

# Lewisham children and young people's plan

2019–22

Everyone's business



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# Foreword

Lewisham is a young borough. One quarter of our residents are aged 0–9 years old. Our young people have great talent and potential, and we want them to make the best start in life and grow up well-equipped to take advantage of the opportunities available to them in the diverse and vibrant city they live in. But they face challenges, not least the fact that a third of our children grow up in poverty.

Giving all children a great start is not something that can be done by any single organisation working in isolation – not the Council, a school or a voluntary group working alone. It takes the whole community working together. Our children's future is everyone's business.

That is why I am delighted, on behalf of all our partners, to introduce Lewisham's sixth children and young people's plan. This plan sets out how we will work together to make a difference to the lives of our children and young people. To do this we have agreed four priorities for the next three years:

**Priority 1: Children and young people have the best start in life and are protected from harm**

**Priority 2: Children and young people have good physical and emotional health**

**Priority 3: Children and young people develop, achieve and are ready for adulthood**

**Priority 4: Children and young people feel listened to and respected**

We have a lot to be proud of. A large majority of our youngest children continue to do well in their early years. Our school-led school improvement partnership, Lewisham Learning, is strengthening education in our schools, and increasing numbers of young people are going on to higher education. We have begun to use the strength of our partnerships to develop 'whole systems' approaches, which are making a difference in tackling childhood obesity such as increasing numbers of mothers who breastfeed. In our Youth Offending Service, we are using trauma-informed processes to work with young people at risk of being the victim or perpetrator of serious youth violence.

But we need to continue to be ambitious. We must continue to support children and young people to be safe and make safe choices. We want all young people to make progress in their education and achieve their ambitions. We also know that some children and young people face more difficulties than others. While focusing on all, we will prioritise action for specific groups – for example, in our role

Lewisham is a young borough. Giving all of our children a great start takes the whole community working together – it's everyone's business.

as corporate parent to our looked after children, and our support for young carers, children with special educational needs and disabilities, those who are seeking asylum and young people who are at risk from exploitation.

What motivates me and my fellow councillors is the strong desire to give all of our 75,000 young people the opportunity to thrive and achieve. We are determined to tackle obstacles in the way of that, and I look forward to continuing our work with children, young people, their families and the Lewisham Partnership to achieve the priorities set out in this plan.

**Councillor Chris Barnham**

Cabinet Member for School Performance and Children's Services



# Introduction

This plan reflects the very real challenges faced by children and young people living in the borough. As such, it underlines the need for all local agencies to collaborate in a way that makes the most efficient and effective use of the borough's skills and knowledge. It does not cover everything partners are doing, but focuses on where we know we can make a real difference, driving forward our joint commitment to improve the lives and life chances of children and young people in Lewisham.

All children in Lewisham, regardless of their background and circumstances, should have a happy and fulfilled childhood where they enjoy their school and family life, and where they can learn, belong and grow so they enter adulthood ready, willing and able to achieve their full potential. We believe that everyone and every agency who comes into contact with children has a role to play in identifying concerns, sharing information and taking prompt action to safeguard them. Safeguarding is everybody's business.

Our partners share the same vision for children, although they have different remits and resources. In these times of austerity and pressures on services, it is vital that we make the best possible use of everyone's time and that all activities demonstrably

improve the quality and impact of practice. Our work is driven by shared values and a determination and commitment to improve outcomes for children and young people.

In developing this plan, we have given consideration to four underpinning principles:

- a clear and shared understanding of the data so that we have a shared language to articulate the challenges and the impact we want to make
- a shared understanding of and approach to the management of risk to ensure that all partners can make timely and effective decisions
- services for children and young people that are designed and delivered in a way that reflects the richness of diversity in the borough, working with and listening to communities so that innovation can be harnessed, risk can be moderated, escalation of need can be prevented and life chances can be maximised
- performance measures that are based on a shared understanding of what success should look like from the perspective of children, young people and their families.

A thorough consultation process has informed our

priorities. We know that to be successful we need to provide children, young people and their families with the right support at the right time, therefore there is a focus on early intervention throughout this plan. It is everyone's business to ensure that we support our children to be resilient and emerge from challenging experiences with a positive sense of themselves and their future.

We thank everyone for their continued efforts, although we have much still to do. There are many areas where we have excelled and made a real and significant difference. The partners directly involved in the development and delivery of this plan include children, young people and their families, the voluntary and community sector, early years settings, schools, colleges, the local authority, the police, the clinical commissioning group, health providers and public health.

We look forward to working with you all on the next phase of our joint endeavour to ensure all our children and young people have every opportunity to live happy, fulfilled lives that are safe from harm.

**Sara Williams**

Executive Director for Children and Young People

# Chapter 1: Purpose, vision, values and links to wider priorities

## Summary

The purpose of this plan is to improve the lives of children, young people and families in Lewisham. To achieve this vision, we are committed to putting children and young people first, having the highest ambitions for them and making a positive difference in their lives.

We also understand that there is no one organisation, group or interest that can do everything on its own. That is why, as a partnership, we are committed to improving the way we work together, so that we can make the most effective use of our shared knowledge and experience.

In addition, by setting out how this plan is linked to high-level priorities, we are making clear that our ambitions are part of a wider vision and decision-making process, which is also dedicated to addressing the many challenges and issues faced by our children and young people in Lewisham.

