



**Croydon Children and Young People's Plan
Action Plans
2013-2014**

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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 chosen charity.	April 2013 May 2013	Health Improvement Principal -Anna Kitt

		<p>Agree actions for communication plan of Heart Town</p> <p>Handover delivery of action plan and monitor progress & 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 & Rachel Nicholson</p> <p>Travel and Transport Planning Officer (Peter McDonald)</p> <p>Travel and Transport Planning Officer (Peter McDonald) & 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</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.</p>	<p>STP Updates by June each year and 50% to be Accredited by 2017</p>	<p>Travel And Transport Planning Officer</p> <p>Improvement Officer Health and</p>

	<p>Partnership</p> <p>Develop a range of local programmes and packages to support primary schools to address healthy weight.</p>	<p>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 & 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>December 2013</p> <p>August 2014</p> <p>August 2015</p> <p>March 2014</p> <p>March 2014</p>	<p>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) & provide any Public Health Intelligence to future funding bids to promote active travel.</p> <p>Limit the number of fast food and takeaway outlets in Croydon</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 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.</p>	<p>Ongoing</p> <p>September 2013</p>	<p>Transport & Health Improvement Principal</p> <p>Health Improvement Principal – Anna Kitt</p>

<p>Family focused approaches to Healthy Weight</p>	<p>Follow procurement process for commissioning a Tier 1 and Tier 2 Healthy Weight programme.</p>	<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 & 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>
<p>Promote wellbeing of public sector staff</p>	<p>Develop programmes to encourage the healthy weight of the adult school community including teachers, support staff and parents.</p> <p>NB> Improved IT and use of online learning reduces need for carrying heavy exercise books, enabling staff to switch from car use.</p>	<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.</p>	<p>June 2016</p>	<p>Travel And Transport Planning Officer</p>

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 -	April 2014	Health Improvement Principal – Lead for Maternity and Breastfeeding
		Achieve UNICEF Baby Friendly Status within CHS (completion of Stages 2 & 3)	April 2016	Health Improvement Principal –Lead for Maternity and Breastfeeding
Priority: Improving the emotional health and well-being of children and young people	High Level actions	Measures of Achievement	Completion Date	Lead
Strategy & Service Improvement	Develop Children’s and Young People’s Emotional Health and Well-Being Strategy 2013-16	<ul style="list-style-type: none"> Action Plan in place with clear objectives; milestones; leads in place. 	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"> Revised CAMHS PCG/TAMHS Strategy group and TOR in place. 	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"> • Interim local YPs mental Health Outcomes developed and agreed 	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"> • JSNA complete • Findings published and disseminated 	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"> Steering group to be convened to ensure on going delivery of the infant mortality action plan 	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"> Patient experience national comparator Picker survey shows on-going improvement of services and experiences within the maternity patient experience performance scorecard Monitor early years' action plan from the implementation of the service re-design agenda (April 2014) 	<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"> Smoking status weight (BMI) 	<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>	Director of Midwifery, CUH/CCG

	<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>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>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 & 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"> NICE guidance (or equivalent) adopted within CUH maternity policy for each group of high risk group women. Pathway created for these groups of women Monitor number of women identified within 	<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"> • Monitor low birth weight rates for these groups of women • 85% of women in each category to have received appropriate pathway of care 	<p>2014</p> <p>2014</p>	
Priority: Reduce Risk taking Behaviour amongst Children and Young People	High Level actions	Measures of Achievement	Completion Date	Lead
Strategy Development	Develop a borough wide young people's reducing risk taking behaviours strategy	<ul style="list-style-type: none"> • Strategy complete. • Action plan implemented and reviewed quarterly 	September 2013	Roger King; Kate Naish
Workforce Development	Develop a reducing risk taking behaviour training and development plan	<ul style="list-style-type: none"> • Training plan in place. No/Type of practitioner who attended local training. • No/Type of seminars developed and staff uptake 	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 Gettington 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"> • Media plan in place; • No of media campaigns delivered; • No of resources developed; • On website revisions undertaken <ul style="list-style-type: none"> • No of articles/briefings developed 	<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"> • Increased joint working on sex and drug/alcohol misuse and other risk taking issues. • Improved local commissioning arrangements, allowing better value for money <ul style="list-style-type: none"> • Service specifications/contracts developed and agreed; • Activity data provided quarterly as a minimum 	<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"> • Local Young People's Substance Misuse Needs Assessment completed 	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"> TBC 	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"> Trained universal services to screen YP around their substance misuse and increase in referrals to LYF seen 	On-going Reviewed on a quarterly basis	Roger King
Youth participation.	Pilot the Youth Ambassador Scheme	<ul style="list-style-type: none"> Recruit and train apprentices; Number of apprentices who completed 	April 2014	Roger King

