

2010-2013

Children and Young People's Plan



Welcome

We, the partners of Young Southwark, are pleased to introduce our Children and Young People's Plan for 2010 to 2013. It has been developed in an unprecedented environment, with a transformed statutory landscape and the harshest economic climate seen in decades.

We have not shied away from these challenges. We see them as a historic opportunity to reshape what services we offer to ensure they better meet the needs of the children, young people and families we serve.

This plan sets out how we will work together over the next three years to meet these challenges and improve the life chances of our children, young people and families. It was developed by involving those who have the biggest stake in our borough – our children, young people, parents, carers, staff and practitioners – and we are proud of how their voice has shaped it.

Now that we have agreed our priorities, we are committed to driving through the major changes we and our communities need. We will focus our efforts solely on the priorities identified in this plan, and will decide together how we will target our limited resources for maximum effect. Sometimes this means knowing what to stop as well as which new directions to take to make sure we get the best value and have the biggest impact.

We will ensure services are of the highest quality and based on evidence of need. We will focus on improving family life and ensuring that children are safe from harm. We recognise the importance of having a home and neighbourhood you enjoy living in, and will work to make sure vulnerable and disadvantaged children, young people and families have the best chances in life.

We are committed to acting early to try and prevent problems where we can, and on creating a workforce able to achieve our vision.

We aspire to shape the borough for the better, and call on everyone involved in the lives of children, young people and families in Southwark to work with us to ensure every child, young person, family and community thrives.

[Signatures of all Young Southwark executive members to be included: Cllr Lisa Rajan (chair), Romi Bowen, Terry Parkin, Kerry Crichlow, Mee-Ling Ng, Rory Patterson, Chris Sandford, Gwen Kennedy, Stephen Gaskell, Supt Steve Deehan, Keith Fox, Adrian Ward, Elaine Allegretti]

How was the plan developed?

We are committed to making sure the views of children, young people, families and staff influence how services are designed and run. Their views are a central part of our assessment of needs and support our understanding of what is working well and where we need to change things.

To develop this plan, we completed a detailed analysis of the demand and performance of services, and talked to senior decision-makers. Then we went out into our communities and workforce, and asked them to tell us a story.

We organised more than a dozen events, which included Saturday family sessions, as well as activities specifically for children and young people in libraries, a festival and schools.

We were honoured and delighted that more than 1,000 children, young people, parents, carers, staff and practitioners responded. Their stories tell of the ups and downs of growing up in Southwark, of the challenges and celebrations of local families, of the difference we can make when we get things right, and where sometimes we are getting things wrong.

The stories told us about childcare and schools and activities for young people, about life with children with special needs, about crime and healthcare, about being a new parent, growing up or being a grandparent. Many spoke of pride of living or working in Southwark – all provided fresh insights into family life and gave us a powerful evidence base to inform this plan.

We also involved young people, parents and practitioners in helping us to make sense of the stories, particularly in identifying some of the themes and issues that cut across services and interpreting evidence such as data.

We are proud of our communities' contribution and have published a selection as a companion to this plan, alongside a summary of the comprehensive needs assessment used to shape it.

The involvement of children, young people, families and staff does not stop with the plan's publication. Just as they helped shape it, we will ensure they play an equally important role reviewing and challenging our progress. Together, we can shape the borough for the better.

How does the plan fit with national priorities?

This plan sets out how we will improve the wellbeing of children and young people in regard to the five Every Child Matters outcomes:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

This plan recognises and addresses the far-reaching implications of statutory changes to children's trusts, local safeguarding children boards, Children and Young People's Plans and the roles of lead members and directors of children's services, which came into force on 1 April 2010.

By April 2011, this plan, as the joint strategy of children's trust partners, will set out in detail how we will cooperate to improve the wellbeing of children, young people and their families. It will show how we as partners will commission services to address locally identified needs, integrate provision better and focus on early intervention, safeguarding and reducing the impact of child poverty on life chances. The plan will also set out what actions will be delivered by which partner or partnership, and what resources they will commit.

This plan informs a wider range of planning arrangements, including borough and council-wide strategic and partnership plans and those that impact on life chances for children. The plans of partners form a complex array of inter-related strategic, commissioning and operational plans with their children and family aspects aligned through the plan and informing operational planning for frontline services.

This plan is central to future inspection arrangements of both the council and partners alike. In addition, *Working Together to Safeguard Children* guidance has set out how the children's trust should draw on support and challenge from the Southwark Safeguarding Children Board. This work is ongoing and will form the basis of a new annual safeguarding report to the children's trust board, in which the safeguarding board will scrutinise the work of the children's trust.

