



**A Children
and Young
People's Plan
for Lambeth**
2018-22



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1

Welcome to our Children and Young People's Plan

INTRODUCTION

There are 67,900 children and young people in Lambeth. We want to make sure that every single one of them has the chance to have the best possible start in life.



Our Children, Our Future sets out how we intend to bring together all our energy, enthusiasm and resource across the public sector, local business, the third sector and the wider community to deliver this ambition.

We know that the world is growing ever more complex and uncertain. There is rising inequality across our country and in our borough. Over the last seven years, we have seen austerity take the wind out of our public services and communities. Growing up and raising children in this context is hard. As the Lambeth Children's Partnership, it is our job to support families with this challenge.

There are many positives to draw on in Lambeth, including the energy and dynamism of the many communities that make up the borough. We have many excellent services in Lambeth including our GPs and pharmacists, hospitals, and schools – with 90% of our education provision judged good or better. Our commitment to cutting edge practice has seen us attract millions of pounds of charitable investment into the borough through the Lambeth Early Action Partnership (LEAP) and Children and Young People's Health Partnership

(CYPHP) programmes. We have been accredited for Stage III of Unicef's Baby Friendly Initiative, having successfully embedded Unicef standards in Lambeth's neonatal, health visiting and children's centre facilities.

Our Children, Our Future seeks to draw on all of these opportunities to transform outcomes for children, young people and families in Lambeth. This will require a radical re-think about the way that we work together as partners and with the community to deliver services. Over the last few months, we have engaged senior leaders, professionals, and community members alongside children, young people and families in re-imagining how we might do things differently to transform the lives and life chances of our most important residents. This Plan reflects the rich insights that we have heard, including the experiences and wishes of children, young people and families across Lambeth.

In all of the debates, one thing has been clear: the future must be about empowering children, young people and families and the wider community, giving them the skills and relationships they need to help themselves and those around them. Where public services

are needed, they must be integrated and easily accessible, built around children, young people and families and tailored to their specific needs.

This is not just about the money – although reducing investment from central government means we will have to be more creative in future and draw more effectively on the many resources available in our community to reduce demand on more expensive acute services. It is also about learning from the growing evidence base on what works to improve outcomes. We must also work to empower children, young people and families, who tell us they want to be the authors of their own destinies.

Our challenge now is to create this bright future by working together more closely as partners, engaging with the community in new and different ways to achieve mutually-agreed ends for children, young people and families in Lambeth. This Children and Young People's Plan sets out how we intend to do that over the next five years:

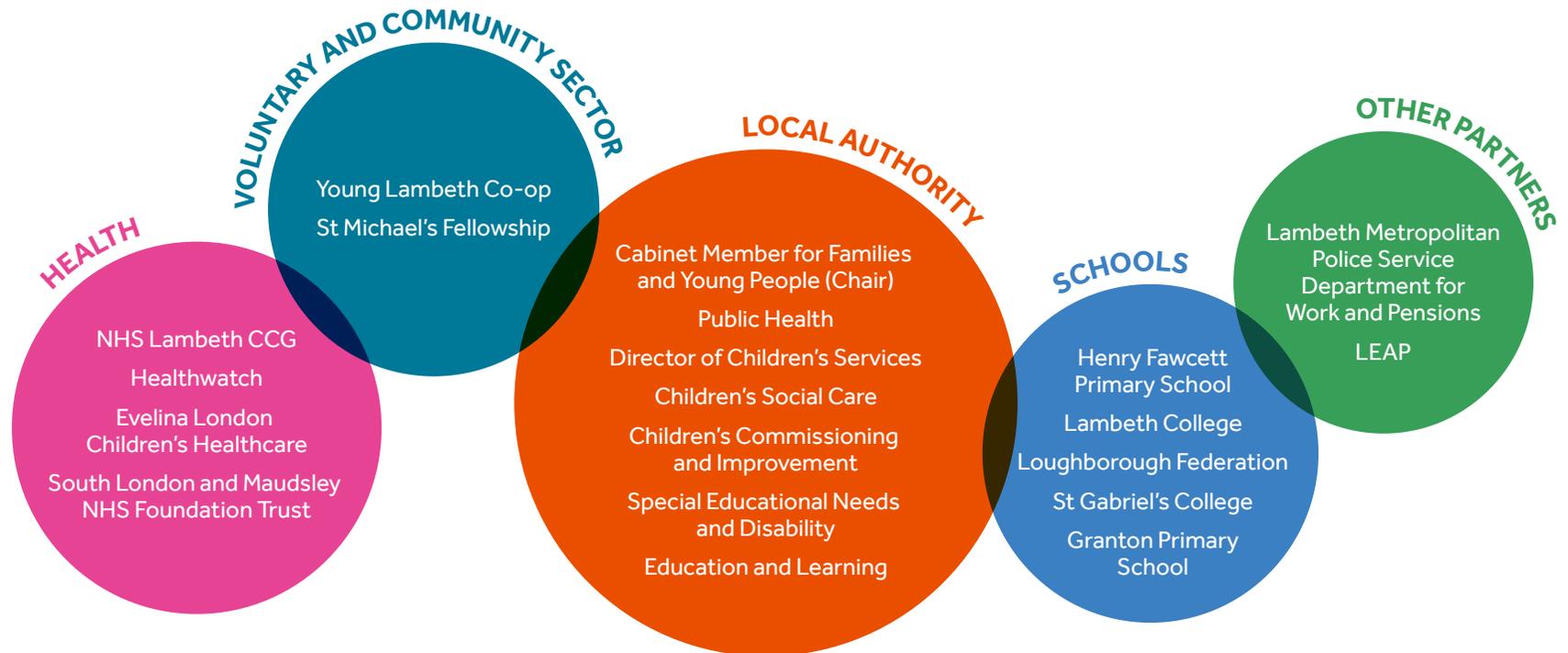
- First, it explains the strategic context and the key drivers for change – both positive and negative.

- Second, it describes our borough and the children and young people growing up within it.
- Third, the Plan sets out our vision and ambitions for children and young people, informed by what children, young people and parents themselves have told us is important for them.
- Fourth, it puts forward five priority programmes which set out how we intend to change the way we work together to deliver our vision.
- Fifth, it tells you how you can be part of the change, by getting involved and by holding us to account for delivery.

We hope you enjoy reading this document and we look forward to working with you to deliver our shared ambitions over the next five years.

Signed off by all members of the Lambeth Children's Partnership

The Lambeth Children's Partnership Membership





2

Our Children and Young People's Plan

EXECUTIVE SUMMARY



Executive Summary

1 Drivers for change

Reduced national funding

+

Increasing inequality

+

Growing evidence base

=

We need to do things differently

2 Our ambitions for children and young people

We think Lambeth should be one of the best places in the world for children and young people to grow up. We want all our children and young people to:

Achieve

Be healthy

Be Safe

Be Resilient

Although we have high ambitions for all our children and young people over the next 5-10 years, our key focus will be on reducing inequalities by improving outcomes for the most vulnerable:

Children living in poverty

Black African & Caribbean children

Children with disabilities

Children looked after

3 An ambitious programme of delivery

To deliver our vision, we will:

Deliver an innovative Lambeth Made campaign to engage the community and local businesses in improving outcomes for children and young people in Lambeth

Introduce a new Better Start programme, bringing together maternity services, children's centres, health visitors and childcare providers to improve support for families in the critical first years of life

Develop a coherent programme of early help all the way through a child's life and particularly in the all-important teenage years through a new offer to Young Lambeth, combining positive activities with more targeted provision for vulnerable young people

Improve support for children with SEND, ensuring equality of access to opportunities that improve their life chances and empower them to be the best they can be

Build on improving Children's Social Care system to promote better outcomes for children at risk of harm and children looked after



3

How we developed the Plan

A PARTNERSHIP APPROACH
TO CO-PRODUCTION



This Children and Young People's Plan has been developed by the Lambeth Children's Partnership and is owned by all partners. Having worked together to define our shared vision and ambitions, this partnership Plan will help to guide what we do individually and collectively in the coming years. In line with the Lambeth Together approach for integrating health and social care, we want to work even more closely with partners across the children's system to create the environment for real change.

Alongside partnership engagement, this Plan has also been co-produced with children, young people, families and the wider Lambeth community. In developing this Plan, we heard from diverse groups across the borough including primary school and secondary school pupils, children and young people with special educational needs and/or disabilities and the Children in Care Council, to name just a few. Their views have helped to shape the vision, ambitions and actions outlined in this Plan. These insights are highlighted throughout this document, particularly in connection with our design principles (Page 19) and delivery programmes (Page 22).

