

Lambeth Council's

# Roadmap to Excellence

Lambeth Children, Families and Education

Plan for Improvement 2025–26

SR00115304 (6.25)

A borough of  
equity and justice



  
**Lambeth**

# Contents

- 3 Foreword
- 4 Vision and Values
- 6 How will we oversee our improvement plan?
- 7 How do we know the work we are doing with families is effective?
- 8 Children, Families and Education Improvement Plan

## About this document

Title: Roadmap to Excellence

Purpose: To set out how Lambeth will deliver improved services for children and families

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# Foreword

This is the third year of our three-year plan to deliver excellent services across Children, Families and Education, and this document sets out what we are going to achieve this year. 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 such as schools and community groups 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 focused on doing the basics really well and on measuring this, getting feedback from children and families along the way. We know that our performance has improved over the last two years as evidenced in our performance reporting. This is the foundation on which we will build and challenge ourselves, creating step change until we are providing excellent services for all children and families.

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



**Andrew Carter,**  
Corporate Director,  
Children, Families and Education



# Vision and Values

## Lambeth 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.



Lambeth – a borough with social and climate justice at its heart. By harnessing the power and pride of our people and partnerships, we will proactively tackle inequalities so that children and young people can have the best start in life and so everyone can feel safe and thrive in a place of opportunity”

Lambeth 2030

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.

## Children, Families and Education vision

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

“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 to become an accredited 'Child Friendly' Borough. We spoke to over 1,500 children and young people who told us that we should prioritise helping them feel safe and secure, and developing our services to establish a place they feel welcomed and supported, where they have a say. 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. 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 makes**
- **We value innovation, creativity and autonomy**

## Our Core Behaviours

- **Curiosity**  
We understand the perspectives and feelings of children, families and carers and clearly communicate with them.
- **Listening**  
We actively listen, engage and empower children, young people, families and carers. Conversations will be respectful and purposeful to support lasting change.
- **Transparency**  
We are clear about the reasons for professional involvement and can communicate clearly and honestly with families.
- **Collaboration**  
We behave as if our work with children and families is occurring between two equal partners, both of whom have knowledge that might be useful in solving the problem under consideration.
- **Supportive**  
We actively empower our children and families, as opposed to attempting to control their behaviour or choices.

# How will we oversee our improvement plan?

We have various board and 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 Board**

**Youth Justice Service Strategic Board**

## Local Safeguarding Children's Partnership

Independently Chaired  
Holds the partnership to account including Children's Services, Police, Health and Education

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



# Children, Families and Education Improvement Plan

## Priority One: Excellent Help and Protection

Action	Where identified?	Output	By when	Intended outcomes
1.1 Undertake mapping of “Families First” Programme to produce an implementation plan for family help and multi-agency child protection reforms and make greater use of Family Group Decision Making in Lambeth	CS Business Plan / Care Reforms	<ul style="list-style-type: none"> <li>We will develop an implementation plan for the delivery of Families First within Lambeth which will review the structures within the services to align them in the best way for the delivery in Lambeth</li> <li>We will build on the excellent partnership work already happening, so that all managers and practitioners are skilled at bringing partners together to support families and will use the Pan London Continuum of Need as an integral part of the Early Help allocation meetings</li> <li>We will offer all families opportunities for Family Decision Making (FDM) and creating a Family Plan the earliest point to empower families to resolve difficulties arising without statutory intervention and will always consider the FDM for children in need of help and protection and returning home from care</li> </ul>	Jul-26	Children and families receive consistent support at the earliest opportunity through Family Help teams and through family group decision making and more holistic assessments and support through multi-agency child protection teams  Children will be supported by the right team at the right time