This section of the plan summarises our vision, values and their links to wider priorities in more detail.



# Purpose, vision, values and links to wider priorities

## What is the purpose of the children and young people's plan?

The children and young people's plan 2019–22 sets out our collective ambition and aspiration to improve the lives of children, young people and families in Lewisham. This plan builds upon what we have learnt from the previous plan, which came to an end in 2018. In doing so, it shows how committed we are to both improve on what we have done well and focus on where we need to do better.

As a partnership, we are keen to stress the value of collaboration, because the best outcomes for children, young people and families can only be achieved when we work together, not when we try to do it alone. No one organisation holds a monopoly on knowledge or wisdom and we know that organisations that think otherwise won't be able to achieve the best outcomes for the children and young people that they serve.

Accordingly, the purpose of this plan is to:

- re-affirm our commitment to tackling the issues facing children, young people and families in Lewisham and help them to achieve their fullest potential
- highlight the challenges facing children and



young people in Lewisham, in particular for those who face the greatest challenges

- set out how we will resource our efforts and address the issues that we have identified
- describe how, by working together with children, young people and families, we can make a difference
- summarise how we will hold ourselves to account, to ensure that this plan is implemented.

Information on achievements from the previous plan is attached at Appendix A.

# Purpose, vision, values and links to wider priorities

## What is our vision for children and young people and what are our values?

Having a clear and strong vision is important because it makes the purpose for doing things clear and helps everyone to understand why we do what we do. The values that we share as a partnership explain how we work together to achieve our shared vision. Strong, clear values are important because they describe the attitudes, behaviours and ways of working that bind us together.

### Vision

Together, with families, we will improve the lives and life chances of the children and young people in Lewisham.

### Values

- We will put children and young people first every time.
- Together with families we will have the highest aspirations and ambition for all our children and young people.
- We will make a positive difference to the lives of children and young people.

## What are the links between the children and young people's plan and Council priorities?

The children and young people's plan sits within the wider framework of Council priorities. This shows that, as a partnership, we share the same goals and aims as those who have been directly elected to make decisions affecting the well-being of children, young people and families.

The Council priorities are as follows:

- Open Lewisham – Lewisham is a welcoming place for all where we celebrate the diversity that strengthens us.
- Tackling the housing crisis – everyone has a decent home that is secure and affordable.
- Giving children and young people the best start in life – every child has access to an outstanding and inspiring education and is given the support they need to keep them safe, well and able to achieve their full potential.
- Building an inclusive local economy – everyone can access high quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
- Delivering and defending health, social care and support – ensuring everyone receives the health, mental health, social care and support services they need.
- Making Lewisham greener – everyone enjoys our green spaces and benefits from a healthy environment as we work to protect and improve our local environment.
- Building safer communities – every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.



# Chapter 2: Challenges, risks and areas of concern

## Summary

We are ambitious for all children and young people in Lewisham. But we understand that the diversity and complexity of their lives and life experiences means that all children and young people are different from one another. In order to provide the support that each child and young person needs, particularly in times of crisis, we need to understand these differences.

For example, some children and young people have experienced the stress of family breakdown. Others may have special educational needs or disabilities. Others may have been in contact with the court system or fled war zones and conflict. Some children and young people living in Lewisham today may face a wide-range of challenges and risks as they progress into adulthood. These challenges and risks include poverty, online dangers, violence and psychological stress.

This section of the plan explores in more detail the complex range of issues and challenges facing children and young people. Appendix B lists some of the key issues.



# Challenges, risks and areas of concern

## What are the issues that we are most concerned about?

From the evidence that we have gathered, there are a number of issues that are of particular concern to us. Of course these are not the only issues of concern, but we believe that they are the ones that represent the biggest risk to children, young people and families in Lewisham.

### Reducing child poverty

In Lewisham, about a third of the borough's children live in poverty. Poverty can have a direct impact on their development and health as they transition into adulthood. Lewisham has an above average employment rate (compared to London and nationally), but household income is below the London average. This suggests that Lewisham has high numbers of people who are working and yet poor. The cost of monthly rent in the borough has also increased faster than incomes. This is particularly significant as more than one in four Lewisham households currently live in private rented accommodation. This is why we need to put children at the centre of our work to improve housing and employment, and ensure that our services are poverty-aware.

### Supporting parenting

The impact of parenting on children's life chances is well known. Responsible, committed and stable parenting by people who genuinely care about their child is of vital importance. Parental risk factors that can contribute to poor outcomes for children include high levels of substance misuse, domestic violence and mental health issues. Accordingly, our plan will only work if we take a whole-family approach.

### Good mental health

The number of children and young people who experience poor mental health in Lewisham continues to increase, and is not always identified early enough. Significant intervention may be required as children become young adults.

- The number of Child Adolescent Mental Health Service (CAMHS) referrals in Lewisham continues to increase. In March 2019 they numbered about 400 each quarter, with increasing levels of need and complexity. Each quarter, an average of 30 young people present at accident and emergency (A&E) because of a mental health crisis. If children do not receive support early, there is a greater risk that they could develop behavioural problems that could affect their development.

