits Engage independent quality assurance consultancy to diagnose, assess and recommend programme of practice improvement across social care service areas. 	June 2024	Increase in the number of cases audited giving a better assurance of the quality of practice for children and young people. Increase in good and outstanding audits pre-moderation.



Priority 6: Leadership and Management

Action	Where identified	Outputs	By when	Intended outcomes
6.3 Apply and embed our practice model to improve experiences for children and families.	ILACS Report AOI6 (AOI6.2) Self-Evaluation (SEF)	<ul style="list-style-type: none"> Practice standards signed off and communicated to the service Mandatory practice standards training for practitioners and managers included in the dynamic training plan Updated learning needs analysis undertaken to inform dynamic training plan development Implement monthly caseload reporting to Children's Services Improvement Governance Board to monitor and manage workload levels Launched Social Care Academy programme to create a social work centre of excellence, this will include a 5-year early career development framework, enhanced ASYE programme and social work degree apprenticeships Increase capacity for training and deployment of trauma-informed approaches across the workforce Guidance published on ASYE caseload complexity Commence two year implementation of Signs Of Safety as our practice model. 	June 2024	<p>Children and families will experience high quality, relational social work where they feel listened to and involved in the changes they need to make.</p> <p>A greater number of social workers report understanding of the practice model in the annual health check survey.</p>
6.4 Improve the frequency, quality and consistency of management oversight and supervision.	ILACS Report AOI6 (AOI6.3)	<ul style="list-style-type: none"> Commission mandatory training for all supervisors across Early Help and Children's Social Care Implement and communicate supervision policy setting out frequency and quality of supervision Implement monthly caseload reporting to Strategic Assurance Meeting to support and better manage caseloads within each service area, and to increase frequency and quality of supervision New audit programme implemented that consistently delivers monthly audits completed on consistency and quality of supervision Annual review of Strategic Assurance Meeting and Practice and Performance Overview Panel to assure effectiveness and oversight. 	September 2023	Supervision takes place more regularly enabling children's plans to be progressed more effectively.



Priority 6: Leadership and Management

Action	Where identified	Outputs	By when	Intended outcomes
6.5 Embed effective strategic governance across the partnership.	Self-evaluation (SEF)	<ul style="list-style-type: none"> Annual review of Children's Services Improvement Governance Board to assure effectiveness and oversight. Lambeth Safeguarding Children Partnership promotes cross-system challenge, support and best practice. Develop an Improvement Plan dashboard to enable a robust approach to monitoring performance and delivery against strategic objectives Review dependencies, governance, and synergies across strategic boards, including SEND, YJS, Lambeth Together, CYP Alliance etc. to identify opportunities to improve and align for greater effectiveness. 	March 2024	A robust governance framework promoting shared ownership and co-ordinated leadership that drives change, improvement and delivery.
6.6 Delivery of the Children, Families and Education Equality, Diversity and Inclusion Strategy 2022-25.	CFE Business Plan	<ul style="list-style-type: none"> SWOT analysis of directorate EDI initiatives and impact following year 1 of EDI Strategy Implement a process to ensure constructive interview feedback is provided to candidates, particularly internal Deliver awareness raising session on HR processes and procedures to Children's Services staff to increase consistency of practices Develop and deliver reflective events and safe spaces for all staff to share their lived experiences, expertise and insight of challenging discrimination and inequality Promote and implement 360 feedback for all staff Implement directorate campaigns to raise awareness about the importance of inputting equalities data. 	April 2025	<p>The values and principles of equality, diversity and inclusion are embedded organisationally.</p> <p>Children receive interventions that are informed by and reflect the values and principles outlined in the Strategy.</p>
6.7 Deliver our action plan in response to the Independent Inquiry into Child Sexual Abuse.	IICSA Action Plan 2021	<ul style="list-style-type: none"> Ensure that all children and young people know who to contact if they are ever concerned about an adult's interaction with them and are confident to do so Deliver appropriate multi-agency training annually on core communication methods for children with complex needs 	September 2024	Learning and improvement from the IICSA is embedded ensuring children receive the highest standard of safeguarding and care.



Priority 6: Leadership and Management

Action	Where identified	Outputs	By when	Intended outcomes
		<ul style="list-style-type: none"> Commission an independent visitor scheme for our children and young people in care. Commission an independent advocacy service. 		
6.8 Development of a dedicated Children's Brokerage and Specialist Placement service to address challenges with placements and payments.	Self-evaluation (SEF)	<ul style="list-style-type: none"> Workforce recruited and developed to staff new structure High quality data reporting established to inform good decisions Market engagement to identify opportunities to achieve value for money Working group established to monitor payment issues Post go-live engagement with Mosaic team to assess payment process change implementation, snagging and optimisation options Remediation plans delivered that address delays or backlogs. 	March 2024	Children experience high quality provision of accommodation, carers and therapeutic support. Improved relationships with suppliers reducing the risk to placements.

