

London Borough of Bromley :

Children and Young People's Plan 2009 – 2011

**DRAFT
(12.06.09)**

*"Securing the best possible future for all children
and young people in Bromley"*



The Children and Young People Trust

The Bromley Children and Young People Trust is a partnership of the following organisations:

- Bromley Hospitals NHS Trust
- Bromley Mytime
- Bromley Primary Care Trust
- Children and Families Voluntary Sector Forum
- Early Years Development and Childcare Partnership
- London Borough of Bromley
- Metropolitan Police Service (Bromley)
- Oxleas NHS Foundation Trust
- Primary and Special Schools
- Secondary Schools

Visit www.bromley.gov.uk/childrenstrust or email childrens.trust@bromley.gov.uk for more information



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Children and Young People's Plan 2009 – 2011

Welcome

Welcome to the 2009-2011 edition of the Children and Young People's Plan. It is firmly rooted in "Building a Better Bromley : 2020 Vision", the local community plan, and sets out our strategy for improving the outcomes of all children and young people and their families in the borough. We know that the services which the Council provides, working with its partners in the Children and Young People Trust, are important in influencing the life chances of our young people. These services are delivered through schools, colleges, children and family centres, health clinics, leisure centres and a whole range of statutory and voluntary organisations. Our task is to ensure that they are all properly integrated, and that they maintain their focus as appropriate on early intervention and prevention, tackling problems before they become magnified.

We are grateful to all those who contributed their views during the consultation period, including parents, carers, young people themselves and the representatives of the thriving private, community and voluntary sector of Bromley. As always, we welcome feedback on any aspect of the Plan, using the email address quoted inside the front cover.

(signature)
Gillian Pearson
Director of Children and Young People
Services



(signature)
Councillor Ernest Noad
Executive Portfolio Holder for Children
and Young People



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(1) Executive Summary

The **vision for children and young people** in Bromley, which recognises the vital role of parents and carers, is a key part of the Community Plan "Building a Better Bromley : 2020 Vision". The Children and Young People's Plan is an important element in the reform programme, "Every Child Matters", and has been a strong force locally in helping to drive forward the integration of children's services and establishment of the Children's Trust arrangements. This revised Plan takes account of Ofsted's 2008 Annual Performance Assessment of Bromley's Children and Young People Services and "The Children's Plan : One Year On", published by the Secretary of State for Children, Schools and Families in December 2008. It reflects proposed legislative changes to Children's Trusts by 2011, putting Trust Boards on a statutory footing and extending ownership of the Plan to all statutory partners. The foundation of the Plan is a needs-led approach, designing a cohesive network of appropriate, accessible, early intervention and preventative family support in local communities. Safeguarding children is a key element of our work, and the Plan recognises the role of the local Safeguarding Children Board in co-ordinating the contributions of a number of agencies towards promoting the welfare of children in the Borough.

Ofsted's **Annual Assessment of the effectiveness of our Children's Services** in 2008 judged the London Borough of Bromley to be making a good contribution to improving the lives of children and young people across all five Every Child Matters outcomes. Services are well managed, have a good capacity to improve further and promote good value for money. Important progress has been made in improving services and outcomes for vulnerable groups. There is a strong strategic commitment to partnership and multi-agency working, together with an accurate understanding of strengths and weaknesses. No additional priorities were identified.

The 2009-2011 Plan reviews progress across a range of **strategic developments**. These include capital investment in schools, to ensure that they provide an appropriate environment for learning in the 21st century; improvement in attendance at school and behaviour; the development of the Child and Adolescent Mental Health Service; enhancement of child protection arrangements in the light of London-wide developments in procedures and more rigorous requirements; the roll-out of integrated local services through Children and Family Centres and Extended Services in schools; the Parenting Support Strategy, recognising the vital role of good parenting in determining outcomes for children and young people; the Workforce Development Strategy which underpins delivery of the Plan, and the further development of the Youth Offending Team and wider provision for youth.

The **needs analysis** has been revised, incorporating the Joint Strategic Needs Assessment and the conclusions of relevant evidence, including health profiles, surveys and data sets. Population estimates are reviewed, together with trends in special educational needs and Looked After children. The review concludes that the key messages of the 2008 analysis remain unaltered.

Growth in housing development, subject to the impact of the wider economic environment, may reverse the downward trend in the school population. The review endorses a focus on: increasing the educational component of support for Looked After children; placing an increased emphasis on support for children in their early years, and their families; giving greater focus for long-term support of children with disabilities; and increasing school places in some parts of the Borough, whilst reducing them in others. The community has been consulted in a number of ways about the priorities which are important to them.

An analysis of national curriculum assessments and examination results for 2008 identifies priorities for **improving educational standards** in 2009/10. A **review of partnership working** highlights the important role of the voluntary and community sector, including through the Children and Families Voluntary Sector Forum. The **effectiveness of the Trust itself** has been reviewed and changes agreed to its organisation, in the context of Government proposals for strengthening Children's Trusts through legislation by 2011. **Engagement with users** in the design and monitoring of service continues to inform our commissioning plans, in accordance with "Get Involved", the Trust's Active Involvement Strategy. Our partners have identified the funds which they will be devoting to children and young people services.