EVIDENCE AND RESEARCH

Understanding needs: using evidence of local needs from the Joint Strategic Needs Assessment and Annual Public Health Report to focus the priorities of the Plan.

Best practice: our design principles and delivery programmes have been informed by evidence about 'what works' locally, nationally and internationally.

PARTNERSHIP AND COMMUNITY COLLABORATION

Lambeth Children's Partnership: the Partnership has overseen the development of the Plan and will continue to lead on its delivery.

Community engagement: in partnership with Black Thrive, we held a community co-production event. Partners and activists from the Lambeth community helped to define the priorities of the Plan and how to involve the wider community.

Public Health Scenario Planning: workshops with senior leaders to envisage future scenarios for children and young people in Lambeth.

THE VOICE OF CHILDREN, YOUNG PEOPLE AND FAMILIES

We heard from over 150 children and young people and over 135 parents and carers through:

Face-to-face sessions: we met with diverse groups across the borough to co-produce the vision and ambitions of the Plan.

Online survey: we gathered further responses from children, young people, parents and carers via an online survey.

Their views have directly shaped the Plan, including our vision and ambitions.



4

Why have a Children and Young People's Plan?

DRIVERS FOR CHANGE



The purpose of this Children and Young People's Plan is to set out how the public sector and its partners will work together to deliver improved outcomes for children and young people in Lambeth.

As part of the "Every Child Matters" reforms, the Children Act 2004 gave local partnerships a duty to cooperate to improve the wellbeing of children and young people. This included a statutory requirement to set up a Children's Trust and publish a Children and Young People's Plan. Although this statutory requirement has since been lifted, in Lambeth we believe it is important that partners continue to work together to set and deliver shared objectives for children.

The Children and Young People's Plan sets out our vision and priorities for children in the context of, and informed by, the Borough Plan and the Health and Wellbeing Strategy¹, as well as NHS Lambeth CCG's Five Year Strategic Plan, South East London's Sustainability and Transformation Plan, and NHS England's Five Year Forward View. The Plan has also been developed in line with the closely linked, but more focused work of the Local Safeguarding Children's Board.

¹ Further information on our "Strategy Bookcase", i.e. the strategies that inform our plan and those that are informed by it, is set out in Appendix B.

HEALTH AND WELLBEING STRATEGY

The statement of how people, services and organisations will work together to improve health and wellbeing in Lambeth. The strategy has four priorities: transforming systems and integration, early action and prevention, health and wellbeing in all policies and housing.

BOROUGH PLAN

The overall council plan for the borough up to 2021, with three key priorities: inclusive growth, reducing inequality, strong and sustainable neighbourhoods. This includes targeted measures to reduce inequality for children and young people.

The Lambeth Children's Partnership (previously known as the Children and Families Strategic Partnership Board) last developed a Children and Young People's Plan in 2011. Since then, a number of critical challenges and opportunities have emerged which form the context for this new plan.

Challenges...

Key challenges for us in Lambeth include:

- **Ofsted's judgement of Children's Social Care as inadequate in 2015:**

Lambeth's Children's Social Care was rated 'inadequate' by Ofsted in 2015. A major programme of work has since been delivered to improve the service, through the Children's Social Care Improvement Strategy. Embedding the necessary service improvements remains a key priority for the entire partnership, alongside improvement of the Youth Offending Service.

- **National funding cuts alongside growing demand for public services:**

Lambeth Council's core government funding will have been reduced by 56% between 2010 and 2018/19. Meanwhile, to establish tighter controls on NHS spending, the NHS Capped Expenditure Process (CEP) was introduced in April 2017, identifying an income risk of over £60m across the South East London STP. At the same time, demand is rising as the Lambeth population grows. This means that difficult decisions will need to be made to ensure that limited resources are targeted to those most in need.

In this context, we will need to embrace innovation to deliver the best possible outcomes for children and young people. In 2016, the Early Intervention Foundation calculated that nearly £17 billion per year – equivalent to £287 per person – is spent in England and Wales by the state on the cost of late intervention. There is an urgent need to transform services for families through a strong and consistent focus on prevention and early intervention. Some of this innovation is already evident and embedded within Lambeth: a good example being the virtual clinics as rolled out by the CYPHP programme.

- **Growing inequality and a changing population:**

There are many opportunities for Lambeth residents, including rising employment, improved educational outcomes and regeneration. However, some groups are not flourishing to the same degree as others. In recent years there has been an increase in both the most affluent and the most deprived groups in our borough. We are also seeing a changing pattern of need with a rise in serious youth violence, for example.

... and opportunities

On the other hand, there are a number of opportunities which give us hope about our ability to deliver on our ambitions for children and young people:

- **Excellent schools and health services:**

There are excellent schools in Lambeth, which have helped to raise educational standards in recent years. The majority of secondary schools in Lambeth were judged 'good' or 'outstanding' in recent inspections and all schools are improving year on year. Alongside mainstream provision, Lambeth has 5 state funded special schools (1 primary, 1 all through school and 3 secondary schools), which are all rated 'good' by Ofsted. The high quality of education in Lambeth supports young people to achieve to the best of their ability and develop skills for adult life.

Lambeth is also known for the outstanding quality of its health services, across our leading NHS Foundation Trusts and the GP practices within the borough. Lambeth is internationally renowned for pioneering clinical research, led by King's Health Partners, and there are also a number of innovative child health programmes in the borough. This includes the Lambeth and Southwark Children

and Young People's Health Partnership (CYPHP), our £6 million four-year programme to implement a new model of integrated care. Through CAMHS transformation plans, we are moving away from a crisis-led approach to mental health towards an early intervention and prevention model. Key partnership initiatives include the development of an emotional resilience programme for local schools and the introduction of a Teen Health Check for GP appointments. These developments present major opportunities to significantly improve health outcomes for children and young people in Lambeth.

- **A strong and vibrant community:**

Lambeth has a strong and vibrant community, with hundreds of resident associations, community groups, clubs and charities that interact with diverse groups of residents. The voluntary and community sector plays an important role in the Lambeth children's system, both as a provider of services and as a community asset. In 2013, the Council transferred the management for a range of youth and play services to the voluntary and community sector, establishing the Young Lambeth Co-operative – an independent, community-led organisation – to coordinate provision.

- **A growing evidence base:**

Over the last few decades there has been extensive research into programmes and interventions that make a difference for children and young people. This research suggests that two things are critical: a child or young person's skills and capabilities (for example to solve problems, manage conflict, and plan ahead) and the quality of their relationships with family, friends, neighbours and the wider community.

What's more – there is a definitive link between a child's resilience and their networks. As Michael Little from the renowned Dartington Social Research Unit puts it: "a strong relationship between helper and helped gets the helped to think differently. The child [understands] their capability for change, and as a result, makes different decisions". In Lambeth, we are lucky enough to be testing and developing the evidence for effective interventions through the Lambeth Early Action Partnership (LEAP) and the Children and Young People's Health Partnership (CYPHP). By learning from these initiatives and experimenting with new approaches, we can continue to build our local evidence base.

So whilst the challenges of reducing resources and growing inequality exert pressures on the children's system, the growing evidence base points to possible solutions. *Our Children, Our Future* sets out how we intend to respond to this challenging context to transform the way we work together to improve outcomes for children and young people in Lambeth.

This Plan doesn't describe everything that is being done by each individual partner. For example, it doesn't restate our entire strategy for education, or replicate the NHS Five Year Forward View as it relates to children. The purpose here is to set out the strategic overview which should inform all individual strategies and programmes for children in Lambeth – the strategic glue that binds us all together – and also define the key priority programmes on which we need to work together as partners to deliver our ambitions.





5

Who are our Children and Young People?

KEY FACTS AND FIGURES



About Lambeth

Lambeth is a vibrant inner London borough, which stretches from the South Bank of the River Thames to the residential suburbs of Streatham and West Norwood. Situated between Wandsworth and Southwark, Lambeth has one of the largest geographic areas of any inner-London borough. Lambeth is known for its iconic town centres, including Brixton and Clapham, and for the diversity of communities living in the borough. Lambeth is:

- **Densely populated:**

At least 318,000 people live in the borough (State of the Borough report, 2016). Lambeth is the fifth most densely populated borough nationally. The Lambeth population is expected to increase by 4% to 339,000 by 2020 and by 10% by 2026.

- **Very diverse:**

Lambeth is ethnically diverse, even more so amongst school-age children than adults. 63% of children and young people are black, African and minority ethnic (BAME) compared to 44% of all residents. Lambeth has a significant Portuguese-speaking community and 322 in every 1,000 residents were born outside of the UK.

