



# **Croydon Children and Young People's Plan 2013-2016**

**Excellent Outcomes for Children and Young People**

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## Foreword by Councillor Tim Pollard

There could not be a more appropriate time to champion, strengthen and reinforce partnership working for children's services in Croydon. While the challenges our children and families face are increasing, resources available across agencies which provide services to support children and families in Croydon are tightening. Working together is an essential part of maximising our impact on improving life chances for children and families

Croydon Children and Families Partnership brings together all the agencies which provide services for children and families in Croydon including the council, the health service, the police, probation services, schools and colleges and the voluntary sector.

Over the last year we have made considerable progress by working in Partnership, these include:

- results for all key stages show improvement leading to better outcomes for children;
- teenage pregnancy rates continue to fall;
- a continuing significant reduction of first time entrants into the criminal justice system;
- better outcomes for looked after children with more adoptions, recruitment of more foster carers and greater stability of placements;
- a significant reduction in absences from primary schools.

A number of positive developments put in place in 2012 will improve working in partnership in Croydon going forward with:

- the launch of our website, Practitioner Space Croydon, as a single point of information, advice and guidance for all those working with children, young people and families in Croydon;
- the re-design of children's centres into locality based collaborations, driving a more targeted approach to the most vulnerable families through these settings using evidence-based methodologies, with Family Engagement Partnerships with Health being implemented to deliver an integrated service for 0-5 year-olds;
- the establishment of a Multi Agency Safeguarding Hub (MASH) where we work in a new and integrated way to better safeguard children and young people through early identification and early help, sharing of intelligence and a staged approach to intervention;
- embedding of the Family Nurse Partnership to provide young people expecting a baby with intensive support to help them with the practical problems that they face but also to empower them to take decisions and to return to education or enter employment; and

- Croydon Family Power: Giving Children a Head Start bringing together 12 voluntary sector organisations, working in partnership with the Council, to provide a coordinated and evidenced based early intervention.

There is still more we need to do.

The Children and Young People's Plan presented here describes the findings of a wide ranging needs analysis commissioned by the Croydon Children and Families Partnership at the end of 2012. The priorities emerging from the needs analysis were developed in discussion with the Croydon Youth Council. This plan then sets out the intentions of the Partnership in planning, commissioning and delivering services to address these priorities.

The Partnership has agreed that a cross-cutting priority for all services must be listening more to what children and families are telling us and working with them to develop and improve services.

It will be the responsibility of the Croydon Children and Families Partnership to make sure that the actions identified in this plan are delivered and make a difference to the life chances of children and families in Croydon.

# 1. Introduction

1.1 The Children and Families Partnership brings together all those working in organisations responsible for services for children, young people and families. The Croydon Children and Families Partnership Board and its Executive includes representatives and senior officers from those organisations to provide high level governance arrangements for our Partnership.

1.2 The Board and its Executive, supported by its sub-groups, are responsible for the delivery of actions and improved outcomes against our priorities. Further information about the Partnership is available at [www.croydon.gov.uk/healthsocial/families/ccfppartnership](http://www.croydon.gov.uk/healthsocial/families/ccfppartnership)

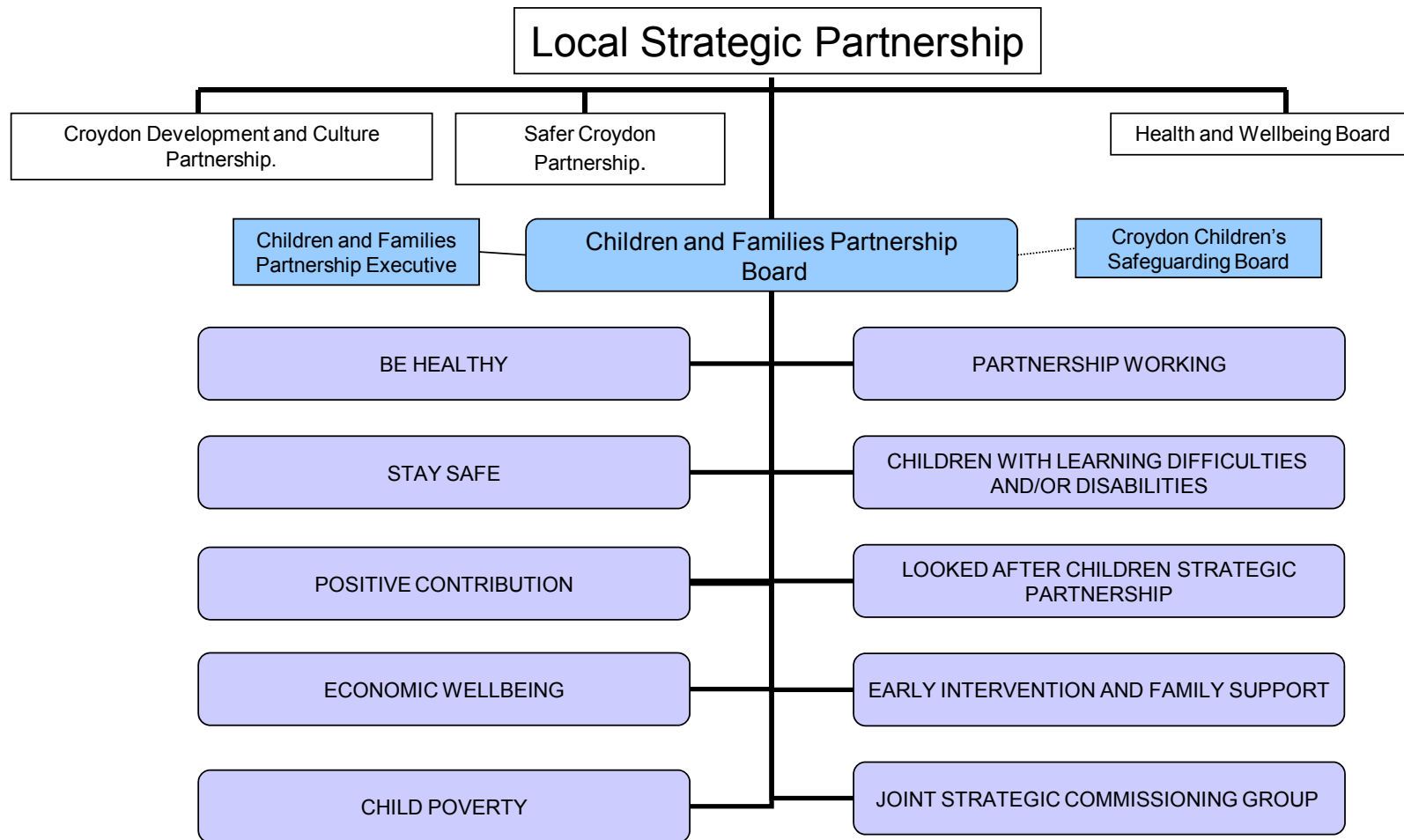
1.3 Croydon Children and Families Partnership is one of a family of Partnerships within the Local Strategic Partnership (LSP). We work closely with our colleagues across the LSP, particularly the Safer Croydon Partnership and the Health and Well Being Board, to ensure that we all contribute to shared priorities.

1.4 Croydon Youth Council brings together a range of groups of young people who want to ensure that young people are involved in decision making and setting the strategic direction for Croydon. The Partnership works closely with the Youth Council and its sub-groups to ensure that our decisions and actions are informed by the views of children and young people. Further information about the Youth Council is available at <http://www.croydonyps.org.uk/croydon-youth-council>.

1.5 The Croydon Safeguarding Children Board (CSCB) is responsible for scrutinising safeguarding arrangements across the borough. The CSCB is an independent body and challenges and holds to account the organisations working with children and young people in Croydon. The Children and Families Partnership and the CSCB work together to ensure that children and young people in Croydon are safe. Further information about the CSCB is available at <http://www.croydon.gov.uk/healthsocial/families/childprotsafe/>

1.6 The structure of the Partnership is shown in figure 1 below.

# Croydon Children and Families Partnership Structure 2013



1.7 This Croydon Children and Young People's Plan (CYPP) is the strategic over-arching plan for all services affecting children and young people in Croydon. It identifies our priorities and what we are going to do to improve outcomes.

## **Partnership Working**

1.8 Croydon is committed to supporting all children, young people and families who live, work and play in the borough so that they are able to enjoy equality of opportunity and realise their full potential. In order to achieve this, all practitioners supporting children, young people and their families must work together effectively. All agencies in Croydon are committed to developing integrated working and local practitioners are constantly improving the way in which they work together, share information and deliver services. Working with children, young people and families, and identifying their needs, requires a shared awareness and understanding of different levels of need as well as the most appropriate support and services. Croydon is committed to early intervention – at any point in a child or young person's life - to tackle emerging problems for babies, children, young people and their families, as soon as possible, to prevent their situations becoming more serious.

1.9 All practitioners working with, and on behalf of, children, young people and families must take responsibility for ensuring everything possible is done to prevent the unnecessary escalation of issues or problems. Our guiding principles are:

- *We listen to, and take account of, the views of the child/young person/famil*
- *When assessing need, the views of the child/young person/family must be sought and considered and they should be fully involved in any assessment process*
- *Early intervention and prevention is a shared responsibility that will achieve better outcomes for children, young people and families*
- *All agencies/services should work together and understand/appreciate each other's roles and responsibilities*
- *"Early intervention may occur at any point in a child's life" (C4EO)*
- *Safeguarding is everyone's responsibility*
- *All assessment of need should be risk based and take account of strengths*
- *Action plans should be inclusive, Specific, Measurable, Achievable, Realistic and Timely (SMART)*

1.10 All agencies across the Partnership are working with reduced resources. Efficient and effective multi-agency is all the more important; working together not only ensures that we provide a better service to our children, young people and families but also enables us to maximise our resources.

1.11 We are organising our services around five **Localities**. This ensures that all those working within a locality understand the particular needs and strengths of their area and know the others working within their locality.

1.12 The whole Partnership is committed to identifying needs, and providing support, at an early stage before problems escalate.

1.13 **Croydon Information and Support Service (CRISS)** provides a centralised information hub for practitioners and families. This service is the single point of contact to find out about services and get advice about how to support children and young people at an early stage. **Family Space Croydon** and **Practitioner Space Croydon** are our new websites that have information about all the services available to children, young people and families in Croydon.

1.14 We have redesigned the way in which services are delivered through collaborations of children's centres. An essential element of the redesign is to ensure a balance between universal and the delivery of targeted family support so that all children are ready for school and parental aspirations and skills are supported. Each collaboration has a **Family Engagement Partnership (FEP)** that brings together health and other agencies to support vulnerable families with very young children. The Partnership will improve early identification, engagement of and support for vulnerable young families (-9mths – 5 yrs) by co-ordinating, planning and support where a response from more than one agency is required through locality partnership arrangements with each children's centre as the hub of a community network.

1.15 We are also working together as a Partnership to support those with the greatest needs.

1.16 Our Partnership approach to reducing **teenage conceptions** has proved effective. By working together we are reducing the number of teenage conceptions each year. For those young people that do have a child we are providing support through our **Family Nurse Partnership**. Young people receive intensive support to help them with the practical problems that they face but also to empower them to take decisions and to return to education or employment and to

1.17 Through the **Troubled Families** initiative we are providing intensive multi-agency support to our children and families in most need. We aim to reduce offending behaviour, non-attendance at school, worklessness and to tackle domestic violence.

1.18 Our **Multi Agency Safeguarding Hub (MASH)** provides a multi-agency safeguarding 'front door' work in a new and integrated way to better safeguard children and young people through early identification and early help, sharing of intelligence and a staged approach to intervention.

1.19 "**Breaking the Cycle**" is a partnership approach focused on providing assessment and interventions to 50 young people aged 15-18 year olds identified as long term NEET who are involved in gangs and serious youth violence and released from custody. The project aim to reduce re-offending and support re-engagement with Education, Training or Employment as well as promoting greater confidence and optimism, with a securer sense of well-being, value and identity.



1.20 The major commissioning organisations are working together to coordinate **joint commissioning** in Croydon to ensure that resources are maximised to meet need.

1.21 We are working in partnership with our young people. Croydon has a strong **Youth Council** which works with the Children and Families Partnership to deliver on our shared priorities.

1.22 Our priorities are set out in Section 4 and the action plans to deliver improvements for our priorities are at Section 5.

## 2. Vision

Our vision for the Partnership is:

2.1 **For children and young people to have high aspirations and excellent outcomes:** We want all children and young people to be safe and the 'best they can be'. By 'excellent outcomes' we aspire for Croydon children and young people to achieve high outcomes compared to similar areas and vulnerable groups to achieve in line with their peers.

2.2 **For families to build resilience and transform life chances:** We want to work with families to enable them to achieve strengthened and sustainable protective factors.

2.3 **The test for our services:** We want our services to be able to articulate how they enable children and young people to make progress in the following dimensions:

- Security:** am I safe?
- Identity:** who am I?
- Community:** where am I sheltered and what do I give back?
- Destiny:** who will I become?

2.4 **Our drivers of excellence:** We consider that the following are the markers of the excellent practice that we want to see:

### **Children, young people and families influencing provision**

- The views of children, young people and families are routinely sought and taken seriously
- All teams make operational improvements based on user/customer feedback
- Feedback impacts on service planning and review.

### **Excellent leadership**

- Leadership is ambitious and generates high aspirations
- Leaders model the expected behaviours and values
- Leadership inspires others, for example through contagious positivity
- Leadership is distributed throughout all levels of the organisation.

### **Successful multi-agency and integrated working**

- Partners consider the whole child in the whole system
- All partners demonstrate shared ownership of and commitment to the vision
- The partnership has a relentless focus on children's needs, meeting needs at the earliest possible stage
- The partnership which is collaborative, mutually supportive and mutually challenging.

**Our processes support excellence by:**

- Promoting aspiration and ambition
- Celebrating success and achievement
- Being client-centred
- Being creative and innovative
- Being solution-focussed
- Facilitate the workforce to be skilled, empowered, responsive and accountable
- Managing demand, securing efficiencies and achieving value for money

2.5 The Partnership has a key role to play in contributing to achieving the vision for Croydon for 2040 which is as:

- **an enterprising city** – a place renowned for its enterprise and innovation with a highly adaptable and skilled workforce and diverse and responsive economy
- **a learning city** – a place that unleashes and nurtures local talent, is recognised for its culture of lifelong learning and ambitions for children and young people
- **a creative and healthy city** – a place noted for its health, culture and creativity – one of the best incubators of new artistic and sporting talent in the country
- **a connected city** – a place defined by its connectivity and permeability; with one of the best digital, communications and transport networks in the country
- **a sustainable city** – a place that sets the pace amongst London boroughs on promoting environmental sustainability and where the natural environment forms the arteries and veins of the city
- **a compassionate city** – a place noted for its safety, openness and community spirit where all people are welcome to live and work and where individuals and communities feel empowered to deliver solutions for themselves.

2.6 We Are Croydon is available at [www.croydon.gov.uk/contents/departments/democracy/pdf/croydons-new-vision](http://www.croydon.gov.uk/contents/departments/democracy/pdf/croydons-new-vision).

## 3. Needs Analysis

### 3.1 Overview

3.1.1. A Children's Services Needs Analysis (CSNA) for children and young people in Croydon was carried out by the Children and Family Partnership in 2012 as part of the commissioning cycle. The purpose of the needs analysis is to inform the review of Croydon's Children and Young People's Plan for the three years from April 2013 to March 2016.

3.1.2. The Needs Analysis provides a comprehensive profile of children and young people in Croydon. In addition to the borough profile there is a detailed analysis by the five domains:

1. Be Healthy
2. Stay Safe
3. Enjoy an Achieve
4. Make a Positive Contribution
5. Economic Wellbeing

The needs are described in general terms and where information exists on needs in relation to specific vulnerable sub-groups or particular localities.

3.1.3. Engagement of children and young people in service development is a key cross-cutting priority of the Partnership. The views of children and young people are included in each section where this is known and gaps in this have also been identified.