Our **priorities** continue to reflect those of the Local Area Agreement in relation to children and young people, and performance indicators (including those from the national set) are monitored quarterly by the Council and the Primary Care Trust. A Summary Action Plan for 2009-2011, with tasks, milestones, deadlines and lead officers or agencies identified, addresses the following agreed priorities:

Be Healthy

1. Improve children and young people's health (low birth weight; teenage pregnancy; obesity).
2. Improve access to child and adolescent mental health services.
3. Address the health needs of children and young people with learning difficulties and disabilities.
4. Address the rising level of alcohol misuse amongst young people.

Stay Safe

5. Ensure proper vetting of people who work with children and young people.
6. Ensure that there are enough trained staff supporting children in need and children with disabilities.

7. Ensure the effectiveness of preventative services (children with learning difficulties/ disabilities; those in care; young carers).
8. Develop more locally available and affordable childcare provision.
9. Develop use of the Common Assessment Framework process.

Enjoy and Achieve

10. Reduce absence from school and improve attendance.
11. Ensure that young people from vulnerable groups access educational opportunities.
12. Provide support for children with special educational needs without formal "statementing".
13. Improve access to community leisure and recreation for young people.
14. Improve educational attainment at Key Stages 1 and 2.
15. Improve school buildings so that they provide the right environment for learning.

Make a Positive Contribution

16. Maintain improvements in the Youth Offending Service and reduce levels of re-offending.
17. Improve services for adolescents.
18. Improve transition planning for young people with learning difficulties and disabilities.
19. Ensure that young people leaving care successfully transfer to independent living.
20. Tackle the fear of crime among young people.
21. Put in place a boroughwide strategy for reducing bullying.
22. Ensure that young people are able to be involved in decision-making.
23. Reduce school exclusions, particularly for vulnerable groups.

Achieve Economic Well-Being

24. Increase the availability of suitable and affordable housing for vulnerable groups.
25. Provide support to parents of disabled children to enable the necessary adaptations to their houses.
26. Increase the proportion of young people over 16 with learning difficulties/disabilities in education, employment or training.

Service Management

27. Further improve the way we track performance and monitor progress in our services.
28. Improve the support and challenge to primary schools, enabling targeted schools to sustain improvement.
29. Develop the commissioning strategy.
30. Fully recognise the diverse needs of the Borough's community.
31. Ensure the recruitment of sufficient permanent social care staff.
32. Implement a workforce development strategy which promotes effective integrated working.

1. Context

The Council, together with the Primary Care Trust and their partners in the statutory, private and voluntary sectors, published their first Children and Young People's Plan in 2006. The requirement for a plan is an important element in the reform programme "Every Child Matters", and has been a strong force locally in helping to drive forward improved integration of children's services and establishing Children's Trust arrangements. *The Children and Young People Plan (England) Regulations 2005* require each Local Authority to undertake an annual review, to include the results of consultation and to publish the outcomes in an appropriate manner. Following the publication of the first plan, each subsequent plan is required to be published no later than six weeks after the end of the period of the previous plan. This revised document takes account of the previous year's Annual Performance Assessment (APA) and the Local Area Agreement for 2008/11. The timing of the publication, in June, will enable it to contribute to Ofsted's annual performance rating for the Council's children's services in 2009.

The document also takes account of the *Children and Young People's Plan (England) Amendment Regulations 2007*; the *Education and Inspections Act 2006*; the *Childcare Act 2006* and "*The Children's Plan: One Year On*" published by the Secretary of State for Children, Schools and Families in December 2008. It recognises the role of Bromley's Safeguarding Children Board in taking forward locally the "Staying Safe" agenda, co-ordinating the contributions of member agencies to safeguarding, and promoting the welfare of children. It also recognises the mutual dependence between Every Child Matters and the School Standards agenda, and the role of local authorities in supporting and challenging their schools.

The Government is planning legislative changes to children's trusts, putting Trust Boards on a statutory footing and extending the ownership of Children and Young People's Plans to all statutory partners. It also intends extending the legal duty to co-operate to schools and other bodies. Under these proposals, all areas will need to develop new plans for 2011. In accordance with Government guidance, this Authority's Children and Young People's Plan for 2006-2009 is rolled forward, pending the publication of a new Plan by April 2011. The CYPP remains a local authority plan, but the Children and Young People Trust Board is required to drive its development through partners and stakeholders.

2. Vision : “Securing the Best Possible Future for all Children and Young People in Bromley”

The Council, the Primary Care Trust and their partners in the statutory, private and voluntary sectors believe that improving the lives of children, young people and their families is the most important challenge they face. By investing together in the early stages of life, they will ensure that the Borough's young people are kept safe and secure, have the best chances to fulfil their potential, and that those facing obstacles are supported to overcome them. The vision for children and young people in Bromley, which recognises the invaluable role of parents and carers, is a key part of the Community Plan “Building a Better Bromley : 2020 Vision” published in October 2008.

The needs-led approach pioneered successfully by projects such as the Bromley Children Project and Bromley Early Support Programme is being developed to create a cohesive network of appropriate, accessible, early intervention and preventative family support in local communities. A priority is effective and timely access to specialist support, building a team around vulnerable children and their families. Such projects have proved the value of listening to children, young people, parents and carers. By responding to what they tell us and providing appropriate support near their homes, the partners are able to support families to enable their children to be happier, healthier, do better at school and lead successful lives. Integrated services in and around schools, and children's centres, will be key to the delivery of our agenda for children and young people. Safeguarding children is a key element of this work. The Council works closely with its partners to stop vulnerable children falling through the net and to ensure that all agencies meet their statutory duties through the local Safeguarding Children Board. The Council, with all its partners, will work with parents and others who have care of children, and will give help and guidance where necessary and appropriate.