- **Changing:**

Lambeth has a fast-changing population, with roughly 12% of residents moving into the borough and 12% leaving the borough each year. This means that there is significant pupil mobility within Lambeth schools.

- **A place of opportunity...**

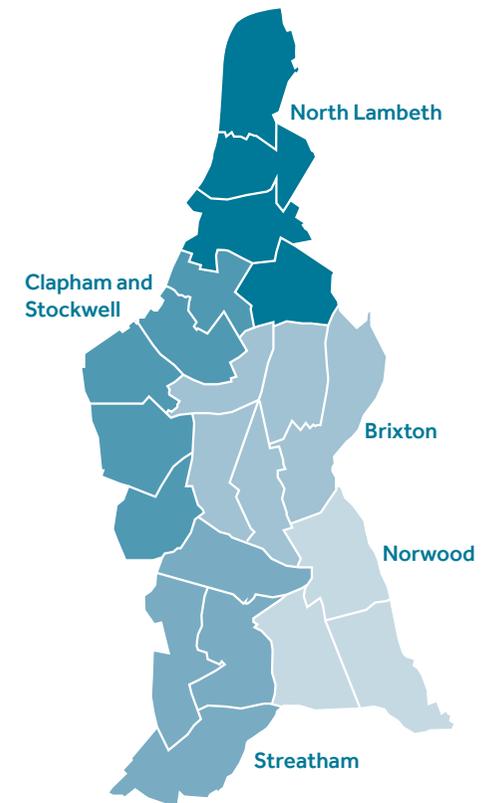
There is rising employment in Lambeth and school-age children are achieving record-breaking exam results. Lambeth continues to attract businesses and property development and is set to benefit from further regeneration in coming years.

- **...but growing inequality:**

Lambeth remains one of the most deprived areas of the country (the 8th most deprived borough in London and the 22nd most deprived in England). It appears that inequalities are rising in Lambeth, as deprivation has decreased in some areas and increased in others (Indices of Multiple Deprivation, 2010 and 2015). Deprivation is mainly concentrated in Coldharbour, Vassall, Thornton, Tulse Hill and Streatham Hill wards.

Lambeth is a vibrant borough with many, varied strengths. During an event to co-produce this Plan, community members described the

five best things about Lambeth as follows: parks, diversity, youth participation, sports and recreational activities, and schools. This Children and Young People's Plan aims to build upon the borough's considerable assets to make Lambeth one of the best places to grow up.



Our children and young people at a glance

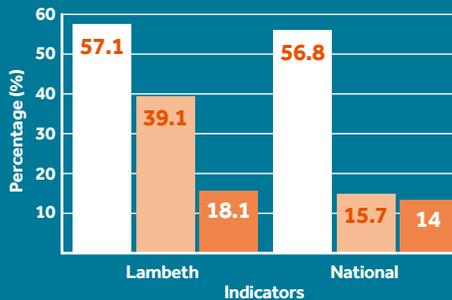
Birth Rate in Lambeth



Number of Children and Young People



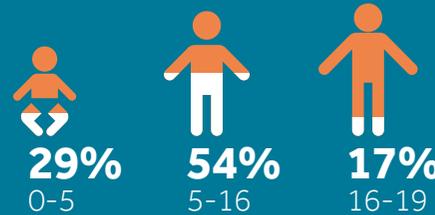
GLA indicators for Children in Lambeth and National comparators 2017



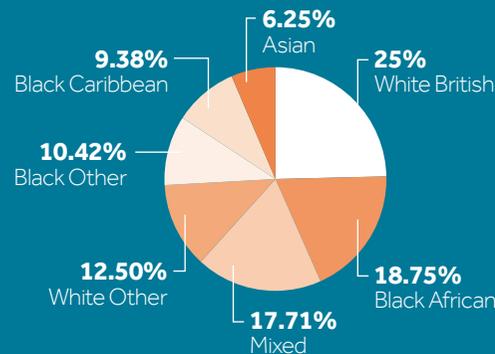
Gender of Children and Young People in Lambeth 2017



Age of Lambeth Children and Young people 2017



Ethnicity of Children and Young People in Lambeth 2017



How are our children and young people doing?

Our Joint Strategic Needs Assessment (JSNA) uses data from a range of sources to analyse local needs. The JSNA indicates that although children and young people in Lambeth are doing well in relation to a wide range of key indicators, there is growing inequality in the borough with some children and cohorts experiencing particularly poor outcomes.

- There has been a reduction in infant mortality and teenage pregnancy since 2002 (Annual Public Health Report, 2017). However, statistical averages can obscure the challenges facing disadvantaged residents. For example, infant mortality has significantly reduced as a population average but varies considerably across different population groups.
- In terms of early years educational achievement, Lambeth boys lag behind Lambeth girls, although they appear to be catching up quickly. There are also inequalities between different ethnic groups and by deprivation. For example, children eligible for free school meals (FSM) are on average less school ready than their less deprived counterparts. In 2016, 59 per cent of

Lambeth pupils eligible for FSM reached all Good Level of Development goals compared to 71 per cent of non-FSM pupils (Annual Public Health Report 2017).

- There has been a reduction in the numbers of children being looked after and whilst outcomes are improving, there is more work to be done to ensure that they have a good start in life. There are concerns too about the effectiveness of help and protection for children who are at risk of sexual or criminal exploitation, including those at risk of involvement in serious youth violence. There are also concerns about the increasing number of children in temporary accommodation.
- Emotional health is improving amongst primary school pupils but appears to be worsening in secondary school. Girls are adversely affected more often than boys. Levels of mental health disorders among 5 to 16-year-olds are also higher than in London and England (Annual Public Health Report 2017)
- Hospital admissions for mental health conditions in young people aged 0-17 years are higher in Lambeth than London and England (Annual Public Health Report 2017). Related

to this, hospital admissions for self-harm have increased. Although substance misuse among adolescents is in decline, hospital admissions for alcohol abuse remain level.

- In line with national trends, the number of first time entrants (FTEs) into the youth justice system has fallen sharply between 2010 and 2015 (from 319 to 148). However, Lambeth offending rates were higher to start with and continue to exceed London and England averages. Preventing youth offending and reducing reoffending remains a key priority.
- By comparison with London and England, few young people in Lambeth are not in education, employment or training (NEET) – 2.2% of 16 to 18-year-olds (Local Authority Information Tool, 2015). However, a high proportion of Lambeth residents are in low paid jobs, with around a fifth of employed residents paid below the London Living Wage in 2014.
- A higher percentage of pupils in Lambeth schools are identified as having Special Educational Needs (SEN) than national and London averages – 17.8% of children and young people in Lambeth, compared to an average of 14.6% in other London boroughs (2016 figures).

- Childhood obesity is higher in Lambeth than London and England, but is reducing. A review of 2016 data regarding Year 6 pupils found that children living in poverty are significantly more likely to be obese and that all ethnic groups are more likely to be obese than white British pupils. Black Caribbean and Asian pupils are nearly twice as likely to be obese.
- Lambeth has one of the highest rates of STIs and HIV prevalence in the UK. Chlamydia is the most common bacterial STI and sexually active young people are at highest risk. However, young people are strongly encouraged to be screened and Chlamydia detections per 100,000 young people aged 15 to 24 are much higher than in London or England.





6

What do we want for children and young people in Lambeth?

OUR VISION

We think Lambeth should be the best place in the world for children and young people to grow up, providing a rich mix of relationships, experiences, opportunities and services that enable children and young people from all backgrounds and communities to thrive.



Our ambitions for children and young people in Lambeth

As we've developed this plan, we've asked children and young people what they want to achieve for themselves and what's important to them. Together we have articulated the following ambitions:

- CHILDREN AND YOUNG PEOPLE ACHIEVE
- CHILDREN AND YOUNG PEOPLE ARE HEALTHY
- CHILDREN AND YOUNG PEOPLE ARE SAFE
- CHILDREN AND YOUNG PEOPLE ARE RESILIENT

We also held a community co-production event with residents (including children and parents) and partners from services, local businesses, and the voluntary and community sector. Participants identified three key outcomes for the Plan: promoting emotional wellbeing and resilience, ensuring children get the best start in life, and improving parenting and family resilience. These outcomes have particularly informed our Better Start and Early Help delivery programmes (Pages 27-31).

Whilst we are ambitious for all children and young people in the borough, we recognise that

growing inequality means we need a special focus on those children and communities that are most vulnerable, in particular: children living in poverty, Black African and Caribbean children, children with disabilities and looked after children. We want to see significant improvements for these cohorts against key outcomes across the life course, including school readiness at age 5, childhood obesity and engagement in education, employment and training post-16.

