

For General Release

REPORT TO:	CABINET 10 February 2014
AGENDA ITEM:	8
SUBJECT:	Children and Families' Plan
LEAD OFFICER:	Paul Greenhalgh, Executive Director of Children, Families & Learning
CABINET MEMBER:	Councillor Tim Pollard, Deputy Leader (Regeneration and Economic Development) and Cabinet Member for Children, Families and Learning
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: Children and Families	
FINANCIAL IMPACT: There are no revenue or capital consequences resulting from accepting the recommendations of this report.	
FORWARD PLAN KEY DECISION REFERENCE NO.: This is not an executive key decision – this is reserved to the full Council for decision as part of the policy framework	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is asked to recommend that the Council agrees the Croydon Children and Families plan for 2014-15 (printed separately).

2. EXECUTIVE SUMMARY

2.1 The Children and Families' Plan is the umbrella plan for work with children, young people and families in Croydon over the next year. Whilst the plan is no longer a statutory requirement, Croydon Children and Families Partnership has chosen to continue to have a Children and Families Plan (previously

known as the Children and Young People Plan) as a way of ensuring that all agencies are jointly focused on achieving our high aspirations for the children and young people of Croydon. The needs and assets analyses supporting the plan and key areas for action contribute to the Council meeting its statutory equality responsibilities in relation to children and families. This refreshed plan is a draft subject to agreement by the Children and Families Partnership Board on 21 January 2014.

3 DETAIL

- 3.1 This refreshed plan was developed by the Croydon Children and Families Partnership. Members of the Partnership include Croydon Council, Health agencies, the Police, the Voluntary Sector, the Fire Service, Croydon early years settings, schools and colleges and the Croydon Youth Council. The starting point was a review of progress in 2013-14 against the priorities of the 2013-14 plan which had been informed by a comprehensive needs analysis carried out in 2013.
- 3.2 For 2014-15 the Partnership has chosen to focus in on a reduced number of priorities which had proved particularly challenging to progress in 2013-14 or those for which responsibilities are diffuse across partner agencies. A summary of the information sources used to focus the priorities forms part of this refreshed plan in section 4. This included consideration of the outcomes of engaging with young people in 2013-14.
- 3.3 Key areas for action relating to each priority are included in the Plan in section 5, which will be used by priority leads and Partnership sub groups to develop detailed action plans. Progress against action plans are reported to the Partnership Executive at its bimonthly meetings. The Executive reports on progress from the sub groups to the Board by exception.
- 3.4 The refreshed Croydon Children and Families' Plan for 2014-15 is appended. This Plan should be considered as draft subject to agreement by the Children and Families Partnership Board when it meets on 21 January 2014.
- 3.5 Other agencies that make up the Children and Families Partnership have been asked to take the plan through the governance arrangements for their agency, to ensure that all agencies have adopted and demonstrated commitment to the plan.

4. CONSULTATION

- 4.1 Multi-agency sub groups and the Executive of the Children and Families Partnership have been consulted and involved in the development of this plan. The Croydon Youth Council were consulted on the priorities for 2013-14 and their views have informed the final set. Section 4 of the plan shows the summary of priorities for 2014-15 which have been developed taking account of the Youth Council priorities.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no direct revenue or capital consequences resulting from accepting the recommendations of this report.

Approved by: Lisa Taylor – Head of Finance – Children, Families and Learning.

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that there are no additional legal issues arising from this report.

Approved by J Harris Baker, head of social care and education law on behalf of the director of democratic and legal services.

7. HUMAN RESOURCES IMPACT

- 7.1 There are no human resources implications arising from this report.

- 7.2 Approved by Deborah Calliste on behalf of the Director of Workforce

8. EQUALITIES IMPACT

- 8.1 An equality impact assessment for the development and oversight of the plan has been appended to this report. The needs and assets analyses supporting the plan and key areas for action contribute to the Council meeting its statutory equality responsibilities in relation to children and families.

- 8.2 As a result of the equalities impact assessment the following actions have been identified:

- In further development of Partnership performance management and reporting, make sure there is a focus on equality impact.
- Continue to make sure Partnership forward agendas address equality issues and differential outcomes whenever these arise.

9. CRIME AND DISORDER REDUCTION IMPACT

- 9.1 This plan has no direct impact on crime and disorder reduction.

10. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 10.1 The plan is no longer a statutory requirement, Croydon Children and Families Partnership has chosen to continue to have a Children and Families Plan (previously known as the Children and Young People Plan) as a way of ensuring that all agencies are jointly focused on achieving our high aspirations for the children and young people of Croydon.

11. OPTIONS CONSIDERED AND REJECTED

Not applicable.

CONTACT OFFICER: Amanda Tuke, head of partnerships and business development, Children, Families and Learning

Appendix 1: Children and Families' Plan – refresh 2014 to 2015 – **printed separately**
Appendix 2: Equality impact assessment (e-copy)

Background documents:

Previous Children and Young People's Plan 2013-16 – published on the Council's website.



**appendix 1 to item 8
Cabinet 10 February 2014**

Croydon Children and Families Plan 2014-2015

Excellent Outcomes for Children and Young People

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Foreword by Councillor Tim Pollard [proposed]

The Children and Families Partnership continues its drive to improve outcomes for children, young people and families in Croydon. Over the past year we have had many successes, and I acknowledge below some of the highlights:

- In terms of keeping children healthy, we have continued the downward trend in teenage pregnancies. We have established an Integrated Commissioning Unit between the CCG and the Council and gone out to tender on our first joint contract (for speech and language therapy), as well as developing a new strategy for children and young people's Emotional Well-being and Mental Health. We've raised the profile of health issues for looked after children and are seeing improvement in this area.
- In terms of keeping children safe, with its responsibility for leading on the early intervention element of this, we have further strengthened the Family Engagement Partnerships between health, children's centres and the Council; delivered strong outcomes through our Family Resilience Service and we have made massive strides forward in the way the partnership works together to address Domestic Abuse and Sexual Violence. The establishment of the Multi-Agency Safeguarding Hub significantly increases the partnership's ability to share information, manage risk, and ensure intervention is made through the appropriate pathway.
- In terms of education, we established 17 new forms of entry for Yr R in September, and have published our forward strategy till 2016, with many projects in place for meeting the largest growth in demand of any local authority area in the country. We opened two further SEN resource bases (Woodcote High and Chipstead Valley), as part of our programme to deliver more local SEN provision. Quality and standards continue to improve in schools, as illustrated by the continuing growth in the percentage of schools judged by OFSTED to be good or outstanding, and GCSE results which were again significantly above the national average and similar areas. Exclusions have fallen markedly, largely due to the success of the Fair Access Panel.
- In terms of participation, not only do our Youth Council and Youth Parliament members continue to thrive, we have improved the feedback we get from young people through the start of a 'young inspectors' programme. The partnership between the YOT and the Police continues to generate very positive results on first time entrants.
- In terms of economic well-being, we continue to provide strong outcomes in terms of the stability of placements for LAC and appropriate accommodation for young offenders. The Raising of the Participation age has begun to be implemented; our NEET figures have continue to be reasonable, and youth unemployment (i.e. up to age 25) has fallen markedly.

I thank the partnership for its work in making progress across these broad agendas. But we are not complacent and we continue to have the highest aspirations for all our children and young people. We face a number of significant challenges, not least from the rapid growth in population, which is becoming relatively more deprived, and at the same time we are facing similar resourcing pressures as is the case across public services nationally. We are determined to meet these challenges and to do the best we can in the interests of Croydon's children, young people and families. This plan sets out how we plan to do this over the next year and I commend it to you.

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 include 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

1.3 This refreshed Croydon Children and Families Plan is the strategic overarching plan for the Children and Families Partnership. The Partnership is one of a family of four 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>.