(3) Measuring Progress in Improving Outcomes

1. Statutory Basis for Review

Ofsted is required under Section 138 of the Education and Inspections Act 2006 to undertake an annual review of each Local Authority's Children's Services and to award a performance rating for them. The rating awarded is also used for the Children and Young People's block of the Audit Commission's Comprehensive Performance Assessment of Local Authority services. For 2008, the Annual Performance Assessment made judgments under a revised, differentiated approach which determined the level of scrutiny required. There is a statutory requirement for Local Authorities to review progress in implementing their Children and Young People's Plans and to demonstrate their success in improving outcomes for children and young people. The 2008 review of the plan was adopted by the Executive Portfolio Holder for Children and Young People on 3 June 2008 and this formed part of the evidence for the Annual Performance Assessment. Other evidence included a specified set of published performance data and indicators; and a self-assessment against a judgement and grading framework.

The Assessment notes strengths, areas for improvement and any progress evident in the previous 12 months, particularly indicating where the work of the Council has made a measurable difference or where further development is required. The work of the Council's partners, such as Health and post-16 providers, is also recognised. The areas for development identified by the Inspectors were already being addressed in current plans.

2. Overall effectiveness of Children's Services (Grade 3)

The London Borough of Bromley makes a good contribution to improving outcomes for children and young people. It has been effective in bringing about improvements since the 2007 APA and the joint area review report published in October 2007. There has been good progress in outcomes related to being healthy and making a positive contribution. These aspects were judged as adequate in the 2007 APA and are now good. Provision of mental health support services has improved and is now good. Young people have good opportunities to contribute to and influence decision making. Educational attainment continues to be above average across all age groups and this is supported by an effective 14-19 strategy. Partners co-operate well to provide an increasingly relevant and interesting curriculum for older pupils. Most schools are judged in inspections to be good or better. However, the rate of improvement at Key Stages 1 and 2 is slower than nationally and a higher than average proportion of primary schools has been placed in a category of concern by Ofsted since the 2007 APA.

Children and young people's services are well managed, have a good capacity to improve further and provide good value for money. Important progress has been made in improving services and the outcomes for vulnerable groups. In particular, the youth offending services were previously inadequate and are now judged to be adequate and improving. Youth services were inadequate in the past and are now judged to be good. A strong strategic commitment to partnership and multi-agency working and an accurate understanding of strengths and areas requiring further development underpins these improvements. However, there is still further work to do on some intractable problems such as reducing levels of teenage conceptions. The Council's analysis of its strengths and areas for development is consistent with the admissible evidence and the Areas of Focus set out in the Summary Action Plan 2007-11 reflect the findings.

3. Major Strengths and Important Weaknesses

| Major strengths | Important weaknesses and areas for development |
|--|--|
| <p>Being healthy</p> <ul style="list-style-type: none"> • Well integrated provision results in good outcomes for most children and young people. • A good range of school and community based health promotion activities, in particular high engagement in the Healthy Schools programme. • Significant improvement in Child and Adolescent Mental Health Services provision and access, in particular for vulnerable groups. | <p>Being healthy</p> <ul style="list-style-type: none"> • Levels of teenage pregnancy remain higher than in similar authorities despite this being a priority for the Council and its partners. • Levels of obesity in young children remain high although are beginning to reduce. |
| <p>Staying safe</p> <ul style="list-style-type: none"> • Well developed Local Safeguarding Children Board (LSCB) with good engagement of partners in developing, delivering and monitoring clear and achievable priorities and objectives. • Good performance and outcomes for children and young people in most areas of safeguarding, in particular for Looked After children. | <p>Staying safe</p> <ul style="list-style-type: none"> • Significant fall in levels of referrals of children in need to social care services and low levels of referrals to the Common Assessment Framework process. |

| Major strengths | Important weaknesses and areas for development |
|--|---|
| <p>Staying safe (cont'd)</p> <ul style="list-style-type: none"> LSCB partners have promptly and effectively addressed and made significant improvements on all safeguarding issues raised within the Joint Area Review and the 2006/07 APA. | |
| <p>Enjoying and achieving</p> <ul style="list-style-type: none"> Consistently above average attainment in relation to national figures and better than average pupil progress in secondary schools. Above average attainment of children and young people with learning difficulties and/or disabilities and Looked After children. Lower than average exclusion rates. | <p>Enjoying and achieving</p> <ul style="list-style-type: none"> Higher than average number of primary schools placed in category of concern by Ofsted. The rate of improvement at Key Stages 1 and 2 is slower than that seen nationally. |
| <p>Making a positive contribution</p> <ul style="list-style-type: none"> Good range of initiatives, which enable children and young people to make a positive contribution and influence decisions that affect them, in particular through the Youth Council and school councils. Good systems in place to ensure the effective engagement of vulnerable children and young people, parents and carers in service design and monitoring; in particular for Looked After children and children with learning difficulties and/or disabilities. | <p>Making a positive contribution</p> <ul style="list-style-type: none"> High levels of re-offending by young people. |