## Priority One: Excellent Help and Protection continued

Action	Where identified?	Output	By when	Intended outcomes
1.2 Strategic leadership to deliver safeguarding arrangements, savings and synergy between Children's Social Care and Lambeth Housing	Focused Visit 2024	<ul style="list-style-type: none"> <li>We will develop and publish clear and pragmatic processes to support families with their housing related queries and needs alongside Housing colleagues and support staff with a drop-in to discuss and resolve housing related issues for the families they are working with</li> </ul>	Sep-25	Vulnerable groups (such as young babies) will receive consistent and reliable advice and support and mitigation with their housing needs where they are in Temporary Accommodation
1.3 Implementation and embedding of Signs of Safety, Wellbeing and Success as the practice framework for Lambeth	QA Improvement plan	<ul style="list-style-type: none"> <li>We will ensure that all staff have attended the training and will be evidencing the use of the framework in case recording by March 2026</li> </ul>	Mar-26	Children will benefit from relational practice and improved support at an earlier stage which will improve outcomes and prevent crises. We will have a clearly understood and defined framework for intervention that practitioners, families and stakeholders (internal and external) understand and can apply
1.4 Ensure child in need and child protection plans are collaborative, focused and SMART to ensure that children are kept safe.	QA Improvement plan / CSC Service Plans	<ul style="list-style-type: none"> <li>We will optimise our case recording system (Mosaic) to enable practitioners to document work in a timely way - and we will update all our forms to align them with Signs of Safety</li> </ul>	Apr-26	Children and families will experience a more efficient and effective service
1.5 Frequency of visits to children to better align with their assessed needs	Focused Visit 2024	<ul style="list-style-type: none"> <li>Revised practice standards to include clarity about frequency of visits and to be clear that the standards are the minimum expectation</li> </ul>	Jun-25	Clear standards will be published for staff that are clear and easy to understand to improve practice
1.6 Initiate pre-proceedings for children that are timely, effective and subject to rigorous oversight	CSIGB Deep dive	<ul style="list-style-type: none"> <li>We will develop a resource hub for pre-proceedings and care proceedings for social workers on our practice toolkit</li> </ul>	Jun-25	Children and families will experience a more consistent approach to pre-proceedings

## Priority One: Excellent Help and Protection continued

Action	Where identified?	Output	By when	Intended outcomes
1.7 Improved access to wider support for emotional health and wellbeing for children who are not looked after	SEF	<ul style="list-style-type: none"> <li>We will improve access to child and adolescent mental health services for children who require specialist multi-disciplinary services for complex disorders and staff will be able to access information, advice and guidance where they have mental health concerns for a young person they are working with</li> </ul>	Dec-25	Children who have complex disorders will be seen in a timely way that meets their needs
1.8 Improved consistency in reflective supervision and the recording of it focusing on the impact on children and families	Focused Visit 2024	<ul style="list-style-type: none"> <li>We will further improve the quality of supervision to staff to ensure that it is reflective of the impact on children and families and outcome focused.</li> <li>We will ensure that supervision is separate for children within sibling groups.</li> <li>We will ensure that actions from supervision are followed through in subsequent supervisions</li> </ul>	Sep-25	The impact of work with children will be considered through supervision and it will be a mechanism for ensuring the best possible outcomes
1.9 Improved quality and frequency of direct work with children and families	Focused Visit 2024	<ul style="list-style-type: none"> <li>We will consistently plan for visits with a range of direct work tools using our Signs of Safety, Wellbeing and Success framework</li> </ul>	Sep-25	Children will experience direct work that is tailored to their needs and recorded systematically to evidence progress
1.10 To ensure that family friendly Child protection plans are developed	QA Improvement plan	<ul style="list-style-type: none"> <li>We will undertake robust quality assurance of plans to ensure that they are clear and understandable and have been co-produced with families</li> </ul>	Jul-25	Families will understand and be supported to deliver the actions within CP Plans to reduce risk of harm to children
1.11 Children and young people will be supported to participate in their CP conferences to ensure their views will be considered	QA Improvement plan	<ul style="list-style-type: none"> <li>We will ensure that more children and young people are supported to participate in their conferences, offering advocacy that it is routinely offered</li> </ul>	Jul-25	Children and young people will be supported to participate in their own CP plans