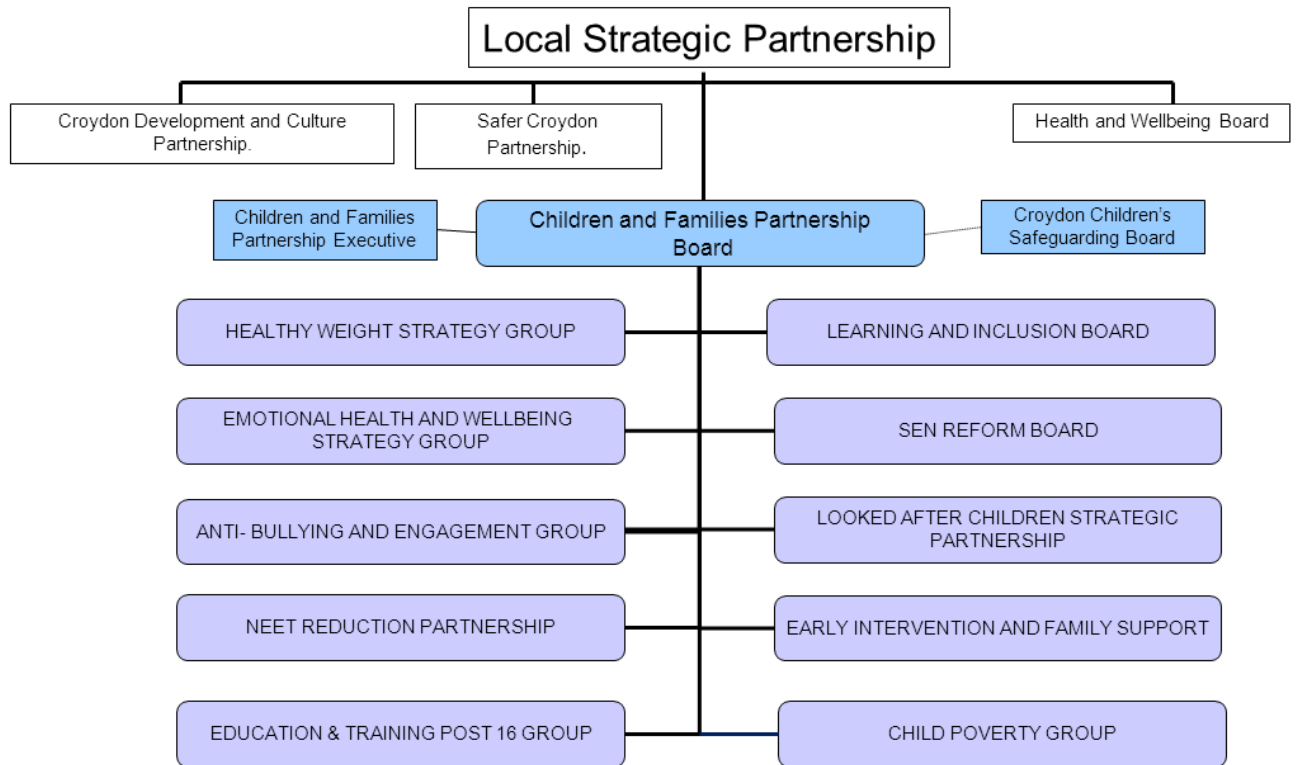
1.5 The Croydon Safeguarding Children Board (CSCB) is responsible for scrutinising safeguarding arrangements across the borough. The CSCB is an independent body and challenges and holds to account the organisations working with children and young people in Croydon. The Children and Families Partnership 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/childproctsafe/>

1.6 In Croydon we have had a strong Children and Families Partnership in place for some time but in 2013 we undertook a detailed strategic review which sought the views of members and also looked at good practice in other local partnerships and in other boroughs. The review found there was general agreement from stakeholders that the Partnership worked well bringing together knowledge, joint thinking and intelligence of borough wide services to improve the lives of the community.

1.7 The review identified a number of ways in which we could improve the way we work in partnership. In particular to focus on a smaller number of priorities particularly those where responsibilities are diffuse or where progress has previously proved extremely challenge. Our revised priorities are in Section 4. To deliver on our priorities we have also reduced the number of sub groups and task and finish groups and agreed that groups should be dissolved when appropriate.

It was agreed that the meetings of our Board should involve a stronger element of interaction with Board members encouraged to challenge progress against priorities.

1.8 The revised structure of the Partnership is shown in the diagram below.



Partnership Working

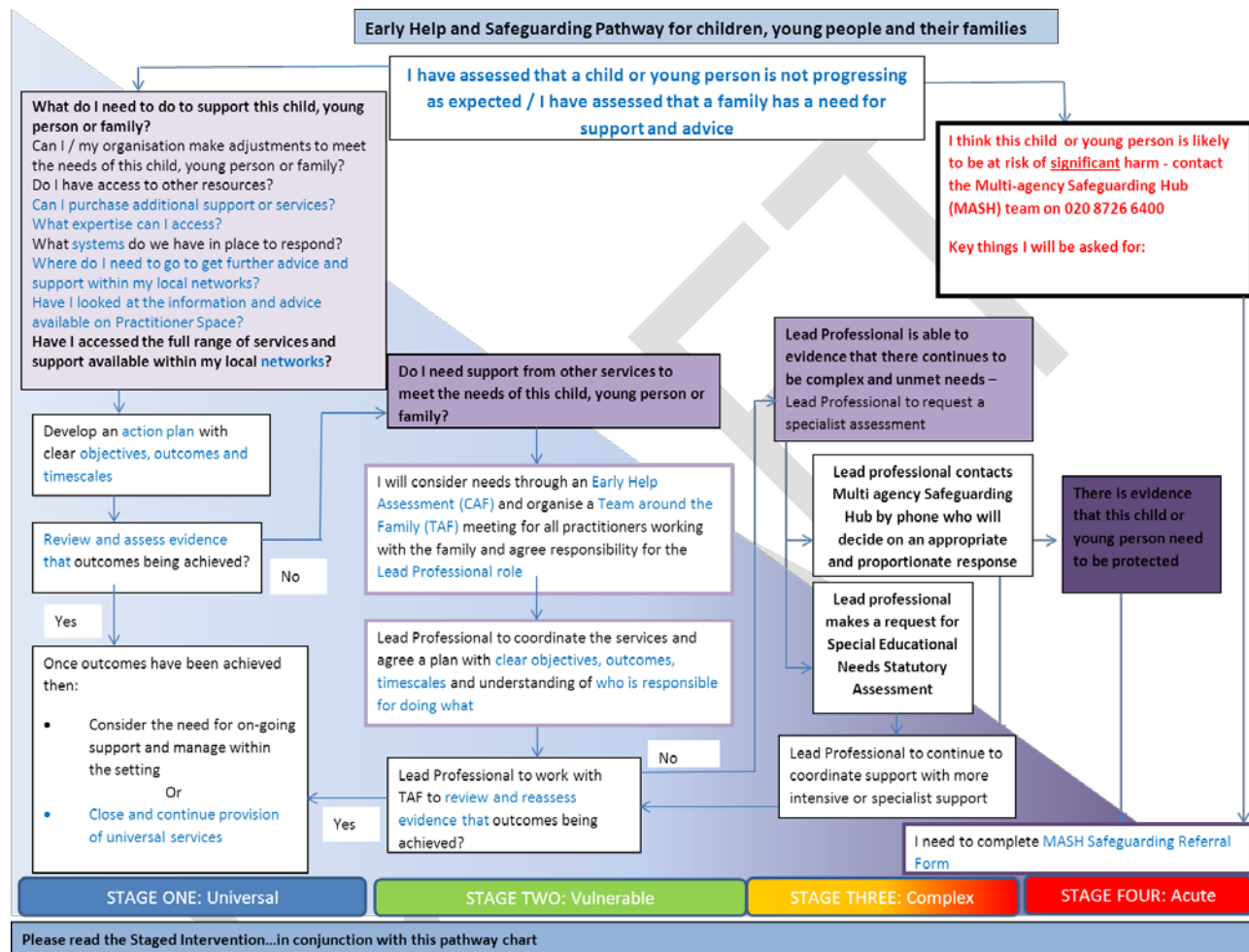
1.9 Croydon is committed to supporting all children, young people and families who live, work and play in the borough so that they are able to enjoy equality of opportunity and realise their full potential. In order to achieve this, all practitioners supporting children, young people and their families 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.

1.10 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.

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

1.12 The whole Partnership is committed to identifying needs, and providing support at an early stage before problems escalate and to providing appropriate intensive or specialist support when it is needed.

1.13 Our early help and safeguarding pathway below outlines the stages of intervention and clarifies the pathways for partnership support for children, young people and families in Croydon. More information is given in our Early Help Pathways guidance.



1.14 The Partnerships commitment to early help is demonstrated across the work of several sub groups. Some examples are provided below.

1.15 The Council and the Clinical Commissioning Group (CCG) have established an **Integrated Commissioning Unit**, within which there is a children's team, to streamline commissioning across the Partnership to ensure that resources are maximised to meet need and achieve better quality outcomes.

1.16 **Partnership working with schools:** Networks of schools have been developed to support sharing of good practice and support for improving outcomes. A number of partnership projects, involving local authority officers and schools, have been set up focusing on initiatives which will impact on outcomes at the end of both KS1 and KS2. Focus areas include raising standards in reading from Year 2 to Year 3, embedding higher level attainment in mathematics, developing a more able gifted and talented action research project and supporting literacy skills across the range of curriculum subjects.

1.17 Strengthened partnership working has contributed to further success in reducing the number of fixed and permanent exclusions of pupils with Special Educational Needs (SEN). For example senior SEN colleagues now regularly attend both the Primary and Secondary Fair Access Panels. Improved partnership working with the Virtual School has helped to ensure early intervention to prevent the need for permanent exclusions of Children Looked After.