Our vision

“Every child, young person and family in Southwark leading independent, healthy lives, feeling safe and secure and achieving their full potential. We have high expectations for our communities and will work together to make a measurable difference in a way that helps overcome inequality and disadvantage, and strengthens families’ abilities to raise their children successfully.”

In order to achieve this vision, we will work in partnership across five priorities:

- **Thinking family** – families at the centre of all we do
- **Narrowing the gap** – better and more equal life chances for all
- **Raising the bar** – high-quality provision that meets local needs
- **Succeeding into adulthood** – at-risk young people achieve wellbeing
- **Working together** – children are safeguarded from harm and neglect

Our principles and values

We, Southwark's Children and Families' Trust, agree to follow the principles outlined below when implementing this plan. They will inform how we commission services by and through the trust board, and be used to challenge the decisions of the partnership and all partners.

We will continue to work throughout the duration of this plan to ensure that these principles and values are shared and understood by all partners.

The principles fall into four categories:

- Our values for working together
- Our principles for redesigning services
- Our commitments to share accountability
- Our quality pledges for services

Our values for working together

- We will be ambitious for our children, young people, their families and the community. Our starting point is that parents and carers are best placed to promote their child's wellbeing.
- We will share responsibility for achieving the priorities in this plan, working together to carry out the changes needed locally.
- We will prioritise and decide what action we need to take to address local priorities and issues.
- We will build social capital in our communities to help respond to local priorities.

Our principles for redesigning services

- We will shape services to fit the needs of our communities. We will look to offer services as locally as possible and will always prioritise the use of resources on the commitments in this plan.
- We will work together to simplify the local system and improve its value for money, sustainability and effectiveness.
- We will ensure that keeping children and young people safe from harm or neglect will inform all actions overseeing and implementing the commitments in this plan, just as it has been central to the plan's development.

- We will make shared choices about where, when and how we narrow the gap in individual or group outcomes when redesigning services.
- We will think creatively and be open to opportunities of doing things in new ways.
- We will decide together what we are going to do differently or stop doing, when decisions impact on other partners.
- We will be clear and realistic about the impact we want to have when changing the way we do things.
- We will target early intervention and preventative services to help further strengthen and build capacity in universal services to meet needs earlier and more effectively.
- We will ensure specialist services help to support the development of strong universal and targeted services as the bedrock of local provision.
- We will use specialist services and non-statutory and community partners to ensure that resources are targeted at those most in need.

Our commitments to share accountability

- We will maintain a clear and separate identity, as the children's trust board, while working within wider co-operation arrangements to improve the life chances of children, young people and families.
- We will work together to develop and equip a workforce that can deliver the changes needed at all levels across the partnership.
- We will strengthen our priorities and areas for service improvement with robust and systematic performance, risk management and evaluation systems.
- We will focus on improving the life chances for children, young people and families while recognising the need to respond to inspection and regulation requirements.
- We will make sure that we are clear about the roles, responsibilities and resources each partner brings to achieve the priorities in this plan.

- We will seek to continually improve as a local area and benchmark our performance against local and national best practice, and evidenced-based models.
- We will use our shared commitment to local priorities to challenge each other and the solutions we develop as a partnership.

Our quality pledge for services

Every service will be measured for its impact against the following pledges:

- They are high quality and make a measurable positive difference to the lives of children, young people and families.
- They seek to build the ability and resilience of children, young people and their families to be independent:
 - We will make use of family, community and social networks, and ensure every staff member, agency and partner acts to support independence
 - Where children, young people and their families have additional needs, there will be clear pathways that they and practitioners can use, and where appropriate they are supported in their transition between services
- They ensure children and young people are safeguarded in all we do:
 - Each staff member, agency and partner will have the skills and knowledge to take appropriate action for those identified at risk of harm
 - We will ensure the system is fit to deliver the step change in local arrangements to protect children and young people from harm or neglect
- They work to narrow the gap and improve life chances for all:
 - We will recognise the importance of outreach and parental engagement in designing and providing services
- They support better ways of working together:
 - We will use local and national common tools and processes, and ensure information sharing and the role of the lead professional are central to how we deliver services in partnership with families and other agencies
 - We will recognise children and young people as part of families and ensure their family story is understood and respected when families interact with our services

Our priorities and the results we expect

Thinking family – families at the centre of all we do

- Simplifying how you access services and information about them
- Improving the quality, suitability and range of activities for children and young people
- Independence for children and young people with learning difficulties and/or disabilities, and their families
- Children and families being a healthy weight
- More effective support for families most in need