3.1.4. The information in the CSNA has informed the development of the Partnership priorities for 2013-14.

3.1.5. The CSNA is summarized below and the full version is available at:  
<http://www.croydon.gov.uk/healthsocial/families/ccfpartnership/ccfpartnership>

### 3.2 Borough Profile

3.2.1. Croydon has 363,400 residents which makes it the largest Local Authority in London by population, with 7,000 more people than the next largest local authority. Over the last ten years Croydon has seen an increase of 32,813 people since the 2001 census (330,587) which represents a 10% increase, and the population is estimated to reach 427,500 by 2035.<sup>1</sup>

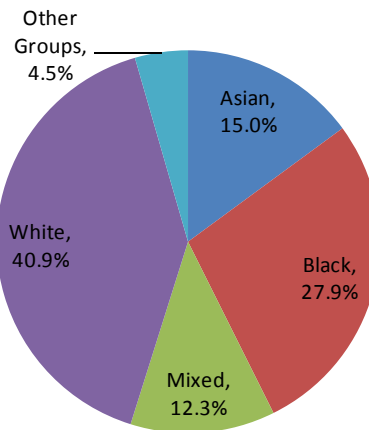
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<sup>1</sup> Source ONS - <http://www.ons.gov.uk/ons/guide-method/census/2011/index.html>

- 3.2.2. The total number of children and young people in the borough aged 0-19 years is 97,800 (27% of the total population). Croydon has a school population of 49,419 pupils.
- 3.2.3. There are 47,000 families with children in Croydon. The number of lone parent families increased from 12,000 in 2006 to 15,000 in 2010.
- 3.2.4. Based on broad ethnic classifications, 'White' pupils make up the highest proportion of pupils in the borough at 40.9%. In 2008 12,180 pupils (24.1%) had a first language other than English.

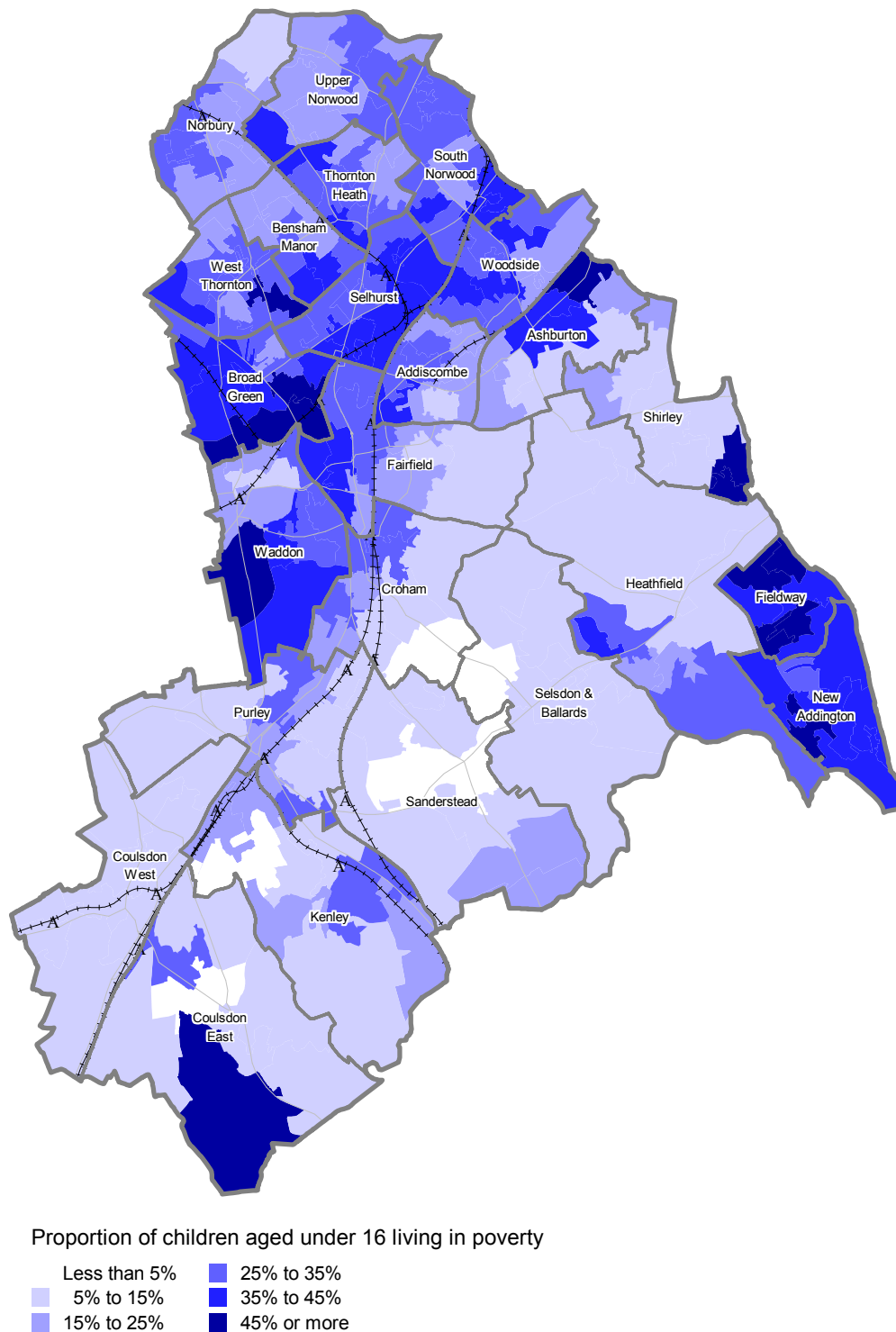
### **Pupil ethnicity 2012**

*Source – school census 2012 report (January 12)*



- 3.2.5. Indices of Multiple Deprivation (IMD) data released for 2010 shows Croydon as ranked the 19<sup>th</sup> most deprived London borough (out of 32 London boroughs) and is the 107<sup>th</sup> (out of 326 local authorities) most deprived local authority in England. Croydon has also become relatively more deprived between 2004 and 2010.
- 3.2.6. Within the borough the north of Croydon is generally more deprived than the south, being more characteristic of Inner London. Fieldway and New Addington wards in the east of Croydon also have high levels of deprivation with Fieldway being the most deprived ward in Croydon. The most deprived Lower Super Output Areas (LSOA) in Croydon is in New Addington.
- 3.2.7. The proportion of children in poverty in Croydon has been increasing over the past 3 years, and is significantly higher than the England average. In Croydon, 27% of children aged under 16 are living in poverty compared with 30% in London and 22% in England. (HMRC data 2009).
- 3.2.8. 77% of children in poverty live in lone parent families and 44% live in families with three or more children.

## Proportion of children aged under 16 living in poverty



Source: Child poverty statistics, 2009, HM Customs & Revenue

3.2.9. Latest data for September 2011 shows that the employment rate in Croydon is at its lowest (67.5%) for over 3 years and is now below the regional rate (68%) and national rate (69.9%).

3.2.10. 9.7% of 18-24yr olds are Job Seekers Allowance (JSA) claimants which equates to 2,795 people, this is above both regional and national claimant rates for this age group. trend data shows that, for this age group, the JSA claimant rate has been increasing over the previous 12 months, and has been around 2% above the regional and national averages since August 2011.<sup>2</sup>

### ***Vulnerable population sub groups***

3.2.11. In the Spring 2012 census 24.3% of pupils were classified as some requiring additional support due to a special educational needs (SEN) at School Action (13.2%), School Action Plus (8.5%) or Statemented (2.6%).

3.2.12. As at 30 September 2012, there are 755 looked after children (LAC) in Croydon of which 413 are indigenous Croydon children and 342 are unaccompanied asylum-seeking children (UASC). Numbers of UASC in care have fallen every year from a peak of 696 at the end of March 2009.

3.2.13. For indigenous looked after children, there is a broad spread of ages with the highest numbers falling in the 12 to 17 age groups (50.8% of the total). In comparison, the unaccompanied asylum seeking children population is wholly aged 11 and over, with the vast majority (74.6%) in the 16 and 17 age groups. More than three quarters of the UASC are Asians (59.4%) or Black (18.4%).

3.2.14. There are fewer girls than boys in care in Croydon with boys accounting for over 70% of all LAC (532 boys). These differences are even greater for unaccompanied asylum seeking children where the ratio is closer to seven to one (300:42).

## **3.3 Be Healthy**

### ***Infant mortality***

3.3.1. The infant mortality rate (the number of deaths to babies before their first birthday per 1000 total live births) for Croydon for 2008-2010 was 4.3 deaths of children aged under one year per 1,000 live births. This was equal to the rate for England and less than the rate for London (4.7) in the same time period.

### ***Breastfeeding***

3.3.2 Approximately 5,500 babies resident in Croydon are born each year. 86% of mothers initiate some form of breastfeeding at birth, however, by 6 – 8 weeks only 65.7% of infants are receiving some breast milk and of these, only 32.6% of mothers are still exclusively

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<sup>2</sup> Source - NOMIS, Date - Apr 2012, Frequency - Monthly, Updated - May 2012

breastfeeding (quarter 4 2011/12). Whilst this is higher than national figure (46.9%), it is lower than London (68.6%).

**Total and Partial breastfeeding 6 -8 weeks prevalence Quarter 4 2009 - 2012**

	2009/2010	2010/2011	2011/2012
<b>Croydon</b>	63.8%	69.7%	65.7%
<b>London</b>	65.0%	Data not available	68.6%
<b>National</b>	45.2%	45.3%	46.9%

Source: Department of Health

***Childhood immunisation***

- 3.3.3 Coverage rates for Croydon for the year 2011/12 were as follows:
- 91.3% of children aged one were immunised for diphtheria, tetanus, polio, pertussis and Hib
  - 81.0% children aged two were immunised for pneumococcal infection
  - 85.1% of children aged two were immunised for meningitis and Hib
  - 83.5% of children aged two were immunised for measles mumps and rubella (MMR)
  - 75% of children aged 5 were immunised with the final booster for diphtheria, tetanus, polio and pertussis
  - 73.1% of children aged five were immunised for MMR (1<sup>st</sup> and 2<sup>nd</sup> dose completed).

3.3.4 These rates are below the average for London PCTs with Croydon's performance ranking between 20<sup>th</sup> and 27<sup>th</sup> of the 31 PCTs in all antigens.

***Childhood Obesity***

3.3.5 The National Child Measurement (NCM) programme monitors, on an annual basis, the percentage of children in Reception and Year 6 measured as obese.

Table 1: Croydon & England Data – National Child Measurement Programme 2011/12 RESULTS

	<b>Overweight</b>		<b>Obese</b>	
	<b>Year R</b>	<b>Year 6</b>	<b>Year R</b>	<b>Year 6</b>
Croydon 2010/11	12.4%	14.9%	10.6%	23.3%
Croydon 2011/12	12.6%	15.4%	11.8%	22.2%
2011/12 England	13.1%	14.7%	9.5%	19.2%
2011/12	12.4%	15.0%	11.0%	22.5%



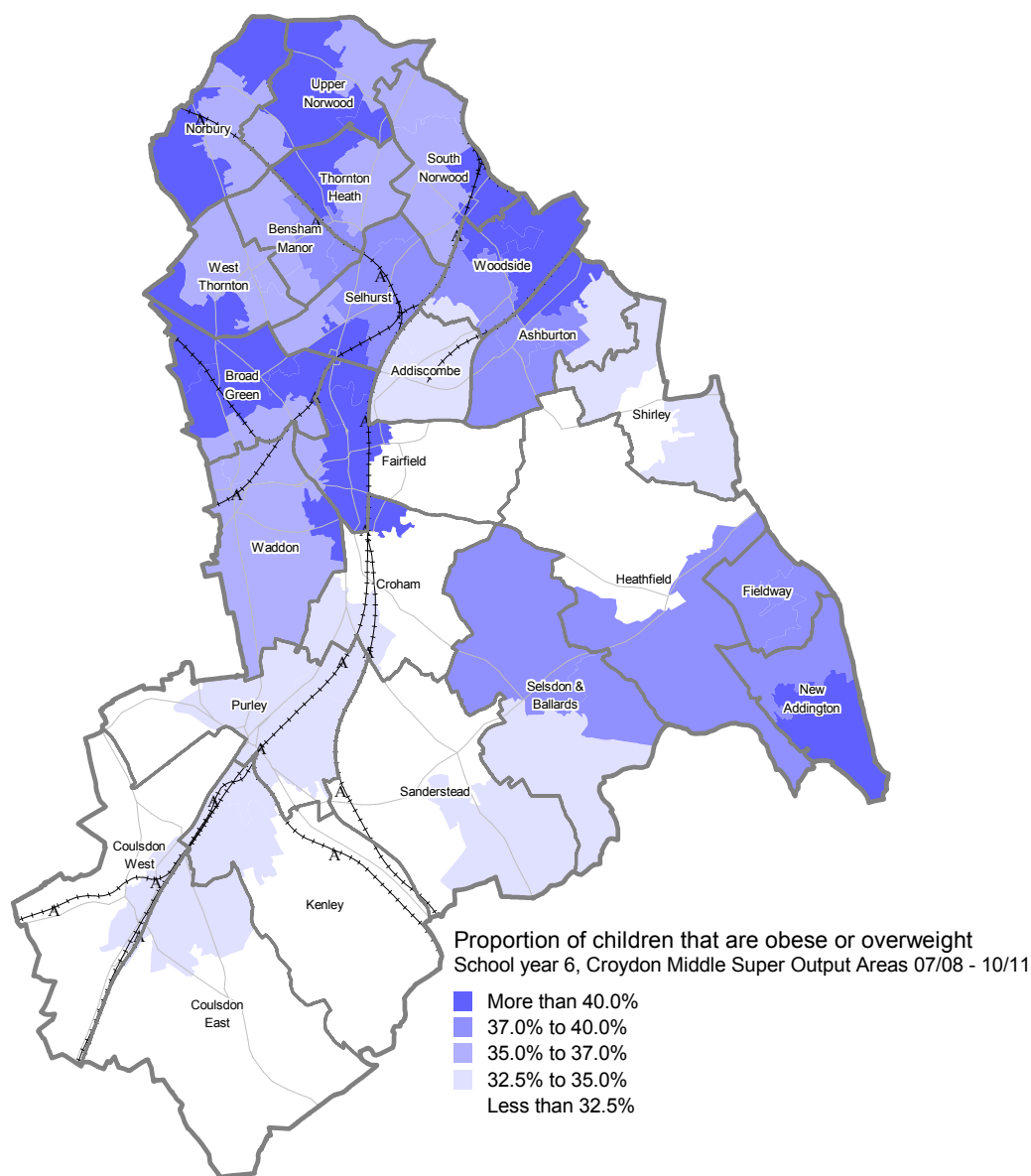
London				
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3.3.6 4,251 Reception Year children measured in 2011/12; 3,549 Year 6 children measured in 2011/12. The prevalence of children with a healthy weight (2011/12) was higher in Reception (74.7 per cent) than Year 6 (61.5 per cent).

3.3.7 In Reception, nearly a quarter (24.4 per cent) of the children measured were either overweight or obese. In Year 6 (22.2 per cent) of the children measured were obese, this was nearly double that of Reception year children (11.8 per cent). In Reception, the proportion of obese children (11.8 per cent) was higher than 2010/11 (10.6 per cent).

3.3.8 In Year 6 Croydon, the proportion of obese children (22.2 per cent) was lower than in 2010/11 (23.3 per cent). However local figures for Year 6 obesity are higher than the English average at 19.2 per cent. The proportion of overweight and obese children combined (37.6 per cent) was also lower than in 2010/11 (38.2 per cent). The English national figures for overweight and obese combined for 2011/12 is 33.9 per cent, which shows that Croydon has higher rates of overweight and obesity than the English average.

## Prevalence of obesity or overweight in Year 6, Croydon middle super output areas, 2007/08 to 2010/11



### ***Drug and Alcohol Misuse***

3.3.9 Croydon LYF provides treatment interventions to young people with drug and alcohol misuse problems. The numbers of young people receiving treatment are relatively low: this is likely to reflect that young people with drug and alcohol problems are not being identified/referred for treatment rather than the level of need.

### ***Teenage Conceptions***

3.3.10 Croydon's most recent annual data showed that Croydon's conception rate dropped from a rate of 45.7 conceptions per 1000, 15-17 year old women during 2009 to 41.8 per 1000 during 2010. This equated to just

262 conceptions during 2010 and showed a drop of 33 conceptions from 2009 figures. As a consequence Croydon saw its under-18 conception rate drop by 29.3% from the 1998 baseline, and shown a drop of 8.5% from 2009 rates.