1.18 **Family Space Croydon** and **Practitioner Space Croydon** are our websites that have information about all the services available to children, young people and families in Croydon.

1.19 Our children's centres work in collaborations to deliver services balanced 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. Through these we can identify, at an early stage, families with young children that have additional needs. Where support is required from more than one agency this is coordinated and planned through locality partnership arrangements with each children's centre as the hub of a community network.

1.20 **Croydon Family Power** is a group of projects coordinated and delivered through our voluntary sector partners and integrated with Council services to support children and families with additional needs. Croydon Family Power is a unique combination of evidence-based approaches building child-empathy, enhancing parental capabilities and strengthening family resilience, alongside innovative community development work utilising the natural assets in our communities.

1.21 Our Partnership approach to reducing under 18 conceptions has proved effective. For those young parents 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.

1.22 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.

1.23 **Reducing and preventing domestic and sexual violence** is essential to make progress on: achieving equality; reducing homelessness; improving people's physical and mental health; reducing the harm caused by alcohol and substance misuse; reducing the number of children in care and living in poverty; reducing the levels of offending; and minimising its impact on employers and on the local economy. We have developed an integrated response to domestic abuse through coordinated action across all agencies based on consistent and well informed policies, systems, resource sharing and leadership which will enable us to create an environment where domestic abuse is not accepted or tolerated and is challenged and prevented within Croydon. Croydon's Domestic Abuse and Sexual Violence Strategy is available at <http://www.croydon.gov.uk/contents/documents/meetings/546596/2012/2012-09-17/cab20120917earlyinterventiondomestic.pdf>.

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

1.25 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. Croydon also has two members and two deputy members of the UK Youth Parliament. Run by young people, the UK Youth Parliament provides opportunities for 11-18 year-olds to use their voice in creative ways to bring about social change. More information can be found at <http://www.ukyouthparliament.org.uk/>

2. Vision

2.1 Our vision for the Partnership is:

- Our children and young people will be safe, healthy, enjoy learning and achieve highly, enabling them to positively shape their own lives and to make a positive contribution
- Our children and families will experience us as walking alongside them with compassion and understanding, to help them grow in resilience.

2.2 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 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

2.3 The Children and Families Partnership has a key role to play in contributing to achieving the vision for Croydon for 2040 set out in Croydon's Community Strategy 2013-18 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 Caring 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.
- **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 City** – a place noted for its 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

2.4 Croydon's Community Strategy is available at
<http://www.croydon.gov.uk/community/advice/cstrategy/cs1318>

3. Our Borough

3.1 In 2012-2013 we undertook a detailed Children's Services Needs Analysis which is available at

<http://www.croydon.gov.uk/healthsocial/families/ccfpartnership/ccfpartnership>.

For 2013-14 the Children and Families Partnership is undertaking a detailed Needs and Assets analysis of children and young people with learning difficulties and / or disabilities (LDD) . The primary purpose of this is to forecast future need to support planning and commissioning decisions in relation to children with LDD. A Joint Strategic Needs Assessment "deep dive" was undertaken in 2013 on children's emotional health and wellbeing. In addition through the JSNA for 2013-14 deep dives are being under taken on: homelessness; domestic violence; alcohol; and obesity. These will be published on Croydon Observatory at: <http://www.croydonobservatory.org/jsna/>.

3.2 A detailed profile of the borough was prepared in 2012. The full profile is available at <http://www.croydonobservatory.org/Borough/>. A summary is shown below.

Our Children and Families

3.3 Over the past ten years, the population in Croydon has grown by 10%, making it the largest Borough in London with 363,400 residents. Population is significantly denser in wards in the north of the borough, with a fifth of all Croydon residents living in just four northern wards.

3.4 The age profile of Croydon's residents has also changed over the past ten years. Croydon's largest area of population growth is amongst children. Croydon has the largest population of 0-18 year olds in London at 93,757 residents, which makes up 25.8% of the total population of Croydon.

3.5 The 2013 Spring School Census showed there were a total of 53,846 pupils attending state funded schools in Croydon. This is an increase of 4,125 pupils or just under 10% compared to 2003.

3.6 Population data shows that 44.9% of Croydon residents are from black and minority ethnic (BME) communities but in some northern wards that percentage is higher. Over 100 languages are spoken. Around 57% per cent of children and young people are from BME groups.

3.7 In common with many other London boroughs there are significant numbers of children that live in Croydon and go to school in other boroughs and similarly children that live in other boroughs that attend a Croydon school. This presents an additional complexity to identifying children and parents and coordinating support. Analysis of data on the length of residency in the UK highlights issues around the transiency of the population in specific areas.

3.8 In 2013, 62.4% of pupils at Croydon schools achieved five good (A*-C grade) GCSEs including English and maths. This represents an increase of 2.0

percentage points in comparison with 2012 against a background of a 1.4 percentage point increase in results nationally. Croydon's performance at 64.2% is 2.2 percentage points higher than the average for statistical neighbours (62.0%) and 3.8 percentage points higher than the national average (60.4%).

3.9 Croydon has seen an increase in the number of children and young people with a statement of special educational needs since 2010 from 1,325 pupils to 1,536 pupils. The rate of children and young people with a statement remains slightly below the regional and national averages. The percentage of children with special educational needs without a statement recorded in the School Census fell in 2013. However the percentage for Croydon remains higher than the regional and national averages.

3.10 Between 1 April 2012 and 31 March 2013, 4135 referrals were made to children's social care which is a rate of 463.9 per 10,000 children. On 31 March 2013 there were 308 children in Croydon subject to a child protection plan which is rate of 34.2 per 10,000. This is an increase from 288 with a child protection plan on 31 March 2012.

3.11 There were a total of 732 (82 per 10,000), looked after children in Croydon on 31 March 2013 of whom 437 were indigenous (60%) and 295 (40%) were Unaccompanied Asylum Seeking Children (USAC).

3.12 Over the six months to August 2013 footfall at the family justice centre (FJC) has increased by 30% and referral rates to the multi-agency risk assessment conference (MARAC) have increased by 40%. Seventy-three per cent of those referred to the FJC have children. Between February 2011 and February 2013, 13% of referrals to children's social care were in relation to domestic violence.

3.13 As a result of the increases in numbers of children and young people and increasing needs, pressures are increasing on services which support children and families in Croydon.

Our Place

3.14 Croydon has comparatively high levels of home ownership, with 58.8% of people either owning their home outright or mortgage holders, though the number of people with mortgages has reduced over the last ten years. There has been a large rise in the number of people that are privately renting their homes locally. Compared with the 2001 census, nearly 70% more people are privately renting property in Croydon now.

3.15 The trend for serious youth violence was projected to rise by 18% by the end of March 2013 which is a much lower rate of increase than for 'most serious violence'. The actual rise was 9.6%, which is lower than projections, and latest data for October 13 shows a reduction of 5.5% compared to figures for the same month in 2012. Gangs and youth violence have a devastating effect on communities and the individuals involved, increasing fear of crime and costs to the taxpayer, tackling this issue is a key local priority. Most 'gang crime' occurs

between gang members, however gang membership in Croydon remains very low and activity is limited to a small number of areas within the borough.

Poverty and Prosperity

3.16 The index of multiple deprivation (IMD) 2010 data ranks Croydon as the 19th most deprived London borough out of 32 London boroughs, and 107th most deprived local authority in England - out of 326 local authorities. IMD data shows that Croydon has become more deprived between 2004 and 2010, relative to all local authorities Croydon has become 12.4% more deprived, based on average rankings. The north of borough is generally more deprived than the south, sharing more of the characteristics of inner London than the south of the borough. 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 LSOA in Croydon is in New Addington.

3.17 The proportion of children aged under 16 in relative low income poverty in Croydon in August 2011 was 25% compared to 21% for England overall. However, there is significant variation between wards. In Fieldway, nearly half of children aged under 16 live in poverty, whereas in some wards in the south of the borough, one in ten children or fewer live in poverty.

3.18 The number of homeless households has increased over the past three years, now nearly double 2009/10 levels.

3.19 Data for the last two years shows that the local key out of work benefit claimant rate peaked in February 2012 at 12.3% (30,330 claimants). National, regional and local claimant rates have been on a downward trend, with the current local claimant rate up to May 2013, now at 11.4% (27,480 claimants) which is below the national claimant rate but above the London rate.

3.20 Job Seekers Allowance (JSA) is one of the key out of work benefits and Croydon's current claimant rate is 4.1% of the working age population which equates to approximately 9,986 people. The JSA claimant rate is highest for residents aged between 18-24yrs and consistently higher in wards in the north of the borough than the south.

3.21 The percentage of the working age population in Croydon with no qualifications has reduced from 8.9% (20,300 residents aged 16-64yrs) in 2011 to 6% in 2012 (13,500 residents aged 16-64yrs). Croydon has a lower 'no qualification' rate than the national and regional average.