Narrowing the gap – better and more equal life chances for all

- Better health for babies, infants and mothers
- Early years provision that meets the needs of vulnerable children
- Children in care achieving their educational potential
- Raising the achievement of those groups falling behind

Raising the bar – high-quality provision that meets local needs

- Children are school ready and schools are child ready
- Every school and setting aspires to excellence
- Schools and settings are able to meet their students' needs
- Raising attainment at 19

Succeeding into adulthood – at-risk young people achieve wellbeing

- More young people in education, employment or training
- Young people in care succeed as young adults
- Less crime by and against young people
- Lower rates of teenage conceptions

Working together – children are safeguarded from harm and neglect

- Services that meet the needs of our children and community
- A stronger family-based approach to safeguarding
- Fewer children and families experiencing domestic abuse

Thinking family – families at the centre of all we do

Our priority is... **Simplifying how you access services and information about them**

You can expect... To find it easier to learn about and use universal services covering birth to adulthood. Age, culture or level of need or resources will not be a barrier because we will reach out in ways most appropriate to our diverse communities. You will also see more parents shaping services and participating in their community, empowered by strong local networks.

We will commission services that...	As a result, we expect...
<p>Put in one easily accessible place, information on what is universally available for children, young people and families with children up to aged 19</p> <p>Make better use of existing community providers of information and services to children, young people and families</p> <p>Better coordinate and target outreach and parental engagement activities to narrow the gap in life chances</p>	<p>Children, young people, parents and practitioners report a better experience when accessing information, advice and guidance</p> <p>A more streamlined information service and improved performance across a range of areas targeted by outreach activities</p> <p>A robust infrastructure which supports parental engagement at all levels and is central to how we improve services</p>

Thinking family – families at the centre of all we do

Our priority is... Improving the quality, suitability and range of activities for children and young people

You can expect... More children and young people choosing to play, volunteer, participate and be active in Southwark. More will be shaping services, being part of their community and participating in the decisions that affect their lives – and those who are vulnerable will find the support and opportunities they need to get back on track and realise their potential.

We will commission services that...	As a result, we expect...
<p>Bring together and better promote a borough-wide offer of good-quality play opportunities and activities for children and young people which also meets the needs of at-risk groups</p> <p>Provide young people with opportunities to be active citizens and participate in their local community</p>	<p>Improved quality and suitability of youth provision in the borough</p> <p>A well communicated and coordinated programme of activities for young people that meets a range of local needs</p> <p>More children and young people participating in activities such as volunteering, contributing to the decisions that affect their lives and involved in planning and evaluating youth work</p>

Thinking family – families at the centre of all we do

***Our priority is...* Independence for children and young people with learning difficulties and/or disabilities, and their families**

You can expect... Services focused on building the capacity and skills of children and young people with learning difficulties or disabilities, and their families to be more independent and enable them to make better use of a wider range of local opportunities and services. You can also expect a more streamlined, consistent approach to transition between life stages or services.

We will commission services that...	As a result, we expect...
<p>Improve the experience of children, young people and their families moving from early years to school and from children's to adult services</p>	<p>A more streamlined, consistent approach to transition between services or life stages, and for children, young people and their families to report a better experience</p>
<p>Provide care and short break support to enable children, young people and their families to make the most of universal services such as local leisure facilities and childcare placements</p>	<p>More children, young people and families receiving care and short breaks outside the home and choosing to use a wider range of local facilities</p>
<p>Build the capacity of children, young people and families to live independent lives at all key stages of their development, from birth to young adulthood</p>	<p>Children, young people and their families with the skills to enable them to lead more independent lives and make better use of the range of opportunities available to them</p>

Thinking family – families at the centre of all we do

Our priority is... **Children and families being a healthy weight**

You can expect... Partners to be more active in encouraging children, young people and families to live healthy lifestyles and to improve how we identify those in need of support. Children, young people and families with unhealthy weights can expect effective tailored services that meet their needs by bringing together the right mix of advice, treatments and providers.

We will commission services that...	As a result, we expect...
<p>Enable children, young people and families to maintain a healthy weight through effective early intervention and prevention activity</p> <p>Target those at risk of an unhealthy weight through tailored advice and support, and help reduce the prevalence of overweight children, young people and families</p> <p>Develop a range of effective treatments for anorexia, obesity and other weight disorders through timely, multi-component, family-based interventions</p>	<p>Reduced rates of overweight children in key at-risk groups</p> <p>Lower rates of childhood obesity at year 6 and reception</p>

Thinking family – families at the centre of all we do

Our priority is... **More effective support for families most in need**

You can expect... More families breaking out of the cycle of disadvantage and becoming more independent because we will target the right kind of help when and where we see it is needed. There will be a single front door to a better coordinated range of intensive support for families, and these will be tailored to meet families' needs and based on what works.