| Major strengths | Important weaknesses and areas for development |
|---|--|
| <p>Achieving economic well-being</p> <ul style="list-style-type: none"> • Very strong 14-19 strategy, good partnerships between schools, colleges and employers. • Attainment at levels 2 and 3 that is higher than national figures and improving. • Higher than average proportion of young people, including Looked After children and care leavers, involved in education, employment and training. | <p>Achieving economic well-being</p> <ul style="list-style-type: none"> • The proportion of post-16 young people with learning difficulties and/or disabilities involved in education, employment and training is lower than the national figure. |
| <p>Capacity to improve including the management of children's services</p> <ul style="list-style-type: none"> • Track record of improvement as demonstrated in recent inspections. • Good and improving partnership and inter-agency working. • Strong strategic leadership, including the involvement of elected members, and increased capacity through recruitment to key posts. | <p>Capacity to improve including the management of children's services</p> <ul style="list-style-type: none"> • The support and challenge in primary schools has not been sufficiently effective to enable targeted schools to sustain long-term improvement. • High level of unfilled permanent social care posts. |

4. Summary of Grades (2006-2008)

| | 2006 | 2007 | 2008 |
|--------------------------------|-------------|-------------|-------------|
| Being healthy | 2 | 2 | 3 |
| Staying safe | 2 | 2 | 3 |
| Enjoying and achieving | 3 | 3 | 3 |
| Making a positive contribution | 2 | 2 | 3 |
| Achieving economic well-being | 2 | 3 | 3 |
| Service management | 2 | 2 | 3 |
| Capacity to improve | 2 | 2 | 3 |
| Children's services overall | 2 | 2 | 3 |

Key to grades: 4-outstanding; 3-good; 2-adequate; 1-inadequate.

1. Active Involvement Strategy

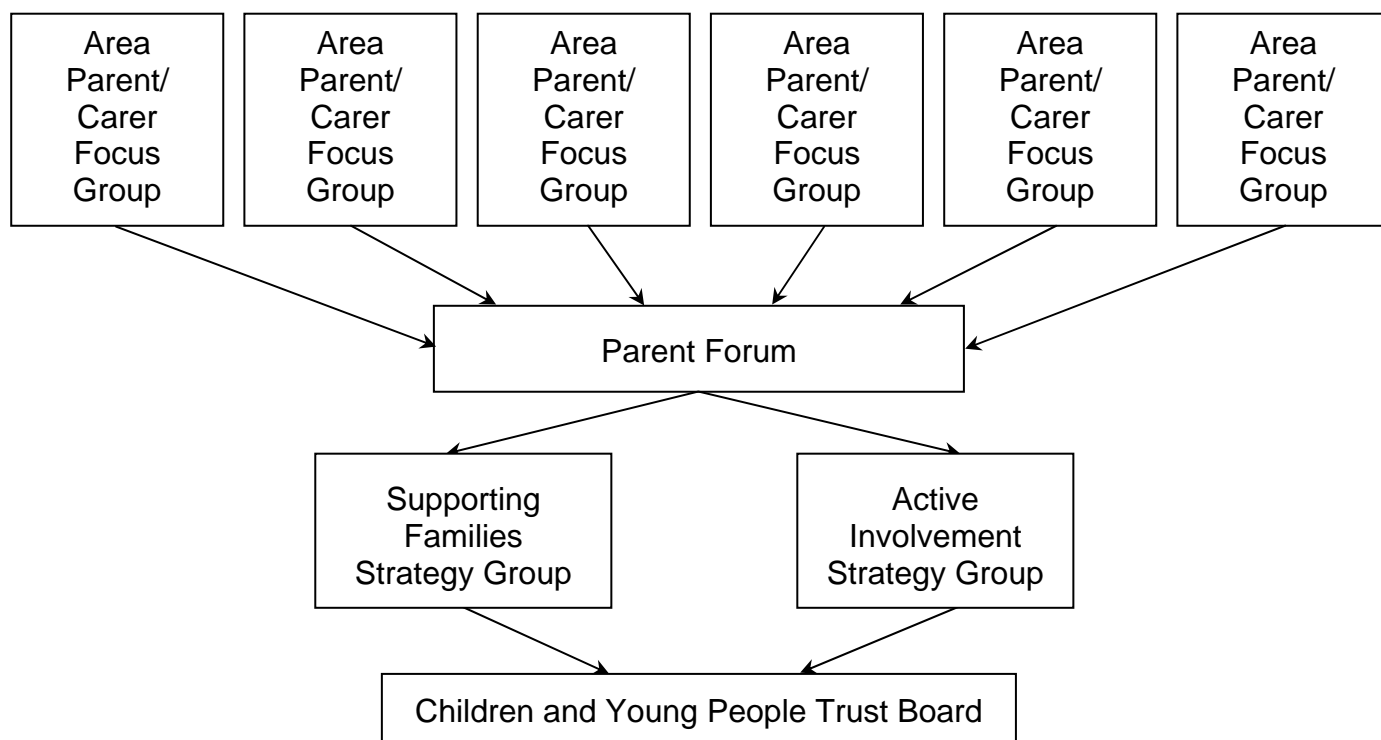
Children and Young People Services in the Borough have a strong tradition of effective engagement with service users and this has been acknowledged by Ofsted inspectors, including the most recent APA (2008). The challenge has been to bring strategic coherence to the wide range of mechanisms for engagement already in place and build on best practice, to ensure that users effectively influence service design and delivery. The Children Act 2004 places new duties on the Local Authority, and specifically on the Executive Member and the Director of Children and Young People Services, to involve children and young people in the design and monitoring of services to meet their needs. These new duties need to be undertaken in partnership with key agencies including schools, the Primary Care Trust (PCT) and voluntary sector.