3.22 Locally there are approximately 90,600 people with level 4+ qualifications (degree and above) which equates to 40.1% of the working age population. Croydon's number of level 4+ qualifications has increased by 3.1% since 2011 and the skills gap compared to London has reduced to 7.5% over the last year.

3.23 The 2011 census collects information on economic activity and inactivity for all residents. At a national, regional and local level the greatest proportion of residents who are economically active are in full time employment. Locally 40.2%

of residents are in full time employment, 12.6% are in part time employment, 9.9% are retired and 6.3% are students. In terms of occupation classifications the highest number of residents are recorded as being in professional occupations (19.6%) followed by administrative and secretarial occupations. Compared to occupations recorded ten years ago through the 2001 census there has been the greatest increase locally in professional occupations but the greatest reduction in occupations classified as managers, directors and senior officials. This may be as a result of residents in these occupations leaving Croydon over the past ten years, or a reduction in these types of jobs in Croydon.

3.24 Looking at how this maps over to employment opportunities in the borough, Croydon's sectoral strengths have traditionally been in insurance and business services, retail and public service administration. Latest census data shows that 14.6% of Croydon residents are employed in the retail sector, followed by health and social care 12.9%. There is still a higher dependency on public sector jobs locally than regionally and nationally and across London 10.9% of residents are employed in professional, scientific and technical jobs compared to 7.7% of residents locally.

4. Children and Families Partnership Priorities

Introduction

4.1 In determining our priorities for 2014-15 we have considered the following factors:

- The continuing need to strengthen early intervention to support at an early stage and prevent problems
- The context in which we are working is changing with reduced resources and increasing demand for support and so we need to be clear about what we need to focus on as a Partnership.
- A review of our performance over the last year to identify those areas where we have made good progress and those where more work needs to be done in Partnership to achieve improvements in outcomes
- What children and young people have told us is important to them
- Our partnership review: we recognize that we can make the most difference by working together on a fewer number of key areas that affect all partners.

4.2 Strong families and parents give children love, identity, a personal history and a secure base from which to enjoy life as they grow up. What happens within the family has more impact on children's wellbeing and development than any single factor. We aim to ensure that parents and families have access to the support they need when they need it, so that children can benefit from confident and positive parenting from birth through to the teenage years.

4.3 The Children and Families Partnership is strengthening its Think Family approach which involves thinking about the whole family and the challenges facing any person in the family unit. This means helping parents and families secure better outcomes for their children through more effective and better co-ordinated interventions by adult's, young people's and children's services. Think Family approaches help to provide responses to the most vulnerable families and reduce inter-generational cycles of poor outcomes.

4.4 We want parents, carers and children to be more involved in decisions about how we develop, design and deliver services. Children's and families views will be important in assessing what we do to ensure that we are effective and that what we are doing works.

4.5 Through its Early Help Strategy the Partnership is committed to ensuring that babies, children, young people and their families receive the services they need, when they need them and where they can best access them so they can realise their full potential.

4.6 All agencies within the partnership are continuing to have to deliver services on reduced budgets and with uncertain funding streams. This impacts on the services that we are able to deliver. At the same time we are experiencing increased demand for services arising from a growth in the number of children, young people and families in Croydon and from increasing levels of need.

4.7 Our priorities for 2012-13 were set out in our Children and Young People's Plan 2012-15. We have reviewed our progress and a summary of what we have achieved and areas that continue to need a Partnership focus are set out below.

Review of progress against 2013-14 priorities:

4.8 Be Healthy

- Reducing Risk Taking Behaviour – there is on-going reduction in local under 18 conception rates. Most recent data shows Croydon Q2 -2012 rate was 25.1 per 1000 girls aged 15-17 years of age. This is lower than the London and England rate for the same period.
- Six young champions were recruited as apprentices and trained and contributing to Risk Taking Behaviour agenda.
- Reducing Infant Mortality -smoking cessation pathway for pregnant women agreed in line with NICE guidance (PH26 2011).
- Children and Young Peoples Emotional Health and Well-Being JSNA and associated recommendations has been signed off by HWBB. Emotional Health and Well-Being Task and Finish Group has developed a strategy and the action plan for Children and Young People's emotional health, well-being and mental health.
- The proportion of child overweight and obesity in Croydon show a decreased rate of child overweight and obesity in Reception Year from 24.2% in 2011-12 to 23.7% in 2012-13. In Year 6, the results from the National Child Measurement Programme show a slight reduction in obesity from 22.9% in 2011-12 to 22.3% in 2012-13.
- Thirty nine primary schools have been identified as target schools around the healthy weight strategy for the borough. Twenty seven have already agreed to work towards borough objectives, to obtain the London Healthy Schools silver award, and to allow the public health commissioned services/resources to be utilised within the school
- Retendering of child healthy weight service completed.

4.9 Stay Safe (including anti-bullying and public safety)

- A survey to gather information about bullying from vulnerable groups will take place in Spring 2014.
- A Restorative Approaches network has been established and has met they are beginning to measure the impact of restorative approaches in other settings. Training in Restorative Approaches has been delivered to 35 people mainly from the voluntary sector and youth settings but including some school staff.
- Event at Riddlesdown Collegiate to support the development of a Standard Operating Procedure (SOP) to support the safety of children and young people using public transport. Child/young person friendly documents being developed particularly for use at transition to be piloted within primary and secondary schools.

4.10 Enjoy and Achieve

- An additional 17 forms of entry were established in Croydon to meet the increased demand for reception places in 2013-14.
- KS1 results have risen at all levels in reading, writing and mathematics, maintaining the steady trend of improvement seen over recent years. The improvements at level 2+ are particularly good with 93% of children

achieving this level in maths compared to 90% in 2012; 86% achieving Level 2+ in writing (83% in 2012); and 90% achieving Level 2+ in reading (88% in 2012).

- Data for KS2 in 2013 shows that there have been slight improvements at Level 4 performance at KS2. Croydon results in reading (87% in 2013 compared to 86% in 2012) were above national, having been below national in 2012. In writing, whilst attainment (82% in 2013) was higher than in 2012(81%) Croydon was 1% below national. In mathematics Croydon's results improved from 83% in 2012 to 84% in 2013.
- The trend in GCSE performance is continually up with Croydon continuing to improve at a faster rate when compared with GCSE performance nationally. In 2013 64.2% pupils at Croydon schools achieved 5 A*-C GCSEs including English and maths. This represents an increase on 2012 (62.2%) and is above the average nationally and for statistical neighbours.
- Comparison data with national results is not yet available for pupils entitled to Free School Meals (FSM) at KS2. However, the FSM achievement gap at KS2 for pupils attaining L4+ in reading, writing and mathematics combined has remained at 14% in 2013 against a more demanding national floor standard.
- At GCSE the gap between the achievement of pupils eligible for Free School Meals (FSM) and those not eligible has narrowed from 23.6 percentage points in 2012 to 17 percentage points in 2013 (compared to a national gap of 25 percentage points in 2013).
- Attendance at primary schools was better than the national average. Attendance at secondary schools has improved, in contrast to the national trend and continues to be better than the national average. Croydon outperforms statistical neighbours in terms of attendance and levels of persistent absence.

4.11 Positive Contribution

- Young Inspectors – the Young Inspectors programme has been started and have undertaken their first inspection of Croydon Association for Young Single Homeless (CAYSH).
- Recruitment – young people have been involved in the recruitment of the new Director of Social Care & Family Support, and feedback from the process was very positive.
- UKYP Elections – 36 nominations were received for UK Youth Parliament. 6,781 young people voted in the elections, casting 11,358 votes. This is the highest number of votes ever cast in Croydon UKYP elections. Two UK YP Members and two UK YP Deputy Members were elected.
- Croydon Youth Council – new youth council has been recruited with 66 youth council applications received.
- There were no permanent exclusions from Croydon primary schools in 2012-13 and the slight increase in permanent exclusions in secondary schools is now being successfully addressed through the fair access process, and in the current education year the trend has markedly improved.
- First time entrants to the Youth Justice System aged 10-17 were 516 for the period April 2012 to March 2013 which exceeded the target of 830. The

reoffending rate, proportion of young offenders who re-offend after 12 months, has remained static at 45% for the three quarters up to Jun 2013. A rigorous post-inspection action plan is in place following the inspection of the youth offending service which took place in May 2013.

4.12 Economic Wellbeing

- Two day 'Youth Fair' event held in the centre of Croydon on 22/23 August 2013, to support young people at risk of failing to progress onto course in September. This event took place to coincide with GCSE results day and attracted a large number of young people, many of whom signed up to appropriate course with local providers.
- Data sharing agreements now held between the LA and 60+ partners, enabling better exchange of information, improved data analysis to inform strategy development and targeting of appropriate interventions.
- The numbers of those not in education, employment or training (NEET) has been better than target for almost every month between October 2012 and October 2013 but the percentage of not knowns remains high and is highly variable.
- Of young offenders, 77% of the 16 plus age group were in Education, Employment or Training (EET) in June 2013 against target of 75%.