We will commission services that...	As a result, we expect...
<p>Promote a shared understanding and common approach across partners to identifying and assessing families' strengths and needs</p>	<p>Families identified for additional support and challenge to tell their story once, are heard and get the help they need faster</p>
<p>Reshape what services are offered to families in need of additional help and create a single front door to intensive support programmes</p>	<p>More families are able to solve their own problems and develop independence, leading to better life chances</p>
<p>Are tailored to families' needs, based on evidence of what works and are provided through multi-agency teams working around the family</p>	<p>Parents and practitioners are able to find out about and get access to intensive support programmes</p> <p>Services will be brought together and continually reviewed according to need and what works</p>

Narrowing the gap – better and more equal life chances for all

Our priority is... **Better health for babies, infants and mothers**

You can expect... Antenatal support that is high quality, coordinated and accessible, and more pregnant women using it earlier in their pregnancy. There will be fewer deaths in infancy and more babies will have good health. Practitioners will be working more closely with partners and better able to identify and take action to support families with additional needs.

We will commission services that...	As a result, we expect...
<p>Ensure women can access high-quality antenatal support at an earlier stage of pregnancy by coordinating provision of services</p> <p>Promote the health of children in their early years including improving joint working between health visitors and early years services to identify families in need of targeted support</p> <p>Establish effective pathways for practitioners working with families with additional needs</p> <p>A more efficient and effective approach to assessing a child's health needs</p>	<p>A reduction in infant mortality rates</p> <p>A higher percentage of women seeing a midwife or a maternity healthcare professional by 12 completed weeks of pregnancy</p> <p>Higher immunisation rates for those under 5, and a greater percentage of infants being breastfed at 6 to 8 weeks</p> <p>More children enjoying good health</p>

Narrowing the gap – better and more equal life chances for all

Our priority is... **Early years provision that meets the needs of vulnerable children**

You can expect... Settings have the necessary skills and access to appropriate expert support to ensure vulnerable children achieve better health, wellbeing and educational outcomes. Parents will get better support in understanding and dealing with their and their child's needs. Children's centres will be the hub of services, working with partners to provide seamless, effective support.

We will commission services that...	As a result, we expect...
<p>Meet the social and emotional needs of children and better support parents in the development of their child's social and emotional needs</p> <p>Provide suitable early years placements for vulnerable groups such as children with a child protection plan, children in need and those with learning difficulties and/or disabilities</p> <p>Support local developments and tackle needs in line with the revised Healthy Child Programme for those with additional needs</p>	<p>To narrow the gap in achievement at foundation stage profile for the lowest achieving 20%, and for PSED and CLLD scales and other vulnerable groups</p> <p>Better joined-up support for children and families through Sure Start children centre hubs across the network of early years practitioners, providers and settings</p>

Narrowing the gap – better and more equal life chances for all

Our priority is... **Children in care achieving their educational potential**

You can expect... More children and young people in care attending school, realising their educational potential and overcoming the gap in achievement with their peers. They can expect partners to be working together to maximise local expertise and provision, offer flexible, quality educational opportunities appropriate to their need, and support them when changing schools.

We will commission services that...	As a result, we expect...
<p>Better use the variety of expertise and services available across children's trust partners to help keep children in care in education and support them in achieving their educational potential</p> <p>Are flexible and able to respond to the educational needs of children in care wherever they are placed</p> <p>Manage the transition of children in care from one educational setting to another and from education to employment</p>	<p>Greater numbers of children in care achieving their learning and educational potential</p> <p>The gap in educational achievement between children in care and their peers further narrowing</p> <p>More children in care attending school or an equivalent setting appropriate to their needs</p>

Narrowing the gap – better and more equal life chances for all

Our priority is... **Raising the achievement of those groups falling behind**

You can expect... More children and young people reaching at least the educational achievement of their national peers. Their schools will be more strategic, coherent and effective in targeting underachievement and sharing good practice. The aspirations of children, young people and families will be higher, strengthened by a greater use of activities and services in and out of school.