Priority 7: Excellent and inclusive education and learning from birth to adulthood

Action	Where identified	Outputs	By when	Intended outcomes
7.1 Delivery of the SEND and Inclusion Strategy 2021-2024.	SEND and Inclusion Strategy 2021-24	<ul style="list-style-type: none"> Deliver initiatives that improve engagement with children and young people with SEND Deliver initiatives that ensure co-production and decision-making with families is an established part of commissioning, designing and delivering services for SEND children and Young People. Deliver improvements that ensure the SEND Local Offer is accessible to all families and young people Deliver improvement that ensure identification systems and processes are in place across partnerships so no child of any age is overlooked Deliver learning interventions that build knowledge so that vulnerability is recognised and needs are met 	December 2024	<ul style="list-style-type: none"> Children with special educational needs or disabilities are valued, visible and included in their communities and participate in decision-making about service delivery and design Children and young people with special educational needs or disabilities, receive targeted support and interventions to enable them to remain in mainstream education Children and young people with special educational needs or



Priority 7: Excellent and inclusive education and learning from birth to adulthood

Action	Where identified	Outputs	By when	Intended outcomes
		<ul style="list-style-type: none"> • Deliver assurance initiatives that ensure Education and Health Care Plans reflect our complex learners over time • Deliver initiatives that contribute to a pathway to adulthood that supports all vulnerable learners • Establish and embed Area Special Education Needs Co-ordinator model to support early intervention • Establish enhanced training programmes related to Safeguarding practice. 		<p>disabilities, and their families can access clear information about the 'Local Offer' of services available in their area</p> <ul style="list-style-type: none"> • Children and young people with special educational needs or disabilities' needs are identified accurately and assessed in a timely and effective way.
7.2 Develop and implement school improvement strategy.	CFE Business Plan	<ul style="list-style-type: none"> • Remodel the LSP offer to focus on school-to-school support and leadership development • Create and deliver Phonics and Writing improvement plan • Create and deliver Key Stage 4 attainment improvement plan • Collaborate with schools to achieve the Quality in Careers Award • Identify and implement initiatives to improve academic outcomes • Embed the School Attendance Charter and Multi Agency Charter across education settings and key stakeholders. 	April 2024	More children and young people will be able to access a good or outstanding education provision in Lambeth.
7.3 Support the success of Lambeth's Future Fit School Network and help tackle climate and nature crises.	CFE Business Plan	<ul style="list-style-type: none"> • Deliver termly workshops on topics related to Lambeth's climate action plan themes • Launch Schools climate award and support 5 schools to deliver their projects. 	April 2024	More schools achieving and supporting net zero 2030 aspirations.



Priority 7: Excellent and inclusive education and learning from birth to adulthood

Action	Where identified	Outputs	By when	Intended outcomes
7.4 Support engagement and delivery of school energy efficiency and retrofit works.	CFE Business Plan	<ul style="list-style-type: none"> • Undertake retrofits work an additional 15 schools • Deliver programme of premise manager training, guidance, and drop in sessions. 	April 2024	More schools achieving and supporting net zero 2030 aspirations.
7.5 Consult and deliver on alternative education provision (AEP) strategy.	CFE Business Plan	<ul style="list-style-type: none"> • Draft AEP Strategy developed and circulated for review • AEP Strategy approved for implementation and communication • Targeted work on driving zero permanent exclusions. 	March 2024	More children and young people will be able to access a good or outstanding education provision in Lambeth.



6 Key areas of improvement

Children, Families and Education have three key inspection frameworks:

- Children's services (Ofsted - Inspection of Local Authority Children's Services (ILACS) Framework)
- Youth justice services (His Majesty's Inspectorate of Probation)
- Special educational needs and disability services (Ofsted - Area SEND Inspection Framework)

In 2022 we had a children's services inspection (ILACS) and we are anticipating inspections of SEND and Youth justice services within the timescales of this improvement plan.

From our regular performance and oversight meetings, our self-evaluation and from feedback from children, young people, their families and carers, we know the areas where we need to improve, so when

Ofsted identified seven areas of improvement in their inspection report to us in December 2022, we agreed with them all and recognise them as our key areas of improvement for 2023-24.



1

Timeliness, oversight and effectiveness of pre-proceedings, care proceedings and plans for permanence for children.



2

Identification, assessment and support to connected carers, and oversight and support of children placed with parents.



3

Take-up of return home interviews and the impact of these in safety planning for children who go missing.



4

Planning of transitions for disabled children.



5

Impact of audit and independent review for children looked after and those with a child protection plan.



6

Continuity of social worker and independent reviewing officer for children.



7

Life-story work for all children with a longer-term plan.