Our ambitions for the children's services system

To deliver our vision for children and young people, we need to re-imagine the children's services system. As set out in Chapter 4, this is partly about austerity and the reduction in national funding. It is also about the increase in demand for expensive acute health and social care services. With public spending set to decrease by a further £3.5bn by 2020, we can't afford to do nothing. This Children and Young People's Plan will be delivered in line with work to fully integrate health and care locally, led by the Lambeth Together Strategic Alliance. This means joining up the health and care system to make efficient use of resources and improve experiences for those accessing services and support.

We envisage six core design principles for the children's services system of the future:

1 A whole family approach to service delivery: *"Parents have the support they need and children grow up in a happy family" – Parents Forum (for parents and carers of children with special educational needs and/or disabilities)*

We must consider and work with the whole family in a joined-up way, drawing on strengths and supporting family members to help each other. This means thinking about the family in the widest sense to include siblings, step-parents, friends, neighbours and understanding the impact of family dynamics and relationships on children's wellbeing. By adopting this principle across the system, we will transform services to embed an integrated, whole-family approach to early intervention and support across the life course.

2 Integrated, evidence-based services, interventions and approaches: *"A wide range of data available from all multi-agencies" – Lambeth community activist*

When public services need to step in, they must be built around children and families, not institutional or professional boundaries. This means closer integration between health, education and social care. Interventions should be evidence-based to

ensure maximum impact on outcomes for children, young people and families through cost-effective solutions. We will draw on all the evidence at our disposal, including research by the Early Intervention Foundation, Education Endowment Foundation and Dartington Social Research Unit. We will apply learning about the consequences of adverse childhood experiences (Page 24) to reduce the negative intergenerational impact of adversity in our communities.

3 Developing capacity in universal services:
“The right information at the right time” – young parents at Family Nurse Partnership focus group

We must share our knowledge and expertise through training, coordination and advice, as participants told us at the community event to co-produce this Plan. It is vital that universal services such as schools, GPs and pharmacists are equipped to support children, young people and families themselves without having to refer on. This will help to ensure that needs are met at the earliest possible opportunity.

4 Systematic and proactive identification of vulnerability:
“Identify the issue and prevent it!” – young person from the Children in Care Council

We need to get much better at identifying vulnerability at the earliest possible stage – not just reacting to referrals but proactively seeking out the families that are most likely to have poor outcomes (and cost money) in future and engaging them in new and different approaches to build their skills and resilience. Through effective early intervention, families can get the support they need without escalation to more costly acute services.

5 Building alliances with the voluntary and community sector:
“Build a more collaborative culture of support and strength in the community” – Lambeth community member

Our community has a wealth of experiences, skills, knowledge and relationships. Rather than assuming that the state has all the answers, our role as a Partnership is to empower the community as co-producers and co-deliverers – we must build on our existing strengths and increase collaboration across sectors. By building a culture where everyone helps, we can promote a much stronger focus on prevention rather than intervention.

6 Using digital solutions to build capacity and community connections:
“Services should try to understand digital content and social media influences for young

people” – Young Lambeth Co-op focus group with young people

We need to exploit the potential of technological advances to provide information, shift attitudes and change behaviours through new and more effective methods. We have heard directly from children, young people and families that they want to know where to look for support more easily. The Families Information Service and SEND teams have worked to bring this information online in one place via the Lambeth Local Offer. Other solutions may include new online portals, promotion of self-help apps or videos and group forums that support peer-to-peer relationships in the community.

To deliver our vision for children and young people in Lambeth, our design principles must permeate every part of the children’s services system, including schools, primary care, community groups and many other important settings. However, this plan focuses on five key areas where partners must work together to deliver a whole-system transformation in the support that we provide to children across the life course.

Our five priority delivery programmes are described in the following chapter.



7

How will we deliver our vision?

PRIORITY DELIVERY PROGRAMMES



PRIORITY PROGRAMME 1: LAMBETH MADE CAMPAIGN

“It takes a village to raise a child” - Lambeth community organiser

To deliver our ambitious vision for children and young people, we need to change the way we think about children’s lives and our influences on them. Although our primary focus as a partnership will always be on public services, where the vast majority of our funding goes, we appreciate that public services are only one part of a much wider “ecosystem” that surrounds and influences our children and young people. In order to transform outcomes, we can’t focus only on one part of this system. We need to influence it all: parents, peers, community, (social) media, the built environment, local businesses, and public services.

Our aim

“Encourage young people towards what they love” – young person at Streamz Café

We will launch a dynamic “Lambeth Made” campaign to involve the Lambeth community in making Lambeth the best possible place for children and young people to grow up. We want

to harness all the energy and resource in our borough to make Lambeth a borough where everyone supports children and young people to grow, develop and achieve their dreams. This approach is even more important in light of public service funding cuts; through community collaboration, we must collectively ensure that children are not left behind.

There is already a great deal of fantastic work taking place locally in support of Lambeth children and young people. By building sustained collaboration across the children’s system, we can make Lambeth an even better place for children, young people and families. We want to empower the voluntary and community sector to be as effective as possible, whilst also involving new people, networks and groups in delivering our vision. As a partnership, we must empower the entire community to enable children and young people to benefit from the best possible support and achieve their ambitions.

What will we do?

“Young people need better support – more opportunities to work in the community in some way” – Lambeth young person

Learning from the best innovative programmes in the UK and globally we will:

- 1 Develop a shared understanding** across families, the community and children’s services of the factors that influence child development and the strategies that we can all use to promote positive outcomes. Our community co-production event emphasised the impacts of environmental pressures on child and adolescent mental health, amongst other key issues. We want to use a public health approach to raise awareness and shift attitudes and behaviours across the borough in support of children and young people.
- 2 Encourage all sections of the community to make a contribution or pledge a commitment** to helping children and young people. This could involve offering support or mentoring through volunteering activities, organising activities and groups, raising funds through community activities or taking part in a local crowd funding campaign.
- 3 Create a new contract with local business to encourage them to help local young people progress in life.** In developing this plan, young people have repeatedly described the importance of opportunities

to access employment, receive training and build networks. Businesses can step in by supporting young people with their careers, sponsoring initiatives, offering work placements, apprenticeships, training or employment opportunities through their own networks and supply chains. Businesses can also be encouraged to focus their Corporate Social Responsibility (CSR) commitments to benefit Lambeth's next generation of employees. Engagement in employment and training is likely to result in additional benefits – for example, improving outcomes for young people at risk of offending.

4 Develop an inclusive and positive culture of engagement with children and young people and the wider community where communication, ideas and positive dialogue is on-going and proposals that meet real need are innovative and co-produced. This can happen through community events, meet ups, artistic expression, citizen journalism, digital forums, service user events, peer support platforms, local media and much more.

Innovative practice examples

CHILD FRIENDLY LEEDS

Leeds City Council and local partners have established Leeds as a 'child friendly city'. This approach was developed from the UNICEF Child Friendly Cities initiative, which highlights children's rights to essential services and participation.

The Child Friendly Leeds brand launched in 2012, with support from politicians, services, businesses, children and young people. Businesses have been engaged in creating opportunities for children and young people in the borough, with a particular focus on vulnerable groups.

Child Friendly Leeds targets improved outcomes for three "obsessions" - a small number of key local issues.

WALES STRATEGY ON ACES

Adverse Childhood Experiences (ACEs) are traumatic events affecting children that are remembered throughout adulthood.

There is a growing body of research into ACEs, including a 2015 study by Public Health Wales, which linked ACEs with health harming behaviours during adulthood. The evidence calls for routine enquiry into adverse childhood experiences, to address the underlying causes of health harming behaviours.

The Welsh Government set up a hub in 2017 to help organisations, communities and individuals across Wales to tackle ACEs. The hub is testing new approaches to prevent the long-term harms of ACEs.

HARLEM CHILDREN'S ZONE

Harlem Children's Zone (HCZ) is a non-profit organisation that aims to end generational poverty in Central Harlem, USA. This includes Baby College workshops for parents of children aged 0-3, youth violence prevention work, and support with college admissions and employment.

The Community Pride programme engages with residents to promote awareness of local services. The programme encourages participation through work with tenant groups, block associations, faith groups and local businesses.

HACKNEY'S YOUNG BLACK MEN PROJECT

Hackney launched the Young Black Men's Project to improve outcomes for young black men in the borough.

The project provides community-led support into employment. This approach aims to build the skills and confidence of participants in the process.