3.3.11 Croydon continues to see a consistent reduction in its quarterly under 18 conception rate with Quarter 3 (2011) data showing Croydon’s actual rate drop to 30 conceptions per 1000 amongst 15-17 year old girls. This reflects a 15% reduction from the same period in the previous year and a 50% reduction from the 1998 baseline.

3.3.12 Croydon continues to achieve agreed local targets set since the national strategy came to an end in 2010. From the rolling quarterly figures that have been released for 2011 it looks likely that Croydon will surpass the annual reduction target set for 2012/13 when data is released in February 2013.

	Q1	Q2	Q3	Q4	2012-13 Overall
<b>2012/13 Trajectory</b>	41.5	41.2	40.8	40.5	<b>40.5</b>
<b>2012/13 (Rolling quarterly average)</b>	41.2	38.3	36.9		

***Our Be Healthy priorities for 2013-14 are:***

- Reduce **childhood obesity**
- Improve **emotional health and wellbeing**
- Reduce **Infant Mortality**
- Reduce risk taking behaviours and the incidence of **teenage pregnancy and drug and alcohol misuse**
- Improve the uptake of **childhood immunisations**

***The Youth Council Be Healthy Priorities for 2013-14 are:***

- Improve young people’s mental health and wellbeing
- Reduce childhood obesity.

**3.4 Stay Safe**

3.7.1 A needs analysis in respect of safeguarding children has been undertaken by Croydon Safeguarding Children Board (CSCB). This is included in the CSCB annual report (available at [www.croydon.gov.uk/healthsocial/families/childproctsafe/cscb/infocscboard](http://www.croydon.gov.uk/healthsocial/families/childproctsafe/cscb/infocscboard)).

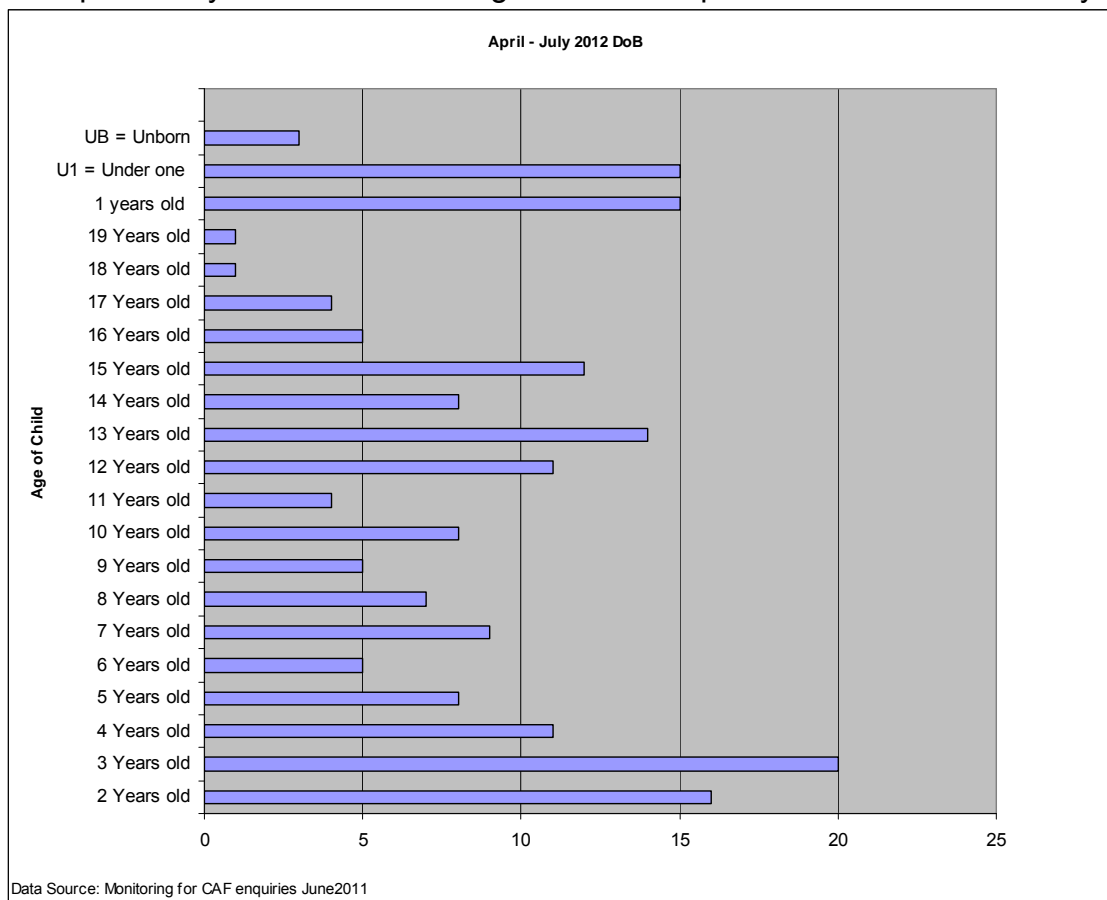
***Integrated and multi-agency working***

3.7.2 The development of an integrated early intervention and family support programme is bringing together children’s centres and family support

as an integral part of the offer of universal and early support services for children aged 0 to 12.

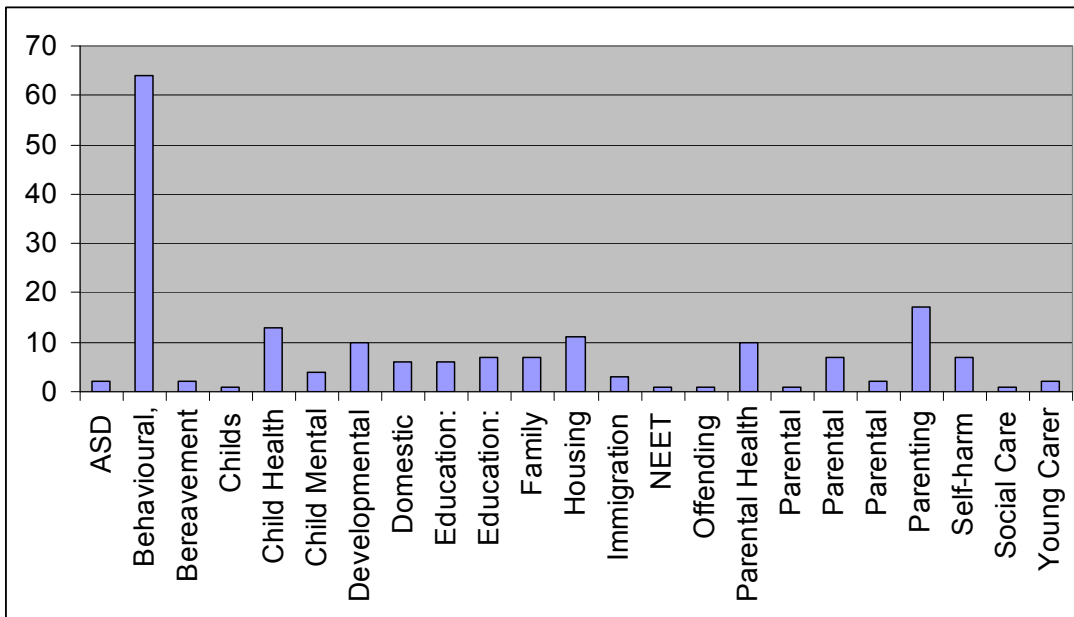
3.7.3 In 2012 the number of stage 1 enquiries was significantly less than in the previous year. This may indicate that practitioners are more confident in providing support at the earliest stages. There is a corresponding increase in the number of stage 2 enquiries increased which is coupled with the increased use of the Common Assessment Framework (CAF) as the mechanism for identifying needs and support at the early point.

3.7.4 Below is a breakdown of CAFS by the age of the child. Between April to July 197 CAFs were registered – compared to a total of 173 last year.



### Overview of presenting issues

3.7.5 The majority of CAFS were completed for behavioural problems but there is more work to be done in understanding the underlying issues. Often a range of underpinning concerns are identified when completing a CAF.



3.7.6 The average timeframe for a CAF being kept open was 7.5 months. Of the CAFs closed, 72% were closed because they had met the child/young person's needs and 28% were closed as they were superseded by an alternative holistic assessment, 50% of which were Step Up to Social Care.

***Our Early Intervention And Family Support priorities for 2013-14 are:***

- Extend the **multi-agency front door for early intervention** including developing Team around the School pilot, embed the use of **common assessment framework (CAF)** so that practitioners can access early help for the babies children, young people and families they support
- Deliver integrated services for babies and young children through the effective working of **Family Engagement Partnerships** and Croydon's Primary Prevention Strategy
- Strengthen resilience of families with complex needs including extend **Family Resilience Programme to full size, taking into account the Troubled Families initiative**
- Strengthen provision to reduce the incidence and impact of **domestic abuse and sexual violence**
- Develop a robust **outcome performance framework** including metrics programme for early help

**Combating bullying**

3.7.7 Bullying social norms survey was conducted in July 2012 involving 3,5708 Year 4 to Year 10 pupils attending 23 Croydon Borough schools.

***Summary of main findings re 'school climate'***

- Most students replied positively when asked whether their schools encouraged and/or helped them to develop good relationships

with/between their peers and teachers. Primary pupils were in all instances more positive than their secondary peers.

- There is a small minority for whom school does not provide a positive experience.
- As regards the ability to influence decisions affecting them primary pupils were divided i.e. Agree: 49%, Disagree: 51%. Secondary students responses were more negative i.e. Agree: 32%, Disagree: 63%.

In a related question primary pupils (19%) were more likely to have participated in their school council than their secondary (9%) peers.

- The majority of pupils reported 'feeling safe' in their schools. However, primary (23%) as opposed to secondary (8%) pupils felt 'very safe'. There is a small number (2-4%) who feel 'very threatened' at school.

### ***Summary of main findings re 'bullying'***

- There is a misperception by all that bullying behaviour is more prevalent than it is in reality.
- Most students condemn bullying in all its forms and state that they have not indulged in these behaviours.
- Cyber bullying i.e. e-mail, internet or phone messaging is low (primary – 4% and secondary – 8%)
- Places where bullying is more likely to occur for primary pupils is the playground and classroom. For secondary pupils it is the playground, classroom and corridors.
- To 'get away from a bully' primary pupils were more likely to skip the playground, not gone to toilet or pretended to be sick. Secondary pupils were more likely to avoid the corridor and/or playground and pretended to be sick. However, 'avoided some other place' was the most (20%) mentioned by all. Most (primary 78% and secondary 86%) have never skipped school because they were afraid of 'other students hurting or making fun' of them.
- When asked about the support available to help them deal with bullying primary students were more confident that their teachers would do something to stop bullies.
- When asked who they would tell primary students named parent, headteacher, teacher and teaching assistant etc. as the most likely. Secondary students named parent, friend or peer mentor and teacher. 4% would not tell anybody.

3.7.8 At the 'BIG Youth Council Meeting' held in March 2012. Members of the Partnership Stay Safe sub group met with the Stay Safe Sub Group of the Youth Parliament to discuss 'what could schools and colleges do to make young people safe on the streets and transport'. The group identified the main concern to be the journey to and from school as this involved young people using various means of transport.

### ***Our Stay Safe priorities for 2013-14 are:***

- **Continue to reduce all aspects of bullying:**

- Support educational settings to address prejudice related bullying i.e. homophobic, SEN and/or disability and faith
- Develop and implement an e-safety strategy
- Ensure that young people are **safe on the streets and on transport**
  - Develop and agree a standard operating procedure for services involved in supervising young peoples journey to and from school

The Croydon Safeguarding Children Board (CSCB) also works on priorities to ensure that all agencies make sure that children are safe from maltreatment, neglect and abuse. The CSCB sets out its priorities in its annual business plan

***The Youth Council Stay Safe Priorities for 2013-14 are:***

- Keep young people safe from bad treatment, neglect and abuse
- Keep young people safe on streets and transport
- Prevent young people getting involved in gangs.

### **3.5 Enjoy and Achieve**

3.5.1 The **Early Years Foundation Stage** (EYFS) Profile is a statutory assessment for all children at the end of their reception year. Children are assessed against 6 areas of learning, as set out in the Early Years Foundation Stage. The profile results for 2012 represent sustained performance above national averages and a consistently upward trend over the past 5 years. The percentage of pupils achieving the target of at least 78 points and 6+ in all aspects of Personal, Social and Emotional (PSE) Development and Communication, Language and Literacy (CLL) reached 65%, an increase of 2% on the previous year.

3.5.2 Pupils eligible for Free School Meals (FSM) have outperformed the same group nationally and the FSM achievement gap for pupils achieving a good level of development continues to be narrower in Croydon (14%) than nationally (19%).

3.5.3 **Key Stage 1** results, both nationally and locally, have shown improvement in 2012, having been largely static for the previous five years. Croydon's results have improved at Level 2+ (expected level of attainment) and are better than statistical neighbours in reading, writing and maths.

3.5.4 Results at Level 3+ (above expected attainment) have improved in reading and writing in Croydon and remained the same as 2011 in mathematics. However, they remain below the national average at this level.

3.5.5 Girls outperformed boys in reading, writing and mathematics at all levels except mathematics at Level 3. Pupils eligible for Free School Meals

(FSM) have outperformed the same group nationally at expected levels in reading, writing and mathematics.

Percentage of pupils achieving level 2 or above	2008	2009	2010	2011	2012
Reading	84.3	84.5	84.8	84.3	88
Writing	80.1	80	79.5	78.7	83
Mathematics	88.9	88.6	88.6	87.7	90

3.5.6 Croydon 2012 results at **Key Stage 2** in English, reading, writing and mathematics are improved at all levels on 2011, markedly so in writing at Level 4+ (expected level of attainment) and English, reading and writing at Level 5+ (above expected level). Croydon's results are in line with statistical neighbour and national averages.

3.5.7 Girls outperformed boys in English, reading, writing and mathematics at all levels, except mathematics at Level 5+. The FSM achievement gap at KS2 for pupils attaining L4+ in English and mathematics combined has continued to reduce year on year in Croydon to 14% in 2012 against a national average for 2011 of 20%.

	Percentage of pupils in English and mathematics achieving level 4 or above				
	2008	2009	2010	2011	2012
<b>Croydon</b>	72	73	74	74	79
<b>Statistical Neighbour Average</b>	72	71	74	74	79
<b>National Average</b>	73	72	73	74	79

3.5.8 At **Key Stage 4** the pass rates for 5 A\* - C GCSEs including English and maths have risen in Croydon for the ninth year in a row. At 61.6%, the percentage of students attaining 5+ A\*-C including English and maths grades shows an improvement of 0.6% on 2011 against a background of static results nationally of 58.4%. The percentage of students achieving 5 A\* - C grades in 2012 remains, at 87.4%, well above the national figure.

3.5.9 Comparisons with statistical neighbours show that Croydon's GCSE results in 2012 are well above the averages for our statistical neighbours in 5+ A\*-C grades including English and mathematics and 5+ A\*-C grades.

3.5.10 Pupils eligible for Free School Meals (FSM) in Croydon have outperformed the same group nationally at %+ A\*-C including English and mathematics, at 42% against the national average of 36%. The FSM



achievement gap for pupils achieving this key indicator continues to be narrower in Croydon (23%) than nationally (26%).

	Percentage of pupils achieving 5+ A*-C grades				
	2008	2009	2010	2011	2012
<b>Croydon</b>	64.7	74.1	82.9	87.4	87.4
<b>Statistical Neighbour Average</b>	63.8	69.7	77.1	81.7	84.7
<b>National Average</b>	65.3	69.8	76.2	80.7	82.7

3.5.11 Primary overall **absence** at 4.5% is 0.1% under the national average but significantly reduced by 1% compared to 5.5% in 2010/11. Secondary overall absence at 5.3% in 2011/12 represents a 0.76% reduction compared to 6.06% in 2010/11 and is 0.4% better than the national average (5.7%).