4.13 Learning Difficulties and/or Disabilities

- Delivery of new specialist places in schools – 6 new enhanced learning provisions in mainstream schools, each with capacity for 14 specialist places, opened this September as well as new school at Chaffinch Brook, part of Beckmead, for primary pupils with ASD challenging behaviour
- First stage of consultation with parents and young people to help shape the SEN Local Offer completed with ; life maps developed by young people to capture their aspirations will be published on the Local Offer web site
- Parents now contributing to all the SEN Reform workstreams and increasingly taking part in project groups
- Multiagency resource panel beginning to agree more holistic packages of support as joint working becomes more confident
- Analysis completed of a sample of cases files for young people whose support is changing from children's to adult services to identify opportunities to improve planning for independence
- Developed and consulted on descriptors of provision to guide schools in planning provision for pupils with SEN who will not require education, health and care plans.
- In Croydon 9.6% of children with a statement of special educational needs achieved 5 A*-C GCSE's in 2012 in comparison with 11.3% for Outer London.

4.14 Looked After Children

- Education, Employment and Training (EET) 18-20 years:
 - 119 indigenous care leavers of whom 65 (54%) are in education, employment or training, Compared to the previous year, there is a

dip in the numbers attending University or Higher Education (from 20 to 13). However, for the size of the indigenous care leaver population 13 young people on degree courses remains impressive.

- 449 unaccompanied asylum seeking care leavers of which 333 (74%) are in education, employment and training. 257 in Further Education, 21 in employment and training. There are 26 (5%) in University/ Higher Education and around 30 (32%) care leavers over 21 years in University / Higher Education.
 - The total number of care leavers in FE has increased from 241 in 2012 to 322 in 2013. There is a decrease in the number of care leavers in employment or training from 62 in 2012 to 46 in 2013. The total number of care leavers in University or Higher Education is 69 which is a slight decrease from the previous year (71 to 69).
 - 40 care leavers graduated in 2013 compared to the 24 in 2012.
 - Out of the 178 care leavers who are 18 years, 144 (80%) are in education and training programmes, and 6 are in employment or apprenticeship. (Virtual School report dated 12/08/13)
 - The information about the 16-17 year olds (UASC and Indigenous) shows that 92% (UASC) and 71% (Indigenous) are in education or training.
 - There is an upwards trend in the EET performance amongst UASC care leavers (18-20 yr. olds) from March 2013 (288 care leavers (80%)) to October 2013 (326 care leavers (89%)). However, the position for indigenous care leavers is less strong at 54% EET as of October 2013.
- There have been significant increases in the number of adoptions: from 11 in 2011/12 to 24 in 2012/13 and we remain on track for 42 adoptions to be achieved by 31/03/14.
 - LAC Health: full day workshop with health partners, social workers, managers, commissioners, and care leavers was held in November 2013, from which further planning meetings devolved to agree commissioning arrangements for improved Designated Doctor and LAC Health Team service provision to indigenous and UASC LAC. In October 2013, 65% of LAC had had a health assessment in the last 12 months against a target of 90%. Immunisations: foster carers and social workers collecting full record of immunisations for each child from GP so that LAC Health Team will have comprehensive data of the immunisations completed and those remaining so that from January – March 2014 all immunisations will be brought fully up to date for each child.

4.15 Early intervention and Family Support

- Establishment of Multi-Agency Safeguarding Hub (MASH) with co-location of multi-agency teams from 14 October 2013.
- Major re-organisation of Council early intervention and youth services.
- Delivery of Family Power programme by voluntary sector and schools.
- Family Engagement Partnerships are established as the main route for delivery of stage 2 support for vulnerable families with at least one child

aged under 5. An average of 98 families per month referred for engagement and support.

- In 2013 630 Early Help Assessments were initiated to bring together multi-agency support for children and young people. 182 assessments have been closed and the remaining 448 children and families continue to be supported by an assessment. In total there are 831 open common assessment framework episodes.
- There are 462 families identified for support from the Family Resilience Service through partnership with other services; 185 families whose lives have been turned around from the commencement of the service in April 2011 to date.
- Early Help Pathways guidance developed.

4.16 Child Poverty

- Official statistics for child poverty show that the proportion of children aged under 16 living relative low income poverty in Croydon fell from 25.7% in August 2010 to 25.2% in August 2011. However we are working with partners on developing a basket of indicators to give us a more timely local view of child poverty rates, including applications for social discretionary fund awards and referrals of families to emergency food suppliers.
- Progress made on refocusing Family Learning delivered by Croydon Adult Learning and Training on areas of greatest need.
- Automatic registration process for Free School Meals worked very effectively for Autumn 2014 with all pupils applying for reception places registered automatically where relevant by start of term and pupils moving schools processed effectively. More progress is needed to monitor the registration gap between children who would be eligible for free school meals and those families which register.
- Audit of use of Pupil Premium Grants by Croydon schools has been carried out from published statements and Ofsted reports.
- Engagement with families place in temporary accommodation has been carried out to better understand what makes a difference in times of need.

Outcomes of engagement with young people and families

4.17 The objectives of the Children and Families Partnership engagement plan agreed by the Executive in July 2013 are:

- Consistent engagement of children, young people and families at a strategic level (in decision making and in the work of the Partnership);
- Consistent engagement of children, young people and families at an operational level and individual level (ie in service development, service delivery and quality assurance of services) to increase consistency;
- Active engagement of vulnerable and hard to reach groups rather than relying solely on self nomination for engagement activities;
- Promotion of engagement activities including the implementation of the youth participation strategy.

4.17. Outcomes from recent engagement events have supported the review of Partnership priorities and lessons learned from managing engagement activities will be used in planning future engagement work with children, young people and families. Examples are given below.

4.18. A Young people's Question Time event was held on 16 September 2013. The young people who attended used an electronic voting system to respond to a number of questions. In summary, the outcome of the votes show that the young people who attended:

- Felt safe in Croydon in the day but were concerned about their safety in Croydon at night;
- Felt that Croydon being A Safe Town was the most important part of the Vision;
- Were concerned about knife crime;
- Felt the Council and schools should concentrate on helping young people learn life skills;
- Felt boosting the local economy and the creation of jobs was important;
- Said clean streets were important to them.

4.19. In addition, the young people in the audience asked a range of questions of a panel including Cllrs Pollard, Bashford, Mohan and Hoar, Paul Greenhalgh (Executive director for children, families and learning, Croydon council) and Rob Atkin (Metropolitan Police). Question topics included:

- Use of stop and search in the borough and perceived unfairness
- Reduction in police resources
- How the Question Time event was resourced
- Positive activities for young people
- Encouraging young people to be interested in leadership and politics
- Countering stereotypes of Croydon young people
- Tackling crime
- Cuts in arts and culture
- Marketing youth provision
- GCSE aspirations
- Spend on shopping centres
- Jobs for young people

- NHS cuts
- Why Croydon isn't a city

4.20. A survey was carried out of Youth Parliament voters in Croydon to use in the development of the Youth Parliament. The top six issues supported by the 3,124 Croydon respondees were:

- Fund our youth services, don't cut them.
- To combat youth unemployment we believe that every local authority that faces youth unemployment rates of 20% or more should have to put into place a strategy for tackling this problem that includes investment in jobs, apprenticeships and internships.
- Apprenticeships are a vital opportunity for young people to decide their future and young people should be provided with plenty of information about them as part of careers education in school. More needs to be done to improve both the awareness and prestige of apprenticeships.
- Fair representation in the media. Young people are negatively portrayed through stereotypes in the media. Ageism against under 18s should be recognised as discrimination in the Editors code.
- There should be a zero tolerance policy to bullying in schools written by students in consultation with teachers and relevant professionals that includes advice and peer support for both the victim and the bully and better training for staff about bullying.
- Mental health services and education should be improved. Young people should be consulted on how this is done. Mental health education should be compulsory in our curriculum to provide information on common clinical conditions and to challenge stereotypes.

Partnership Review

4.21. Following the review of the Partnership we have agreed that greater impact on outcomes would be better achieved by focusing on a smaller number of priorities where we can make the most difference by working in partnership. For 2014-15 we have identified priorities where responsibilities are diffuse or for which improving outcomes have been particularly challenging historically.

Our Priorities for 2014-15

4.22. Our priorities for 2014-15 shown in the box overleaf reflect consideration of feedback from children, young people and families, the key areas for improvement and where we can make most difference by working in Partnership.