The project engages young black men as leaders to deliver workshops in youth clubs and schools. It also provides community-based employment support, links to local black-led business networks and mentoring opportunities.



How will we do it?

"Respect, equality, safety and opportunity" – young person at Lambeth College

This requires a different way of doing business.

It's not about employing staff, setting up new services or even changing existing services. It is about developing a modern "Lambeth Made" campaign with powerful imagery and messaging, making use of digital tools to promote our vision for the future. We will draw on the best collaborative models of engagement to benefit children and young people, drawing on the insights shared through our community co-production. We will strengthen connections and build networks across the voluntary sector, local business and wider community. Using a range of media and participation initiatives, we will work to transform values, attitudes and behaviours across Lambeth.

Outcomes

- Increase understanding amongst children, young people, families and the wider community of the key factors that influence a child's social and emotional development and the role they can play in this.
- Increase the number of individuals and organisations actively involved in supporting children and young people, through both "Lambeth Made" sponsored activities and extra opportunities inspired by the campaign.
- Increase the number of work placements and progression opportunities created for young people by local businesses who have signed up to the campaign.
- Increase the number of projects for children and young people funded or supported through business CSR and corporate volunteering initiatives aligned to the campaign.



Laura
17 years old
& pregnant

Laura's story

Laura is a hardworking pupil who found out she was pregnant with her boyfriend, Tom earlier this year. Tom will be moving to Manchester to attend university in September. Laura is struggling to cope with childcare. Her parents are supportive and have even set up a nursery in the family home, to ensure she can continue with her A-levels after giving birth. Laura is considering moving to Manchester to be with Tom but her family are keen for her to remain in Streatham.



Laura is financially dependent on her mother and father.



Laura is a good pupil and wanted to go to university to study law. She stopped attending college when she found out she was pregnant because she felt embarrassed.



Laura has found pregnancy isolating and feels like her friends have forgotten her, especially as many will be starting university soon.



Laura lives at her family home with her mother and father in Streatham. They have a spare room which her parents have turned into a nursery.

The CYPP will improve support for Laura by:



Developing a shared understanding of children's developmental needs

Ensuring that the people in Laura's life and wide community understand the factors that will influence her and her baby's wellbeing. This could vary from making Laura feel uncomfortable breastfeeding in public to supporting her educational attainment.



Working with local businesses to create opportunities for YP

Creating opportunities for Laura to go on work experience in local law firms or providing her with a mentor from the legal world that she can learn about the industry from.



Creating a culture of engagement and inclusion

Supporting Laura to mix with other young mums or people experiencing similar challenges so she feels less isolated. This could also mean empowering her to set up her own groups and events, if these do not already exist.



Adopt a strengths-based approach

Building Laura's confidence and reinforcing the fact she's a bright pupil with a great future ahead of her. Her strong family network and wider community will help her to succeed as a parent and ensure she fulfils her dream of becoming a lawyer.

Please note we have included exemplar case studies, based on a number of different real life stories, to help some of the ways that the Plan will help children, young people and families in Lambeth.

PRIORITY PROGRAMME 2: BETTER START

“Early intervention can support parents to understand how to give their children the best start in life. Let us take these opportunities before children are born into the world.” – Lambeth parent

Getting a good start in life is critical to future life outcomes. As set out in our Annual Public Health Report for 2016/17, the foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood. A child’s biology and the development of body and brain means that intervention during pre-birth, infancy and the pre-school years are critical to reducing inequalities and promoting resilience and wellbeing. Support for children and families in the early years emerged as a top priority during our community co-production event. We have also heard directly about the importance of early childhood relationships from children and young people, who described how they had learned healthy behaviours from family members.

The current offer of support in the early years is fragmented, with different services provided by different organisations. Our conversations with Lambeth families have emphasised the

confusion that this can cause for parents looking for support. Additionally, the financial context presents significant challenges: Lambeth is required to make significant savings in line with national funding reductions, to both children’s centres and health visiting services. Although we have some excellent provision in Lambeth, the combination of reducing resources and the growing evidence base means we need to do things differently in future.

Our aim

“Support early on helps over your whole life” – child at a Lambeth adventure playground

We want to support families to give their children the very best start in life. Through an integrated programme of reviews, we will proactively identify needs and trigger a cutting-edge menu of evidence-based interventions that support children’s emotional and social development and attachment, their communication and language skills, and their physical health and wellbeing. This approach will help to address problems before they develop.

Services in scope

health visiting, midwifery, children’s centres, early education and childcare

What will we do?

“Help parents when children are young. Often children and young people are taught too late or have to learn themselves” – young person at Young Lambeth Co-op focus group

- 1 Review our current service offer for families with children under 5 including maternity, children’s centres, health visiting end early education and childcare.
- 2 Design a programme of integrated, evidence-based reviews from conception to 5 to identify need at an early stage.
- 3 Develop an innovative menu of support for families with young children, drawing on excellent practice within the borough and learning from LEAP (including work by LEAP to support parents to improve their children’s nutrition).
- 4 Research and develop digital and community led solutions and models of delivery in line with our commitment to co-production and co-delivery.

- 5 Ensure delivery of programmes which meet the specific needs of disadvantaged groups including children living in poverty, Black African and Caribbean children, children with disabilities and looked after children.

How will we do it?

This new offer requires a very different way of working in future, ending organisational and professional boundaries. We want to introduce new integrated locality-based Better Start teams to deliver the new offer working in partnership with the community. The new teams will work across a range of venues in the locality to ensure coherent, coordinated and cost-effective delivery. We will provide comprehensive training and development to support the new teams – including community volunteers and Parent Champions – to deliver the new offer.

Outcomes

“A healthy family is a happy family” – Lambeth primary school pupil

We recognise that there will be real challenges in a context of rapidly reducing resources, but our approach will be to:

- Increase numbers of children achieving an overall “Good level of development” (Early Years Foundation Stage Profile).
- Narrow the gap at Early Years Foundation Stage Profile (EYFSP) for children eligible for free school meals through sustained access to services (30-plus children’s centre contacts).
- Increase the number of children’s centre contacts for children from additional underachieving groups (SEND, early fluency in English, certain BAME groups)
- Ensure that the inequality gap does not widen further due to the shift from funding of free nursery places based on deprivation towards free early learning for children in working households (at 3-4 years).

- Improve rates of breastfeeding, particularly in most deprived areas of Lambeth.
- Reduce child obesity rates (particularly at ages 5 and 11), achieved through more effective and systemic support in the early years.
- Increase take-up of immunisations (particularly at age 2), both overall and for families experiencing deprivation (free school meals).
- Improve take up of free entitlement to childcare for disadvantaged two-year-olds.





Ana
2 months
old

Ana's story

Ana's parents, Maria and Pedro, moved to Lambeth 2 years ago from Portugal. Since giving birth Maria has struggled to breastfeed which has made her feel very low. She stopped attending her local post-natal group because she struggled to communicate with other mothers in English and found the group very judgemental. Pedro works long hours as a waiter and isn't sure how to support his wife.



Ana's parents are managing to make ends meet but Maria won't be able to take more than 5 months of maternity leave.



Ana's grandparents and wider family live in Portugal. Ana doesn't have much contact with the outside world as her mother Maria does not like leaving the house.



Ana is currently underweight but meeting the developmental outcomes of her age.



Ana and her parents live in a one bedroom flat in Stockwell. They live on the 22nd floor and the lift is broken making it difficult for Maria and Ana to get out and about.

The CYPP will improve support for Ana by:



Embedding a whole family approach

Encouraging agencies not only to think about Ana's needs but her parents' needs too. Providing holistic support through the children's Centres which can help Maria's emotional wellbeing and Ana's nutrition.



Developing an integrated approach to family support between statutory and voluntary partners

Ensuring that Maria's health visitor is able to signpost her to local Portuguese community groups or targeted support for struggling new parents.



Ensuring our offer targets the most disadvantaged

Making sure our offer targets families who are disadvantaged or socially isolated such as Ana's family by providing flexible services which take into account specific requirements such as translation.



Deliver evidence-based and co-produced service

Working with local parents to co-produce services so they best meet their needs. Working with Maria to understand why she felt judged and what best practice looks like for post-natal services.

PRIORITY PROGRAMME 3: A NEW APPROACH TO EARLY HELP

“Prevention rather than intervention - everyone helps at the earliest opportunity” – Lambeth community member

Early help is not just about the early years. Our Annual Public Health Report (2016/17) reminds us that the adolescent years from 10-19 are second only to the early years in terms of their significance – this is a time not only of physical and mental growth and development but also of change in attitudes and behaviours. Our engagement with children and young people has underlined the close links between emotional wellbeing and resilience. In conversations with young people aged 10-19, concerns about safety and youth violence in the borough also emerged strongly. In an increasingly complex world, it is critical that we help children, young people and families to navigate the challenges of modern life and stay on track. This means a clear focus on developing core skills and capabilities, taking a whole family approach and facilitating strong and positive relationships.