- The impact of a parent or carer's mental health is directly linked to the health of their children. Mental health concerns do not happen in isolation – they are linked to negative or stressful life experiences such as poverty, unemployment, poor housing, physical illness, disability, social isolation or relationship breakdown.

### Good physical health

Preventing ill health in childhood can make a big difference to a person's chances of being healthy in adulthood. Some of the areas that we are particularly concerned about are set out below.

- An increase in childhood obesity and diabetes for those aged 17 and over. In 2017/18, more than one in three children in Year 6 were overweight and one in four were obese.
- Almost one in five of five-year-olds have one or more decayed, filled or missing teeth (2016/17). Hospital admissions resulting from tooth decay are notably higher in Lewisham than the average for England.
- The quality of air in Lewisham is a serious concern. Children living near roads with heavy traffic are twice as likely to develop respiratory problems as those living near less congested streets.

# Challenges, risks and areas of concern

## Keeping children and young people safe from harm

Most children and young people do best when living with their families. We all have a responsibility to balance risk and act in the best interest of our children. We want to make sure that issues such as neglect, domestic abuse and child sexual exploitation are identified and responded to early, so that families can be supported and children and young people can be kept safe.

We also want our children to grow up in an environment where they feel able to ask important questions and consider their own safety on issues such as bullying, relationships, knife crime, drugs, alcohol and online dangers.

We will jointly address the underlying causes of a continued increase in young people entering the Youth Justice System. A particular concern is the over-representation of young black and minority ethnic men as both victims and offenders in many crime categories.

## A successful education

From early years through to primary school, the majority of Lewisham children do well and progress to the levels expected of them. In 2017/18 Lewisham came third in London for the number of five-year-olds who attained a good level

of development. Our focus for this plan is to ensure that we continue to make progress for our young people in secondary school, where attainment is improving but not yet meeting national averages.

- For the 2017/18 school year 61% of pupils in Lewisham achieved grades 9–4 in English and maths GCSE at Key Stage 4.
- For the 2017/18 school year 66% of pupils taking A levels in Lewisham achieved at least three A levels with grades A\*–E at Key Stage 5.

## Transition to adulthood for young people with special education needs and disabilities

The transition from secondary school into adulthood can be one of the biggest and most life-changing events a young person and their family face. The prospect of life after school and moving into adulthood can be extremely daunting and there are many differences between child and adult services. It is vital that transition is planned early and effectively to ensure young people have every opportunity to enter further education, employment or training and make choices regarding their living arrangements. A successful transition plan for children moving to adult services requires placing the young person at the centre of decision making and taking an holistic

approach involving everyone in a young person's circle of support.

## Limiting the negative impacts of Brexit

In common with other local authorities, Lewisham is coming to terms with the possible wider implications of Brexit upon children and young people and their families. Our local assessment reveals that the potential implications of Brexit could extend to schools, children in care and vulnerable families in low income households. The Council continues to work with local partners and neighbouring boroughs to better understand and mitigate the impact of Brexit on our borough.

## Who are the children and young people that are most at risk in Lewisham?

This plan is for all children and young people living in the borough. But the lives and life experiences of children and young people are diverse and complex, and we need to focus on those whose circumstances make them most vulnerable or place them at the greatest level of disadvantage in society.

Helping everyone, whilst at the same time giving extra help to those who need it most, is a fair and reasonable way to support the children and young people of this borough. Set out under the sub-headings below are descriptions of those children

# Challenges, risks and areas of concern

and young people that we believe are facing the most significant challenges in Lewisham.

## **Looked after children and care leavers**

Lewisham's looked after children population has remained relatively stable at under 500 for the last three years. Our partnership understands and is committed to being a responsible parent for the children and young people in our care. We want to provide the best possible opportunities to ensure that they live successful lives.

Similarly, when our young people leave care, they face many difficulties. While the number of care leavers going on to further education is increasing, we need to work more creatively to enable more opportunities for employment.

## **Young carers**

In Lewisham, about 500 children and young people are receiving some support in their role as young carers. However, we believe that there are many more children and young people than this who are providing care for their family. As a partnership, we need to ensure that we work together to identify and support young carers, so that they are able to access the support they need to participate fully in school and enjoy their leisure time.

## **Children and young people with special education needs and disability**

In January 2019, 2,353 children and young people had an education health and care plan (EHCP) maintained or funded by Lewisham Council – an increase of around 60% since 2014. The number of new EHCPs in Lewisham is expected to increase by approximately 290 each year over the next five years. Autistic spectrum disorder accounts for more than a third of the main need diagnoses.

Our special educational needs and disability partnership strategy sets out an ambitious plan for improving life outcomes for these children and young people, so that they are able to reach their full potential and get the best possible educational and life outcomes.

## **Underperforming pupils in our secondary schools**

Helping young people achieve at secondary school is the best way to open up opportunities to further and higher education as well as future employment. Poor attainment outcomes limit children's life chances and, for those whose circumstances already make them vulnerable, their life chances will be limited even further. Overall levels of attainment in Lewisham secondary schools have improved in the 2016/17 academic year, but pupils of Black-

Caribbean heritage and white pupils on free schools meals continue to perform less well, compared to their counterparts. This is unacceptable and we will address this issue during the life of this plan.