The Youth Council, supported by the Youth Service, is a well-established forum for young people aged 13-25. It meets monthly to discuss issues of concern, organise events and take part in leadership forums. The manifesto priorities for the Youth Council in 2009 (Section 5) coincide with those of the community as a whole. It is developing formal links with elected Members and has two observers each on the Policy Development and Scrutiny Committees for Environment, and Public Protection and Safety. It is developing a "Shadow Executive", also to meet monthly. From May 2008, it has taken one of the two places for young people on the Children and Young People Policy Development and Scrutiny Committee. It appoints representatives to the UK Youth Parliament, The British Youth Council and onwards to the European Youth Council. Work is proceeding to forge links with School Councils, including through elections to the Youth Council.

"Get Involved!" is the approved strategy for Children and Young People Services and its partners for the active involvement of young people, parents and carers. Research published by the Department for Children, Schools and Families (The Impact of Parental Involvement on Children's Education, 2008) found that:

- Parental involvement in children's education from an early age has a significant effect on educational achievement, and continues to do so into adolescence and adulthood
- The quality and content of fathers' involvement matter more for children's outcomes than the quantity of time fathers spend with their children.
- Family learning can also provide a range of benefits for parents and children including improvements in reading, writing and numeracy as well as greater parental confidence in helping their child at home.

Approaches are also being developed to the systematic engagement of parents and carers within the borough's six 'community areas', building on the good practice of the Bromley Children Project, as follows:



The strategy also forms part of the Bromley Children and Young People Trust's proposed commissioning arrangements, to ensure that the views of CYP, parents and carers inform commissioning decisions. "Get Involved!" also takes account of the Government's "Aiming High" policy, which puts forward targets for the active involvement of young people over the next 10 years. The strategy establishes two key principles for the Trust, whereby working alongside children and young people, it will ensure that:

- All services (provided by Children and Young People Services and its partners) offer real engagement with children and young people, particularly those from disadvantaged and hard to reach groups, including Looked After children, those with disabilities, etc;
- Statutory requirements for services to be planned *with* and *for* service users are met.

Priorities for improving the involvement of children and young people are identified under the following headings:

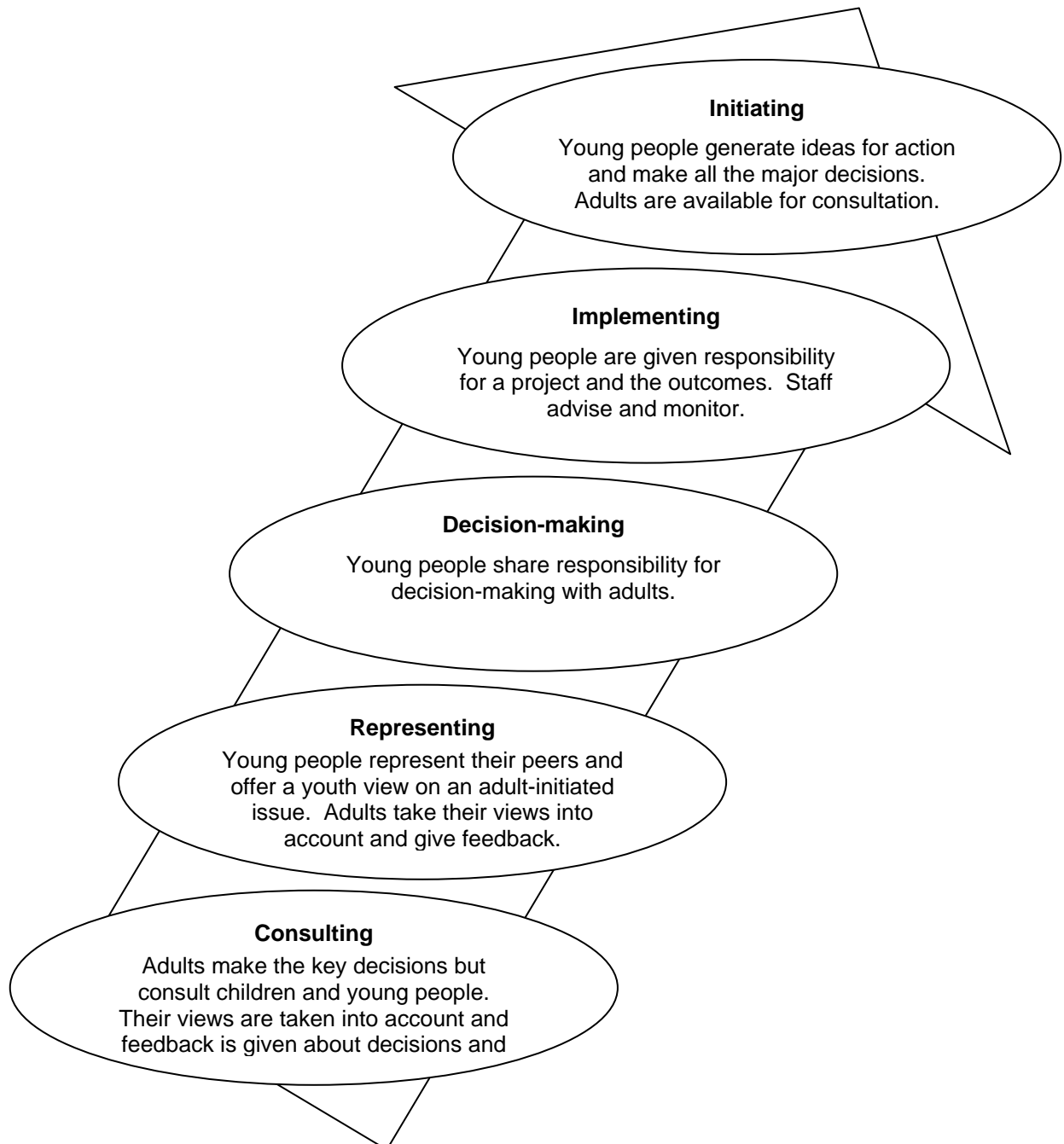
- improving opportunities and practice, by for example ensuring effective links between school councils and other fora;