Again, the current offer for early help is fragmented. Schools are a critical source of support, though their funding is set to reduce considerably over the next few years. We have a thriving voluntary and community sector that provides positive activities as well as targeted support for particular young people and communities. Lambeth also has a range of services targeted on specific needs – for example in relation to sexual health, substance misuse or mental health. We need to build on learning from initiatives like the Young Lambeth Co-operative’s consortium model and the Living Well Alliance to build much better connections between statutory and voluntary provision. This will help ensure clear points of access for young people, which offer a gateway to a wider range of targeted provision. As part of the national Troubled Families Programme, we will work to achieve sustained progress for disadvantaged families with multiple and complex problems. We will also work with adult services to ensure a smoother and more person-centred offer to support young people with the transition to adulthood.

Our aim

“Resilience is very, very, very important! Without dealing with whatever life throws at you, you won’t know how to approach things” – young person at Young Lambeth Co-op focus group

We will support young people to achieve their potential, particularly those at risk of poor outcomes. This will involve delivering a coordinated, coherent and accessible range of services which build skills and capabilities and facilitate strong and positive relationships.

Services in scope

early help, pastoral support in schools, mental health, emotional wellbeing, youth offending service, substance misuse, sexual health, public health, school nursing, youth and play provision

What will we do?

- 1 Review the current offer of services to children and young people aged 5-19.

- 2 Collate and share details of a range of effective prevention programmes delivered in schools to develop skills and capabilities and promote healthy behaviours and relationships using the new statutory requirement for PSHE to drive improvements in quality.
- 3 Develop a clear practice model for early help across the system in Lambeth.
This will include:
 - A framework for assessment, planning and review.
 - Training and development.
 - A menu of interventions (e.g. restorative approaches, motivational interviewing).
 - A shared set of outcomes across the sector, building on Phase 2 of the national Troubled Families Programme.
- 4 Develop digital solutions for supporting young people as part of the wider offer.
- 5 Develop specific pathways and provision for vulnerable young people including those with mental health problems, at risk of CSE and youth violence and/or on the edge of care, engaging the support of the voluntary sector and wider community as appropriate.

How will we do it?

"It's easier to talk to someone your own age who knows how you feel"

– Lambeth primary school pupil

As part of our revised early help offer, we will establish new locality-based Young Lambeth teams to develop capacity across the sector, focused particularly on schools and the voluntary sector. These new teams will provide advice and training as well as providing a gateway to a wider range of Young Lambeth services including specialist support for those with additional needs. We will also establish a new Family Solutions offer to provide intensive family support at Tier 3 for families with complex needs. In line with the LSCB Youth at Risk strategy and the work of the Safer Lambeth Partnership, the delivery of our preventative approach will seek to reduce serious youth violence.

In developing this Plan, children and young people consistently agreed that if a problem arose they were more likely to talk to a friend, family member or other trusted person than a professional. Our approach must aim to build a culture of support universally to ensure that needs are met at the earliest possible stage. This will include focusing on support for

emotional resilience in schools, through peer support opportunities and other initiatives.

Outcomes

We recognise that there will be real challenges in a context of rapidly reducing resources – for example, it is not yet confirmed whether there will be further Troubled Families funding in future. However, the focus of our new approach to early help will be to:

- Reduce the number of children and young people accessing hospital-based mental health services.
- Reduce waiting times for children and young people accessing emotional wellbeing and mental health services.
- Reduce the number of children and young people excluded from school.
- Reduce youth offending and youth violence.
- Reduce childhood obesity rates.
- Reduce the number of young people not in employment, education and training.



Jennifer
16 years
old

Jennifer's story

Jennifer is a keen athlete, who has taken part in both local and national running competitions. She lives with her mother, step-father and 2 younger siblings in Brixton. She attends sixth form college near her home but recently Jennifer's attendance has deteriorated and her teachers are concerned with her lack of commitment to getting into university – something she has always been very passionate about. Her parents are concerned about her older boyfriend, especially as she refused to introduce him to them or her friends.



Jennifer has a part time job working on a stall in Brixton market on Sundays.



Jennifer's college attendance has been poor lately but she achieved good GCSEs last year. University is still an option for Jennifer.



Jennifer's friends' from school have commented that she's changing and they don't like the sound of her new boyfriend.



Jennifer's new boyfriend is 20 years old and was previously known to the Youth Offending Service for his gang-affiliation.

The CYPP will improve support for Jennifer by:



Developing the skills and capacity of Universal Services

Supporting Jennifer's running coach, who she has a good relationship with, to talk to her about her college attendance and priorities. Allowing Jennifer to get support from people she trusts.



Taking co-ordinated approach to supporting Young People at Risk

Making sure the agencies supporting Jennifer such as her school are able to escalate their concerns and share information with other agencies to build a greater understanding of any risks to her safety.



Creating clear pathways of support for young people

Ensuring Jennifer has access to information and advice about healthy relationships, gangs and crime. Where Jennifer does not access this support at school, ensuring resources are available digitally – for example, using the Chart Health text service to ask questions about a wide range of health and wellbeing issues.



Adopting a strengths-based approach

Supporting Jennifer by building on her strengths and positives in her life such as her athletics and good GCSE results last year.

PRIORITY PROGRAMME 4: CHILDREN WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES

*“Children need to know that there is
a future mapped out for them”
– parent of a child with SEND*

Over the last few years, we have seen an increase in the number of children and young people with special educational needs and/or disability (SEND), and the complexity of these needs is increasing. Children with SEND have statistically poorer outcomes than other children, and are more prone to mental health issues. National and local trends have shown an increase in diagnosis of conditions such as Autistic Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD) and Social, Emotional and Mental Health (SEMH) needs. There is also an increase in children with more complex needs – due to medical advances, more children with complex needs are surviving longer and we need to ensure they are supported to enjoy the best possible opportunities and outcomes.

There are real challenges in meeting new legislative responsibilities for children with

SEND with reducing financial resource. We need to explore new ways of enabling positive experiences and outcomes through a fair and equitable offer, within the limits of budgets provided by central government.

Our aim

*“I want to feel confident speaking to
other people” – young person with autism
spectrum disorder*

We will support children with SEND to lead fulfilling lives, with equality of access to opportunities that improve their life chances and empower them to be the best they can be. Our conversations with children, young people and the parents of children with SEND have highlighted the vital importance of inclusion. We must work to ensure that all our universal services are fully inclusive and that children and young people are consistently supported to participate in their communities, receiving recognition for their achievements.

Services in scope

SEND service, Children with Disabilities service, 5 special needs schools in Lambeth, 10 resource bases attached to mainstream schools, short breaks, domiciliary care, personal (health) budgets, SEND transport, community therapies (speech

and language therapy, occupational therapy, physiotherapy), equipment, and sensory services.

What will we do?

“Don't put me in a corner” – young person with autism spectrum disorder
As set out in the Lambeth Strategy for Children and Young People with Special Educational Needs, 2017-20 (SEND Strategy), we will focus on five high level priority actions:

- 1 Promote independence for children, young people and their families through increased participation, personalisation, leisure activities, and training and employment opportunities.
- 2 Work in partnership across early years, schools and education providers to support achievement and progress. This will include a focus on early identification of needs and developing the expertise of mainstream teaching staff.
- 3 Work effectively together to maximise the impact of services and resources, through joint commissioning arrangements and the Local Offer.



4 Secure the right local specialist provision, using commissioning data to ensure that Lambeth has the best provision to meet needs.

5 Monitoring financial spend to ensure affordability and value for money.

To review the priority actions in full, please refer to the SEND Strategy 2017-20.

How will we do it?

The SEND Strategy will be driven forward by the SEND Strategic Partnership Board, which includes representation from education, health and social care services and parents. These partners will work closely together to improve the lives of children and young people with SEND across Lambeth. The SEND Strategy is underpinned by a comprehensive action plan, which the SEND Strategic Partnership Board will implement to achieve the aims of the strategy.

This co-ordinated approach will ensure that support is more coherent and joined up. Children, young people and families have told us that it is often unclear what opportunities exist in the community. Through the development of the Lambeth Families Information Service and

Local Offer, we will ensure greater clarity about the opportunities available in Lambeth.