We will commission services that...	As a result, we expect...
<p>Target cohorts of children and young people to help buck the trend of key underachieving pupils</p> <p>Ensure good practice and learning is spread across the whole system</p> <p>Be targeted in our approach to raising the aspirations of children, young people, their parents and the community through an improved range of coordinated in-school and out-of-school provision</p>	<p>Continued improvements in achievement and attainment up to the age of 19, to approach and exceed national figures</p> <p>A further narrowing of the gap between underachieving groups and their peers</p> <p>Schools share good practice and target pupil underachievement in a strategic, coherent and effective way</p> <p>An improved quality and range of provision both in and out of school, and greater take-up</p>

Raising the bar – high-quality provision that meets local needs

Our priority is... **Children are school ready and schools are child ready**

You can expect... All children able to access high-quality early years settings which address their social, emotional, physical and learning needs so they are well prepared for the challenge of starting school. Schools will be better informed about the needs of their children and will be able to support them whatever stage of development the child has achieved.

We will commission services that...	As a result, we expect...
<p>Are high quality, age appropriate and help prepare children for school by supporting them to participate and achieve early learning skills</p> <p>Ensure there are sufficient school places to meet all the needs of local children irrespective of their developmental stage and where possible close to their home</p> <p>Better support the transition of children from early years to school settings so their social, emotional, physical and learning needs are met</p>	<p>More children to be able to access good-quality early years settings and to see improved achievement in the early years foundation stage and at KS1</p> <p>More children have access to places in local schools that meet their requirements</p> <p>Children are well prepared for the challenge of starting school</p>

Raising the bar – high-quality provision that meets local needs

Our priority is... **Every school and setting aspires to excellence**

You can expect... More families choosing a Southwark school or setting because standards are higher, and more children and young people are realising their potential. Schools can expect quality services and strong leadership from the local authority and, as leaders too, will be working together and with partners to ensure every child, young person, family and community thrives.

We will commission services that...	As a result, we expect...
<p>Enable children and young people to reach their full potential through a consistent range of high-quality services that are based on need and delivered collaboratively across a range of providers</p> <p>Raise standards through sustainable, strong leadership at school and borough level</p> <p>Incorporate the voice of pupils, parents and the community, and encourage members of the community to be involved in school leadership</p>	<p>All aspects of provision judged good or better by Ofsted, and more schools and settings classified as 'outstanding'</p> <p>Schools to rate local authority services highly and for demand for local authority services to be high</p> <p>Schools to be making a major contribution to improving life chances children, young people and families, and to ensuring they are safe</p> <p>Increased pupil and parent satisfaction reported with Southwark schools, and fewer parents opting out of Southwark's schools and settings</p>

Raising the bar – high-quality provision that meets local needs

Our priority is... **Schools and settings are able to meet their students' needs**

You can expect... Children and young people overcoming barriers to learning and achieving their full potential. They and their families can expect their school to be inclusive and have the capacity and skills to meet their social, emotional and additional learning needs. Schools, working together and with partners, can expect to access specialist support when appropriate.

We will commission services that...	As a result, we expect...
<p>Through consistent, high-quality services, build the capacity of universal settings to better identify and take targeted action to meet the social and emotional needs of vulnerable children, young people and their families</p> <p>Redesign how we provide community mental health support to children, young people and their families in mainstream settings, including when and how to access specialist provision</p> <p>Enable partners to make better use of the specialist learning skills and resources available in the borough</p> <p>Create and use a clearer framework of tiered support for children with additional learning needs</p>	<p>Greater numbers of young people with barriers to learning achieving higher, including less exclusions and improved attendance</p> <p>More children and young people feeling safe and fewer incidences of bullying</p> <p>Investment in early intervention to be according to need and evidence of what works, while building the capacity of families to solve their own problems</p> <p>Universal settings to be confident and equipped to meet their students' and families' needs</p> <p>A greater consensus about what works and how we can share expertise and best practice across the system, as well as more quality referrals and better use of specialist provision</p>

Raising the bar – high-quality provision that meets local needs

Our priority is... **Raising attainment at 19**

You can expect... More young people staying in education or training after 16, choosing to do this locally and achieving better qualifications. More will be making good choices about their future because they and their parents will be receiving quality careers and education advice, and the curriculum and opportunities on offer will meet their needs and those of local employers.