## **Children and young people seeking asylum and unaccompanied children and young people**

Lewisham is a committed partner to the Vulnerable Children's Resettlement Scheme and the Syrian Refugee Scheme. Many families and children who arrive in our borough are survivors of violence, and children and young people are likely to face unique challenges in resettling. We have expertise across the partnership in supporting these families. In particular, the voluntary and community sector play a critical role in identifying need and supporting resettlement. Going forward, the partnership will continue to take an overview of resettlement to ensure that it meets emerging needs and ensure that children and young people are settled into schools and communities.

## **Children and young people who have had contact with the criminal justice system**

Children and young people who have been in contact with the criminal justice system face a unique set of circumstances. We are particularly concerned that those who are first-time entrants



# Challenges, risks and areas of concern

to the criminal justice system could go on to re-offend, and the extent to which a cycle of re-offending can continue into adulthood. Targeted work is already going on across the partnership to address this issue. In the 12 months to December 2018, the borough has seen reductions in the number of first-time entrants, re-offending, custodial sentences and remand as well as incidents of the most serious youth violence. This will continue to be an area of joint focus between us and the Safer Lewisham Partnership.

## What other information have we used to develop this plan?

As part of the development of this plan, we have gathered information from a number of other sources including elected officials, service providers, community groups and children and young people themselves. This ensures that the plan reflects a wide range of voices, each of which has a valuable contribution to make to the outcomes of children and young people in Lewisham.

## Engaging with our partners

As part of the development of this plan, we sought the views of partners through various events and one-to-one meetings. This has helped us to better

understand what we need to focus on during the life of this plan. We have also used the evidence and analysis to better understand how by working together we can achieve the greatest impact through the targeting of services.

## Views of children and young people

Lewisham undertakes a wide range of consultation and engagement with children and young people. As an example, the Council has a young mayor (elected by the children of Lewisham), young mayor's advisers and a children in care council (which represents the views of looked after children). The views, opinions and experiences of children and young people who attend these forums have been considered as part of the development of this plan.

## Learning from inspections

Services for children and young people provided by the Council and other public organisations are inspected by Ofsted. This is the organisation appointed by the Government to undertake that work. These inspections are important because they show us what we are doing well and where we can improve. We have included key learning points from previous inspections in the development of the priorities for this plan.

# Chapter 3: Partnership priorities

## Summary

We want to achieve the best possible outcomes for children, young people and families living in Lewisham. We recognise that, for the welfare and wellbeing of children and young people to be 'everybody's business', we cannot allow it to become someone else's problem. We must all take responsibility for identifying need at an early stage. The more time and effort we invest in childrens' early development, the more likely their experiences will be fulfilling and their transition to adolescence and adulthood will be successful.

Our aims are supported by what children, young people, parents, carers and those who support them have told us. In particular, that children in Lewisham should:

- have the best start in life and be protected from harm
- have good physical and emotional health
- develop, achieve and be ready for adulthood
- feel listened to, understood and respected in a context of community diversity.

To deliver our shared goals, we will:

- put children and young people first every time
- have the highest aspirations and ambitions for all our children and young people
- make a positive difference to the lives of children and young people
- tackle disadvantage and inequality.

This section of the plan explains, in more detail, why we have chosen these priorities, as well as what we believe will be different as a result of our work with children, young people and their families.



# Partnership priorities

## Priority 1: Children and young people have the best start in life and are protected from harm

We want all children and young people living in Lewisham to have the best start in life. We want to ensure that they grow up in a safe, secure environment, both in and outside their home. To achieve these goals, we know we must listen to and support children and young people throughout their lives, not just in times of crisis. We also recognise that it is not just the range and reach of services that is important, but also the way in which we work together to deliver them.

### Why is this important?

For children and young people to have the best start in life, we must ensure that they receive support at an early stage. Early help is not a service, but rather a way of thinking and working together, for all those involved in a child or young person's life. Embracing the early help approach means that we must all take responsibility for finding solutions at an early stage to prevent problems getting worse. Crucial to this is listening to children and young people and acting on what they tell us.

Too many children are facing challenges or disadvantages that can affect their development and threaten their life chances, health and happiness. Whilst early help cannot solve all of these problems, it can substantially improve children's lives if it is delivered to a high standard to the children or families who need it most.

### What will be different?

- Children and families who are at risk of poor outcomes will be identified and offered effective early support.
- Children will access the full range of early learning entitlements, including nursery schools, nursery classes in schools, day nurseries, pre-schools and childminders.
- The Partnership will take a public health 'whole systems' approach to tackling exploitation, harm and youth violence.

**We want all children and young people living in Lewisham to have the best start in life. We want to ensure that they grow up in a safe, secure environment, both in and outside their home.**

# Partnership priorities

## Priority 2: Children and young people have good physical and emotional health

We want Lewisham children and young people to live healthy and happy lives, both physically and emotionally. As a partnership, in addition to addressing existing health issues, we want to ensure that children and young people are able to access services within community settings focused on building resilience and wellbeing, rather than addressing problems at a late stage when their needs have escalated.

Our children and young people tell us how important it is to their wellbeing to have access to local play, sport and cultural activities. These activities are essential to maintaining physical and emotional health.