Croydon Children and Families Partnership priorities for 2014-15

- Reduce childhood obesity
- Improve the emotional wellbeing and mental health of children and young people.
- Increase the impact of early intervention
- Reduce bullying
- Strengthen the consistency of engagement of children, young people and families across partnership
- Close gaps in education achievement and improve key stage 2 attainment overall
- Increase participation in education, employment and training and improve outcomes at age 19
- Reduce child poverty and mitigate impact of poverty
- Improve integration of services for children and young people with learning difficulties/disabilities
- Improve health and education/training outcomes for Looked After Children

4.23. In section 5, we set out the key areas for action which will inform the detailed action plans we will put in place to achieve these priorities. First we acknowledge below the contributions to work with children and young people made by other partnerships.

Children and families priorities for other local strategic partnerships

4.24. In addition to the priorities which this partnership will be focusing on in 2014-15, there are a number of priorities in relation to children and families in Croydon where the strategic lead lies with other local strategic partnerships. The Children and Families Partnership will need to work closely with members of these partnerships to contribute expertise, influence action planning and challenge on progress.

4.25. The priorities of the **Croydon Safeguarding Children Board (CSCB)** for 2013-14¹ are:

- To strengthen our architecture to deliver early help
- Ensuring that thresholds, referrals, assessments are understood and that frontline practitioners are involved
- Ensuring that we have a strong Learning Improvement Plan and Practice
- Ensuring that the Quality Assurance process is robust
- Embed the whole family into practice

¹ Croydon Safeguarding Children's Board will agree its priorities for 2014-15 in April 2014

- Ensure strong communication strategy
 - Agencies wherever possible use opportunities to discuss with children and young people their views of services offered to them by individual and multi-agencies.
- 4.26. Information about the Croydon Safeguarding Children Board including the Annual Report for 2012-13 and Action Plan for 2013-14 is available at: <http://www.croydon.gov.uk/healthsocial/families/childproctsafe/cscb/>
- 4.27. The draft priorities the Safer Croydon Partnership in the Croydon **Community Safety Strategy** 2014-17 include:
- Violent Crime including Domestic Violence
 - Youth crime prevention.
- 4.28. In addition the Children and Families will be supporting the work of the **Safer Croydon Partnership** to improve young people's perceptions of safety in Croydon which has been raised as an issue by Croydon young people in a number of engagement activities. Information about the Safer Croydon Partnership is available at <http://www.croydon.gov.uk/community/safercroydon/safer-croydon>.
- 4.29. In addition to the health and wellbeing priorities shared with the Children and Families Partnership (including improving children's emotional wellbeing and mental health, and reducing childhood obesity and child poverty), the priorities for the **Health and Wellbeing Board** as set out in the Health and Wellbeing Strategy 2013-18 include additionally:
- Reduce low birth weight
 - Increase breastfeeding initiation and prevalence
 - Improve the uptake of childhood immunisations

Commissioning priorities for children's services 2014-15

- 4.30. The Council and Clinical Commissioning Group have achieved Cabinet agreement in 2013-14 for setting up an Integrated Commissioning Unit. Given the overall priorities for children and families across the local strategic partnerships as shown in the paragraphs above, the agreed priorities for commissioning children's services in 2014-15 are as below.

Joint Council and Clinical Commissioning Group priorities

- Implementing children's emotional health and well-being strategy.
- Improving health, education and training outcomes for Looked After Children:
 - Timely provision of initial and follow up health care assessments;
 - Introduction/development of a consistent mental health and wellbeing dimension to the initial assessment;
 - Improving immunisation uptake.
- Implementing single assessment and planning for children with learning difficulties and disabilities including transition to adulthood and development of local offer.
- Implementing jointly commissioned Speech and Language Therapy services.
- Implementing outcome of School Nursing Commissioning Review.

- Preparing for commissioning of health visiting and Family Nurse Partnership from 2015.
- Meeting the health needs of increasing numbers of children.

Clinical Commissioning Group's additional priorities for children's services:

- Improving procurement processes for children with continuing health care needs to drive up quality and safety.
- Implementing a pathfinder project to improve service access for children with asthma and to drive up quality, safety and efficiency.
- Completing the implementation of increased numbers of midwives to support improved outcomes in pregnancy and beyond.

Council's additional priorities for children's health-related services:

- Reducing childhood obesity through re-commissioning of the weight management contract, led by Public Health.
- Ensuring that children are safe from maltreatment, neglect and abuse (Croydon Safeguarding Children Board) and continue to strengthen children's social care.

5. Key Areas for Action

5.1 Below are the key areas for action in relation to each of the priorities of the Children and Families Partnership for 2014-15. The next step will be the development of targets and detailed action plans with leads and completion dates. Progress against these action plans will be overseen by the Partnership Executive who will escalate issues with progress against actions to the Partnership Board.

5.2 Priority: **Reduce childhood obesity – *Healthy Weight Strategy Group***

Areas for action:

- Implement newly procured child weight management services from start of April 2014 with robust contract management to deliver sustained weight loss for the cohort of children receiving the service.
- Strengthen and widen Healthy Schools programme to incorporate national changes to improve the quality of Food in Schools and physical activity agenda
- Contribute to the Heart Town 'Healthy Catering' project to increase the proportion of food outlets offering healthy alternatives.
- Initiate and develop Croydon's Healthy Weight Strategy (2014/2015)

5.3 Priority: **Improve emotional wellbeing and mental health of children and young people - *Emotional Health and Wellbeing Strategy Group***

Deliver the action plan in the strategy for the emotional well-being and mental health of children and young people including areas of action such as:

- Clarify expectations what universal services should take responsibility for at Stages 1 and 2 of Croydon's Model of Staged Intervention and the local offer at Stages 3 and 4.
- Increase the information provided from universal services to families, and children and young people in need of mental health services.
- Reviewing the current commissioning arrangements for CAMHS services including engagement with service users and develop a new commissioning strategy with robust service specifications which take an outcome and evidence based approach to commissioning.
- Widen Healthy Schools programme to ensure participating schools adopt a 'whole school' approach to supporting pupils' wellbeing and resilience with an emphasis on strengthening and building protective factors and incorporating the Food in Schools and physical activity agenda.

5.4 Priority: **Increase impact of early intervention - *Early Intervention and Family Support***

Areas for action

- Promotes effective use of Early Help Pathways guidance.
- Develop a single pathway of support for parents from conception to age three by bringing together health visiting, midwifery and children's centre services as part of Croydon's Primary Prevention plan.
- Strengthen the resilience of families with complex needs by delivery of intensive assertive outreach.

- Develop build capacity in practitioners to deliver early help through training and development plan.
- Make sure reducing domestic violence remains a high priority for the Safer Croydon Partnership.
- Further strengthen our Think Family approach.
- Improve monitoring of outcomes data to improve management information.

5.5 Priority: **Reduce bullying – Anti-Bullying and Engagement Group**

Areas for action:

- Strengthen and extend the use of Restorative Approaches as a strategy to reduced bullying across schools and youth settings.
- Implement the use of the 360 degree eSafety tool across Croydon schools to reduce pupil vulnerability to cyber bullying.
- Gather information and manage the use of data including from schools councils to further improve our understanding of bullying in Croydon

5.6 Priority: **Close gaps in education achievement and improve key stage 2 attainment overall - Learning and Inclusion Board**

Key areas for action:

- Strengthen leadership capacity in schools and improve the quality of teaching through provision of high quality support according to need and through partnership working.
- Develop programme of Continuing Professional Development for school staff including targeted programmes on specific aspects of underachievement at KS2.
- Support effective use of the Pupil Premium Grant including target setting to reduce the gap between these learners and their peers.
- Strengthening of borough networks to share good practice and support subject leaders in schools in analyzing their results and improving provision for pupils not meeting expected standards.
- Strengthen existing interventions to reduce exclusions and improve attendance in schools.

The key areas for action highlighted above are substantiated by further detail in the Education Quality and Standards Cabinet report of January 2014.

5.7 Priority: **Increase participation in education, employment and training and improve outcomes at age 19 – NEET Reduction Partnership and Education & Training Post 16 Group**

Areas for action:

- Improve tracking all young people aged 16-19 to ensure they are participating in education, employment or training, reducing the quantity of 'not known' destinations
- Improve identification of and support for those most vulnerable young people, who are NEET or at risk of becoming NEET, into appropriate participation
- Improve the availability and quality of careers information (IAG) for all young people through the development and delivery of partnership activities, including; events

(Youth/careers fairs) centralised resources (website and post-16 prospectus), sharing of good practice and information to improve the quality of advice

- Improve the quality of the local 14-19 offer by encouraging greater collaboration amongst local providers in curriculum development and delivery.