We will commission services that...	As a result, we expect...
<p>Develop a high-quality, broad, balanced curriculum for those aged 14 to 19, ensuring that it is both coordinated and meets the needs of our employers and young learners at levels one, two and three</p> <p>Provide good-quality careers and education advice and guidance that results in young people making good choices</p> <p>Build capacity with local employers to ensure there are better pathways for young people into employment</p>	<p>More young people choosing to take up appropriate provision locally</p> <p>Attainment at levels two and three to rise and the gap between Southwark and national figures to disappear</p> <p>Fewer young people dropping out post-16</p> <p>More young people continuing in education or taking up apprenticeships and work placements in the local area</p>

Succeeding into adulthood – at-risk young people achieve wellbeing

Our priority is... **More young people in education, employment or training**

You can expect... More young people choosing and remaining in a quality local education placement suitable to their needs. Parents and the community will have higher aspirations for their children, young people at risk of dropping out will have been identified and guided on to an appropriate path to employment, and those in need will be receiving tailored advice and support.

We will commission services that...	As a result, we expect...
<p>Work collaboratively to identify and target earlier young people not taking up education, employment or training, and support them to access a broad, balanced curriculum</p> <p>Provide quality advice to young people at an earlier age to reduce the likelihood of them not taking up education, employment or training</p> <p>Work with the community to increase aspirations and engage parents in supporting their child's post-16 choices</p> <p>Provide co-ordinated, tailored advice, guidance and support for those not in education, employment or training, to enable them to take up and remain in one of a range of quality local placements appropriate to their needs</p>	<p>More young people in education, employment or training including those at greater risk and with more complex needs</p> <p>A broader range of quality education, training and employment opportunities available to young people</p> <p>Parents having higher aspirations for their children and supporting them in making good choices about their future</p>

Succeeding into adulthood – at-risk young people achieve wellbeing

Our priority is... **Young people in care succeed as young adults**

You can expect... More young people in care living in a stable placement, taking up education, employment or training, and managing independent lives successfully. All partners will bring together their services to support those under 22 years of age into adulthood, and specialist expertise will be available to ensure the most vulnerable are safeguarded.

We will commission services that...	As a result, we expect...
<p>Consolidate what is on offer across council, children's trust and local strategic partnership partners for young people in care aged 16 to 21, to support them to move successfully into adulthood</p> <p>Provide tailored support for those that need it in order to help them succeed in adulthood and be independent</p> <p>Ensure a multi-agency response that draws on a range of specialist services and expertise for young people in care with very complex needs</p>	<p>More young people in care in education, employment or training</p> <p>More stability in placements</p> <p>More care leavers managing their lives successfully as young adults</p> <p>Better safeguarding of those at risk of harm to themselves and/or to others through improved specialist support</p>

Succeeding into adulthood – at-risk young people achieve wellbeing

Our priority is... **Less crime by and against young people**

You can expect... Fewer and less serious crimes being committed by young people and a fall in reoffending. There will also be fewer young people being victims or fearful of crime or antisocial behaviour. And more young offenders will be choosing to enter education, employment or training, living in suitable accommodation and leading a law-abiding lifestyle.

We will commission services that...	As a result, we expect...
<p>Target early intervention services at young people and their families who are at risk of involvement in crime as either victim or perpetrator</p> <p>Prevent reoffending and reduce the seriousness of crimes through a model of multi-agency, evidenced-based intervention and support</p> <p>Assist young offenders to engage positively in their community through supported opportunities to enter education, employment or training, live in suitable accommodation and develop law-abiding lifestyles</p>	<p>Fewer and less serious crimes being committed by young people</p> <p>Fewer young people becoming victims of crime and fewer being fearful of youth crime and antisocial behaviour</p> <p>More young people who have committed crimes desisting from reoffending, taking up education, employment or training opportunities and living in suitable accommodation</p>

Succeeding into adulthood – at-risk young people achieve wellbeing

Our priority is... **Lower rates of teenage conceptions**

You can expect... More young people, whatever their level of need, making positive choices about their sexual health and relationships, and more parents feeling able to guide their child's choices. Young people will be accessing quality advice and contraception as and when they need it, and there will be self-development opportunities for our vulnerable young people.

We will commission services that...	As a result, we expect...
<p>Ensure good-quality sexual health and relationship information, advice and guidance is available to all young people and their families</p> <p>Ensure young people have increased access to contraception as and when they need it</p> <p>Provide targeted information and support on a range of services including sexual health, educational and self-development opportunities to at-risk groups, including young offenders, young people in care and vulnerable parents</p>	<p>More young people are able to make positive choices around sexual health and relationships, and more parents feel able to guide and influence their child's choices</p> <p>A rise in the number of young people accessing contraception</p> <p>Reduced rates of teenage pregnancy, and more teenage parents in education, employment or training</p>

Working together – children are safeguarded from harm and neglect

Our priority is... **Services that meet the needs of our children and community**

You can expect... More children to be safe because services are meeting their and the community's needs, and the workforce is able to recognise and respond quickly to potential signs of abuse and neglect. Partners, with the community, will work more effectively together to ensure children are protected from harm and to improve the quality of referrals when these are necessary.