Priority: Improve Immunisation rates amongst children and young people	High Level actions	Measures of Achievement	Completion Date	Lead
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"> Improvement in local immunisation rates amongst local children and young people. Monitor on-going use of Celebrate and Protect birthday cards to end of contract 	<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"> Establish and convene a working group to monitor performance at practice level and improve immunisation delivery in schools and early years settings. 	December 2013	Infant and Maternal Public Health Improvement Principle
Priority: Children and Young Peoples Participation	High Level actions	Measures of Achievement	Completion Date	Lead
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"> Attendance at Youth Council events and consultation meetings 	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"> TBC 	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"> Undertake Bullying Social Norms survey during Summer Term 2013 Analyse Bullying Social Norms Summer Term 2013 survey and distribute key findings to partners. 	Survey findings shared.	March 2014	School improvement – lead officer to be confirmed
Involve children and young people so that they can inform the strategy.	<ul style="list-style-type: none"> Meet with school councils to obtain views of children and young people. Maintain links with Croydon Youth Council Stay Safe Group 	Evidence of impact of feedback from children and young people.	March 2014	Stay safe group representatives
Develop successful and creative partnerships with other agencies.	<ul style="list-style-type: none"> Maintain partnership with Anti-bullying Alliance and Stonewall. Maintain and develop links with voluntary sector partners. 	Evidence of effective partnership working	March 2014	School improvement – lead officer to be confirmed

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"> Contribute findings, best practice examples and interventions to Continuing Professional Development opportunities for schools and Partnership workforce development learning activities. Deliver CPD opportunities on 'prejudice related' bullying Develop and implement the 360 degree Safe E-safety Self Review Tool to all Croydon schools. 	<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>	<p>March 2014</p> <p>March 2014</p>	School improvement – lead officer to be confirmed
Maintain and develop communication systems to ensure that schools and other settings are kept updated.	<ul style="list-style-type: none"> Develop anti-bullying section as part of the new Croydon Healthy Schools website. Anti-bullying updates included as part of communication to schools and partners e.g. Step Up, HT Bulletins, Healthy Schools network meetings. 	Evidence of communication mechanisms in place.	March 2014	School improvement – lead officer to be confirmed
Monitor, review and evaluate the impact of the strategy.	<ul style="list-style-type: none"> Develop case studies of best practice to demonstrate impact of anti-bullying interventions. Review Ofsted schools inspection reports of Croydon schools as regards key judgment 'Behaviour and safety of pupils at the school'. 	Evidence of monitoring and review	March 2014	School improvement – lead officer to be confirmed

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"> 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. 	Operating procedure in place	March 2014	Peter McDonald, 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 outcomes at key stage 1 and key stage 2 to better than national and statistical neighbours, particularly for higher achievers	<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 narrow gaps for vulnerable groups , (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 exclusion	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 Reintergration
Increase attendance in primary schools to above the national average ** Full service action plan available in Learning Access Plan 2011/13	1. Embedding early intervention support for primary schools with attendance levels within Ofsted parameter of average or below average	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>2. To provide strategic support for PA schools to develop bespoke whole school systems based on data/national best practice</p> <p>3. Promoting Pupil, Parent and School engagement in the development of improved accessed to EWS service</p> <p>4. Improved stakeholder engagement with schools</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 schools judged good and outstanding by OFSTED</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
All agencies improve meaningful participation by and influence of young people receiving feedback when they participate	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
Increase volunteering opportunities for young people	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
Communicate widely positive images and stories of Croydon's young people to challenge negative perceptions	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"> ▪ The Economic Wellbeing Partnership is 'fit for purpose' with increased action focussed activities to address NEET, raise participation and improve learner outcomes. 	<ul style="list-style-type: none"> ▪ Reduced % of young people who are NEET and increased participation in education, training and employment 	Ongoing	Economic Wellbeing/NEET Steering Group
	<ul style="list-style-type: none"> ▪ All local young people aged 16-19 are tracked to ensure that they are participating in education, training or employment with training 	<ul style="list-style-type: none"> ▪ Reduced % of young people whose participation status is unknown 	Ongoing	Economic Wellbeing/NEET Steering Group
	<ul style="list-style-type: none"> ▪ Appropriate and timely intervention made with those found young people found to be NEET 	<ul style="list-style-type: none"> ▪ Structure of the reconfigured Economic Wellbeing Partnership is agreed, and first meetings of the new group/s are held. 	Feb 2013	Economic Wellbeing/NEET Steering Group
	<ul style="list-style-type: none"> ▪ Early identification and intervention of those young people most at risk of becoming NEET 	<ul style="list-style-type: none"> ▪ Detailed action plans to address Economic Wellbeing Priorities are agreed and implemented by the new 	Apr 2013	Economic Wellbeing/NEET Steering Group