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

Action	Where identified?	Output	By when	Intended outcomes
2.1 The Social Care Academy to identify knowledgeable, qualified and bespoke 0–25 trainer to deliver training for social workers to understand 0–25 procedures, types of disabilities and communication needs / local offer, considerations for assessment and support for children with disabilities and SEND needs	0-25 Consultation	<ul style="list-style-type: none"> <li>We will improve the base knowledge of staff by delivering mandatory training to all staff on SEND and disabilities to ensure that there is equity and consistency for families</li> </ul>	Sep-25	Children and families with disabilities will receive a consistent service through robust assessment and support that meets their needs, whichever team they are allocated to
2.2 Ensure that support to children with Disabilities and SEND is high quality and meets their needs	0-25 Consultation	<ul style="list-style-type: none"> <li>We will improve the use of the Education, Health and Care (EHC) Hub portal to share multi-agency information for children on EHC plans known to Children's Social Care.</li> </ul>	Sep-25	Children's Services contribute meaningfully and support children on EHC plans
2.3 Ensure that support to children with Disabilities and SEND is high quality and meets their needs	0-25 Consultation	<ul style="list-style-type: none"> <li>We will review short breaks / day centre provision for 19–25 cohort</li> <li>We will recommission of Short Breaks provisions (aiming for contracts from April 25)</li> </ul>	Sep-25	Young adults and children and young people will have short breaks provision that meets their needs and supports their independence and their physical and emotional wellbeing.
2.4 Ensure that support to children with Disabilities and SEND is high quality and meets their needs	0-25 Consultation	<ul style="list-style-type: none"> <li>We will develop a peer support champion programme to support parents and carers of children with disabilities</li> </ul>	Dec-25	Parents and carers of disabled children will be able to access peer support
2.5 Ensure that support to children with Disabilities and SEND is high quality and meets their needs	0-25 Consultation	<ul style="list-style-type: none"> <li>We will ensure that guidance and signposting within Early Help and Early Years is clear and consistent</li> </ul>	Nov-25	Families will experience a consistent and supportive approach from services that meets the needs of disabled children

## Priority Two: Excellent response to vulnerable groups, tackling CSE, missing and gangs continued

Action	Where identified?	Output	By when	Intended outcomes
2.6 Realignment of the Contextual Safeguarding Service within the Front Door	Contextual Safeguarding Plan	<ul style="list-style-type: none"> <li>We will recruit to the permanent posts in the Contextual Safeguarding Service structure and create stability in the service</li> <li>We will improve the take-up of return home interviews and the effective use of information to identify and mitigate emerging risks</li> </ul>	May-25	<p>Children and young people will experience a dedicated service that undertakes direct work with them to keep them safer in the community</p> <p>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</p>
2.7 Development of a co-produced partnership Contextual Safeguarding (Risk outside the Home) Strategy	Contextual Safeguarding Plan	<ul style="list-style-type: none"> <li>We will work with partners to develop a shared understanding of the issues and support needed for children and their families in managing risk outside the home through the development of a ROTH strategy</li> </ul>	Dec-25	By working more closely with our multi-agency partners we will identify potential safeguarding issues and keep children and young people safe from harm. Families will feel better equipped to manage issues within the home where their child / young person is affected by ROTH
2.8 Undertake disruption activity based on analysis of information and intelligence	Contextual Safeguarding Plan	<ul style="list-style-type: none"> <li>We will undertake evidence-based disruption activity with partners using clear analysis of intelligence received through working with children and young people</li> </ul>	Mar-26	Children and young people in Lambeth are more effectively supported through up-to-date analysis and identification of issues in the Borough
2.9 There will be a robust plan to support care leavers over the age of 18 who have been subjected to CSE and CCE, as these young people are known to experience serious violence as they grow older	Contextual Safeguarding Plan	<ul style="list-style-type: none"> <li>We will align the service to better support over 18's through the 18+ Risk Panel</li> </ul>	Jul-25	A multi-agency group will share information to reduce risk to young people over the age of 18

**Priority Two: Excellent response to vulnerable groups, tackling CSE, missing and gangs continued**

Action	Where identified?	Output	By when	Intended outcomes
2.10 Formulate performance data metrics/dashboard which include specialist areas i.e., referral order panel, health, substance misuse, parenting, victims, EHCP, YJB disproportionality and SYV tool kits	YJPB	<ul style="list-style-type: none"> <li>We will develop clear performance dashboards that help us to support children better by identifying trends and managing performance so that the right support is given in a timely fashion</li> </ul>	Jun-25	We will ensure that child first, offender second ethos is embedded across the partnership and practice
2.11 Young carers - identification of a lead within the directorate who can identify and support young carers	SEF	<ul style="list-style-type: none"> <li>We will identify and assess young carers in a co-ordinated and timely way and ensure that they are referred to the Young Carer's Hub for support</li> </ul>	Jul-25	Young carers will have their needs met and be able to take breaks from any caring responsibilities
2.12 Enhancing the use of local projects and organisations to deliver prevention and diversion intervention to young people in the local community alongside the outreach service	HMIP Thematic OOC recommendation	<ul style="list-style-type: none"> <li>We will have a comprehensive prevention offer for children subject to RUIs /NFAs which reduces FTEs</li> </ul>	Mar 26	Fewer children will become first time entrants into the criminal justice system
2.13 Implement intervention plans that are child friendly, needs led, and appropriately sequenced and monitored to reduce the number of young people who reoffend	HMIP Thematic OOC recommendation	<ul style="list-style-type: none"> <li>We will reduce the number of children who re-offend within 12 months</li> </ul>	Mar 26	Young people will be supported effectively by YJS service