### Why is this important?

We know that good physical and emotional health is key to the developmental wellbeing of children and young people. In this regard, whilst Lewisham performs well against some measures such as rates of breastfeeding initiation, which are amongst the highest in the country, we also recognise that there are some significant challenges such as the levels of childhood obesity, which are amongst the worst in the country.

### What will be different?

- Children and young people will be active, eat well and have a healthy weight.
- Children and young people will be protected from measles, mumps and rubella.
- Children and young people's mental health and wellbeing is supported and improved through the right support at the right time.

We will work to ensure children and young people access early help services within the community to support their physical and emotional health.



# Partnership priorities

## Priority 3: Children and young people develop, achieve and be ready for adulthood

We want all children and young people in Lewisham schools to enjoy their education, achieve and make progress. This means that schools should be providing the right support and be inclusive of children and young people with special educational needs and disabilities to enable them to achieve their full potential. It also requires a focus on groups who are underachieving or at risk of doing so, for example our children who receive free school meals and our young people of Black Caribbean heritage. We want all Lewisham's schools and settings to be good or outstanding. We will maximise the opportunity presented by our partnership with Lewisham Learning, the borough's school-led school improvement partnership, and other key partners.

### Why is this important?

We know that in the early years and at primary school, most children are doing well. In 2018, outcomes at secondary school level improved at a greater rate than they did nationally, but not enough of our young people are achieving good GCSE passes.

We will support all our schools to develop the

knowledge and skills to be able to meet the social, emotional and educational needs of children and young people with special educational needs and disabilities, as we know that where possible attending schools in their community provides the best opportunity for them to thrive.

### What will be different?

- More children and young people will receive a high quality education.
- The right support is in place to prevent exclusions from school.
- More young people attain the qualifications they need at age 16 and 18 to be successful in life.
- More young people in secondary school who receive special educational needs support in school, or have an education, health and care plan (EHCP) make good progress.
- More young people go on to employment, further education or training, including apprenticeships.

We want all children and young people in Lewisham to enjoy their education, achieve and make progress.

# Partnership priorities

## Priority 4: Children and young people feel listened to and respected

We want all children, young people and their families to feel listened to and respected. We will use what they tell us to shape the help and support that they receive, and inform the way that services are designed. We will continue to work closely with our children in care council and care leavers' forum to ensure that children in care and those leaving care are fully involved in how we support them. Throughout the life of this plan, we will also work closely with Lewisham's young mayor and their advisers.

We need to ensure that we continue to identify the best ways to engage children and young people – in particular, those who are caring for family members, seeking asylum, with special educational needs and disabilities, in care and care leavers, and those struggling to cope with mental health issues.

### Why is this important?

We know that unless we put children and young people at the heart of decision-making about their lives, we will not be providing the right support at the right time. Listening and acting early can build trusting relationships that will help ensure the right decisions are made.

## What will be different?

- We expect our partnership to be able to demonstrate how we have involved all children and young people in decision making.
- We will continue working with children and young people to co-produce and ensure their views inform commissioning services – for example, working with our leaving care young ambassadors to improve leaving care services.
- We will focus on hearing the voices of children with special educational needs and disabilities and review how they are involved and listened to.

**We want all children, young people and their families to feel listened to and respected. We will use what they tell us to shape the help and support that they receive and to inform the way services are designed.**

# Chapter 4: Outcomes framework

## Summary

Aiming for ambitious outcomes is crucial to the success of this plan. We want to measure those things that reflect the day-to-day experiences of children and young people's lives – whether that's health and wellbeing, educational achievement or employment opportunities for their parents. In developing the different measures of success, we understand that they must mean something to children, young people and families in order to be useful to us.

We also understand that the measures of success themselves must tell us something about who is benefitting, as well as how they have been affected. This approach to equality and fairness is an important part of our commitment to do the best for all children and young people in Lewisham, whilst at the same time targeting extra effort towards those facing the greatest disadvantage.

In addition, at the heart of our approach to measuring success, we are committed to hearing from and listening to children and young people and using what we learn to improve what we do.



# Outcomes framework

## What is the outcomes framework and why is it important?

We understand that the best evidence of success is the difference made to the life of a child or young person. This might be measured in terms of children with a healthy weight, who avoid health complications later in life; improved educational attainment for pupils attending Lewisham secondary schools, who go on to further or higher education; or a parent who is able to access employment due to their decision to take up a free childcare place. The purpose of the outcomes framework therefore is to keep track of these things.

In developing the outcomes framework for this plan, we realise that it is important to measure things that mean something to children, young people and their families, not just things that we can count.

Under each priority, we have set out the goals and aims we want to achieve, and we have identified at least one measure of success for each. By monitoring these measures, we will be able to know whether we are achieving our goals and aims. If we're not, we can decide what action needs to be taken.

The various sub headings below include additional information about our approach to measuring success through this plan. The full outcomes framework is shown in Appendix C.

## Measuring equality

To fully understand the impact of this plan, we must understand who is being affected by it. This is important because children and young people are distinguished by their diversity, whether that be their age, gender, disability, ethnicity, religion or other characteristics. That is why measuring success, through the view-point of equality, will help us to better understand the various children and young people that we have been able to reach, and whether there may be others who may need our help and could be missing out.