- strategy, policy and coordination, ensuring that partner organisations commit to the national "Hear by Right" standards (adopted by the National Youth Agency and Local Government Association) and that service managers are supported in this work; and that key messages effectively inform service planning and delivery;
- leadership; raising awareness amongst key decision-makers of the value of involvement.

These broad priorities have been translated into a more detailed plan for 2007/10, the main activities being:

- Develop a toolkit for service managers, to support them in involving young people, building on good practice models (the Toolkit has now been published).
- Provide training for service managers.
- Develop systems for recording young people's involvement, ensuring that school councils and the Youth Council are effective vehicles for this work.
- Develop more effective communications with parents and carers, through for example mechanisms established by the Bromley Children Project, and home-school partnerships.

The following diagram illustrates varying levels of involvement from “Consulting” at one end of the scale to “Initiating” at the other. There are many examples of “Representing” in Bromley, while the Youth Opportunities Fund is a good example of young people being given responsibility for “decision-making”.



2. Asset Management Planning

2.1 Primary Capital Programme : Primary Strategy for Change

The Department for Children, Schools and Families has made a capital allocation to the Authority for 2008 to 2011 of £9,295,564 for the primary capital programme. The objectives of the programme are:

- securing primary schools equipped for 21st century learning, at the heart of the community, with a full range of children's services in reach of every family;
- delivering a strategic approach to capital investment, securing value for money, supporting national policy aims and addressing local needs and priorities;
- rebuilding, remodelling or taking out of use at least 5% of school buildings in the worst physical condition, and 20% of the worst condition buildings serving the most deprived communities;
- overall to rebuild, remodel or refurbish about half of all primary schools;
- focusing resources on deprivation nationally and in every authority, and responding to population changes;
- reconfiguring the primary school estate in response to demographic change.

The investment priorities identified in the local draft strategy include: school replacements; general improvements across a number of schools such as window replacement and toilet refurbishment; removal of surplus places at six schools; works to facilitate reorganisation, including the linking of infant and junior schools; improvements to kitchens and dining areas, and provision for primary-aged pupils with emotional and behavioural difficulties. Subject to DCSF approval, phased implementation of the investment programme is to begin in April 2009.

2.2 Building Schools for the Future

The Building Schools for the Future programme was launched in 2003 and represents a long-term national strategy for capital investment in all secondary schools, intended to transform education for students by providing 21st century learning environments. For Bromley, this could represent a capital grant allocation of up to £240m if all projects are included in the programme.

In accordance with the DCSF criteria, the following projects have been identified:

- **Project One** to focus on the five lowest achieving schools located in areas of greatest social need. Bromley contains Super Output areas in the north of the Borough which are ranked in the top 15% most deprived nationally. The Cray Valley wards are ranked in the top 20% most disadvantaged, and are characterised by a large population of settled travellers.
- **Project Two** to address the remaining areas serving the boundary with Lewisham and Greenwich and schools in Biggin Hill, set within a relatively isolated community in the southern fringe of the Borough and serving the New Addington area of Croydon, which is also within the top 20% of most deprived areas.
- **Project Three** to include the remaining schools (secondary and special) and the Pupil Referral Service (Grovelands).

Special schools are identified in each project; two are linked directly with proposals for secondary schools where they are on the same campus or in very close proximity. Geographical coherence has been taken into account using travel to learn patterns across the Borough, frequently dictated by public transport and major road networks. On completion of the projects, all schools and the Pupil Referral Service site will have benefited from the programme.