**Priority Two: Excellent response to vulnerable groups, tackling CSE, missing and gangs continued**

Action	Where identified?	Output	By when	Intended outcomes
2.14 Out of Court Disposal (OOC) processes are regularly reviewed for effectiveness	HMIP Thematic OOC recommendation	<ul style="list-style-type: none"> <li>We will reduce the number of children drawn into the Criminal Justice System</li> </ul>	Mar 26	Fewer young people will become first time entrants into the criminal justice system
2.15 Addressing the needs of victims through restorative justice	YJPB RJ Development Day	<ul style="list-style-type: none"> <li>We will ensure that all assessments, plans and reports clearly consider the needs of victims, developing strategies to respond to children as victims through trauma informed practice.</li> <li>We will ensure YJS have access to victim impact statements for court reports</li> </ul>	Mar 26	Victims' needs will be fully considered through the lens of restorative justice

### Priority Three: Excellent experiences and progress for children in care

Action	Where identified?	Output	By when	Intended outcomes
3.1 Improved responsiveness to young people with mental health issues including responsiveness to their emotional health and wellbeing and education needs	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will strengthen the join-up of care and health planning for children who are looked after through the inclusion of health needs, Strengths and Difficulties questionnaire (SDQ) scores, and targets agreed at Personal Education Plan (PEP) meetings</li> </ul>	Sep-25	Children's care plans are holistic and informed by the wider needs of the child
3.2 Consistency of IRO for looked after young people	QA Improvement Plan	<ul style="list-style-type: none"> <li>We will maintain consistency and continuity of IROs for our children to enable the IROs to build relationship with the children, lead on health outcomes and wellbeing, monitor placement stability, permanency, life story work, and children's entitlements during reviews and identify the impact this is having for our children and young people</li> </ul>	Mar-26	Children's wishes and feelings are given full consideration through high quality and effective support from IROs
3.3 IROs to ensure that children can meaningfully participate in their CLA reviews and reviews are child centred	QA Improvement Plan	<ul style="list-style-type: none"> <li>We will ensure that IROs have pre-discussions with children about agenda items</li> <li>We will ensure that the child / young person understands their rights, the right to complaint and to have an advocate</li> <li>We will evidence creative ways of our young people's participation</li> <li>We will ensure IROs write to children in a child-friendly format so that they can understand the content of their reviews</li> </ul>	Dec-25	Children will feel empowered and confident about attending their reviews and actively taking part
3.4 Increased take-up of the substance misuse program offer	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will ensure higher take-up of substance misuse programs in the Borough by our looked after children population</li> </ul>	Dec-25	Children are offered support that improves their health and wellbeing

### Priority Three: Excellent experiences and progress for children in care continued

Action	Where identified?	Output	By when	Intended outcomes
3.5 Delivery of our Sufficiency Strategy 2025–30 to provide secure, safe and high-quality placements for children looked after and care leavers	0-25 Consultation	<ul style="list-style-type: none"> <li>Improved commissioning arrangements which deliver outcome-focused placements</li> <li>Continue to ensure alignment of quality assurance processes between framework and non-framework placements (IICSA)</li> </ul>	Jul-25	Children are placed with loving foster carers who advocate for them
3.6 Publication of a list of commissioned resources	Contextual Safeguarding Plan	<ul style="list-style-type: none"> <li>We will publish a list of services we commission on our Practice Toolkit so that Social Workers can identify the right interventions at the right time</li> </ul>	Jul-25	Children will experience greater efficiency when practitioners refer them to the right resources at the right time
3.7 Improved consistency in life story work	Contextual Safeguarding Plan	<ul style="list-style-type: none"> <li>We will ensure that all looked after children have high quality life story work recorded that helps them make sense of their lives in care</li> </ul>	Sep-25	Young people will have a clear understanding of their past and their journey in care
3.8 Improved processes to support all children and young people including unaccompanied sanctuary-seeking young people	Contextual Safeguarding Plan	<ul style="list-style-type: none"> <li>We will ensure that all our young people have identity documents and ensure we assist them with their immigration status and settled status</li> </ul>	Jul-25	Children and young people will have a clear understanding of their identity and will have appropriate documentation
3.9 Ensuring timely compliance with court reports and assessments (FSCP)	Contextual Safeguarding Plan	<ul style="list-style-type: none"> <li>We will reduce avoidable delays for families in court proceedings</li> </ul>	Jul-25	Families will experience fewer avoidable delays in court proceedings