## Measuring fairness

As well as measuring who has been impacted by this plan, it's important for us to understand how they have been impacted. That is why a continuing theme in this plan is the need to recognise the disadvantage faced by particular groups of children and young people and the need to close the gap in outcomes with those who are less disadvantaged or not disadvantaged at all. That is also why we must never lose sight of the fact that success should always be measured through the experience of those children and young people that are doing least well in our society. By measuring fairness, we will better understand whether or not we are making a real and lasting difference.

## Measuring perception

The way in which children and young people feel about their experiences is just as important as the experience itself, no matter how positive we as professionals think that experience might have been. Just because we think that an outcome should be good, it does not mean that a child or young person will feel good about it. That's why it is important to speak to children and young people and take seriously what they have to say.

## Measure ourselves against others

Having the highest ambitions and aspirations for children and young people in Lewisham means that we cannot be complacent. Wherever possible, we will compare our performance with those who are doing better than us and setting the highest standards. We will use what we learn to improve our standards.



# Chapter 5: Implementation, review and accountability

## Summary

After a decade of public spending cuts, financial resources are severely limited. Therefore, to implement this plan we must look at ways to increase the effectiveness of our partnership without additional financial investment. We recognise that the best resources available to us are the knowledge, skills and experience of our partners added to the insights of children and families.

As a partnership, we will focus relentlessly on the timeliness and effectiveness of the support provided to children, young people and families in the borough. It is vital that we do things quickly and on time, but also that we do them well.

We must also take time to honestly and openly reflect on what has worked and not worked. This is important because it will help us to see how we can be better and what we can do to improve.

This section describes in detail how we will resource, monitor, review and hold ourselves accountable for the implementation of this plan.