Outcomes

“I wish there were more ways that my child could have her achievements acknowledged” – parent of a young person with SEND

- Children and young people and their families report that they have real choices and greater control over their lives, and feel fully included in their communities.
- Children and young people are prepared for adulthood, with effective support to live independently and to pursue further education and/or employment.
- Children and young people are supported to access inclusive mainstream services with their peers.
- Children are able to achieve the best that they can in education.
- Children and young people experience smooth transitions at key points in their lives, including from children’s to adults’ services.



Gary
15 years
old

Gary's story

Gary was diagnosed with ADHD and dyslexia 7 years ago. When he transitioned to his local secondary school, Gary's behaviour became more challenging and he was eventually excluded. He was found a new school in another area, but his behaviour did not improve and he continued to receive fixed term exclusions. He is now refusing to go to school and his parents are struggling to cope with their son's volatile moods. Gary has started staying away from home overnight and his parents are becoming increasingly worried, but don't know what to do.



Gary's parents are working full time in low paid jobs, so they can't be home with him during the day.



Gary says he hasn't made any friends at his new school but he has a good friend in his street, who has left school so they hang out a lot.



Gary's reading and writing skills were progressing well until he started missing school. He doesn't expect to get any GCSEs



Gary's parents are increasingly worried about where he goes when he doesn't come home but they don't know where to turn to for help.

The CYPP will improve support for Gary by:



Developing the skills and capacity of universal services

Working with mainstream schools to help them build capacity to be fully inclusive and provide more outreach services for children with social, emotional and mental health needs. Thus reducing the number of children at risk of being excluded and increasing school attendance.



Developing whole life pathways for young people

Putting in place effective planning and support to achieve smooth transition at key points in Gary's life, such as moving schools. Recognising that one size does not fit all, and support must be tailored to meet his individual needs and aspirations.



Providing training and support for families of children with SEND

Supporting Gary's family to understand and find solutions to manage his difficult behaviour and get him to attend school.



Increasing the opportunities for young people with SEND to become independent

Ensure Gary's mental health and wellbeing needs are recognised and met and provide greater opportunities for him to enter further education, employment and training.

PRIORITY PROGRAMME 5: CHILDREN AT RISK OF HARM AND CHILDREN LOOKED AFTER

*“We want to feel safe in our own homes”
– young person from Lambeth College*

Improving support for children at risk of harm and children looked after is a crucial focus of the Children’s Social Care Improvement Programme, the Local Safeguarding Children Board (LSCB) and the Corporate Parenting Board. Our approach to improving support for this most vulnerable group of children is set out in other places but repeated briefly here to ensure that this Children and Young People’s Plan is a valid and complete record of the partnership priorities for children and young people in Lambeth.

Our aim

“Consistently empowering and supporting young people in preparation for adult life” – Children in Care Council

Jointly, we will ensure that every child at risk of harm or looked after is supported to thrive; through early identification, timely decision making and good multi-agency working that keeps them safe, supports their health

and educational attainment, and nurtures their talents and skills, supporting them into successful adult life.

What will we do?

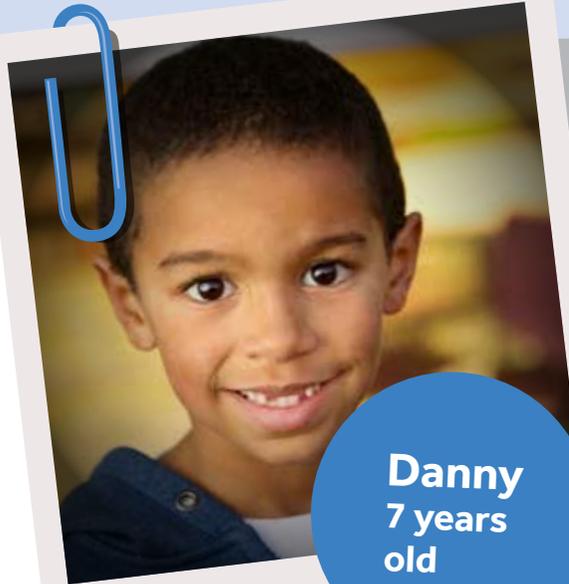
*“We need trusted people around us”
– Children in Care Council*

- 1 Improve multi-agency working across the children protection system including the new Integrated Referral Hub, s47 enquiries and strategy meetings and core groups.
- 2 Implement the Young People at Risk Strategy to improve outcomes for those at risk of CSE and youth violence.
- 3 Improve the range of placements available for children looked after including the number of locally based in-house foster carers and placements for those with additional needs.
- 4 Promote improved health outcomes for children looked after.
- 5 Increase the number of looked after children in education, employment and training.

Outcomes

*“Children need to be protected from bad things”
– primary school pupil*

- Earlier identification of vulnerable young people by the partnership.
- Reduction in numbers of young people harmed by youth violence and/or exploitation.
- Reduction in missing episodes amongst young people at risk.
- Children, young people and parents report that they feel safer as a result of the help and support that they receive.
- Improved health outcomes for our looked after children.
- Improved education and training opportunities for our semi-independent young people.



Danny
7 years
old

Danny's story

Danny was placed in foster care with a family in Croydon six months ago. His mother, Sandra has severe mental health problems, and her behaviour became increasingly erratic with her refusing to take Danny to school and locking herself in her room for days at a time. Sandra has declined support from clinicians and she doesn't have any family or friends in the country to help her. Danny's father left before he was born. Danny is a hardworking pupil who is always attentive and well behaved. His anxiety issues are improving and he's starting to make friends with other children, who previously bullied him about his dirty school uniform.



Danny's mother Sandra did not work and struggled to provide for Danny. She had run up considerable rent arrears and refused to use foodbanks when referred to them by Danny's school.



Danny is an excellent pupil but he finds social interaction with other children difficult. His foster carers have noted that this is improving.



Danny is doing very well at school, despite his mother's refusal to take him to school for large periods of time.



Danny lives with a foster family in Croydon. Contact with his mother has been inconsistent and dependent on her mental state.

The CYPP will improve support for Danny by:



Recruiting more local foster carers
Ensuring that we recruit local foster carers who reflect the diversity of the borough and better meet children's needs. This will mean the children like Danny can be placed nearer to his local network and the things he knows.



Promoting health outcomes for looked after children
Supporting Danny's physical and emotional health as soon as needs are identified. E.g providing Danny with some emotional wellbeing support for his anxiety issues.



Adopting a strengths-based approach
Maximising the opportunities for Danny to do things he enjoys and ensuring he receives the praise he deserves for being a lovely little boy as well as a good pupil.



Listening to the Voice of the Child
Ensuring professionals listen to Danny's views about his care and check in with him often about his thoughts and feelings, especially after contact with his mother.



8

Delivering the plan

GOVERNANCE AND ACCOUNTABILITY



The Lambeth Children's Partnership Board

The key body for driving forward delivery of this plan is the Lambeth Children's Partnership. This is the leading forum for agencies working with children, young people and families in Lambeth to come together to set and agree strategy. The Partnership Board meets six times per year, reports to the Health and Wellbeing Board and sits alongside the Local Safeguarding Children Board (LSCB).

The Partnership oversees the delivery of the first four Priority Programmes set out in this plan. The Partnership will lead directly on Priority Programme 1. Priority Programmes 2, 3 and 4 will each have their own Strategy Group which will meet monthly involving representatives of all Lambeth Children's Partnership agencies as appropriate. The final Priority Programme, in relation to children at risk of harm and children looked after, will be led by the LSCB and the Corporate Parenting Board.

Co-production and co-delivery

"Children and young people are empowered and have a voice in the decisions and services that affect them" – Lambeth community activist

As we implement the programmes outlined in this Plan, co-production and co-delivery will be essential. We developed the Plan in close collaboration with children, young people, families and the wider community. One of the key messages we heard is the vital importance of respecting and listening to children and young people, empowering them to be ambitious and to help shape their own destinies.

As a Partnership Board, we must ensure that we are in-tune with our changing population and that we value their considerable strengths. The best way to do this is by working with our community as equal partners to agree priorities and deliver solutions together. We will therefore:

- Continue to support and enable the Lambeth Youth Council to deliver on priorities it identifies for children and young people.
- Continue to draw on the skills of the Young Lambeth Co-operative's Young Commissioner Programme, ensuring they are a part of any conversation on commissioning of services.

- Use all potential engagement channels currently in place across the borough, including the Children in Care Council, Maternity Voices Committee and LEAP Parent Champions.
- Work with the Black Thrive Children, Young People and Families Group as an important mechanism for engaging with the black community.
- Consider how we can use different digital platforms and technologies to engage with a wider range of children, young people and families.
- Coordinate with partners across the system to ensure a coherent approach to engagement with children, young people and families.