3.5.12 Primary persistent absence in 2011/12 (3.5%) significantly reduced by 2% compared to 5.5% in 2010/11 but this is 0.1% worse than the national average (3.4%) and 0.2% worse than the London average (3.3%). Secondary persistent absence levels have reduced from 8% in 2010/11 to 5.6% in 2011/12. This is 1.2% better than the national average (6.8%) and in line with the Outer London average (5.6%).

3.5.13 Pupils who are persistently absent from school are a particularly vulnerable group. In analysing this data further in terms of key vulnerable groups, pupils with SEN (93%) and pupils on free school meals (93%) have attendance levels below the overall school population (95%).

3.5.14 The analysis of ethnicity indicates that White British pupils disproportionately represent the persistent absentee group at 37% of the group which is, however, an improved level in comparison to 44.8% in 2010/11. The next highest group are Black Caribbean pupils at 12% of the group.

3.5.15 The **exclusion** rate has improved significantly, and in 2011-12 was the lowest since this data was first reported in 2000. There were 64 permanent exclusions from Croydon maintained schools and academies during the 2011/12 academic year.

3.5.16 Boys are just under four times more likely to be excluded than girls for both permanent and fixed term exclusions. This is consistent with the national picture.

3.5.17 In 2011/12 2.4% of all exclusions were of Looked After children compared to 3.1% in 2010/11, 68% of excluded pupils were in receipt of free school meals compared to 66% in 2010/11. Permanent exclusions of SEN pupils have decreased from 42 in 2010/11 to 34 in 2011/12. Of the 34, 5 were permanent exclusions of pupils with SEN statements compared

with 18 permanent exclusions of pupils with SEN statements during 2010/11. There has been a reduction in the rate of exclusions of Looked After Children from 59 fixed terms and 2 permanents in 2010/11 to 45 fixed terms and zero permanents in 2011/12.

3.5.18 Black Caribbean pupils make up just over 11% of the Croydon school population but constitute 17% of permanent exclusions and 23% of fixed term exclusions.

***Our Enjoy and Achieve priorities for 2013-14 are:***

- Raise **outcomes at key stage 1 and key stage 2** to better than national and statistical neighbours, particularly for **higher achievers**
- Improve attainment for specific groups, continuing to **narrow gaps for vulnerable groups**, (including the White British group) with a particular focus on the use and impact of the pupil premium
- Reduce further the levels of fixed term and permanent **exclusion**
- Increase **attendance** in primary schools to above the national average
- Continue to raise the proportion of **schools judged good and outstanding by Ofsted**

***The Youth Council Enjoy and Achieve Priorities for 2013-14 are:***

- Make sure all young people achieve well in school and vulnerable groups are not left behind
- Make sure young people have access to educational activities and things to do.

### **3.6 Make a Positive Contribution**

3.6.1 The Partnership undertook an audit of youth participation work taking place across Croydon in October 2012. The audit asked –

- What does your organisation do to involved children and/or young people in decision making?
- Which children and young people do you involve in decision making (numbers, age, gender etc)?
- Would you like any support to involve children and young people in decision making?
- What could you offer other organisations who involve children and young people in decision making?

3.6.2 Through this audit and work that has taken place throughout the year the following areas of need have been identified.

- **Continued commitment** – whilst there has been an increase in good work (or at least documented work) taking place involving young people in decision making, there appears to be a real need to keep young people's input at the forefront of the agenda. Both young people and other group members have witnessed the initiation of young people's involvement that has not led to anything. An example - Together We Matter, the youth participation event that followed the work done with young people in response to the riots, was well attended by both young people and key decision makers. At the event,

actions were identified and agreed and action plan was drawn up. This action plan then sat with the partnership. Unfortunately, progress on these actions has been limited and inconsistent across the partnership and there has been limited feedback to the young people about what work has been done.

- **Impact of participation** – there is not enough evidence demonstrating the impact that young people are having on the outcomes of decisions that they are involved in. There has been a greater focus on the numbers of young people involved and the number of times young people have been involved. Whilst the numbers are an important consideration, the quality of the provision is of greater importance if we are to achieve long term sustainable outcomes.
- **Feedback to young people** – there is a clear lack of feedback to young people following their engagement in decision making the continual feedback from young people that has been received across the piece is that they don't hear about the impact that their input had regardless of whether it had a large impact or no impact at all. There needs to be clear standards of engagement with young people that young people can expect when they get involved and this work can be taken forward across the whole of the partnership.
- **Vulnerable Young Peoples' Participation** – there is still a need to create engaging opportunities for young people who may be considered hard to reach, at risk or vulnerable to have a say in what takes place in Croydon. Initiatives like the Children in Care Council help but need the proper and adequate support if they are going to deliver
- **Children's Participation** – the group has identified a need to highlight children's participation. There is likely to be lots of good participation taking place across the Croydon, but it is not clear if there is any oversight of this. Through the Stay Safe Group there are links with the schools councils, but there is a need to ensure that the agenda around children's participation isn't lost.
- **Volunteering** – the young people involved in the youth council and particularly those in the positive contribution group have been very clear that there need to be more opportunities for young people to volunteer in Croydon and they need to be made easier to access. There has been a lot of good work through the voluntary sector to offer young people opportunities; however, it would help if the partnership good support the development of this work.
- **Positive Images** – young people feel very passionately that the media and adults hold them collectively responsible for every bad thing that a young person does. When the riots took place in Croydon it was a small minority of young people from Croydon involved but young people feel that assumptions are made, messages going out in the media, nationally and locally that convey that they are all like that. Young people want to see more work being done to increase the positive images and stories of young people across Croydon. There

are a huge number of young people doing good work and achieving great things across Croydon and young people would like to see these news stories being promoted.

3.6.3 **Resources** – there are a great number of organisations across Croydon who felt confident in their working involving young people and would be happy to offer support, share good practice and discuss with people setting up projects what has worked for them in Croydon.

**Youth Crime**

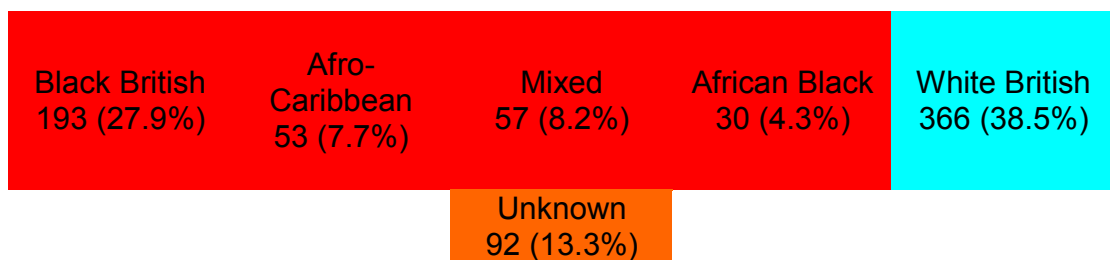
6.1. Where young people are victims of violence the suspects are more likely to come from a younger age range. Data for 2011-2012 shows that the majority of Youth Offending Team (YOT) clients were male and aged from 15 to 17 years. The proportion of White British clients rose by 10% to 38% of the YOT caseload.

6.2. The table below shows the breakdown of YOT clients for the period April 2011 to March 2012.

**Breakdown of YOT clients by age, sex and ethnicity 2011/ 12**



**Ethnicity all**



3.6.4 For most serious violent (MSV) crime offenders were analysed by age band, sex and ethnicity. Young people up to the age of 25 accounted for 56% of all offenders between November 2010 and October 2011. Violent offences were primarily committed by those in the 20-25 age range who were accountable for 30% of most serious violence. Females committed 7% of MSV, with 4% in the 20 -25 age range. Among males 12% of offenders were from a white ethnic background and 22% were from a black ethnic background. Among females 4% of all offenders were of white ethnicity and 3% were of black ethnicity.

3.6.5 For most serious violence 54% of victims were aged up to 25. The division by sex shows 46% of all victims were males up to the age of 25 and 8% were female. Those aged up to 20 accounted for 30% of victims.

***Our Positive Contribution priorities for 2013-14 are:***

- All agencies **improve meaningful participation by and influence** of young people including young people receiving feedback when they participate.
- Increase **volunteering opportunities** for young people.
- Communicate widely **positive images and stories** of Croydon's young people to challenge negative perceptions.

***The Safer Croydon Partnership determines priorities relating to reducing youth crime:***

- Implement the gang strategy and develop the performance management matrix.
- Continued focus on reducing Serious Youth Violence
- Develop a Youth Crime Prevention Strategy and supporting action plan.

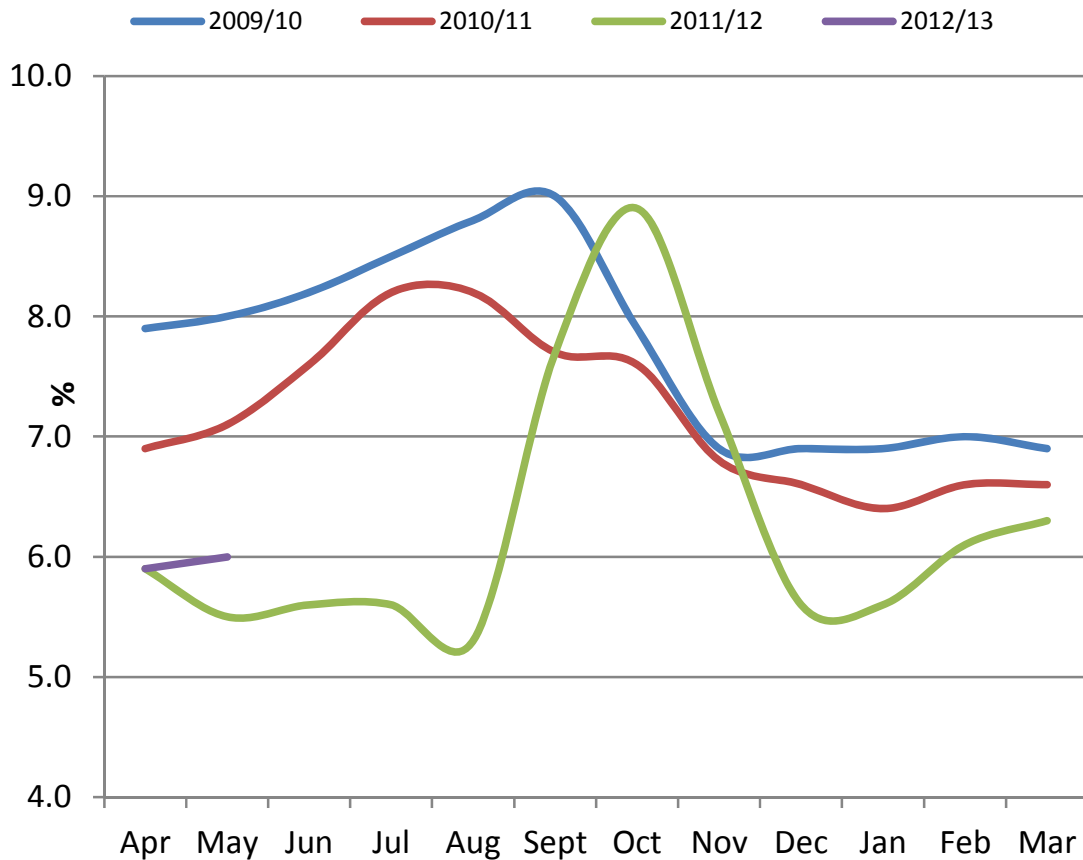
***The Youth Council Positive Contribution Priorities for 2013-14 are:***

- Create simple and effective ways for young people to be involved in decision making
- Make sure all young people have the opportunity to contribute to society (i.e. through volunteering, being able to develop skills and access activities)
- Make sure all young people in the borough have the opportunity to have a say and be heard.

### **3.7 Economic Wellbeing**

3.7.1 The following chart highlights the seasonality of the NEET cohort with significant increases in September and October when students leave school. Discounting the seasonal variations around the end of the academic year, NEET levels in Croydon for 2011/2012 are below the levels for the last two financial years.

## Young people 16-18yrs Not in Education, Employment or Training (NEET's)



Source - South London Sub Regional Unit - NEET Performance dashboard, Frequency – Monthly

3.7.2 NEET data includes a large group of young people within the 16-18 years age group for whom the employment, education or training status is not known. For example, in May 2012 there were 769 NEET and 1,709 EET (Employment, Education and Training) not known.

3.7.3 Between October 2011 – March 2012 Fieldway had the highest number of NEET closely followed by Woodside, Ashburton, New Addington and Heathfield. South Norwood and Thornton Heath also enter the top 5 in February and March 2012.

3.7.4 There is significant travel to learn movement in and out of Croydon (and London), which means that our residents study at approximately 100 institutions across London and the South East, with Croydon institutions importing a large number of learners from outside the borough. There has been continued improvement in the rate of level 2 attainment by age 19. In 2010 the rate increased to 80.2% from 76.3% in 2008. This is above regional (79.7%) and national (78.7%) averages.

3.7.5 In Croydon the proportion of disadvantaged young people (using eligibility for free school meals [FSM] as a proxy) attaining level 2 by 19

has increased. In 2010 69.7% of these young people attained level 2 by age 19 compared to 82.2% of those who were not eligible for FSM. This narrowed the attainment gap to 12.5 percentage points, compared to a gap of 17.2 percentage points in 2008.

3.7.6 Level 3 attainment by age 19 has improved from 54.2% in 2008 to 60.3% in 2010. This is well above regional (56.2%) and national (52.0%) averages. Attainment increased at a faster rate than the regional and national figures demonstrating very good performance.

3.7.7 There has been an increase in young people who are eligible for FSM attaining level 3 by 19 over the last three years. In 2010 42.8% of young people eligible for FSM attained level 3 compared with 61% of those who were not eligible. This narrowed the attainment gap to 18.2 percentage points from 19.2 percentage points in 2008.

***Our Economic Wellbeing priorities for 2013-14 are:***

- ***Reduce NEET and raise participation in education, training and employment with training by 16-18 year olds***
- Ensure **14-19 collaboration** delivers a range of choice, matched to need, providing appropriate opportunity for the Raising of the Participation Age.
- Raise the quality of provision
- Close the gap in attainment between disadvantaged and non-disadvantaged learners.

***The Youth Council Economic Wellbeing Priorities for 2013-14 are:***

- Reduce the number of young people not in education, employment or training
- Improve opportunities for young people to get ready for employment
- Tackle homelessness among young people and make sure they receive
- the support and service most appropriate to their needs

In addition the Partnership has identified the following cross cutting priorities:

**Partnership Working/Joint Strategic Commissioning**

- Develop and implement revised **workforce development** strategy
- **Support improved communication** across partnership
- **Support joint strategic commissioning** through mapping spend by local authority and health services and identifying joint commissioning opportunities through Joint Strategic Commissioning Group.

**Children With Learning Difficulties And/Or Disabilities**

- Implement expansion of local educational provision, supporting **local schools to become more inclusive** and improve outcomes
- Build on multi-agency decision-making for support packages to **develop single health, care and education plans**

- Complete **multi-agency LDD strategy** to strengthen joint delivery of commissioning and provision development
- ***Further strengthen transition to adulthood***

### **Looked After Children**

- Deliver strengthened **permanency planning, increase adoptions** and improve **placement opportunities** through sustained foster carer recruitment
- Improve **physical and mental health outcomes** for **looked after children**
- Improve the participation of **care leavers in EET**
- Improve **service user engagement**

### **Child Poverty**

- **Support families in maximising income and reducing spending**, for example through increasing uptake of free school meals, access to family budgeting tools with particular emphasis on vulnerable groups, for example families living with mental health issues, young carers and families with children with disabilities
- **Better meet immediate needs of children and families at risk of poverty** through communicating more effectively with hard to reach groups, in particular communicating the emergency support services which are available and engaging with families to understand needs and issues in accessing information.
- **Strengthen ongoing support for families in poverty** through realigning locality based support services and championing the development and implementation of a flexible employment strategy
- **Mitigate impact of poverty on families** through supporting the development and implementation of a child obesity strategy which meets the needs of families in poverty and realignment of Family Learning to better meet needs.