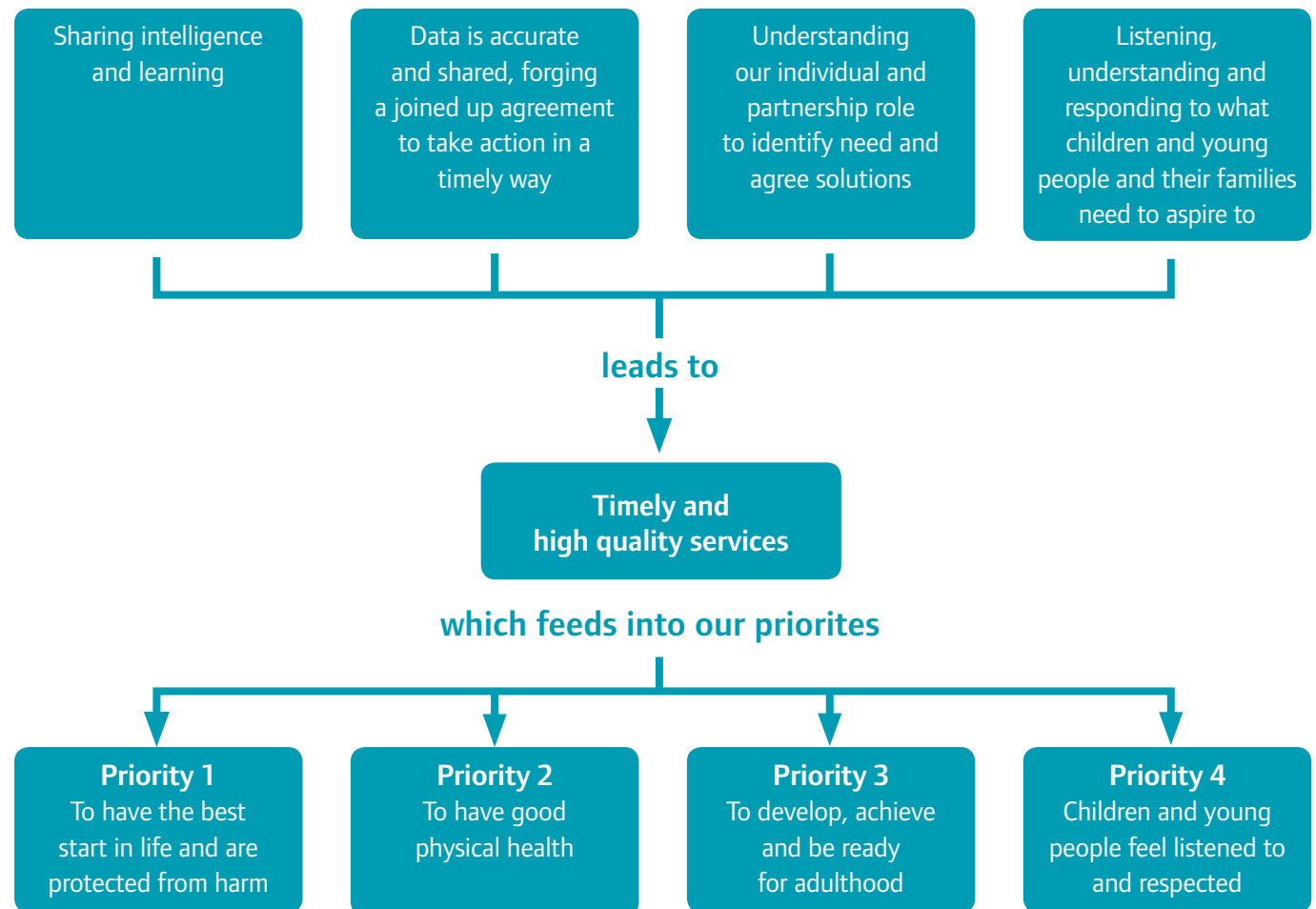


# Implementation, review and accountability

## How will we resource the implementation of this plan?

We understand that the impact of spending cuts in the public sector and the rising levels of demand for services means we have less money to do the many things that need to be done. Whilst we continue to make the best possible use of the limited financial resources available to us, we also recognise that one of the best ways to resource the implementation of this plan is through the abundance of knowledge, skills, experience and energy of our partnership. By finding ways to use those resources more effectively, we will be better able to identify and respond to need at the earliest possible stage. This in turn will help to prevent the avoidable escalation of need and the requirement for costlier interventions later on.

## Implementation of the plan



# Implementation, review and accountability

## How will we approach the design and delivery of services?

Our goal is to provide high quality support with choice and control for children, young people and their families, and to ensure that the services they receive are delivered at the right time and in the right place. To this end we will look to incorporate new approaches to engaging communities, particularly the seldom heard, building on what we learnt from the Lewisham Democracy Review.

We are also committed to seeing how we can extend our partnership to include a wider range of service providers with reach and influence within communities across the borough, and as well as those outside the borough. We must learn from those who are developing innovative solutions and modelling excellent practice.

A good example of how we are making use of learning from elsewhere is our Youth Offending Service, where we have incorporated learning about the impact of severe stress on childhood development into the way in which we design and deliver services. This approach is helping to ensure that services are much more sensitive to the life experiences of children and young people.

Similarly, in children's social care we are remodelling our services for adolescents. As part of this we are bringing together services that support young people where the principal risks are in the community.

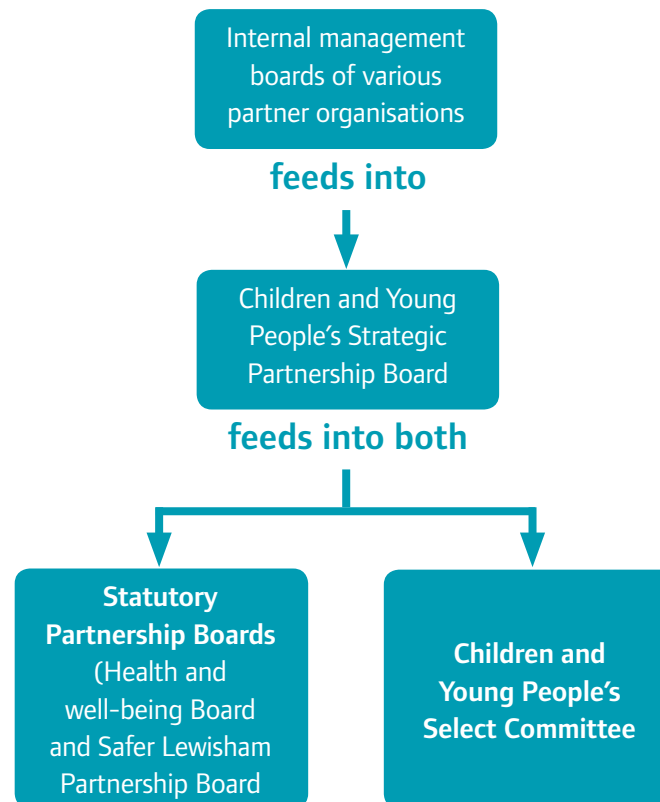
**Our goal is to provide high quality support with choice and control for children, young people and their families and to ensure that the services they receive are delivered at the right time and in the right place.**

# Implementation, review and accountability

## How will we oversee implementation of the children and young people's plan?

Lewisham's Children and Young People's Strategic Partnership Board meets three times a year and will be responsible for making sure that this plan is implemented. The Board, which is made up of organisations from across the borough, is chaired by Lewisham Council's Cabinet Member for School Performance and Children's Services. Set out to the right is a chart showing the relationships between some of the different boards, including the Children and Young People's Strategic Partnership Board, and children, young people and families in Lewisham.

## The relationships between some of the different boards, including the Children and Young People's Strategic Partnership Board



## How will we review the children and young people's plan?

Our Children and Young People's Strategic Partnership Board will keep track of the success measures that we will use to assess whether or not our partnership is improving outcomes for children and young people. During the year, the board will review progress against each of the priority areas. At the end of each year they will produce a report showing where progress has been made and where there is room for improvement to inform our focus to the next year.

The report will bring together information on the following:

- Progress against or key success measures.
- Outcomes of participation and engagement.
- Service achievements and challenges.
- Outcomes and key learning points from relevant external inspection and audit.

# Appendices

## Appendix A: achievements of the children and young people's plan 2015–18

- 1** Breast feeding initiation at 6–8 weeks is the highest in England, remaining consistently above 77.2%.
- 2** Although still high, over the life the plan, the number of children in Reception year who were obese met the target reduction.
- 3** Just over one in 10 Lewisham households are lone parent households with dependent children.
- 4** 77.9% children achieved a Good Level of Development at Early Years Foundation Stage, coming top in the country.
- 5** The percentage of the resident population aged 15–24 screened for chlamydia and gonorrhoea in Lewisham was the 8th best in London (out-performing the national average).
- 6** 4% of young people were not in employment education or training which was below our target of 5%.