## Priority Four: Excellent experiences and progress for Care Leavers

Action	Where identified?	Output	By when	Intended outcomes
4.1 Promote the best possible health and wellbeing outcomes for our care experienced young people	LTP Action Plan	<ul style="list-style-type: none"> <li>We will create a joint mental health and social care transitions pathway to ensure consistency and enable clear clinical oversight of young people ensuring that they can access the right support from Adult Services</li> </ul>	Mar-26	Care leavers are able to access good support, advice and guidance from the local authority and its partners, enabling them to move successfully into independent life
4.2 Improve transitions to independence of care experienced young people with disabilities	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will ensure that young people are supported effectively through transition to adulthood, particularly those who have disabilities who may need ongoing support from services by embedding our transitions pathways with Adult Services</li> </ul>	Mar-26	Young people are supported to develop the skills and confidence they need to successfully transition to independence
4.3 Strengthened Council offer to provide apprenticeships to our Care Leavers through our commissioned services	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will provide an enhanced offer of employment and work experience opportunities through the local authority, its partners and commissioned services</li> </ul>	Sep-25	Young people will have economic and employment stability with appropriate apprenticeship placements that would lead to improved employment prospects when they leave our care
4.4 Reducing the number of young people deemed to be in unsuitable accommodation, such as those in custody	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will work with partners including prisons and probation to ensure what where care leavers are placed in unsuitable accommodation, a plan is in place to support them and find suitable post-custody accommodation</li> </ul>	Dec-25	Children and young people in unsuitable accommodation are supported by their social workers and PAs who make plans to find suitable post-custody accommodation
4.5 Improve the use of health passports for children in care and care leavers	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will ensure that all care leavers have access to their health history</li> </ul>	Dec-25	<p>Young people will have better access to information about their own health.</p> <p>Young people will have improved access to health services post 18</p>

**Priority Four: Excellent experiences and progress for Care Leavers** continued

Action	Where identified?	Output	By when	Intended outcomes
4.6 Increased support to care experienced young people who are parents	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will ensure that young people are supported effectively to develop supportive networks</li> </ul>	Dec-25	Young parents will be supported by wider networks
4.7 Improved understanding of the Local Offer for Care Leavers	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will ensure that care experienced young people are clear about the local offer and how to access it</li> </ul>	Dec-25	Care experienced young people will be able to access the local offer consistently



## Priority Five: Achieving permanency for our children

Action	Where identified?	Output	By when	Intended outcomes
5.1 Placement stability for children and young people will be improved	Brokerage Service Plan	<ul style="list-style-type: none"> <li>We will bring placement stability in long-term placements in line with the London and national average</li> </ul>	Sep-25	Children and young people are in stable placements that enable them to reach their full potential
5.2 Improved compliance with National Minimum Standards	Fostering Service Plan	<ul style="list-style-type: none"> <li>We will ensure that the Foster Carer's Handbook, Fostering Statement of Purpose, Statement of Fostering Allowances are published and shared with staff and foster carers and published online</li> <li>We will ensure that clear targets are in place for supervision, support, reviews of foster carers and complaints and allegations and that systems are in place to monitor compliance reviewed by a standing working committee of foster carers, SSW, TM and Care experienced YP and rep from fostering panel</li> </ul>	Jun-25	Children will experience loving homes with foster carers who are well supported by their supervising social worker. The capacity of foster carers will be increased and disruptions minimised
5.3 Improved compliance with permanency planning and evidencing on children's records	FSCP Service Plan	<ul style="list-style-type: none"> <li>We will develop an agreed understanding of permanency across the service, discussions in team meeting / earlier conversations with parents. Supervision will also focus on parallel planning and triangulate permanency planning meeting actions undertaking safety planning as part of the parallel planning for families</li> <li>We will ensure PPMs are purposeful and are discussing and planning for, all available permanency options (parallel planning) and recorded on the child's file</li> </ul>	Jul-25	Children will understand the decisions that have been made for them around their permanency and this will be agreed within the right timescales for them