The Children and Young People's Plan outcomes framework

The successful delivery of the Children and Young People's Plan will result in better outcomes for children and young people living in Lambeth. Our outcomes framework sets out the impacts we must achieve for children and young people, including a relentless focus on reducing inequality. These are the key outcomes where we must turn the curve, in light of local needs.





Call to action

Our Plan is not a static document but a 'road map', which will evolve as momentum grows. Our mission to make Lambeth one of the best places for children to grow up can only succeed if all sections of our community contribute their energy, expertise and resources to help. This means everyone, including professionals, community organisations, schools, businesses, residents, children, young people and families.

We all have something to offer and our sum is far greater than our parts. Here are just a few examples of different ways that you could begin to get involved:

- Volunteer to support children and young people through mentoring and everyday actions.
- Get involved in peer support opportunities, whether you are a child, young person or parent.
- If you are a business or other Lambeth organisation, provide work experience and paid placement opportunities to young people.
- Share with us the evidence of great models of work you think would benefit children if adapted to the Lambeth context.
- Encourage and empower community members, service users and anyone you work with to share their ideas and personal insights so services can be completely child-centric.



9

The next five years

CONCLUSION



This Children and Young People's Plan marks a commitment to a new way of doing things. Closer working across the public sector, local business and wider community will enable us to build on our existing strengths and create new opportunities to improve the lives of children, young people and families in Lambeth. Through genuine, sustained collaboration in coming months and years, we will endeavour to make Lambeth one of the best places in the world for children and young people to grow up.

We recognise that children and young people growing up in Lambeth face real challenges, but we also know that the energy and expertise of our diverse communities are a source of major strength. Alongside senior leaders, professionals and community groups, we have worked closely with children, young people and families to define the vision and ambitions of this Plan. Their voices have been central to our community engagement approach - moving forwards, we must continue to build on this momentum as we launch the "Lambeth Made" campaign. With continued reductions in funding ahead, it is critical that we empower children, young people, families and the wider community as equal partners in co-delivering our shared Plan for the future.

The Lambeth Children's Partnership will oversee and drive forward the implementation of the priority delivery programmes, with a central drive to reduce inequalities. In particular, we will focus on changing the odds for the most vulnerable: children living in poverty, black African and Caribbean children, children with special educational needs and disabilities, and looked after children. We will direct our attention to improving key outcomes for these cohorts across the life course, including school readiness at age 5, childhood obesity and engagement in education, employment and training post-16. By increasing opportunities for the wider community to help achieve these outcomes, we will maximise our chances of success through whole system change.

Our Children, Our Future is not simply a strategy document – this is a statement of intent and a step forward in our journey towards making Lambeth the best place to grow up. It is now our collective mission to realise the brightest possible future for children and young people in Lambeth.



APPENDIX A: GLOSSARY OF TERMS

ACEs	Adverse Childhood Experiences.	EYFSP	Early years foundation stage profile. This is an assessment of children's development and learning at the end of the reception year.	Public Health	Public health services support people to make healthier choices, and aim to minimise the risk and impact of illness.
ADHD	Attention Deficit Hyperactivity Disorder.	FSM	Free school meals.	Primary Care	The first point of contact in the healthcare system – the 'front door' to the NHS. Primary care services include GP practices, dental practices, community pharmacies and high street optometrists.
ASD	Autistic Spectrum Disorder.	FTE	First time entrants into the criminal justice system.	Secondary Care	Also known as 'hospital or community care' – both planned care, such as a cataract operation, and urgent and emergency care, such as treatment for a fracture.
BAME	Black, Asian and minority ethnic.	GPs	General practitioners (GPs) work from general practices to treat all common medical conditions. GPs refer patients to hospitals and other medical services for urgent and specialist treatment.	Tertiary Care	Highly specialised treatment such as neurosurgery, transplants and secure forensic mental health services.
CAMHS	Child and Adolescent Mental Health Services – services that support children and young people who have difficulties with their emotional or behavioural wellbeing.	Health and Wellbeing Board	The key partnership forum for local health and care leaders (including local authorities and Clinical Commissioning Groups) to improve the health and wellbeing of the local population.	Safeguarding	The action taken to promote the welfare of children and protect them from harm.
CCG	Clinical Commissioning Groups are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area.	JSNA	Joint Strategic Needs Assessment.	SEND	Special Educational Needs and Disabilities.
CEP	Capped Expenditure Process.	LEAP	Lambeth Early Action Partnership – our innovative programme to improve outcomes for children in the early years.	South East London STP	The South East London Sustainability and Transformation Plan (STP) brings together partners including NHS CCGs, local authorities, and healthcare providers across six boroughs in South East London. Through collaboration across organisations, the STP works to meet the needs of the whole population in the area.
CFSP	Children and Families Strategic Partnership.	LAC	Looked after child – a child who is in the care of the local authority for more than 24 hours.	STP	Sustainability and Transformation Plan.
CSE	Child sexual exploitation.	LSCB	Local Safeguarding Children's Board		
CSR	Corporate Social Responsibility.	Mental Health	Defined in the No Health without Mental Health policy as "a positive state of mind and body, feeling safe and able to cope, with a sense of connection with people, communities and the wider environment."		
CWD	Children with disabilities.	NEET	Not in education, employment or training.		
CYPP	Children and Young People's Plan				
CYPHP	Children and Young People's Health Partnership.				
Early Help	Taking action as soon as possible to tackle problems before they become difficult to reverse. Intervention should take place early in the life cycle of a problem, and can apply to children and young people at any age.				
Early Years	The first years of a child's life, from conception to age 5.				

APPENDIX B: THE STRATEGY BOOKCASE



The diagram above illustrates how the Children and Young People's Plan has been developed in line with the wider aims and priorities of the Health and Wellbeing Strategy and Borough Plan. The Plan provides the overall direction for a range of key strategies for children and young people in Lambeth.

APPENDIX C: WIDER READING

Annual Report of the Director of Public Health 2016/17

<https://www.lambeth.gov.uk/sites/default/files/ssh-aphr-full-report.pdf>

A Scoping Study of the Implementation of Routine Enquiry about Childhood Adversity (REACH) (2015)

<http://www.cph.org.uk/wp-content/uploads/2015/07/REACH-Scoping-Study-BwD.pdf>

A Vision for Young Londoners to 2025

<http://visionforyounglondoners.org.uk/wp-content/uploads/2016/06/The-Vision-for-Young-Londoners.pdf>

Catch22 and the National Children's Bureau – Rethinking children's services: fit for the future? (2016)

<https://www.catch-22.org.uk/wp-content/uploads/2016/04/Rethinking-Childrens-Services-FINAL.pdf>

Early Help Service Transformation Model and Toolkit:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/605601/Early_Help_service_transformation_maturity_model.pdf

Early Intervention Foundation

<http://www.eif.org.uk/>

Future Lambeth: Our Borough Plan 2016/21

<https://moderngov.lambeth.gov.uk/documents/s83693/Appendix%201%20HWP%20strategy%20refresh%202016.pdf>

Healthwatch Lambeth – Young People: Listening to how they keep healthy (2016)

http://www.healthwatchlambeth.org.uk/wp-content/uploads/2017/03/HWL-Youth-Club-Engagement_Feb-17_FINAL-corrected.pdf

Healthwatch Lambeth – Enter and View, King's College NHS Foundation Trust Paediatric Wards Visit Report (2017)

http://www.healthwatchlambeth.org.uk/wp-content/uploads/2017/02/HWL-Enter-and-View-Kings-College-Hospital-Paediatric-visit-report_Oct-16-FINAL.pdf

Joint Strategic Needs Assessment for Children and Young People 2016/17

<https://www.lambeth.gov.uk/sites/default/files/ssh-cyp-jsna.pdf>

Lambeth Co-operative Health and Wellbeing Strategy 2013-23

<https://moderngov.lambeth.gov.uk/documents/s58400/03b%20HWS%20270613.pdf>

Welsh Adverse Childhood Experiences (ACE) Study – ACEs and their impact on health harming behaviours in the Welsh adult population (2016)

http://cdn.basw.co.uk/upload/basw_114245-2.pdf

A note about images used:

Thank you to our inspirational Lambeth children who helped us to create this plan by posing as positive role models. With their agreement, their images have been used to illustrate our 'Lambeth Made' campaign brand and to convey the ambitions of our unique plan. All other images including those accompanying case studies have been purchased under licence for Lambeth's use. They are posed by anonymous models to preserve the privacy of the individuals featured in our case studies.