## Appendix B: contextual overview of children and young people in Lewisham

- 1** Just over four in ten Lewisham children at Year 6 have excess weight and one in four are obese.
- 2** 170 languages are spoken by pupils attending Lewisham schools.
- 3** Lewisham's population is driven by the birth-rate. There are some 5,000 live births each year.
- 4** 46% of Lewisham's total population is black and minority ethnic (BME). This rises to just over 76% of the schools population.
- 5** One in four Lewisham residents is a child or young person aged 0–19.
- 6** Some 500 children and young people are registered as young carers in Lewisham.
- 7** The number of Lewisham children and young people entering the criminal justice system for the first time is amongst the highest in London.
- 8** One in three of Lewisham children live in poverty.



# Appendices

Appendix C: outcomes and performance framework	
Priority 1: Children and young people have the best start in life and are protected from harm	Key successful outcomes
1. Children and families who are at risk of poor outcomes will be identified and offered effective early support.	During 2019/20 we are reviewing how our partnership supports children and young people and their families to access early help across universal, targeted and specialist services. This will include developing the measures we will use to know how well we are doing, enabling the right interventions to be provided in a timely way.
2. All children will access the full range of early learning entitlements, including nursery schools, nursery classes in schools, day nurseries, pre-schools and childminders.	Increase funded take up of two-year-old, three-year-old and four-year-old places, including 30 hours entitlements. The number of Lewisham funded early years providers graded by Ofsted as 'good' or 'outstanding' is maintained at 90% or more.
3. The partnership will work together to take a collective, public health 'whole systems' approach to tackling exploitation, harm and violence.	Reduce youth offending. Reduce incidents of serious youth violence. Reduce number of young people subject to criminal and sexual exploitation.

# Appendices

Priority 2: Children and young people have good physical and emotional health	Key successful outcomes
4. Children and young people are active eat well and have a healthy weight.	Reduce the number of children in both Reception and Year 6 who have excess weight.
5. Protect children from measles, mumps and rubella.	Increase the number of children who receive the 2nd dose of the MMR vaccine by the age of 5.
6. Children and young people's mental health and wellbeing is supported and improved through the right support at the right time.	Reduce waiting times for CAMHS services. Increase take up for mental health intervention (online counselling, young people's health and wellbeing service).
Priority 3: Children and young people develop, achieve and are ready for adulthood	Key successful outcomes
7. More children and young people receive a high quality education.	All Lewisham schools are graded by Ofsted as 'good' or 'outstanding'.
8. The right support is in place to prevent fixed and permanent exclusions.	A reduction in the number of fixed and permanent exclusions in both primary and secondary schools.
9. More young people achieve the qualifications at age 16 and 18 that they need to be successful in life.	Improvements in Key Stage 4 and Key Stage 5 results with an emphasis on underperforming groups.
10. All Lewisham secondary schools are popular.	Improvement in parents choosing Lewisham schools at secondary transfer.
11. More young people in secondary school receiving special educational needs and disabilities (SEND) support or have an education health and care plan (EHC Plan) make good progress.	Improvements in Key Stage 4 and Key Stage 5 outcomes for young people with SEN support and EHCPs.
12. More young people progress to employment, training, further education including apprenticeships.	Reduce the number of young people not in employment, education or training. Increase the numbers of young people who progress to further education.

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Priority 4: Children and young people feel listened to and respected	Key successful outcomes
13. We expect our partnership to be able to evidence how we have involved all children and young people in decision making.	The Children and Young People's Strategic Partnership Board (CYPSPB) will request evidence to show how we are involving children and young people in decision making.
14. We will continue working with children and young people to co-produce and ensure their views inform commissioning services – for example, working with our leaving care young ambassadors to improve leaving care services.	The CYPSPB will include evidence for how the partnership works with children and young people in co-production and ensure their views inform commissioning services.
15. We will focus on hearing the voices of children with special educational needs and disabilities (SEND) and review how they are involved and listened to.	The Special Educational Needs and Disability Strategy 2020–23 will set out how children with SEND and their families will be involved and listened to.

# Appendices

## Appendix D: Lewisham partnership plans

The focus of the children and young people's plan 2019–22 is to bring together the priorities that the Children and Young People's Strategic Partnership Board has agreed. These priorities contribute to those contained in a number of other important strategic plans, which include the following:

- Lewisham Council Corporate Strategy 2018–2022
- Lewisham Council Comprehensive Equality Scheme 2016–20
- Health and Wellbeing Strategy 2003–23
- Early Intervention Strategy 2016–19
- Homes for Lewisham Housing Strategy 2015–20
- A Safe Lewisham Plan 2019–20
- Violence Against Women and Girls Plan 2017–21
- Mental Health and Emotional Well-Being Strategy 2015–20
- Youth Justice Plan 2018–21
- Special Educational Needs and Disability Strategy 2016–19
- The Lewisham Framework for School Improvement 2018–19.

Read the full plans at [www.lewisham.gov.uk/mayorandcouncil/aboutthecouncil/strategies](http://www.lewisham.gov.uk/mayorandcouncil/aboutthecouncil/strategies)