### Priority Five: Achieving permanency for our children continued

Action	Where identified?	Output	By when	Intended outcomes
5.4 Timely input from the Family Solutions Service to avoid relationship / family breakdown	FSCP Service Plan	<ul style="list-style-type: none"> <li>We will work with partners including prisons and probation to ensure what where care leavers are placed in unsuitable accommodation, a plan is in place to support them and find suitable post-custody accommodation</li> </ul>	Dec-25	Children and young people in unsuitable accommodation are supported by their social workers and PAs who make plans to find suitable post-custody accommodation
5.5 Improved IRO oversight of permanency for children	QA Improvement Plan	<ul style="list-style-type: none"> <li>We will track permanence within reviews and report actions to senior management and IROs to recommend conclusion of permanency for 13+ so that their permanency can be signed off by Service Managers</li> </ul>	Jul-25	Children will have a timely plan for their permanence
5.6 Fostering IRO to provide assurance that Lambeth foster carers are meeting the needs of children who are looked after	QA Improvement Plan	<ul style="list-style-type: none"> <li>We will support our Foster Carers through timely annual reviews and will capture the views of the children they are fostering to evidence the review</li> </ul>	Jul-25	Foster carers and the children they care for will feel well supported by the service

## Priority Six: Excellent and inclusive education and learning from birth to adulthood

Action	Where identified?	Output	By when	Intended outcomes
6.1 Effective PEP meetings to be held, ensuring foster carers are invited to the meeting where possible, making sure that children's education needs are prioritised	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will ensure that social work teams involve relevant teams in NEET and the virtual school when issues arise so that these can be addressed in a timely manner</li> </ul>	Jul-25	Removing educational inequality and disadvantage
6.2 Work with parents/ carers to ensure children are engaged in play to aid their development from babies through to adulthood	Family Support and Child Protection Service Plan	<ul style="list-style-type: none"> <li>We will provide training to practitioners on ages and stages of child development and play</li> <li>We will ensure that play is reflected in plans, recognising how important this is for child development, ensuring parents/ carers have been signposted to relevant resources and support with referrals from the social work team if necessary</li> </ul>	Mar-26	Removing educational inequality and disadvantage
6.3 Children / young people (including care leavers) to have the appropriate support to sustain full engagement with Education, Training and Employment	HMIP Recommendations 2&3 and Education Action Plan / Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will reduce the number of 16+ CYP not in education, training and employment and in NEET pathway from YJS</li> </ul>	Sep-25	Removing educational inequality and disadvantage
6.4 Identification of SEND by YJS and pathway to support	YJS Business Plan	<ul style="list-style-type: none"> <li>We will ensure that the EHCP pathway is created for YJS identified cohort</li> </ul>	Sept-25	Removing educational inequality and disadvantage; Post 16 and Post 18 employment, education and skills

**Priority Six: Excellent and inclusive education and learning from birth to adulthood** continued

Action	Where identified?	Output	By when	Intended outcomes
6.5 Implement the new Attendance Strategy to improve collaboration across the council and schools ensuring it is a priority in our decision-making affecting children and families	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will reduce unauthorised absence to be below the national average</li> <li>We will ensure attendance across all School settings is above statistical neighbours</li> <li>We will reduce Persistent Absence to be below statistical neighbours</li> </ul>	Mar-26	Removing educational inequality and disadvantage; Good school attendance and schools as a safe place
6.6 Implementation of the SEND and Alternative Provision Strategy 2024–30	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will deliver the 2025–2026 actions within the detailed action plan that sits within the SEND and Alternative Provision Strategy</li> </ul>	Mar-26	Removing educational inequality and disadvantage; An inclusive education for those pupils with SEND
6.7 Provide and monitor use of 'Closing the Gap' in academic achievement funding to secondary schools	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will improve GCSE outcomes for identified group of pupils in these schools to be in line with peers; Lambeth schools in line with or above the London average for KS4 outcomes</li> </ul>	Mar-26	Removing educational inequality and disadvantage
6.8 Partnership with schools on Somos Lambeth initiative to collaborate with EAL school staff to share good practice and training with schools	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will improve GCSE (KS4) outcomes for Portuguese and pupils with English as an additional language</li> </ul>	Mar-26	Removing educational inequality and disadvantage
6.9 Partnership with schools on Raising the Game initiative to impact on the educational attainment and experience of Black Caribbean pupils	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will improve GCSE (KS4) outcomes for Black Caribbean pupils</li> </ul>	Mar-26	Removing educational inequality and disadvantage