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
	<ul style="list-style-type: none"> Commission and provide appropriate EET provision and NEET/risk of NEET support Contribute to the delivery of the Child Poverty Strategy 	<p>group/s</p> <ul style="list-style-type: none"> 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. Relevant participation data is collected and analysed Appropriate intervention made for those young people identified as at being at risk of becoming NEET or are NEET Local provision addresses the needs of all local young people. To include a broad range of flexible provision. 	<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"> A wide range of local partners agree to work together to address Economic Wellbeing priorities Appropriate local 14+ collaborative model/s (to improve local collaboration, planning and learner achievements) is agreed and implemented 	<ul style="list-style-type: none"> Year on year improvement in outcomes for all learners aged 14-19 Appropriate 14+ model/s is agreed and implementation/action plan is in place 	<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"> ▪ A wide range of data and information is used to inform appropriate action ▪ Improved transition of learners from KS4 to KS5 through delivery of appropriate and timely IAG and sharing of information amongst partners ▪ Young people are ready for employment ▪ Contribute to the delivery of the Child Poverty Strategy 	▪ 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
Develop and implement a Partnership workforce strategy	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.
Develop and implement a Partnership workforce strategy	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
Improve Communication Across the Children & Young People's Partnership	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	

Improve Communication Across the Children & Young People's Partnership	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	
Support joint strategic commissioning 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 multi-agency front door for early intervention that is aligned with the MASH (multi-agency safeguarding hub)	- ensure the development and resourcing of MASH to deliver an integrated intelligence unit	<ul style="list-style-type: none"> • the number of 'contacts' to children's social care reduces by 50% to 10K 	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"> • 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) 	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"> • the number of children subject to a "Safeguarding Plan" for the first time reduces by 10% 	March '14	
		<ul style="list-style-type: none"> • 80% CRISS contacts through 	October '13	

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

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
1iv) Capacity building for practitioners	- roll out of eCAF system to partners including roll-out of central integrated training to support eCAF process	<p>i.e. appropriate no of cases step-up down from stage 3 to 2 and stepped up from stage 2 to 3</p> <ul style="list-style-type: none"> • new family CAF being used by all partners • 100% partners who are accredited for use of eCAF are actively using eCAF system 	<p>October '13</p> <p>December '13</p>	Croydon Practitioner Academy
	- local support and consultation in place to improve quality of CAFs	<ul style="list-style-type: none"> • 75% of Lead Professionals more confident in assessment process from consultation events/input (other specific measures re CAF included in the priority 5) 	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"> • New model developed that builds on the local pilot work with schools 	May 2013	
	- Identify and work with one/two localities to develop a whole system model building on existing resources e.g. FEPs,	<ul style="list-style-type: none"> • Measures in place: reported impact from participants and impact on cases discussed 	May 2013	

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

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
	<ul style="list-style-type: none"> - continued development of 'whole family' approach when working with complex families 	<ul style="list-style-type: none"> • evidence of whole family assessment and planning across partner agencies e.g. YOS, ASB teams 	March '14	
4. Strengthen provision to reduce the incidence and impact of domestic abuse and sexual violence	<ul style="list-style-type: none"> - review strategy in light of forthcoming statutory definition of DV as well as progress to date - ensure MARAC and DV are strongly aligned to protect victims from further violence - extend the Family Resilience Service to incorporate operational management of FJC - voluntary sector hub delivering services as part of the FJC 'offer' (inc commissioned services) - preventative programme 0-19 developed 	<ul style="list-style-type: none"> • new strategy in place with evidence of outputs • increase of 25% in MARAC referrals • increase of 25% in clients referred/self-referred to FJC • 30% increase in commissioned services in place (base line based on Jan '13) • borough-wide preventative programme in place involving minimum 500 children and young people 	<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>
5. Develop a robust outcome performance framework including metrics	<ul style="list-style-type: none"> - develop overall framework with SMART measures to inform partners of the effectiveness of early intervention 	<ul style="list-style-type: none"> • CAF measurements and early help indicators in place with baseline established* • Partner improvement 	<p>April '13</p> <p>September '13</p>	<p>Dwynwen Stepien</p> <p>Partners as</p>