Table 1 - Prioritisation of Projects

| Project One | Project Two | Project Three |
|-------------------------------|------------------------------------|--|
| 1. Kelsey Park Sports College | 1. Coopers Technology School | 1. Langley Park School for Girls |
| 1. Cator Park School | 1. Marjorie McClure Special School | 1. Newstead Wood School for Girls |
| 3. Kemnal Technology College | 3. Hayes School | 1. Ravens Wood School |
| 4. The Ravensbourne School | 4. Charles Darwin School | 4. Darrick Wood School |
| 5. The Priory School | 5. Glebe Special School | 5. Bishop Justus CE School |
| | 6. Beaverwood School | 6. St Olave's and St Saviour's CE School |
| | 7. Bullers Wood School | 7. Riverside Special School |
| | | 8. Pupil Referral Service (Grovelands) |

2.3 Strategy for Capital Investment in Secondary Schools

In October 2008, the Children and Young People Portfolio Holder considered the outcomes from consultation on a proposed strategy for capital investment across secondary schools. This highlighted that the £12.97m available funding was a combination of DCSF capital grant and accrued and future revenue contributions from the Dedicated Schools' Grant, to be used to meet post-16 basic need priorities. Subsequently, £4.2m was released for the schemes at Newstead Wood School for Girls and Darrick Wood School, from a total of £4.81m which was available up to the end of the 2009/10 financial year. The Portfolio Holder also approved capital expenditure in 2009/10 identified for Hayes Secondary School of £1m (for a post-16 basic need capital scheme) together with funding £120,000 to establish an integrated unit for secondary-aged pupils with speech and language difficulties. The funding is to be released when received from the Department from Children, Schools and Families.

3. Attendance at School

One of the key priorities within the Children and Young People's Plan is to improve pupil attendance across primary and secondary schools. The whole authority attendance strategy has brought together all of the statutory and partner agencies whose work is key to supporting children and young people in improving school attendance. Attendance at primary schools in Bromley fell below the national average in 2005 and 2006 but improved significantly in 2007 and is now close to the national average, although more needs to be done.

| Attendance at primary schools % | Bromley | National |
|---------------------------------|---------|----------|
| 2003 | 94.32 | 94.20 |
| 2004 | 94.52 | 94.51 |
| 2005 | 93.90 | 94.58 |
| 2006 | 93.95 | 94.25 |
| 2007 | 94.51 | 94.83 |

Attendance at Secondary Schools in Bromley has remained close to the national average in recent years.

| Attendance at secondary schools % | Bromley | National |
|-----------------------------------|---------|----------|
| 2003 | 91.67 | 91.74 |
| 2004 | 92.17 | 91.97 |
| 2005 | 91.84 | 92.20 |
| 2006 | 92.18 | 92.09 |
| 2007 | 92.05 | 92.31 |

Source: Ofsted Annual Performance Assessment Dataset 2008

Members receive quarterly reports on attendance and subsequent data shows that the primary improvement has been sustained in Bromley, with the attendance rate of 94.7% in second quarter 2008/09. The corresponding figure for secondary attendance was 92.6%.

The Spike project is targeted at primary age pupils. This has already seen an improvement in attendance across the 12 schools identified within the Local Area Agreement Reward Target. The following table demonstrates the improvement made:

| Primary School | Attendance % Spring 2007 03.01.07 - 09.02.07 | Attendance % Spring 2008 07.01.08 – 15.02.08 | |
|------------------|--|--|-------|
| Biggin Hill | Not available | 95 | |
| Cudham | 95 | 91.5 | -3.5 |
| Downe | 86.4 | 95.3 | +8.9 |
| Gray's Farm | 89.3 | 92.1 | +2.8 |
| Leesons | 91.7 | 92.6 | +0.9 |
| Perry Hall | Not available | 96.1 | |
| Poverest | 88.04 | 93.98 | +5.94 |
| Oaklands Infants | 93.8 | 95.3 | +1.5 |
| Oaklands Juniors | 93.9 | 95.3 | +1.4 |
| St Mary Cray | 88.6 | 89.2 | +0.8 |
| St Paul's Cray | 83.4 | 92.2 | +8.8 |

Following consultation with the Schools' Forum and schools during the summer term 2008, it has been agreed to use the Dedicated Schools' Grant to extend the pilot project to all primary phase maintained schools during 2008/09.

The attendance strategy also identified truancy patrols as vital to supporting improvement in school attendance. Enhanced use of "fast track to attendance" across secondary schools has streamlined the legal procedure. In addition, parents who consistently fail to ensure that their children attend school regularly may be prosecuted under Section 441(1) of the Education Act 1996. During 2007/08, a total of 53 parents (in respect of 48 pupils) were summonsed.

4. Behaviour Strategy

The Children and Young People's Plan (2008 Review) acknowledged that young people's behaviour remained a significant concern to the local community, and set targets to address such issues as the fear of crime, bullying and school exclusion. It was also agreed that behaviour should remain a key partnership priority in the sustainable community strategy, "Building a Better Bromley : 2020 Vision".

The Children and Young People Trust Board (November 2008) received a review of the Behaviour Strategy and discussed in detail intervention activities in parenting, transport and schools, which form part of the strategy. The review indicates where progress has been made since the original strategy was developed in 2005 and outlines some new developments. Areas of focus include:

- Parents and the home, in which the Parenting Strategy and Bromley Children and Young People Family Project are highlighted.
- Food, nutrition and links to behaviour.
- Behaviour in the public realm, which includes the fear of crime, anti-social behaviour orders and behaviour on public transport.
- Positive activities for young people, which covers the Youth Support Service and the voluntary sector.
- The Youth Offending Team, including restorative justice and youth inclusion panels.
- Behaviour in schools in which exclusions, attendance and anti-bullying are highlighted.