We will commission services that...	As a result, we expect...
<p>Develop provision that responds to local community and safeguarding needs to keep children safe</p> <p>Improve the quality and consistency of contact and referrals to social care or to other agencies as appropriate</p> <p>Secure a well-trained workforce able to understand child development, and recognise and act, in a timely fashion, on potential signs of abuse and neglect</p> <p>Deliver the system-wide improvements to achieve the step change required by <i>Working Together to Safeguard Children</i> requirements</p> <p>Develop the positive relationship with the borough's communities to build their capacity to keep children safe</p>	<p>More children are safe and/or report they feel safe</p> <p>More good-quality and timely referrals to the most appropriate agency</p> <p>Improvements to frontline practice in line with serious case review recommendations, the Southwark Safeguarding Children Board annual report and <i>Working Together to Safeguard Children</i> requirements</p> <p>All agencies will be reviewing safeguarding performance and be reporting to the Southwark Safeguarding Children Board</p> <p>More voluntary, community and faith group involvement in keeping children safe</p>

Working together – children are safeguarded from harm and neglect

Our priority is... **A stronger family based approach to safeguarding**

You can expect... Partners to reshape services for children at risk of harm so they are more responsive, integrated and effective. You can expect us to bring together the widest range of knowledge and expertise to support children with a child protection plan, which will lead to less time on plans, fewer re-registrations and improved outcomes for the child and family.

We will commission services that...	As a result, we expect...
<p>Enable the holistic assessment of a child at risk of harm, recognising the difficulties being experienced in the household and drawing on evidence from all services involved with the family</p> <p>Reshape the way we support children with a child protection plan that builds on the wide range of knowledge and expertise of all the professionals involved with the family</p> <p>Improve the effectiveness of joint working to ensure there is appropriate multi-agency targeted, specialist support for a child on a plan and their family</p>	<p>Improved joint assessments and greater integrated working across the partnership</p> <p>More effective child protection plans, which will result in less time being spent on them, and more efficient use of resources</p> <p>Fewer hospital admissions caused by unintentional and deliberate injuries to children and young people</p>

Working together – children are safeguarded from harm and neglect

Our priority is... **Fewer children and families experiencing domestic abuse**

You can expect... Lower rates of domestic abuse and repeat victimisation because we are working better together to ensure prevention, intervention and enforcement services are more coordinated and effective. Children in families experiencing domestic abuse will be safer and have better life chances, and more young people will choose to engage in positive relationships.

We will commission services that...	As a result, we expect...
<p>Develop a partnership-wide approach to prevention, intervention and enforcement activities to ensure a more integrated continuum of support for families experiencing domestic abuse</p> <p>Improve the coordination of support for children in families experiencing domestic abuse, both through greater integrated working by partners across the system and better training opportunities</p> <p>Ensure that information, guidance and support services for young people encourage positive relationships</p>	<p>Lower rates of domestic violence and repeat victimisation</p> <p>A fall in the negative impact of domestic abuse on children's safety and life chances</p> <p>Fewer sexual offences by and against young people, and more young people choosing to engage in positive relationships</p>

Review of needs, performance and stakeholder views

This plan has been developed in collaboration with a wide range of children's trust partners at all levels, and has been overseen by the children's trust board at each stage.

The priorities and commitments identified in this plan are the result of detailed analysis of a comprehensive joint strategic needs assessment, extensive performance review and widespread stakeholder consultation, as follows:

Needs assessment

We undertook a comprehensive joint strategic needs assessment across the five Every Child Matters outcomes and cross-cutting themes including schools, parenting, workforce and safeguarding to identify as a system what we are doing well, what we can build on and where we need to do it differently.

A summary of the needs assessment is available at www.southwark.gov.uk/youngsouthwark [from 1 April]. For the full datasets, contact managementinformation@southwark.gov.uk or call 020 7525 2808.

Performance review

The second strand to the plan's development was a senior management review of our performance to date, to identify what we are doing well and what we can build on and where we need to do it differently. We are publishing this analysis alongside the needs assessment.