#### 4. Croydon Children and Families Partnership priorities for 2013-14 *(Priorities shared with Youth Council in italics)*

BE HEALTHY	STAY SAFE	ENJOY AND ACHIEVE	POSITIVE CONTRIBUTION	ECONOMIC WELL-BEING
Reduce <b>childhood obesity</b>	Continue to <b>reduce all aspects of bullying</b> : <ul style="list-style-type: none"> <li>Support educational settings to address prejudice related bullying i.e. homophobic, SEN and/or disability and faith</li> <li>Develop and implement an e-safety strategy</li> </ul>	Raise <b>outcomes at key stage 1 and key stage 2</b> to better than national and statistical neighbours, particularly for <b>higher achievers</b>	All agencies <b>improve meaningful participation by and influence</b> of young people including young people receiving feedback when they participate.	<b>Reduce NEET and raise participation</b> in education, training and employment with training by 16-18 year olds
Improve <b>emotional health and wellbeing</b>	Ensure that young people are <b>safe on the streets and on transport</b> <ul style="list-style-type: none"> <li>Develop and agree a standard operating procedure for services involved in supervising young peoples journey to and from school</li> </ul>	Improve attainment for specific groups, continuing to <b>narrow gaps for vulnerable groups</b> , (including the White British group) with a particular focus on the use and impact of the pupil premium	Increase <b>volunteering opportunities</b> for young people.	Ensure <b>14-19 collaboration</b> delivers a range of choice, matched to need, providing appropriate opportunity for the Raising of the Participation Age.
Reduce <b>Infant Mortality</b>	The LSCB also works on priorities to ensure that all agencies make sure that children are safe from maltreatment, neglect and abuse. the LSCB sets out its priorities in its annual business plan	Reduce further the levels of fixed term and permanent <b>exclusion</b>	Communicate widely <b>positive images and stories</b> of Croydon's young people to challenge negative perceptions.	Raise the quality of provision
Reduce risk taking behaviours and the incidence of <b>teenage pregnancy and drug and alcohol misuse</b>		Increase <b>attendance</b> in primary schools to above the national average	<ul style="list-style-type: none"> <li>Implement the gang strategy and develop the performance management matrix.</li> <li>Continued focus on reducing Serious Youth Violence</li> </ul>	Close the gap in attainment between disadvantaged and non-disadvantaged learners
Improve the uptake of <b>childhood immunisations</b>		Continue to raise the proportion of <b>schools judged good and outstanding by Ofsted</b>	<ul style="list-style-type: none"> <li>Develop a Youth Crime Prevention Strategy and supporting action plan.</li> </ul>	

## Cross cutting priorities

<b>PARTNERSHIP WORKING/JOINT STRATEGIC COMMISSIONING</b>	Develop and implement revised <b>workforce development</b> strategy	<b>Support improved communication</b> across partnership	<b>Support joint strategic commissioning</b> through mapping spend by local authority and health services and identifying joint commissioning opportunities through Joint Strategic Commissioning Group.		
<b>EARLY INTERVENTION AND FAMILY SUPPORT</b>	Extend the <b>multi-agency front door for early intervention</b> including developing Team around the School pilot, embed the use of <b>common assessment framework (CAF)</b> so that practitioners can access early help for the babies children, young people and families they support	Deliver integrated services for babies and young children through the effective working of <b>Family Engagement Partnerships</b> and Croydon's Primary Prevention Strategy	Strengthen resilience of families with complex needs including extend <b>Family Resilience Programme to full size, taking into account the Troubled Families initiative</b>	Strengthen provision to reduce the incidence and impact of <b>domestic abuse and sexual violence</b>	Develop a robust <b>outcome performance framework</b> including metrics programme for early help
<b>CHILDREN WITH LEARNING DIFFICULTIES AND/OR DISABILITIES</b>	Implement expansion of local educational provision, supporting <b>local schools to become more inclusive</b> and improve outcomes	Build on multi-agency decision-making for support packages to <b>develop single health, care and education plans</b>	Complete <b>multi-agency LDD strategy</b> to strengthen joint delivery of commissioning and provision development	<b>Further strengthen transition to adulthood</b>	
<b>LOOKED AFTER CHILDREN</b>	Deliver strengthened <b>permanency planning, increase adoptions</b> and improve <b>placement opportunities</b> through sustained foster carer recruitment	Improve <b>physical and mental health outcomes</b> for <b>looked after children</b>	Improve the participation of <b>care leavers in EET</b>	Improve <b>service user engagement</b>	
<b>CHILD POVERTY</b>	<b>Support families in maximising income and reducing spending</b> , for example through increasing uptake of free school meals, access to family budgeting tools with particular emphasis on vulnerable groups, for example families living with mental health issues, young carers and families with children with disabilities	<b>Better meet immediate needs of children and families at risk of poverty</b> through communicating more effectively with hard to reach groups, in particular communicating the emergency support services which are available and engaging with families to understand needs and issues in accessing information.	<b>Strengthen ongoing support for families in poverty</b> through realigning locality based support services and championing the development and implementation of a flexible employment strategy	<b>Mitigate impact of poverty on families</b> through supporting the development and implementation of a child obesity strategy which meets the needs of families in poverty and realignment of Family Learning to better meet needs.	

4.1 Our priorities reflect the key areas for improvement and where we can make most difference by working in Partnership.

## **5. Action Plans**

5.1 To ensure we deliver on our priorities each of our sub-groups have developed detailed action plans. The high level strategic action plan for the Partnership is below.

# 1. Be Healthy

## Partnership Priorities

- Reducing childhood obesity
- Improve emotional health and wellbeing of children and young people
- Reduce infant mortality
- Reduce risk taking behaviours amongst children and young people (specifically in relation to the incidence of teenage pregnancy and drug and alcohol misuse)
- Improve the uptake of childhood immunisations

Priority: Reducing Childhood obesity	High Level actions	Measures of Achievement	Completion Date	Lead
Professional accountability to a refreshed action plan to promote Healthy Weight of children and families	Action Plan updated Strategy group developed	A refresh of the Healthy Weight Healthy Lives (2009-2014) action plan led by Public Health.  NCMP data – Reception Year and Year 6 trend in excess weight.	Ongoing  December 2013 Annual data published	Public Health Consultant  Head of Partnership & Business Development
Communication plan for Healthy Weight action plan	Pan-Croydon communication of Healthy Weight strategy is through the Heart Town programme (British Heart Foundation).	Submit papers to Cabinet Members for approval of Heart Town.  Elect Mayor to adopt BHF as their	April 2013  May 2013	Health Improvement Principal -Anna Kitt

		<p>chosen charity.</p> <p>Agree actions for communication plan of Heart Town</p> <p>Handover delivery of action plan and monitor progress &amp; performance.</p>	<p>June 2013</p> <p>Ongoing</p>	<p>Health Improvement Principal -Anna Kitt</p>
<p>Encourage physical activity e.g. through active travel</p> <p>Local Authorities should create an environment that encourages incidental physical activity by, for instance, providing cycling and walking routes etc.</p>	<p>Public Health to commission a Tier 1 programme of activities to support active lifestyles. KPIs will measure outcomes.</p> <p>Croydon's Early Intervention and Family Support Programme will champion play – through the delivery plan of Croydon's Play Strategy.</p> <p>Initiate discussions through CFP committee with Department of Transport to discuss future proposals</p> <p>Schools to identify, and Transport/Highways review and implement, requests to make roads, pavements and walkways safer for walking, scooting and cycling to school.</p>	<p>Agreed specification and signed off contract for Tier 1 children and families in the borough to support a healthy weight.</p> <p>Initiate discussion with Council's Transport department to support the development of Play Streets in areas of the borough without access to green spaces</p>	<p>December 2013</p> <p>February 2014</p> <p>Ongoing</p>	<p>Health Improvement Principals – Anna Kitt &amp; Rachel Nicholson</p> <p>Travel and Transport Planning Officer (Peter McDonald)</p> <p>Travel and Transport Planning Officer (Peter McDonald) &amp; Town Planning Dept</p>

<p>Educational settings to promote the Healthy Schools Programme</p>	<p>Support primary schools to engage actively with programmes and initiatives to increase physical activity and promote healthy weight e.g. London Healthy Schools Award, Travel Plan, School Sports Partnership</p> <p>Develop a range of local programmes and packages to support primary schools to address healthy weight.</p>	<p>50 refreshed School Travel Plans including annual survey of means of travel each year with Accreditation of at least 20 to Sustainable level each year and at least half - 75 in total - by 2017. 80% primary schools have achieved London Healthy Schools Award - Bronze</p> <p>100% Primary Schools have achieved London Healthy Schools Award - Bronze</p> <p>50% Local authority primary schools in targeted localities have achieved London Healthy Schools Award – Silver.</p> <p>Schools Sports Partnership to target 40 Primary Schools in Year 3 &amp; Year 4 to provide Change4Life Sport Clubs</p> <p>25 primary and 10 secondary schools to be endorsed with the School Game kite mark.</p>	<p>STP Updates by June each year and 50% to be Accredited by 2017 December 2013</p> <p>August 2014</p> <p>August 2015</p> <p>March 2014</p> <p>March 2014</p>	<p>Travel And Transport Planning Officer</p> <p>Improvement Officer Health and Wellbeing (Healthy Schools)</p> <p>Improvement Officer Health and Wellbeing (Healthy Schools)</p> <p>Croydon Schools Sports Partnership</p> <p>Croydon Schools Sports Partnership</p>
<p>Foster links with links and the built environment</p>	<p>Monitor project plan of Connect2 Croydon Streets, Squares and Spaces (2013-2014) &amp; provide any Public Health Intelligence to future funding bids to promote active travel.</p>	<p>To link densely populated parts of London Borough of Croydon to some of its green and open spaces: Park Hill and Wandle Park (LBC, Sustrans and TFL funding).</p> <p>Initiate dialogue with Croydon's</p>	<p>Ongoing</p> <p>September</p>	<p>Transport &amp; Health Improvement Principal</p> <p>Health</p>

	Limit the number of fast food and takeaway outlets in Croydon	Planning Department and submit a scoping paper for preferred options to limit fast food and fast food outlets - A5 use class. To supplement the Croydon's Planning Policy Framework.	2013	Improvement Principal – Anna Kitt
Family focused approaches to Healthy Weight	Follow procurement process for commissioning a Tier 1 and Tier 2 Healthy Weight programme.	<p>Corporate Service Commissioning agreement to proceed with commissioning child healthy weight service</p> <p>Open competitive tender for Tier 2 services</p> <p>Award of contract for providers of Tier 2 services</p> <p>Tier 1 prevention services – Small Grant funding applications to open</p> <p>Mobilisation of Tier 1 &amp; Tier 2 services</p>	<p>May 2013</p> <p>May/June 2013</p> <p>October 2013</p> <p>November 2013</p> <p>January – March 2013</p> <p>January – March 2014</p>	<p>Health Improvement Principals-Anna Kitt and Rachel Nicholson</p> <p>Category Managers CFL</p> <p>Public Health Consultant –Lead for Healthy Weight</p>
Promote wellbeing of public sector staff	<p>Develop programmes to encourage the healthy weight of the adult school community including teachers, support staff and parents.</p> <p>NB&gt; Improved IT and use of online learning reduces need for carrying</p>	School Travel Plan to survey and track proportion of staff walking, cycling, using public transport or driving. School to agree on e.g. 10% reduction in staff car use.	June 2016	Travel And Transport Planning Officer

	heavy exercise books, enabling staff to switch from car use.			
Promote good nutrition in the Early Years*	Breastfeeding - develop and implement a 3 year Croydon breastfeeding strategy supported by a robust action plan working in partnership with LA, NHS, voluntary sector and other relevant agencies.	Achieve agreed quarterly targets for initiation of breastfeeding and 6-8 weeks prevalence of breastfeeding -  Achieve UNICEF Baby Friendly Status within CHS (completion of Stages 2 & 3)	April 2014  April 2016	Health Improvement Principal – Lead for Maternity and Breastfeeding  Health Improvement Principal –Lead for Maternity and Breastfeeding
<b>Priority: Improving the emotional health and well-being of children and young people</b>	<b>High Level actions</b>	<b>Measures of Achievement</b>	<b>Completion Date</b>	<b>Lead</b>
Strategy & Service Improvement	Develop Children's and Young People's Emotional Health and Well-Being Strategy 2013-16	<ul style="list-style-type: none"> <li>Action Plan in place with clear objectives; milestones; leads in place.</li> </ul>	Sept 2013	TBC
Strategy Groups	Review the remit and membership of the local strategy groups and ensure regular meetings take place to oversee and develop local service improvement and commissioning decisions	<ul style="list-style-type: none"> <li>Revised CAMHS PCG/TAMHS Strategy group and TOR in place.</li> </ul>	June 2013	TBC



Outcome measures	Develop and improve local outcome measures in absence of defined YP Mental Health PH Outcomes	<ul style="list-style-type: none"> <li>• Interim local YPs mental Health Outcomes developed and agreed</li> </ul>	July 2013	Kate Naish
JSNA	Complete Children and Young Peoples Emotional Health and Well-Being JSNA to inform local commissioning and service improvement	<ul style="list-style-type: none"> <li>• JSNA complete</li> <li>• Findings published and disseminated</li> </ul>	July 2013 August 2013	Kate Naish

Priority: Reduce Infant Mortality – improving outcomes for pregnant women and their children	High Level actions	Measures of Achievement	Completion Date	Lead
Governance	Monitor the governance of the infant mortality strategy action plan	<ul style="list-style-type: none"> <li>Steering group to be convened to ensure on going delivery of the infant mortality action plan</li> </ul>	September 2013	Infant and Maternal Public Health Improvement Principle
Improve user experience	<p>Maternity Service Liaison Committee to review the findings of the six monthly national Picker survey</p> <p>Children’s Centres and other early years’ services should be designed to be welcoming and have relevant services for all women, their children, fathers and the carers of their children</p>	<ul style="list-style-type: none"> <li>Patient experience national comparator Picker survey shows on-going improvement of services and experiences within the maternity patient experience performance scorecard</li> <li>Monitor early years’ action plan from the implementation of the service re-design agenda (April 2014)</li> </ul>	<p>On-going. 2014 Picker results published twice 6 monthly review</p> <p>On-going</p>	<p>Chair MSLC/Infant and Maternal Public Health Improvement Principle</p> <p>Team Around the Family Manager (CYP team)</p>
Service improvement and engagement	<p>CUH midwifery service to improve recording of baseline data at 12 week booking appt for the following indicators:</p> <ul style="list-style-type: none"> <li>Smoking status</li> <li>weight (BMI)</li> </ul>	<p>Baseline - 40% coverage of these indicators</p> <p>60% coverage</p> <p>75% coverage</p>	<p>April 2013</p> <p>Dec 2013</p> <p>June 2014</p>	<p>Director of Midwifery, CUH/CCG</p>

	<p>CUH to adopt NICE guidelines within the protocols for smoking cessation for pregnant women and new mothers</p> <p>Review weight management services for pregnant women with BMI&gt;35</p> <p>Promote breast feeding through strategy action plan (see above Priority 'Good nutrition in early years' for reducing childhood obesity*)</p>	<p>Commission a new smoking cessation service for pregnant women and newly delivered mothers Sign contract Mobilise service Review outcome KPIs</p> <p>Conduct needs assessment for pregnant women with a BMI&gt;35 to examine the need for specialised services</p> <p>Achieve agreed quarterly targets for initiation of breastfeeding and 6-8 weeks prevalence of breastfeeding -</p> <p>Achieve UNICEF Baby Friendly Status within CHS (completion of Stages 2 &amp; 3)</p>	<p>April 2013 Review quarterly</p> <p>2013</p> <p>June 2014</p> <p>April 2016</p>	<p>Public Health Improvement Commissioner: addictive behaviours</p> <p>Director or Midwifery</p> <p>Health Improvement Principal – Lead for Maternity and Breastfeeding</p>
Target and support for high risk groups	<p>Ensure guidance for pregnant women in high risk groups e.g. teenagers, women with mental ill health, substance misusers, asylum seekers and refugees (NICE Guidance pregnancy and complex social factors CG110 July 2010) is in place</p> <p>CUH midwifery service to routinely</p>	<ul style="list-style-type: none"> <li>NICE guidance (or equivalent) adopted within CUH maternity policy for each group of high risk group women. Pathway created for these groups of women</li> <li>Monitor number of women identified within</li> </ul>	<p>Review of CUH protocols (December 2013)</p> <p>Monitor data April 2014</p>	Director of Midwifery (CUH)

	collect baseline data on age and high risk medical and social care elements to enable identification, on-going performance monitoring and provision of services to meet the needs of these groups of women	<p>each risk category who have received the correct pathway of care</p> <ul style="list-style-type: none"> <li>• Monitor low birth weight rates for these groups of women</li> <li>• 85% of women in each category to have received appropriate pathway of care</li> </ul>	<p>2014</p> <p>2014</p>	
<b>Priority: Reduce Risk taking Behaviour amongst Children and Young People</b>	<b>High Level actions</b>	<b>Measures of Achievement</b>	<b>Completion Date</b>	<b>Lead</b>
Strategy Development	Develop a borough wide young people's reducing risk taking behaviours strategy	<ul style="list-style-type: none"> <li>• Strategy complete.</li> <li>• Action plan implemented and reviewed quarterly</li> </ul>	September 2013	Roger King; Kate Naish
Workforce Development	Develop a reducing risk taking behaviour training and development plan	<ul style="list-style-type: none"> <li>• Training plan in place. No/Type of practitioner who attended local training.</li> <li>• No/Type of seminars developed and staff uptake</li> </ul>	June 2013	Roger King; Kate Naish