5.8 Priority: **Reduce child poverty and mitigate impact of poverty - *Child Poverty Group***

Areas for action:

- Increase flexible work opportunities in the borough through negotiations with key employers in partnership with Jobcentre Plus and the council's economic development team
- Continue to talk to families about what makes a difference in times of need, in particular in relation to housing and welfare reform, and use feedback to make service improvements.
- Improve communications of emergency support available to families by improving web information and information available in community centres or through the community and voluntary sector.
- Close free school meals registration gap (post KS1 from Sep 2015) to better than London average by working in partnership with schools and work in partnership with the community and voluntary sector to identify support for families in need in school holidays.

5.9 Priority: **Improve integration of services for children and young people with learning difficulties/disabilities – SEN Reform Board**

Areas for action:

- Work with parents, young people and partners, including schools, to develop, define and publish a Local Offer for Croydon so that families and young people know what opportunities are available to them and how to access them
- Review levels of demand, taking account of growth in the school population and changing profiles of need, to plan for future provision, including the continuing investment in additional specialist places in local schools.
- Complete the commissioning of an integrated Speech and Language Therapy service in line with the new duty on the Local Authority and CCG to jointly commission services for children with SEN and Disabilities and review the commissioning strategy for other therapy services.
- Develop a single assessment process and plan for children and young people aged 0-25
- Deliver improvements in transition to adulthood and independence for young people
- Make personal budgets available to families

5.10 Priority: **Improve health and education/training outcomes for Looked After Children - *Looked After Children Strategic Partnership***

Areas for action:

- Review the current commissioning arrangements and delivery of the LAC health service and develop a new service delivery pathway and commissioning strategy for future provision
- Improve % of LAC with appropriate immunisations
- Increase use of Strengths and Difficulties questionnaire and use of SDQ score to facilitate referral to Children and Adolescent Mental Health Services, and integrate the Strengths and Difficulties questionnaire with the health assessment
- Improve outcomes for looked after children at key stage 4.
- Improve Education, Employment and Training (EET) outcomes for indigenous LAC.

5.11 Priority: **Strengthen the consistency of engagement of children, young people and families across partnership – *Children and Families Partnership Executive Group***

Areas for action:

- Implement the Partnership survey of school age children. Key objectives are to collect information to fill data gaps (eg. around experience of bullying) and to avoid duplication.
- Audit existing engagement activities with council and in partner organisations
- Share learning and best practice on engagement systematically across the Partnership including learning from:
 - a joint engagement exercise is underway led by the Child Poverty sub group with families who have been placed in temporary accommodation to identify where partnership working could be improved and where service improvements could be made;
 - a joint engagement exercise is underway lead by the Child Poverty sub group with lone parents to better understand the barriers to getting into employment;
 - the Young Inspectors programme.
- Make sure that participants routinely receive feedback when they have participated in engagement activity demonstrating how their views have made a difference.
- Strengthen mechanisms for holding partners to account for engagement activities.

Equality Impact Assessment – analysing the effects on equality

**Appendix 2 to Item 8
Cabinet 10 February 2014**

Children and Families' Plan

EQUALITY IMPACT ASSESSMENT (EqIA)

SECTION 1: SUMMARY OF EQUALITY IMPACT ASSESSMENT (EqIA)

1.1	Details of the Policy, Strategy, Function, Project or Activity
	<p>Title of EqIA: Children and Families' Plan 2014-15 refresh</p> <p>Date of EqIA: January 2014</p> <p>State whether EqIA is on a policy, strategy, function, project or activity or a combination: strategy</p> <p>Indicate whether it is a 'new' or an 'existing' policy, strategy, function, project or activity:</p> <p><input type="checkbox"/> New yes</p> <p><input checked="" type="checkbox"/> Existing</p>
1.2	Details of the person responsible for the EqIA
	<p>Full Name: Maria Nawrocka</p> <p>Position: Service Manager, Children and Families Partnership</p> <p>Department: CFL</p> <p>Telephone number: Ex 63371</p>

1.3	What is the aim and objective of the policy, strategy, function, project or activity?
	<p>The Croydon Children and Families' Plan (CFP) is the strategic over-arching plan for all services affecting children and young people in Croydon. Whilst the plan is no longer a statutory requirement, Croydon Children and Families Partnership has chosen to continue to have a Plan as a way of ensuring that all agencies are jointly focused on achieving our high aspirations for the children and young people of Croydon.</p> <p>This plan was developed by the Croydon Children and Families Partnership. Members of the Partnership include Croydon Council, Health agencies, the Police, the Voluntary Sector, the Fire Service, Croydon early years settings, schools and colleges.</p> <p>The starting point for developing this refreshed Plan was a review of progress in 2013-14 against the priorities of the 2013-14 Plan which had been informed by a comprehensive needs analysis carried out in 2013. For 2014-15 the Partnership has chosen to focus in on a reduced number of priorities which had proved particularly challenging to progress in 2013-14 or those for which responsibilities are diffuse across partner agencies. A summary of the information sources used to focus the priorities forms part of this refreshed plan in section 4. This included consideration of the outcomes of engaging with young people in 2013-14. The Plan also includes key areas of actions in section 5.</p> <p>The objectives of the Children and Families Plan is to identify the areas where there is greatest need for partnership working to improve the lives of children, young people and families and where we can make greatest difference by working together in partnership.</p>

SECTION 2: SCOPING THE ASSESSMENT

2.1	What information is currently available about the different protected groups that the policy, strategy, function, project or activity is likely to effect? (for examples see guidance)
	<p>In 2013, Children and Families Partnership undertook a detailed Children's Services Needs Analysis which sits alongside the Joint Strategic Needs Assessment for the borough. A summary of the CSNA was included in the 2013-14 CYPP and the full CSNA is at http://www.croydon.gov.uk/healthsocial/families/ccfpartnership/ccfpartnership.</p> <p>The CSNA is an analysis of needs that inherently looks at differences in outcomes across particular groups; it includes both quantitative and</p>

qualitative information including the views of children, young people and families. Through the CSNA the Partnership identified the areas where there is most need for improvement but also, where information is available, the disproportional impact on particular groups.

For the 2014-15 refresh, the Partnership Board agreed that there should be high level review of outcomes across children's services as an update to the 2013 CSNA. In addition a deep dive needs and assets analysis is being carried out on children with learning difficulties and disabilities in the borough to inform future commissioning, due to report in Spring 2014.

The following findings from the 2013 CSNA are still applicable and action plans to address 2014-15 priorities are expected to address where additional action needs to be taken in respect of specific vulnerable groups, including those with protected characteristics.

Of the pupil population 59% are from BME backgrounds which is a higher proportion than within the population as a whole.

Looked After Children and Children with Learning Difficulties and / or Disabilities are at particular risk of under achievement across a range of outcomes.

The highest ethnic group within the looked after children population are Asian (29.5%) which reflects the high proportion of unaccompanied asylum seeking children. Looked after children: Looked after children:

- Are at greater risk of poor health outcomes including mental ill-health and teenage pregnancy.
- Performance of Looked After Children has been rising over the last few years; although it is significantly lower than their peers in Croydon, the achievement of Looked After Children in Croydon is better than the achievement of Looked After Children nationally.
- Are at greater risk of not entering education, employment or training than their peers.

Children with Learning Difficulties and / or Disabilities

- Are at risk of poorer health outcomes including emotional health and well being
- There are smaller attainment gaps between children with special needs and their peers than are reported nationally, however, they have not improved over the last five years.
- Pupils with SEN have attendance levels below the average
- Are at higher risk of not being in education, employment or training.

Children living in poverty (entitled to free school meals) are also more at risk of poor outcomes, including:

- Lower achievement levels
- Higher persistent absence
- Poor health outcomes

Addressing the differential outcomes of these three vulnerable groups is taken forward by cross cutting sub groups. The CYPP includes the specific action plans for improving outcomes for these groups.

At school there are differences in outcomes for different groups:

- At Key Stage 4 'Asian' and 'Chinese' pupils out-perform all other groups; the 'white' and 'black' pupils perform similarly.
- White British pupils are disproportionately persistently absent from school.
- Boys are just under four times more likely to be excluded from school than girls.
- Black Caribbean pupils make up 17% of permanent exclusions and 23% of fixed term exclusions but only 11% of the school population.

There are significant differences in outcomes across the borough. For example, there are higher levels of poverty in the North and West of the Borough and this is also mirrored in obesity levels.

2.2 What are your information gaps? For example service user data, or employment data on a particular protected group. What steps are you/have you taken to fill them as part of this assessment?

A particular gap in information is in relation to bullying due to the lack of a mechanism to collect reliable quantitative data in the groups most affected: a local solution to this is being put in place. There has also been a gap in information about young people that are NEET due to the number of those whose destination is 'unknown'; data collection systems are being improved to address this.

The Youth Council consults widely with their peers (aged 11+) and so is able to represent the views of young people to the Partnership. The views of younger children (under 11 years of age) and those that are 'hard to reach' are less likely to be included in Youth Council consultations.