**Priority Six: Excellent and inclusive education and learning from birth to adulthood** continued

Action	Where identified?	Output	By when	Intended outcomes
6.10 Targeted campaign to encourage and recruit school governors that are representative of the local school community and have a range of skills and expertise needed to best support the successful management of schools	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will improve representation on governing bodies to better reflect the pupil population in Lambeth schools</li> </ul>	Mar-26	More representative governing bodies that reflect local communities and pupils at the schools
6.11 Establish a Schools Efficiency Board to focus on and support schools make best use of finance / budgets by making well informed expenditure / procurement decisions	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will intervene earlier to ensure schools manage their budgets effectively</li> </ul>	Mar-26	We will reduce the number of school with deficit budgets
6.12 Ensure we have consistently up to date information and data around children who are electively home education	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will identify additional vulnerabilities in the electively home educated cohort to ensure that children are safe and receiving an excellent education</li> </ul>	Mar-26	Removing educational inequality and disadvantage; Good school attendance and schools as a safe place
6.13 Ensure we have consistently up to date information and data around children who are missing education	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will identify children missing education at the earliest opportunity to ensure that they can return as quickly as possible into education</li> </ul>	Mar-26	Removing educational inequality and disadvantage; Good school attendance and schools as a safe place
6.14 Increasing oversight for short term intervention placements and for alternatives to exclusion and Managed Transfers when no offers received. Out of borough support in place to avoid exclusion via Panel use	Education and Learning Strategy 2024–30	<ul style="list-style-type: none"> <li>We will reduce permanent exclusions to 0</li> <li>We will reduce suspensions to less than 2%</li> <li>We will reduce expenditure on AP places</li> </ul>	Mar-26	Removing educational inequality and disadvantage; Good school attendance and schools as a safe place



## Priority Seven: Leadership and Management

Action	Where identified?	Output	By when	Intended outcomes
7.1 Further embedding the Staff Advisory Forum and delivering a culture of psychological safety for staff	SEF	<ul style="list-style-type: none"> <li>We will ensure that all staff feel well supported, respected and able to speak up so that they can support families, respect them and listen to them</li> </ul>	Sep-25	Staff will feel safe and supported in their practice
7.2 Development of a 'Have you considered?' framework for working with families to support practitioner understanding of EDI at a basic level - senior leaders will ask 'have you considered?' at all levels	SEF	<ul style="list-style-type: none"> <li>We will constructively challenge our own assumptions about our service delivery and whether it is fit to meet the needs of our service users</li> </ul>	Dec-25	Staff will consider wider implications for children and families
7.3 Undertake an EIA of each service across the directorate to drive improvements in service delivery for our residents	SEF	<ul style="list-style-type: none"> <li>We will understand the needs of our communities and how we can best deliver services that meet their needs and use this to improve our service delivery</li> </ul>	Dec-25	Our residents will experience a more inclusive approach from our practitioners
7.4 Delivery of actions housed within the Child Friendly Lambeth Action Plan to lead to accreditation of Lambeth as a Child Friendly Borough	CFL Business Plan	<ul style="list-style-type: none"> <li>We will ensure the voices and needs of children and young people are sought, heard and influence the design and delivery of services to support them at a strategic level</li> <li>We will provide appropriate and inclusive forums to support their participation</li> </ul>	Mar-26	Children and young people can have influence over strategic decision making, improving their confidence and their engagement with services
7.5 Create an environment where staff will thrive under a culture of kindness, challenge, support, accountability and opportunity	Corporate Plan	<ul style="list-style-type: none"> <li>We will continuously acknowledge all the hard work and effort made by teams and individuals</li> <li>We will challenge poor practice and behaviour with kindness and respect taking into account context and the nature of the work</li> </ul>	Mar-26	Staff will report more satisfaction with working for Lambeth

**Priority Seven: Leadership and Management** continued

Action	Where identified?	Output	By when	Intended outcomes
7.6 Development of Anti-racist practice standards and Anti-Racist practice weeks	SEF	<ul style="list-style-type: none"> <li>We will develop and publish Anti-racist practice standards reflecting our clear commitment to anti-racist and anti-oppressive practice and develop thinking and approach through Anti-Racist Practice weeks</li> </ul>	Sep-25	Our residents and staff will experience a more inclusive approach from our practitioners and managers