Views of children, young people and families in Southwark

The needs assessment and performance review set a framework for stakeholder consultation through borough-wide storytelling events with children, young people, parents, carers and frontline staff. More than 1,000 stories have been collected, and were used to shape and inform priorities. In addition, a parent and child survey collected a further nearly 900 views on issues across the five Every Child Matters outcomes.

A selection of the stories has been published [in April 2010]. For more information, call 020 7525 3674, email young.southwark@southwark.gov.uk or go to www.southwark.gov.uk/youngsouthwark

Use of resources

Investing in outcomes for children, young people and families

We are committed to providing the resources needed to deliver effective services for children, young people and families, and to ensuring these resources are used efficiently

Current expenditure plans

The finance and resource requirements arising from the Children and Young People's Plan can be divided between direct expenditure by the two core providers – children's services and health – and expenditure by other council departments, the police and the voluntary sector, which also impact on the outcomes sought by the plan.

The table below identifies only the direct expenditure for children's services, including schools, and health, as agreed through each partner's budget-setting processes.

Expenditure plan	2009/10 £000	2010/11 £000
Southwark Council	326,097	338,115
PCT	12,963	13,317
Total	339,060	351,432

The elements shown in the table, which include health visiting and school nursing services, the PCT provides a range of other services for all ages including GPs, mental health, dentistry, ophthalmology and pharmacy. It is not possible to allocate the costs of these services between children and adults on a consistent basis over time.

Figures beyond 2010/11 will be detailed over the coming year as we prepare to meet new statutory financial requirements for the CYPP. Future versions of this plan will be developed to include, where possible, expenditure incurred by other council departments and other agencies in the provision of services to children.

Resources

The resources to fund the above expenditure comes from a variety of sources as follows:

Funding source	2009/10	2010/11
Southwark Council grants	326,097	338,115
PCT	12,963	13,317
Total resources	339,060	351,432

Some of the funding detailed above is one-off or subject to the national three-year spending review settlement. As 2010/11 is the last year of the current cycle, we cannot be certain about funding in future years. In the event of a significant variation in funding, it would be necessary to review proposed levels of spending at the annual review of the plan.

Directing resources to priority outcomes

Because this plan has been developed in the harshest economic climate seen for decades, this strategy and its commissioning plan focus on identifying priorities, detailing what is achievable on current resource assumptions, and mapping the core resources available.

We will also use the priorities to identify system-wide priority and improve the use of resources by working to reduce duplication and better utilise a range of partnership-wide resources to deliver outcomes.

What happens next?

Democratic, financial and procurement planning and governance

The quality of service provision is one of the most important factors in delivering overall improvement in outcomes. The challenging public sector financial context over the coming years makes it vital that services are evidence-based, cost-effective and efficient. This plan is the driver to remove duplication where it exists across the children's system and target resources against our agreed set of priorities.

We have already begun developing a framework for the democratic, financial and procurement governance required to enable joint commissioning between local authority departments, the primary care trust and schools.

We intend to publish, in April 2011, financial information which details that the commitments in this plan are realistic, affordable and not merely a set of aspirations. The plan will also show how the budgets of local partners, including the voluntary sector, will be used to contribute to the delivery of the plan's commitments.

This includes setting out our progress on pooling and aligning budgets, and how children's trust partners intend to integrate the use of assets, resources and new technologies in support of delivery.

Supporting strategies

We are developing a range of strategies which set out what we agree we need to do to ensure we meet the commitments set out in this plan – they are the plan's enablers or building blocks.

Collectively they will provide the vehicles for implementing the plan's priorities, be that through information sharing protocols, third sector involvement or ways to work in a more integrated way.

They will explain in more detail the scope and priorities for universal, preventative and specialist services, as well as addressing the needs of cross-cutting issues such as the involvement of the third sector and the community, our action to address child poverty and the development needs of our workforce.

We will publish these strategies in summer 2010.

And so the work begins...

Now we embark on achieving our priorities and making sure we create over the next three years the major changes we and our communities need.

We know that by working together, being of one mind, we will be more effective because we will jointly plan and apply the use of our resources and improve the services on offer.

And now that we have set our priorities, it is our workforce who will make them happen. We are confident we will meet the expectations and challenges you have told us matter because of our staff's skills and commitment to turning our aspirations into changes you see in your daily lives.

Above all, we must ensure that everything we do is focused on ensuring all children, young people and families have the best chances in life.

Although this plan is our strategic intentions for the whole borough, it should and will translate into changes to the services you use or work with – the schools, youth clubs, and antenatal services in your neighbourhood.

It aims to help families be more independent and able to solve their own problems. And for more children and young people to be healthier, happier, safer and achieving their full potential.