Media and communications	<p>Develop a YP's reducing risk taking behaviour media and communications plan.</p> <p>Work with SWL commissioners to ensure Gettingiton website is reviewed to cover broader risk taking priorities</p> <p>Increase awareness and staff briefings around young people's risk taking behaviour issues</p>	<ul style="list-style-type: none"> <li>• Media plan in place;</li> <li>• No of media campaigns delivered;</li> <li>• No of resources developed;</li> <li>• On website revisions undertaken</li> </ul> <ul style="list-style-type: none"> <li>• No of articles/briefings developed</li> </ul>	<p>July 2013 Annual</p> <p>Annual</p> <p>2014</p> <p>Annually</p>	Roger King; Kate Naish
Commissioning and service development	<p>Review opportunities for enhanced joint working in 2013-14 with ultimately a view to increasing joint – commissioning opportunities from 2014-15</p> <p>Agree commissioned services to support delivery of reducing risk taking behaviour for 2013-14</p>	<ul style="list-style-type: none"> <li>• Increased joint working on sex and drug/alcohol misuse and other risk taking issues.</li> <li>• Improved local commissioning arrangements, allowing better value for money</li> </ul> <ul style="list-style-type: none"> <li>• Service specifications/contracts developed and agreed;</li> <li>• Activity data provided quarterly as a minimum</li> </ul>	<p>April 2014</p> <p>April 2013;</p> <p>Quarterly</p>	Roger King; Kate Naish  Roger King; Kate Naish
Needs Assessment	Assess the substance related needs of YP in the borough.	<ul style="list-style-type: none"> <li>• Local Young People's Substance Misuse Needs Assessment completed</li> </ul>	April 2014	Roger King

Health education and health promotion in schools and colleges	Agree prioritised interventions and actions to support local SRE/Drugs & Alcohol prevention/smoking Cessation health promotion and education initiatives and training in schools and colleges.	<ul style="list-style-type: none"> <li>TBC</li> </ul>	April 2014	Kate Naish
Early identification and targeted prevention and education work which focuses on young people most at risk	Strengthen the early identification process in terms of the substance related needs of YP (particularly vulnerable groups).	<ul style="list-style-type: none"> <li>Trained universal services to screen YP around their substance misuse and increase in referrals to LYF seen</li> </ul>	On-going Reviewed on a quarterly basis	Roger King
Youth participation.	Pilot the Youth Ambassador Scheme	<ul style="list-style-type: none"> <li>Recruit and train apprentices;</li> <li>Number of apprentices who completed</li> </ul>	April 2014	Roger King

<b>Priority: Improve Immunisation rates amongst children and young people</b>	<b>High Level actions</b>	<b>Measures of Achievement</b>	<b>Completion Date</b>	<b>Lead</b>
Surety and assurance	<p>Provide assurance that the local immunisation strategic plan is being delivered by NHS Commissioning Board and providers.</p> <p>Monitor the implementation of call recall system as commissioned by the PCT: Celebrate and Protect</p>	<ul style="list-style-type: none"> <li>Improvement in local immunisation rates amongst local children and young people.</li> <li>Monitor on-going use of Celebrate and Protect birthday cards to end of contract</li> </ul>	<p>On-going</p> <p>April 2014</p>	Infant and Maternal Public Health Improvement Principle
	Carry out a time limited legacy project to ensure continued data analysis at practice level and dissemination to GP clinical networks. Improve delivery in schools and early years settings.	<ul style="list-style-type: none"> <li>Establish and convene a working group to monitor performance at practice level and improve immunisation delivery in schools and early years settings.</li> </ul>	December 2013	Infant and Maternal Public Health Improvement Principle
<b>Priority: Children and Young Peoples Participation</b>	<b>High Level actions</b>	<b>Measures of Achievement</b>	<b>Completion Date</b>	<b>Lead</b>
Youth Council	Ensure links and involvement with the Youth Council Be healthy sub-group are further developed and maintained to support delivery of local priorities	<ul style="list-style-type: none"> <li>Attendance at Youth Council events and consultation meetings</li> </ul>	On-going	Kate Naish
Young Peoples involvement and consultation	All Be Health Priority Leads to consider opportunities for young people to be involved in local strategic actions and interventions where feasible.	<ul style="list-style-type: none"> <li>TBC</li> </ul>	On-going	Be Healthy Priority Leads

## 2. Stay Safe

### Partnership Priority 1: Reduce all aspects of bullying

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
Gather information and manage the use of data to further improve our understanding of bullying in Croydon.	<ul style="list-style-type: none"> <li>• Undertake Bullying Social Norms survey during Summer Term 2013</li> <li>• Analyse Bullying Social Norms Summer Term 2013 survey</li> <li>▪ Distribute key findings to partners.</li> </ul>	<p>Survey findings shared.</p> <p>% of schools with behaviour judged as good or better (Ofsted).</p>	March 2014	School improvement officer
Involve children and young people so that they can inform the strategy.	<ul style="list-style-type: none"> <li>• Meet with school councils to obtain views of children and young people.</li> <li>• Maintain links with Croydon Youth Council Stay Safe Group</li> </ul>	<p>Evidence of impact of feedback from children and young people.</p> <p>At least 3x yearly involvement from young people in Stay Safe meetings</p>	March 2014	Stay safe Chairs and Operational Lead
Develop successful and creative partnerships with other agencies.	<ul style="list-style-type: none"> <li>• Maintain partnership with Anti-bullying Alliance and Stonewall.</li> <li>• Maintain and develop links with voluntary sector partners.</li> </ul>	<p>Evidence of effective partnership working</p> <p>No. of schools involved/participating in stonewall/</p>	March 2014	School improvement officer



Priority	High Level actions	Measures of Achievement	Completion Date	Lead
Develop and embed best practice in schools and other settings through workforce development, implementation and development of proven researched based interventions and activities.	<ul style="list-style-type: none"> <li>Contribute findings, best practice examples and interventions to Continuing Professional Development opportunities for schools.</li> <li>Deliver CPD opportunities on 'prejudice related' bullying</li> <li>Develop and implement the 360 degree Safe E-safety Self Review Tool to all Croydon schools.</li> <li>eSafety tool include in Schools Safeguarding Review / Audit</li> </ul>	<p>Evidence of inclusion of key information, including in relation to 'prejudiced based' bullying, in learning and development.</p> <p>Evidence of use of E-safety Review Tool in schools</p> <ul style="list-style-type: none"> <li>50% of schools using eSafety tool</li> <li>% of schools delivering lessons on prejudiced based bullying each year</li> <li>Increased % of schools RA trained</li> </ul>	<p>March 2014</p> <p>March 2014</p>	School improvement officer
Maintain and develop communication systems to ensure that schools and other settings are kept updated.	<ul style="list-style-type: none"> <li>Develop anti-bullying section as part of the new Croydon Healthy Schools website.</li> <li>Anti-bullying updates included as part of communication to schools and partners</li> </ul>	Evidence of communication mechanisms in place.	March 2014	School improvement officer
Monitor, review and evaluate the impact of the strategy.	<ul style="list-style-type: none"> <li>Develop case studies of best practice to demonstrate impact of anti-bullying interventions.</li> <li>Review Ofsted schools inspection reports of Croydon schools as regards key judgment 'Behaviour and safety of pupils at the school'.</li> </ul>	<p>Evidence of monitoring and review</p> <p>% of schools with behaviour judged as good or better (Ofsted).</p>	March 2014	School improvement officer

**Partnership Priority 2: Children and young people are safe on the street and on transport**

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
Young people are safe on journeys to and from schools.	<ul style="list-style-type: none"> <li>Develop a Standard Operating Procedure to define and inform the role of agencies and services and thereby ensuring a consistent approach to responding and dealing with incidents.</li> </ul>	<p>Operating procedure in place</p> <p>Travel Plans reflect actions by each school to support young people feeling safe on journeys to and from school</p>	March 2014	Travel And Transport Planning Officer

### 3. Enjoy and Achieve

#### Partnership Priorities

- Raise **outcomes at key stage 1 and key stage 2** to better than national and statistical neighbours
- Improve attainment for specific groups, *continuing to narrow gaps for vulnerable groups*
- Reduce further the levels of fixed term and permanent **exclusion**
- Continue to raise the proportion of **schools judged good and outstanding by OFSTED**
- Increase **attendance** in primary schools to above the national average

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
Raise <b>outcomes at key stage 1 and key stage 2</b> to better than national and statistical neighbours, particularly for <b>higher achievers</b>	<p>Provide bespoke development of the leadership capacity to schools according to need.</p> <p>Provide literacy and numeracy teaching and learning support and training according to need.</p> <p>Provide CPD and network support in relation to provision for more able learners.</p>	<p>Increased L3+ percentage in English and mathematics at KS1 and L5+ at KS2</p> <p>Reduce number of schools in categories 3b and 4</p>	July 2013	Cathy Moore Strategic Lead Standards
Improve attainment for specific groups, continuing to <b>narrow gaps for vulnerable groups</b> , (including the White British	<p>Close the attainment gaps for all identified underperforming groups</p> <p>Effective sharing of good practice between schools benefits more able pupils regardless of background</p>	<p>Lower attainment gap for White FSM pupils as evident at key stages 2 and 4 (KS2 gap currently 34.9%)</p> <p>Narrow attainment gap at KS2 for BME children (gap fluctuated over time between 5% and 12%).</p>	<p>July 2013</p> <p>August 2013</p>	Helen Powell

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
group) with a particular focus on the use and impact of the pupil premium	Liase with Child Poverty group	Increasing the number of A/A* grades at GCSE gained by students in the borough		
Reduce further the levels of fixed term and permanent <b>exclusion</b>	Provide further training in 2012-13 on 'behaviour for learning'  Improved understanding of exclusion statistics and trends  Regular school level monitoring of exclusions.  Identify and share good practice to reduce exclusion rates between schools, including Academies	Consistently downward trajectory of exclusions both fixed and permanent established by July 2013.  Reduction in exclusions from target groups	July 2013	Paul Brightly-Jones Principle officer Inclusion and Reintegration
Increase <b>attendance</b> in primary schools to above the national average  ** Full service action plan available in Learning Access Plan 2011/13	<b>1. Embedding early intervention support for primary schools with attendance levels within Ofsted parameter of average or below average</b>	Deploy additional early intervention support through the Attendance and Welfare Assistant rolling programme  Early intervention activities to be planned each half term to reduce PA  Embedding the use of Fast Track Prosecutions for pupils with 85% attendance and 18 or more unauthorised absences.	Sept 2011 and ongoing  Sept 2011 and ongoing  Sept 2011 and ongoing	Lead Attendance Officer (LAO)  Attendance and Welfare Advisers (AWA)  AWAs

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
	<p><b>2. To provide strategic support for PA schools to develop bespoke whole school systems based on data/national best practice</b></p> <p><b>3. Promoting Pupil, Parent and School engagement in the development of improved accessed to EWS service</b></p> <p><b>4. Improved stakeholder engagement with schools</b></p>	<p>School action plans and data are reviewed each term, with advice being given on whole school strategies</p> <p>To carry out targeted pupil and parent surveys to obtain feedback on service user experience and improved support</p> <p>To provide an Education Welfare Service Newsletter each term</p> <p>To hold an Attendance Co-ordinators' Forum Meeting each term</p>	<p>April 2011 and ongoing</p> <p>April 2013</p> <p>Sept 2011 and ongoing</p> <p>March 2012 and ongoing</p>	<p>AWAs</p> <p>LAO/AWA</p> <p>LAO/AWAs</p> <p>LAO/AWAs</p>

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
<p>Continue to raise the proportion of <b>schools judged good and outstanding by OFSTED</b></p>	<p>Develop leadership capacity and improve the quality of teaching and learning through partnership working</p> <p>All schools are able to access high quality school to school support according to need</p> <p>Raise governors' awareness of the potential benefits of new ways of working</p>	<p>Improved performance at KS2, KS3 and KS4.</p> <p>Gaps reduced between performance of pupils in vulnerable and under achieving groups.</p>	<p>July2013</p>	<p>Cathy Moore Strategic Lead Standards</p>

## 4. Positive Contribution

### Partnership Priorities

- All agencies improve meaningful participation by and influence of young people including young people receiving feedback when they participate.
- Increase volunteering opportunities for young people.
- Communicate widely positive images and stories of Croydon's young people to challenge negative perceptions.

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
<b>All agencies improve meaningful participation by and influence of young people receiving feedback when they participate</b>	Embed Youth Participation Strategy	Sub Groups reporting on how they have engaged young people in decision making / planning	June 2013	Integrated Youth Support Service
	Develop monitor and review process by which young people influence decisions	Youth Inspectors programme established	July 2013	Integrated Youth Support Service
		Identified young peoples views having demonstrable impact on decisions being taken	Ongoing	Chair, Positive Contribution Group
Develop and implement a partnership engagement plan to strengthen engagement of CYPF	Engagement Plan developed and approved	June 2013	Head of Partnerships and Business Development	

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
	Review the provision and processes for children to express their views	Review carried out and report presented to group – key actions identified	Jan 2014	To be identified
<b>Increase volunteering opportunities for young people</b>	Develop framework for youth volunteering (including progression pathways)	Framework in place and being used to create youth volunteering opportunities (number of youth volunteering opportunities created)	Oct 2013	To be confirmed
	Support commissioned providers to offer youth volunteering placements	No of placements offered	Jan 2014	To be confirmed
	Develop pool of youth volunteers	Youth Volunteers from pool placed in active roles	Feb 2014	Chair, Positive Contribution Group
<b>Communicate widely positive images and stories of Croydon's young people to challenge negative perceptions</b>	Create programme of positive news stories	Number of positive news stories reported	Ongoing	Communications, Croydon Council



## 5. Economic Wellbeing

### Partnership Priorities

- **Reduce NEET and raise participation** in education, training and employment with training by 16-18 year olds
- Ensure **14-19 collaboration** delivers a range of choice, matched to need, providing appropriate opportunity for the Raising of the Participation Age.
- Raise the quality of provision
- Close the gap in attainment between disadvantaged and non-disadvantaged learners

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
1. Reduce NEET and raise participation in education training and employment with training by 16-18 year olds	<ul style="list-style-type: none"> <li>▪ The Economic Wellbeing Partnership is 'fit for purpose' with increased action focussed activities to address NEET, raise participation and improve learner outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced % of young people who are NEET and increased participation in education, training and employment</li> </ul>	Ongoing	Economic Wellbeing/NEET Steering Group
	<ul style="list-style-type: none"> <li>▪ All local young people aged 16-19 are tracked to ensure that they are participating in education, training or employment with training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced % of young people whose participation status is unknown</li> </ul>	Ongoing	Economic Wellbeing/NEET Steering Group
	<ul style="list-style-type: none"> <li>▪ Appropriate and timely intervention made with those found young people found to be NEET</li> </ul>	<ul style="list-style-type: none"> <li>▪ Structure of the reconfigured Economic Wellbeing Partnership is agreed, and first meetings of the new group/s are held.</li> </ul>	Feb 2013	Economic Wellbeing/NEET Steering Group
	<ul style="list-style-type: none"> <li>▪ Early identification and intervention of those young people most at risk of becoming NEET</li> </ul>	<ul style="list-style-type: none"> <li>▪ Detailed action plans to address Economic Wellbeing Priorities are agreed and implemented by the new</li> </ul>	Apr 2013	Economic Wellbeing/NEET Steering Group