2.3 Who have you engaged with (staff, service users, community groups etc)? Describe the methods of engagement you used What are the issues arising from the engagement? What are the outcomes of this engagement? What engagement did not or could not take place?

The Children and Families Plan has been developed by the Children and Families Partnership which includes all those working with children, young people and families in Croydon. The Board and Executive and the eleven sub-groups are all multi-agency and members include senior representatives from Croydon Council, Health agencies, the Police, the Voluntary Sector, the Fire Service, Croydon early years centres, schools and colleges. The sub groups work closely with the Youth Council to ensure that the views of children and young people inform

priorities and the action plan. In addition some groups have specific links to Schools Councils and the each sub groups also uses existing mechanisms within services to engage with children, young people and families.

The sub groups links to the youth Council are on-going and the views of children and young people will continue to inform the work of the sub groups going forward. The partnership is developing an engagement plan to ensure that a wider group of children and young people are involved in the work of the partnership.

The youth council priorities are identified through wide consultation across secondary schools in Croydon. These inform the priorities of the Partnership and the Partnership supports the youth council in taking forward their priorities.

In addition there are two specific engagement activities underway:

- With families placed in temporary accommodation in partnership with the Housing Strategy team to understand what aspects of the services they received made a difference and which aspects need to be improved.
- With lone parents in partnership with Jobcentre Plus to understand the obstacles to getting into employment.

SECTION 3: ANALYSING YOUR EQUALITY INFORMATION

3.1	From the information you have gathered (including information gathered to fill existing gaps) and the engagement you have undertaken how are each protected group affected (positively or negatively, or not affected at all)? What changes could be made to the policy, strategy, function, project or activity to mitigate a negative impact?				
Age					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
0–18 years	X			The objective of the Children and Families Plan is to improve outcomes for all children and young people in Croydon. The key areas for action are at Section 5.	

19-35			X		
36-65			X		
Over 65			X		
Disability					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Learning disability	X			Support for Children and young people with a learning difficulty and or disability is the responsibility of a sub group of the Partnership. A needs analysis is currently underway to inform commissioning priorities for this group.	
Physical disability	X				
Mental health	X				
Deaf or hard of hearing	X			The priorities for this area are included in the Children and Families at section 4 and key areas for action in section 5.	
Visually impaired	X				
Other, incl carers	X				

Gender/Sex					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Female				Where there is underperformance, or a particular need, for example performance of boys at school, the sub groups target support for this group.	
Male					
Gender reassignment					

Race/Ethnicity					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Asian	X			Where there is underperformance, or a particular need, among children and young people from a particular ethnic group in relation to a priority the sub groups target support for this group.	
Black	X				
White	X				
Mixed	X				

Other, such as Travelers	X				
Religious/Faith Groups					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Buddhist			X		
Christian			X		
Hindu			X		
Jewish			X		
Muslim			X		
Sikh			X		
No religion/faith			X		
Other			X		

Sexual Orientation					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Heterosexual			X	Addressing prejudice based bullying is a key focus for the Bullying group.	
Lesbian	X				
Gay	X				
Bisexual	X				
Pregnancy and maternity					
Pregnancy and maternity	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
	X			Reducing teenage pregnancy was a priority of the Partnership in 2013-14 and good progress has been made in this area as shown in section 4.	
Marriage and civil partnership					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Marriage/civil			X		

partnership					
3.2	From the information you have gathered and the engagement you have undertaken describe how the policy, strategy, function, project or activity actively enables the council to meet its public duties to:				
Advance equality of opportunity between different groups of people by removing or minimizing disadvantages	The objective of the Children and Families' plan is to ensure that all children and young people achieve their outcomes. Where there is a differential between particular groups the focus of the sub groups will be on targeting support for that group. For example, narrowing attainment gaps is a priority for 2014-15.				
Advance equality of opportunity between different groups of people by taking steps to meet needs	As above				
Advance equality of opportunity between different groups of people by encouraging participation in public life	As above				
Eliminate discrimination	As above				

Eliminate harassment	As above	
Eliminate victimisation	As above	
Foster good relations between different groups and communities by tackling prejudice	As above	
Foster good relations between different groups and communities by promoting understanding	As above	
3.3	Having considered the potential or actual effect of the policy, strategy, function, project or activity on equality make an informed judgment about what should be done (more than one may apply)?	
Outcome	Definition (more information is available in the guidance)	Judgment (Y/N)
Outcome 1: no major change	Your assessment demonstrates that the policy is robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups.	Y

Outcome 2: adjust the policy	This involves taking steps to remove barriers or to better advance equality and introducing measures to mitigate the potential effect.	
Outcome 3: continue the policy	This means adopting your proposals, despite any adverse effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate.	
Outcome 4: stop and remove the policy	If there are adverse effects that are not justified and cannot be mitigated, you will want to consider stopping the policy altogether. If a policy shows unlawful discrimination it must be removed or changed.	

3.4 Planning actions – please record all actions arising from the assessment, with clear targets, milestone and lines of responsibility.

Protected group ¹	Action (SMART)	Intended Outcome	Completion Date	Lead Officer	Lead Partner ²
R, d, so, g, rb, pm	In further development of Partnership performance management and reporting, make sure there is a focus on equality impact.	Enable Partnership Executive and Board members to provide robust challenge to sub groups on equality impact.	March 2014	Maria Nawrocka	Children and Families Partnership
R, d, so, g, rb, pm	Continue to make sure Partnership forward agendas address equality issues and differential outcomes whenever	Enable Partnership Executive and Board members to provide robust challenge to sub groups on equality impact.	March 2014	Maria Nawrocka	Children and Families Partnership

¹ Enter in this column which of the protected characteristics that the action encompasses: race/ethnicity (r), disability (d), age (a), sexual orientation (so), gender/sex (g), religion/belief (rb), gender reassignment (gr), marriage and civil partnerships (m), pregnancy and maternity (pm).

² If appropriate.

	these arise.				
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3.5 Please indicate the risks and what will be done to address them? Risks may need to be recorded in your risk register.

Risk/ issues identified	Action required	Resource implications	Timescales	Lead Officer	Expected outcome	Progress
Pressure on Partnership agendas means equality does not receive sufficient emphasis	Achieve agreement for forward plan. Challenge provide to sub group action plans	None	April 2014	Amanda Tuke	Maximising the impact of sub group action plans in terms of reducing inequality and promoting equality.	Underway.

SECTION 4: MONITORING AND REVIEW

4.1 Equality impact assessment is an ongoing process that does not end once a policy, strategy, function, project or activity has been agreed or implemented.

Question	Response
How will you measure the effects of the policy on equality?	The Children and Families Partnership Board and Executive regularly monitor the work of the sub groups and delivery against action plans. In addition it regularly receives Partnership performance reports which monitor progress against actions which impact on equality.
When will the policy be reviewed?	Annually

What type of equality information is needed for monitoring and how often will it be analysed?	Performance reports showing progress against priorities are produced for review by the Partnership Executive. Exceptions are reported to the Partnership Board.
How will stakeholders be engaged in the implementation, monitoring and review?	Currently through engagement with the Youth Council. This is being extended as part of the partnership Engagement Plan.

5.1	Before sending the EqlA to be approved by the relevant director use the following checklist to ensure the process is completed. The completed initial EqlA should also be checked.	
		Y/N
	The EqlA clearly outlines the purpose of the policy, strategy, function, project or activity? (initial and full assessment template)	Y
	The EqlA clearly outlines how the policy, strategy, function, project or activity relates to equalities and to the council's public duties? (initial and full assessment template)	Y
	The EqlA clearly outlines the evidence available and the information gathered for the assessment? (full template only)	Y
	The EqlA clearly outlines the community engagement undertaken for the assessment? (full template only)	Y
	The EqlA clearly identifies the impact on each protected group based on the information available and how the policy, strategy, function, project or activity enables the council to meets its public duties? (full template only)	Y
	Final judgement has been made based on the evidence available? (full template only)	Y

The EqIA identifies SMART actions and identifies risks? (full template only)	Y
The EqIA includes information on how the policy, strategy, function, project or activity will be monitored and reviewed? (full template only)	Y

SECTION 6: DECISION MAKING AND PUBLICATION

6.1	I agree with the outcome of the above EqIA and actions arising, and have integrated the outcome into the policy decision	
Lead Officer		
Name	Maria Nawrocka	
Signature	<i>Maria Nawrocka</i>	
Date	20.01.14	
Lead Director		
Name	Paul Greenhalgh	
Signature	<i>Paul Greenhalgh</i>	
Date	30.01.14	
Date sent to corporate equalities and cohesion team (data.equalities@croydon.gov.uk)		

THIS SECTION TO BE COMPLETED BY THE CORPORATE EQUALITIES AND COHESION TEAM

Publication Date (summary on website)	
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