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
programme for early help	- IT systems are developed/ utilised that provide for efficient and effective performance management	and support plan in place where early help and CAF performance indicates support needed	April 2014	identified by EIFS Board
	- metrics programme established for EI programme for 0-19	<ul style="list-style-type: none"> reduction in number of databases used and duplication of inputting 		Rachel Turner
	- local service evaluation used to inform future budget decisions	<ul style="list-style-type: none"> metrics programme identifies interventions with greatest potential for medium to longer term savings and used to inform budget planning 	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	Actions	Measures of achievement	Dates	Lead
Priority 1: Implement expansion of local educational provision, supporting local schools to become more inclusive and improve outcomes LEAD: Linda Wright				
Ensure building programme is completed on time and delivers high quality additional SEN provision	Develop and implement project plans for remaining specialist provision	Project plans and timelines agreed with Capital Delivery Hub	2012-13	Linda Wright, Anne Moore
Promote benefits of improving local offer	Project to gain better understanding of issues driving demand for independent placements and develop key messages to promote local offer	Parents able to access information about opportunities and demonstrate confidence in local provision	March 2013	Linda Wright,

Objectives	Actions	Measures of achievement	Dates	Lead
Increase the range of post 16 education, training employment options available locally that meet the needs of young people with LDD	Work with Economic Wellbeing group to match supply and demand for FE places in borough	Reduction in % of LDD YP NEET.		Liz Webster , Lois Brooker, Helen Navarro
Priority 2: Build on multi-agency decision-making for support packages to develop single health, care and education plans LEAD: Jane McAllister & Linda Wright				
Develop plan for integrated joint commissioning of education, health and care placements, backed up by a single education, health and care plan for each child Align Continuing Care arrangements within Croydon's new staged intervention process	new Joint Strategic Commissioning Group Work with schools and partners in health to plan for expansion in staffing and therapeutic services	Jointly funded packages of support in place Draft single plan developed		Jane McAllister , Linda Wright, Marion Rodin, Mike Corrigan
Develop joint commissioning framework for provision of therapies Identify gaps and additional services needed to respond Develop workforce skills	Review resource allocations and align budgets across education, social care and health Plan for increase in provision of therapies to support expansion in specialist school places for pupils with SEN Draw up a business case for investment in workforce development	Coherent offer of therapies in schools Improved access to appropriate therapeutic support	Sept 2012	Linda Wright / Jane McAllister

Objectives	Actions	Measures of achievement	Dates	Lead
Address recommendations of Scrutiny Review into Speech and Language provision	Strengthen curriculum model for SLCN to increase reach at levels 1 and 2			Ann Harvey, Linda Wright
Priority 3: Complete multi-agency LDD strategy to strengthen joint delivery of commissioning and provision development LEAD: Helen Powell				
Develop an inclusion strategy to drive improvement		New strategy launched		Helen Powell
Review practice in light of Green paper Define a local offer for children and young people with SEN	Build on agreed continuum of education provision and review of short breaks programme to define local offer	Published first draft of local offer	Sept 2013	Linda Wright
Priority 4: Further strengthen transition to adulthood LEAD: Linda Wright				
Establish a clear process for transition that meets the needs of young people and families	Improve engagement with young people, parents, & carers.	New transition process in place Future commissioning will be informed by children's services teams and from views of young people,		

Objectives	Actions	Measures of achievement	Dates	Lead
<p>Improve understanding of numbers and profile of young people on pathway for those with behaviour that challenges</p>	<p>Work with the market to future plan for young people entering services</p> <p>Develop multi agency team focusing on those presenting with behaviour that challenges.</p> <p>Improved data held for use by teams.</p> <p>Specialist roles recruited to enhance skills base in Croydon</p> <p>Review of highest needs cases for next 3 years to be presented to Exec Directors for DASHH and CFL</p>	<p>families, carers</p> <p>Multi Agency Team developed from existing teams and resources</p> <p>New staff recruited into behavioural specialist roles to complement multi agency staff team</p>	<p>May 2013</p>	<p>Linda Wright</p>

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 permanency planning, increase adoptions and improve placement opportunities 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 physical and mental health outcomes for looked after children	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 care leavers in EET	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 service user engagement	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 approach	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
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 & Benefits services. c) Curriculum Team Manager - English & 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 stronger communities strategic priorities- 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 local communities; Supporting community and voluntary sector to develop innovative local services through commissioning.</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
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
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

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
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 stronger communities strategic priority – 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 - English & Maths And Family Learning, CALAT, LBC

Priority	High Level actions	Measures of Achievement	Completion Date	Lead
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