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
	<ul style="list-style-type: none"> <li>▪ Commission and provide appropriate EET provision and NEET/risk of NEET support</li> <li>▪ Contribute to the delivery of the</li> <li>▪ Child Poverty Strategy</li> </ul>	<p>group/s</p> <ul style="list-style-type: none"> <li>▪ Data sharing protocols in place between the local authority and local providers (both in and out of borough) to track the participation and destinations of Croydon 16-19 year olds.</li> <li>▪ Relevant participation data is collected and analysed</li> <li>▪ Appropriate intervention made for those young people identified as at being at risk of becoming NEET or are NEET</li> <li>▪ Local provision addresses the needs of all local young people. To include a broad range of flexible provision.</li> </ul>	<p>Apr 2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>School Improvement</p> <p>Youth Service/School Improvement</p> <p>Youth Service</p> <p>LA (CFL) Commissioners</p>
<p>2. Improve 14-19 curriculum planning and collaboration</p> <p>3. Raise the quality of provision</p> <p>4. Close the gap in</p>	<ul style="list-style-type: none"> <li>▪ A wide range of local partners agree to work together to address Economic Wellbeing priorities</li> <li>▪ Appropriate local 14+ collaborative model/s (to improve local collaboration, planning and learner achievements) is agreed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year on year improvement in outcomes for all learners aged 14-19</li> <li>▪ Appropriate 14+ model/s is agreed and implementation/action plan is in place</li> </ul>	<p>Ongoing</p> <p>Apr 2013</p>	<p>Economic Wellbeing/NEET Steering Group</p> <p>Economic Wellbeing/NEET Steering Group</p>

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
attainment between disadvantaged and non-disadvantaged learners	<ul style="list-style-type: none"> <li>▪ A wide range of data and information is used to inform appropriate action</li> <li>▪ Improved transition of learners from KS4 to KS5 through delivery of appropriate and timely IAG and sharing of information amongst partners</li> <li>▪ Young people are ready for employment</li> <li>▪ Contribute to the delivery of the Child Poverty Strategy</li> </ul>	▪ Task and finish groups are formed to address specific identified issues and take action	As required	In accordance with governance arrangements of new partnership/s
		▪ Information and data is routinely analysed and shared amongst partners	Ongoing	Economic Wellbeing/NEET Steering Group
		▪ Good practice is routinely shared amongst 14-19 providers	Ongoing	In accordance with governance arrangements of new partnership/s
		▪ Appropriate and impartial IAG is available to all young people	Ongoing	In accordance with governance arrangements of new partnership/s
		▪ All young people have access to appropriate work skills opportunities, including relevant work experience through strengthening links with local businesses	Ongoing	In accordance with governance arrangements of new partnership/s
		▪ Young people are consulted with in the development priorities and actions	Ongoing	Via the Youth Council and providers' own student voice mechanisms

## 6. Partnership Working

### Partnership Priorities

- Develop and implement revised **workforce development** strategy
- **Support improved communication** across partnership
- **Support joint strategic commissioning** through mapping spend by local authority and health services and identifying joint commissioning opportunities through Joint Strategic Commissioning Group.

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
<b>Develop and implement a Partnership workforce strategy</b>	Ensure the workforce strategy remains effective across the Croydon children's workforce and is informed/driven by a wide range of partners	Partner involvement/feedback evidenced and purpose of strategy widely understood in different sectors.	Jan 2014	LA integrated working manager Partner reps on PW sub group.
<b>Develop and implement a Partnership workforce strategy</b>	Ensure the learning and development plan in support of the workforce reflects national/local priorities	Plan informed by different sectors. Increased take up of learning and development on offer.	Jan 2014	LA integrated working manager. Partner reps on PW sub group
<b>Improve Communication Across the Children &amp; Young People's Partnership</b>	Identify and prioritise the types of information required by partners to improve efficiency of practice and support for babies, children, young people and families and develop action plan to bring about improvements	Key elements identified and actioned.	Jan 2014	

<b>Improve Communication Across the Children &amp; Young People's Partnership</b>	Ensure that a wide range of partners are engaged in sharing information about their services/with each other and that this information is accessible	Increased information about partner services/organisations accessible in a variety of formats	Jan 2014	
<b>Support joint strategic commissioning</b> through mapping spend by local authority and health services and identifying joint commissioning opportunities through Joint Strategic Commissioning Group	Complete resource mapping exercise across children's social care and health services to identify potential for where greater integration would improve quality and or value for money.	Delivery of mapping report	June 2013	Head of Strategy, Commissioning, Procurement and Performance (CFL), LBC in partnership with Lead children's commissioner, CCG
	Prioritise spend areas for greater integration and achieve senior manager agreement on prioritisation and approaches.	Evidence of senior manager mandate for prioritisation.	September 2013	Head of Strategy, Commissioning, Procurement and Performance (CFL), LBC in partnership with Head of Partnerships and Business Development, CFL, LBC
	Implement agreed first steps to strengthen integrated working in priority areas.	Progress against detailed action plans.	March 2014	To be agreed
	Contribute to the implementation of the integrated commissioning unit			

## 7. Early Intervention and Family Support

### Partnership Priorities

- Extend the **multi-agency front door for early intervention** including developing Team around the School pilot, embed the use of **common assessment framework (CAF)**
- Deliver integrated services for babies and young children through the effective working of **Family Engagement Partnerships** and Croydon's Primary Prevention Strategy
- Strengthen resilience of families with complex needs including extend **Family Resilience Programme to full size, taking into account the Troubled Families initiative**
- Strengthen provision to reduce the incidence and impact of **domestic abuse and sexual violence**
- Develop a robust **outcome performance framework** including metrics programme for early help

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
1(i) Extend the <b>multi-agency front door for early intervention</b> that is aligned with the <b>MASH</b> (multi-agency safeguarding hub)	- ensure the development and resourcing of MASH to deliver an integrated intelligence unit	<ul style="list-style-type: none"> <li>• the number of 'contacts' to children's social care reduces by 50% to 10K</li> </ul>	March '14	Sukriti Sen
	- establish 1 front door for all referrals and contacts with clear pathways across the 4 stages of the 'wedge'	<ul style="list-style-type: none"> <li>• all children identified as vulnerable (i.e. those that meet the social care "referral threshold") receive an intervention from across the partnership.( i.e. NFA rate = zero )</li> </ul>	October '13	Dwynwen Stepien
	- develop and embed local advisory role(s) so universal settings have clarity of routes for consultation and advice	<ul style="list-style-type: none"> <li>• the number of children subject to a "Safeguarding Plan" for the first time reduces by 10%</li> </ul>	March '14	

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
		<ul style="list-style-type: none"> <li>80% CRISS contacts through single front door</li> <li>improvement in appropriate referrals to Criss and commissioned services</li> </ul>	<p>October '13</p> <p>October '13</p>	
1 (ii) Develop and embed Team around the <b>School</b> pilot	<ul style="list-style-type: none"> <li>develop processes for TAPS that are robust and effective</li> <li>develop programmes and packages that can be replicated in phase II</li> <li>pilot TAS for secondary schools established</li> <li>develop options for 'traded service' family support models aligned with School Improvement traded service</li> </ul>	<ul style="list-style-type: none"> <li>100% (25) pilot primary schools are positive about experience &amp; clear about early help processes</li> <li>75% pilot primary schools report improvements in managing pupil behaviours &amp; support for families</li> <li>75% pilot secondary schools report improvement in pupil behaviours and family support</li> <li>phase II TAS has clear packages/programmes on offer &amp; options for traded services ready for 'testing'</li> </ul>	<p>On-going evaluation - March '14</p> <p>On-going evaluation - March '14</p> <p>March '14</p> <p>January '14</p>	<p>Debby MacCormack &amp; Anna Mansaray</p> <p>Simon Townend Sylvia McNamara</p> <p>Sylvia McNamara Simon Townend / Dwynwen Stepien</p>
1 (iii) Embed the use of <b>common assessment framework (CAF)</b>	<ul style="list-style-type: none"> <li>Early Help Strategy in place with clear priorities</li> <li>clear understanding of the</li> </ul>	<ul style="list-style-type: none"> <li>strategy plan endorsed by partners &amp; widely communicated</li> <li>evidence of effective shared</li> </ul>	<p>September '13</p> <p>September '13</p>	<p>Dwynwen Stepien</p> <p>Dwynwen Stepien</p>

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
1iv) <b>Capacity building</b> for practitioners	staged intervention and threshold for service intervention	pathways so that families have a coherent experience i.e. appropriate no of cases step-up down from stage 3 to 2 and stepped up from stage 2 to 3		Sukriti Sen
	- roll out of eCAF system to partners including roll-out of central integrated training to support eCAF process	<ul style="list-style-type: none"> <li>• new family CAF being used by all partners</li> <li>• 100% partners who are accredited for use of eCAF are actively using eCAF system</li> </ul>	October '13	Croydon Practitioner Academy
	- local support and consultation in place to improve quality of CAFs	<ul style="list-style-type: none"> <li>• 75% of Lead Professionals more confident in assessment process from consultation events/input (other specific measures re CAF included in the priority 5)</li> </ul>	December '13	
	- establish a multi-agency approach to case-based consultation to support managers to build capacity in their understanding of cases, working together and the effectiveness of interventions, building common approaches	<ul style="list-style-type: none"> <li>• New model developed that builds on the local pilot work with schools</li> </ul>	May 2013	
	- Identify and work with one/two	<ul style="list-style-type: none"> <li>• Measures in place: reported</li> </ul>	May 2013	



Priority	High Level actions	Measures of Achievement	Completion Date	Lead
	<p>localities to develop a whole system model building on existing resources e.g. FEPs, Place to Be etc</p> <ul style="list-style-type: none"> <li>- Findings reviewed from the first phase to roll-out model in 2014-15</li> </ul>	<p>impact from participants and impact on cases discussed</p>		
2 (i) Embed <b>Family Engagement Partnerships (FEPs)</b> in order to deliver integrated health and children's centre services	<ul style="list-style-type: none"> <li>- all 5 <b>FEPs</b> in place and operating with clear procedures and risk management processes</li> <li>- full engagement of health partners and increased confidence in using FEPs</li> <li>- FEP identified as part of the Healthy Child Programme</li> <li>- 100 families referred to FEPs</li> <li>- parents better supported and report improved outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• 75-100% of GP practices and health partners aware of FEPs and increase in Early Help referrals by GP practices and health partners over a 12 month period</li> <li>• 40% of the target 100 family have been referred to the FEP by health services for additional support</li> <li>• 75% of parents supported through FEP report goals met through Family Outcome Star/Family Engagement Plans</li> </ul>	<p>December '13</p> <p>March '14</p> <p>March '14</p>	<p>Dwynwen Stepien In partnership with CUS And CCG</p>

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
2 (ii) Develop <b>Croydon's Primary Prevention Plan</b> in order to focus on preventative services for babies and very young children	- Primary Prevention Plan developed as part of overall Early Help Strategy that targets from conception to 5	<ul style="list-style-type: none"> <li>plan in place providing clear priorities for 3 years and performance management framework</li> </ul>	April '13	Dwynwen Stepien
	- engagement with voluntary sector to seek additional expertise/resources	<ul style="list-style-type: none"> <li>research on key priorities completed</li> </ul>	May '13	
	- robust partnership bid to the Big Lottery 'Fulfilling Lives: A Better Start funding	<ul style="list-style-type: none"> <li>bid to Big Lottery led by strong voluntary sector consortium &amp; reach final round of bids</li> </ul>	April '13	Dwynwen Stepien Jo Gough
	- continue to build on peer to peer and community led self-help approaches	<ul style="list-style-type: none"> <li>consider opportunities the community and voluntary sector to develop innovative local services as part of the plan development</li> </ul>		
3. Strengthen the resilience of families with complex needs and deliver <b>Troubled Families initiative</b>	- effective identification of families that meet the troubled families criteria with clear referral pathways in place	<ul style="list-style-type: none"> <li>258 families identified and 'attached to'</li> <li>134 families identified and 'attached to'</li> </ul>	March 13 March '14	Paula Doherty & partner agencies
	- multi-agency programme of support clearly identified against assessment criteria so that improvements are achieved	<ul style="list-style-type: none"> <li>eligible results achieved by 30% of families by end of year 1 (target of 50% overall)</li> </ul>	March '15	
	- multi-agency input based on	<ul style="list-style-type: none"> <li>multi-agency team with continued resource input</li> </ul>	March '14	
			On-going	

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
	<p>community budget approach</p> <ul style="list-style-type: none"> <li>- continued development of 'whole family' approach when working with complex families</li> </ul>	<p>from CF Partnership</p> <ul style="list-style-type: none"> <li>• evidence of whole family assessment and planning across partner agencies e.g. YOS, ASB teams</li> </ul>	<p>March '14</p>	
<p>4. Strengthen provision to reduce the incidence and impact of <b>domestic abuse and sexual violence</b></p>	<ul style="list-style-type: none"> <li>- review strategy in light of forthcoming statutory definition of DV as well as progress to date</li> <li>- ensure MARAC and DV are strongly aligned to protect victims from further violence</li> <li>- extend the Family Resilience Service to incorporate operational management of FJC</li> <li>- voluntary sector hub delivering services as part of the FJC 'offer' (inc commissioned services)</li> <li>- preventative programme 0-19 developed</li> </ul>	<ul style="list-style-type: none"> <li>• new strategy in place with evidence of outputs</li> <li>• increase of 25% in MARAC referrals</li> <li>• increase of 25% in clients referred/self-referred to FJC</li> <li>• 30% increase in commissioned services in place (base line based on Jan '13)</li> <li>• borough-wide preventative programme in place involving minimum 500 children and young people</li> </ul>	<p>July - September '13</p> <p>April '13 onwards</p> <p>April '13</p> <p>July '13</p> <p>March '14</p>	<p>Paula Doherty</p> <p>Sarah Bright</p>

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
5. Develop a robust <b>outcome performance framework</b> including metrics programme for early help	- develop overall framework with SMART measures to inform partners of the effectiveness of early intervention	<ul style="list-style-type: none"> <li>CAF measurements and early help indicators in place with baseline established*</li> <li>Partner improvement and support plan in place where early help and CAF performance indicates support needed</li> </ul>	April '13	Dwynwen Stepien
	- IT systems are developed/ utilised that provide for efficient and effective performance management		September '13	Partners as identified by EIFS Board
	- metrics programme established for EI programme for 0-19	<ul style="list-style-type: none"> <li>reduction in number of databases used and duplication of inputting</li> </ul>	April 2014	Rachel Turner
	- local service evaluation used to inform future budget decisions	<ul style="list-style-type: none"> <li>metrics programme identifies interventions with greatest potential for medium to longer term savings and used to inform budget planning</li> </ul>	May - December '13	Denise Clements and commissioning group

- detailed performance measures include nos of CAFs, improvements in child/young person/family outcomes etc

## 8. Children with Learning Difficulties and/or Disabilities

### Partnership priorities

- Implement expansion of local educational provision, supporting **local schools to become more inclusive** and improve outcomes
- Build on multi-agency decision-making for support packages to **develop single health, care and education plans**
- Complete **multi-agency LDD strategy** to strengthen joint delivery of commissioning and provision development
- Further strengthen **transition to adulthood**

Objectives	High level actions	Measures of achievement	Date	Lead
<b>Priority 1:</b> Implement expansion of local educational provision, supporting <b>local schools and settings to become more inclusive</b> and improve outcomes				
Ensure building programme is completed on time and delivers high quality additional SEN provision	Agree service specifications for all new enhanced learning provision	Schools signed up to ELP approach	April 2013	Linda Wright
	Relaunch special school outreach offer to mainstream schools	All schools aware of the offer; schools accessing support to improve practice	Summer term 2013	Special School Heads
	Agree configuration for new provision for ASD / challenging behaviour and develop project plan	Flexible range of learning pathways pre- and post 16	May 2013	Anna Mansaray, Linda Wright
	Identify schools for remaining ELPs, consult with parents and develop and implement project plans	Full range of provision in place	Summer term 2013	Linda Wright, Anne Moore