## Priority Eight: Listening to our children and families (Service User Feedback)

Action	Where identified?	Output	By when	Intended outcomes
8.1 Listening to the voices, needs and lived experiences of our children looked after and care experienced young people including the results of our Coram Brightspots surveys	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will listen and actively promote the voices of our children looked after and care experienced young people and use this to inform service design and delivery</li> </ul>	Mar-26	Children and young people can influence service design and delivery and services will become increasingly more child person friendly
8.2 Young inspectors programme to review, and challenge SEND Local Offer and Care Leaver Local Offer and Complaints service and Active Lambeth Service to ensure inclusivity	CFL Business Plan / SEND and AP Strategy	<ul style="list-style-type: none"> <li>We will take seriously the outcomes and recommendations from the inspections and report back to young people on implementation of recommendations</li> </ul>	Jan-26	Children and young people can influence service design and delivery and services will become increasingly more child person friendly
8.3 Increase support to the Participation Lead to develop a clear forward plan of developing an 11-16-year-old group for children in care that will in turn enhance hearing children's voices and evidence further co-production	Bromley CLA Peer Review 2025	<ul style="list-style-type: none"> <li>We will ensure that a dedicated group is created that is accessible for 11-16-year-olds in care to share their views and to take part in co-production.</li> <li>We will support young people to attend participation activities and listen to their views</li> </ul>	Sep-25	Children and young people can have influence over strategic decision making, improving their confidence and their engagement with services
8.4 Bi-annual "you said we did" activity to feed back to young people on the decisions and strategies they have contributed to in the previous six months	Corporate Parenting Business Plan	<ul style="list-style-type: none"> <li>We will send out to all children and young people in care a 'you said, we did' report in child friendly language that highlights how they have contributed to decision making and service delivery in the previous six months</li> </ul>	Jul-25	Children and young people will be clear about how their contribution has had an influence over strategic decision making and the development of the service

**Priority Eight: Listening to our children and families (Service User Feedback) continued**

Action	Where identified?	Output	By when	Intended outcomes
8.5 Increase the variety of mechanisms for feedback from children, young people, and parent/carers, enabling those who frequently don't participate in consultation to contribute and to use their views to help inform the decision-making processes at YJPB and align with the Child friendly Lambeth strategy	National Standards Self-Assessment (Court)	<ul style="list-style-type: none"> <li>We will have a service that is responsive and relevant to the needs of children and parent / carers, especially those who may feel marginalised by existing processes</li> </ul>	Sep-25	Children and young people can have influence over strategic decision making, improving their confidence and their engagement with services
8.6 Improved responsiveness of the service to complaints, Member Enquiries and Freedom of Information requests	QA Improvement Plan	<ul style="list-style-type: none"> <li>We will improve response times for complaints, MEs and FOIs and ensure that all agreed actions are tracked and completed.</li> <li>We will use the learning from complaints to inform practice.</li> <li>We will raise the profile of complaints for young people, ensuring they are young person friendly</li> </ul>	Jul-25	Learning from complaints will improve practice delivery across the directorate
8.7 Children and young people will be supported to influence decisions that affect their lives	CFL Business Plan	<ul style="list-style-type: none"> <li>We will support children and young people in the Borough to understand and support decision-making and participate in the democratic process.</li> <li>We will empower children, families and carers to provide their views to shape services within Children's Social Care</li> <li>We will improve the follow-up and use of feedback</li> </ul>	Jan-26	Children and young people can have influence over strategic decision making, improving their confidence and their engagement with services

**Priority Eight: Listening to our children and families (Service User Feedback) continued**

Action	Where identified?	Output	By when	Intended outcomes
8.8 Continue our work with Lambeth Parent's Forum, whilst identifying advocacy groups that represent the diversity of our borough	SEND and AP Strategy	<ul style="list-style-type: none"> <li>We will ensure that the SEND Coproduction and Engagement group meets on a quarterly basis and that the groups TOR, agenda and action plan are jointly agreed and support co-production</li> </ul>	Dec-25	<p>We will be able to demonstrate where Children and Young People and families have been involved in decision making</p> <p>We want Children and Young People and families to feel belonging and ensure that they are satisfied with their involvement</p> <p>Children and Young People and families will feel more confident and develop skills when they are involved in decision-making processes</p>
8.9 Create new engagement forums for young people to ensure their voice is included in decision making	SEND and AP Strategy	<ul style="list-style-type: none"> <li>We will embed new engagement programmes, including the SEND Youth Forum and increase SEND CYP participation in strategic decision making</li> </ul>	Dec-25	<p>We will be able to demonstrate where Children and Young People and families have been involved in decision making</p> <p>We want Children and Young People and families to feel belonging and ensure that they are satisfied with their involvement.</p> <p>Children and Young People and families will feel more confident and develop skills when they are involved in decision-making processes</p>