Objectives	High level actions	Measures of achievement	Date	Lead
Build capacity of early years settings to enable children to access appropriate learning at an early age	Undertake detailed place planning including analysis of children's needs and developing a capital strategy to support inclusion	Proposal developed to present to the SEN board	June 2013	Dwynwen Stepien
	Develop support mechanisms to enable children to access provision through an integrated educational pathway	Proposal developed to present to SEN board	June 2013	
Increase the range of post 16 education, training employment options available locally that meet the needs of young people with LDD	Bid for growth funding to expand local FE places	Reduction in % of LDD YP NEET.	Sept 2013	Julie Ralphs
	Work with Economic Development Group to engage post 16 providers in diversifying their offer		Summer term 2013	Liz Webster
Promote benefits of improving local offer	Update Council website to reflect breadth of provision	Parents aware of options available and quality of local provision	May 2013	Tricia Homes
	Support Special schools to develop communication materials		Summer 2013	OD Business Partner
	Provide briefings to schools, settings and health professionals on new opportunities	Partners able to promote benefits to parents	Dec 2013	Deborah Johnson

Objectives	High level actions	Measures of achievement	Date	Lead
<b>Priority 2: Build on multi-agency decision-making for support packages to develop single health, care and education plans</b>				
Develop systems and processes for introduction of education, health and care plans	Formalise referral process for existing multiagency resource and support panel and focus on early years and post 16 transition complex cases	Integrated packages of support agreed formally between agencies with clear review process	Summer 2013	Linda Wright
	Establish project group to develop and pilot EHCP with early involvement of families	Draft EHCP agreed in line with emerging national guidance	June 2013	Deborah Johnson
	Clarify roles and responsibilities and develop workforce skills to deliver a single assessment process and integrated support plans	Roles and responsibilities agreed between agencies	Oct 2013	
		Process piloted with sample of EY pupils and families	Dec 2013	
Work with Family Engagement Partnerships to identify children early and support to access appropriate early years settings	Align Early Years services for children with SEN with the FEP approach	Integrated packages of support agreed formally between agencies with clear review process	September 2013	Debby MacCormack
	Formalise referral process through FEP approach	Undertake FEP review Reduction in waiting time for support		
	Develop communication strategy as part of the R.I.F work to develop partnerships with health, including community paediatricians and therapies	Referrals from Health partners come through FEP approach	March 2014	

Objectives	High level actions	Measures of achievement	Date	Lead
		Families report that services are coordinated and meet their needs through the FOS, ESP Plan or CAF.		
<b>Priority 3: Complete multi-agency LDD strategy to strengthen joint delivery of commissioning and provision development</b> <b>LEAD: Linda Wright</b>				
Publish inclusion strategy to drive improvement	Update and amalgamate existing agreed strategy documents to give a clear and coherent summary of Croydon's direction of travel	Document published and consistent with development of local offer	July 2013	Linda Wright
Work with CCG to identify joint commissioning priorities and secure appropriate provision	Jointly re-commission SALT and OT taking into account current demand and expansion in local specialist provision	New jointly commissioned service in place for Jan 2014	Jan 2014	Jane McAllister, Linda Wright
	Identify other priorities for re-commissioning in line with new SEN legislation and guidance (see Partnership Subgroup priority )	Framework in place for assessing need and responsive commissioning	Sept 2014	Rachael Turner, Jane McAllister
Agree and publish a Croydon 'local offer' for children and young people with SEN	Review and update all web based information and develop SEN/ LDD portal on Family Space Croydon  Briefing and consultation events	Published first draft of local offer	Sept 2013	Trisha Holmes



Objectives	High level actions	Measures of achievement	Date	Lead
	with families and key partners			
Work with other boroughs to improve commissioning of high quality specialist provision from the independent sector	Secure DCS agreement to collaboration and resourcing Appoint joint category manager Establish joint placement negotiation strategy and benefits realisation plan	Outer London (south) boroughs consortium in place Improvements in quality and VFM of placements secured from independent sector	Sept 2013 2014/15	Linda Wright with support from SCPP
<b>Priority 4: Further strengthen transition to adulthood</b>				
<b>LEAD: Linda Wright</b>				
Establish a clear process for transition that meets the needs of young people and families	Review of highest needs cases for next 3 years to be presented to Exec Directors for DASHH and CFL	Case planning tool used to review cases Analysis of demand for adult services support for 3 years Strategy and systems group established and recommendations developed	May 2013 June 2013 July 2013	Sharon Holden Linda Wright
Improve understanding of numbers and profile of young people on pathway for those with behaviour that challenges	Develop multi agency team focusing on those presenting with behaviour that challenges. Improved data held for use by	Multi Agency Team developed from existing teams and resources New staff recruited into	May 2013	Mike Corrigan

Objectives	High level actions	Measures of achievement	Date	Lead
	teams. Specialist roles recruited to enhance skills base in Croydon	behavioural specialist roles to complement multi agency staff team		

## 9. Looked After Children

### Partnership Priorities

- Deliver strengthened **permanency planning, increase adoptions** and improve **placement opportunities** through sustained foster carer recruitment
- Improve **physical and mental health outcomes** for **looked after children**
- Improve the participation of **care leavers in EET**
- Improve **service user engagement**

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
1	Deliver strengthened <b>permanency planning, increase adoptions</b> and improve <b>placement opportunities</b> through sustained foster carer recruitment	Achieve 27 adoptions Achieve 50 adoptions  All children below 14 years in foster placement for 1 year with eligibility for permanence matched to foster placement  Reduce prospective foster carer assessment timescales to 16 weeks	31/03/13 31/03/14  30/06/14  30/06/13	Paul Chadwick  Paul Chadwick  Dominic Porter-Moore

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
2	Improve <b>physical and mental health outcomes</b> for <b>looked after children</b>	90% of SDQ to be completed by 31/03/13	31/03/13	Paul Chadwick
		LAC /CAHMS JSNA to be completed	31/03/13	Kate Naish
		90% of health assessments within timescale	31/03/13	LAC Health Team
3	Improve the participation of <b>care leavers in EET</b>	Embed LAC within Croydon EET Improvement Strategy and achieve performance targets of 95% care leavers in suitable accommodation and 80% care leavers in EET	31/03/14	Paul Chadwick / Simon Townend / Martin Hudson
4	Improve <b>service user engagement</b>	Produce annual report of engagement activities and actions in consequence of user participation	30/06/13	Paul Chadwick / Janis Barnett

## 10. Child Poverty

### Partnership Priorities

- **Support families in maximising income and reducing spending,**
- **Better meet immediate needs of children and families at risk of poverty** through communicating more effectively with hard to reach groups,.
- **Strengthen ongoing support for families in poverty** through realigning locality based support services and championing the development and implementation of a flexible employment strategy
- **Mitigate impact of poverty on families** through supporting the development and implementation of a child obesity strategy

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
Support families in maximising income and reducing spending	1. Put in place local basket of child poverty measures.	Robust child Poverty reporting in place	September 2013	Head of Partnerships and Business Development, CFL, LBC
Strengthen ongoing support for families in poverty	2. Embed the use of Family Outcomes Star and CAF as a tool for identifying needs of children and families in poverty and to monitor “distance travelled” for families supported in relation to economic situation a) Deliver training for Children’s Centre staff and EIFS direct delivery staff on Family Outcomes Star including economic dimension. b) Rollout of electronic CAF c) Continue early engagement of vulnerable families through FEP	a) Training delivered b) Completion of eCAF rollout first phase and evidence of addressing financial issues in assessments. c) Evidence FEP addressing economic context	a) April 2013 b) March 2014 c) March 2014	a) Team around the Family Manager, LBC b) Head of Partnerships and Business Development, CFL, LBC c) Team around the Family Manager, LBC

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
	approach			
Support families in maximising income and reducing spending,	<p>3. Review budgeting tools accessible by families in Croydon and if a need is identified, develop a budget toolkit which can be accessed by council tenants and other adults</p> <p>a) Identify an existing family budgeting tool or develop a new tool.  b) Communicate tool widely.  c) Pilot family finance learning module which supports use of tool.</p>	<p>a) Tool identified and b) communicated.  c) Family finance module piloted.</p>	<p>a) and b) September 2013  c) March 2014</p>	<p>a) and b) Head of Partnerships and Bus Dev, CFL, LBC in partnership with Landlord services and Revenue and Income, Exchequer &amp; Benefits services.  c) Curriculum Team Manager - English &amp; Maths And Family Learning, CALAT, LBC</p>
Better meet immediate needs of children and families at risk of poverty	<p>4. Develop and implement an engagement plan to better understand what would make a difference to young people and families in poverty, working initially in partnership with housing services. Related <b>stronger communities strategic priorities</b>-making it easier for people to have more choice and control in the design and delivery of services; promoting opportunities for young people to be empowered and get involved in their</p>	Engagement plan in place.	September 2013	Head of Partnerships and Business Development, CFL, LBC

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
	local communities; Supporting community and voluntary sector to develop innovative local services through commissioning.			
Better meet immediate needs of children and families at risk of poverty	5. Put in place joined up communications for vulnerable families impacted by welfare reform changes.	Joined up communications in place. Proportion of vulnerable families identified for whom appropriate support has been identified and offered.	April 2013	Head of Partnerships and Business Development, CFL, LBC & Benefits Manager, LBC
Better meet immediate needs of children and families at risk of poverty	6. Support families affected by welfare reform in making necessary changes to housing.	Evidence that vulnerable families have been assisted in finding appropriate housing.	September 2013	Housing Strategy Manager, LBC
Support families in maximising income and reducing spending	7. Reduce Free School Meals registration gap: a) Implement improved tracking of FSM registration gap to demonstrate impact of interventions. b) Work with schools to raise awareness of the benefits of the automated registration service for free school meals. c) Development and application of communication tools for increasing understanding of child tax credit entitlement among Croydon families.	a) Fit for purpose reporting in place b) Increase in number of schools using automated registration service. c) Increase in numbers of Croydon families successfully applying for child tax credit.	a) and b) Sep 2013 c) Mar 2014	a), b) and c) Benefits manager, LBC in partnership with School Improvement Service, LBC

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
Strengthen ongoing support for families in poverty	8. Communicate pupil premium best practice to schools to influence improvements	Evidence of improvements in practice.	March 2014	School Improvement Service, LBC
Support families in maximising income and reducing spending	9. Contribute to agreeing a sustainable solution for supporting families with children with disabilities with welfare advice.	Agreed solution in place.	September 2013	Head of Partnerships and Business Development, CFL, LBC & Welfare Rights team manager
Better meet immediate needs of children and families at risk of poverty	10. Identify and improve information and communication issues for vulnerable families Related <b>stronger communities strategic priority</b> – Promoting opportunities for young people to be empowered and get involved in their local communities;	Evidence that actions have delivered improvements.	September 2013	Strategy and Planning Manager LBC
Better meet immediate needs of children and families at risk of poverty	11. Implement a sustainable solution to communicate emergency support to families.	Evidence of solution in place.	September 2013	Head of Partnerships and Business Development, CFL, LBC
Support families in maximising income and reducing spending	12 Refocus Family Learning a) Put in place Family Learning programme which focuses more effectively on families in need b) review effectiveness of new programme and identify next steps	a) New programme implemented with refocus demonstrated. b) Review carried out and conclusions reported to Child Poverty sub group.	a) Sept 2013 b) Mar 2014	a) Curriculum Team Manager - English & Maths And Family Learning, CALAT, LBC b) Curriculum Team Manager -



Priority	High Level actions	Measures of Achievement	Completion Date	Lead
				English & Maths And Family Learning, CALAT, LBC
Support families in maximising income and reducing spending	13. Refocus work-related learning and support: a) Build on comprehensive work-related learning pathway (which shows what families can access at each stage) and communicate this widely using existing mechanisms including Practitioner Space Croydon. b) Put in place tracking mechanisms to monitor which work-related services are most used by families.	a) Work related pathways communicated effectively b) Tracking mechanism in place and effective	a) September 2013 b) March 2013	a) Team around the Family Manager, LBC b) Team around the Family Manager, LBC
Strengthen ongoing support for families in poverty	14. Flexible work strategy a) Identify a sponsor for the development of a flexible working strategy for the borough b) Build support and interest among key stakeholders for a flexible working strategy.	a) Sponsor/s identified b) Stakeholder meeting held and action plan agreed.	a) September 2013 b) March 2014	a) Head of Partnerships and Business Development, CFL, LBC b) Jobcentre Plus Partnerships manager
Strengthen ongoing support for families in poverty	15. Review accessibility of homework clubs and access to learning out of school hours for children living in overcrowded accommodation.	Review carried out and priority actions implemented.	March 2014	School Improvement Service, LBC in partnership with CYPF Network



## Table of Acronyms

ADHD	Attention Deficit Hyperactivity Disorder
ASD	Autistic Spectrum Disorder
BME	Black and Minority Ethnic
BMI	Body Mass Index
CAF	Common Assessment Framework
CAMHS	Croydon Child and Adolescent Mental Health Service
CASH	Contraception and Sexual Health
CiCC	Croydon Children in Care Council
CFP	Children and Families Partnership
CHaH	Children Hospital At Home service
CHS	Croydon Health Services
CiCC	Children in Care Council
CIN	Child in need
CLL	Communication, language and literacy
CPP	Child protection plan
CRB	Criminal records bureau
CSNA	Children's Services Needs Analysis

CUH	Croydon University Hospital
CYP	Children and young people
DCLG	Department for Communities and Local Government
DfE	Department for Education
DofE	Duke of Edinburgh
ECM	Every Child Matters
ESOL	English for Speakers of Other Languages
EYFS	Early Years and Family Support
FCEs	Finished consultant episodes
FE	Further Education
FNP	Family Nurse Partnership
FSM	Free school meals
GCSE	General certificate of secondary education
GP	General Practice
HE	Higher Education
HIV	Human Immunodeficiency Virus
HMRC	Her Majesty's Revenue and Custom
HR	Human Resources
HYPE	How Young people Evaluate

IMD	Indices of Multiple Deprivation
IROs	Independent Reviewing Officer
JAM	Just A Minute (Service user feedback card)
JSA	Job Seekers Allowance
JSNA	Joint Strategic Needs Assessment
KS1	Key Stage 1
KS2	Key Stage 2
KS3	Key Stage 3
KS4	Key Stage 4
LA	Local Authority
LAC	Looked After Child
LAPS	London Area Performance Solution
LBs	London Boroughs
LD	Learning disabilities
LDD	Learning difficulties and/or disabilities
LEA	Local Education Authority
LSOAs	Lower Super Output Areas
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment Conference

MMR	Measles, Mumps and Rubella
NCMP	National Child Measurement Programme
NDTMS	National Drug Treatment Monitoring System
NEET	Not in Employment, Education or Training
NFA	No Fixed Abode
NHS SWL	National Health Service South West London
NICE	National Institute for Health and Clinical Excellence
NTA	National Treatment Agency
OC2	Outcome Indicators for Looked After Children
OCU	Opiate and/or crack user
OfSTED	Office for Standards in Education
ONS	Office of National Statistics
PEPs	Personal Education Plans
PRU	Pupils Referral Unit
PSE	Personal and Social Education
PSED	Personal, social and emotional development
SEAL	Social and emotional aspects of learning
SEN	Special Educational Needs
SLaM	South London and Maudsley

SM	Substance Misuse
SRE	Sex and Relationship Education
TaMHS	Targeted Mental Health in Schools
TPSPB	Teenage Pregnancy Strategic Partnership Board
UAM	Unaccompanied Minors
UASC	Unaccompanied asylum seeking children
UKYP	UK Youth Parliament
UNICEF	United Nations International Children's Emergency Fund
VfM	Value for Money
YMCA	Young Men's Christian Association
YOS	Youth Offending Service
YOT	Youth Offending Team
YPLA	Young People's Learning Agency