Priorities for the current year are identified for each area. A new steering group has recently been formed, chaired by the Assistant Director for Community Safety, and this has been tasked with preparing and consulting on a revised strategy for promoting positive behaviour for the period 2009 to 2012. This is expected to be completed in the summer of 2009. In compiling the new strategy, the group will ensure that all other relevant strategies and action plans are cross-referenced in their application to children and young people. Key priorities and strategic aims for this focus area during 2008 to 2009 include:

- Establishing a revised staffing structure for the Behaviour Service.
- Embedding the procedures for secondary respite facilities for mainstream pupils.
- Establishing improved support, including respite, for primary-aged pupils with challenging behaviour.

5. Bullying : Prevention in Schools

Under the Children and Young People's Plan, the Policy Development and Scrutiny Committee (January 2008) considered a draft Anti-Bullying Strategy, and approval was given by the Portfolio Holder for wider consultation. The draft was welcomed by all those consulted, including through a conference organised by the Bromley Safeguarding Children Board.

Respondents to the consultation felt that:

- the document should be simplified into a policy statement and separate guidance, which could easily be updated;
- it should focus on schools, with other service areas developing further fit for purpose policies/guidance for their services, rather than attempting to have a fully generic policy.

Separate policy statement and guidance documents have therefore been adopted.

To ensure implementation of the policy by schools and adoption of best practice guidance, the Local Authority will:

- ensure that each governing body is aware of its legal responsibilities and that requirements are in place;
- support each school to create and implement its own whole-school anti-bullying policy;
- provide resources and support to implement programmes and initiatives which focus on anti-bullying strategy, and promote positive attitudes and behaviour in young people;
- provide professional development and training opportunities to assist staff and parents to widen their knowledge of bullying issues and develop expertise to address problems as they arise, as well as in a proactive way.

The Local Authority has also supported boroughwide initiatives during Anti-Bullying Week (November 2008) to highlight its commitment to zero tolerance and share good practice across schools. Racist incidents in schools, including those of racist bullying, are required to be recorded and reported to the Authority under the Race Relations (Amendment) Act 2000. Schools have been provided with a web-based system to assist with this statutory duty.

6. Child and Adolescent Mental Health Service (CAMHS)

Following an initial review of CAMHS during Autumn 2007, a more comprehensive review was jointly commissioned by Bromley PCT and the Local Authority in 2008. This was undertaken by an independent consultant and his report, together with 14 recommendations, were considered by the Children and Young People Trust Board in July 2008. A joint agency working group was established under the chairmanship of the Local Authority to prepare a draft action plan.

The plan sets out key recommendations and actions:

Medium Term

Responsibility for CAMHS is to transfer to Children and Young People Services, subject to a review of the complex commissioning arrangements currently in place. This includes the financial arrangements, enabling funds to be released for early intervention work at Tiers 1 and 2. With the objectives of releasing additional funds and reducing waiting lists, it is intended that a new service model be developed, with a view to a redesigned service being commissioned.

Short Term

A number of options is being considered to improve access to the service. These include pursuit of grant-funded opportunities for Tiers 1 and 2, through schools and Children and Family Centres. The review highlighted the success of the referral system for Looked After children, which had been designed specifically to meet their needs. Consideration is being given to the design of specific service models for other client groups, including children with special educational needs.

Recommendations for the development of the service also include improved communication to referrers, parents and young people; sign-posting to Children's Centres and other venues; improved access for hard to engage groups and better services for children with substance misuse issues. The plan also aims to improve services for Autism and Attention Deficit Hyperactivity Disorder, developing a care pathway which functions effectively.

7. Child Poverty

National Target

It is a national target to halve child poverty by 2010 and eliminate it by 2020. At present, it is estimated that 1 in 4 children in London live in poverty, with 22.7% living in households where nobody works. In London, the Government published "London's Children : Our Future Capital", which considers the importance of eradicating child poverty by giving children and young people opportunities to achieve their full educational and economic potential and, as a consequence, allowing children, families, communities and the economy to thrive. The report contains details of a new joint target for tackling child poverty in London and identifies the priorities and actions that will accelerate progress towards this goal. Tackling the causes and consequences of poverty requires action across all of the five Every Child Matters outcomes, to tackle three key factors of child poverty, namely:

- Reducing the number of children in **workless households**. Maternal employment rates are lower in London, and parents from outside the UK, in particular those whose first language is not English, have very low employment rates.

- Reducing **in-work poverty**. Many families are not accessing the benefits and tax credits available to them as working parents.
- Improving **educational achievement**. Children living in poverty are also less likely to achieve whilst at school and, once adult, are more likely to have low earnings, be less likely to work and are more likely to be offenders.

The role of local authorities is key to reducing the impact of poverty on children's lives: tackling the underlying causes and mitigating the effects through leading local action; engaging with and harnessing the resources of local communities to increase employment; preventing those at risk from falling into poverty, and improving life chances. The London Child Poverty Commission produced a guide to four key areas where it believes London boroughs can make a difference:

- Increasing **potential employment** in sustainable jobs.
- Expanding the **housing choices** available to families on low incomes.
- Maximising incomes through improving the delivery of **benefits and tax credits**.
- **Reducing attainment gaps** for children and young people in poverty.

Bromley Position

Whilst, in general, Bromley is a prosperous borough, six of Bromley's 22 wards contain areas ranked among the 20% most deprived in England. Twenty one per cent of Bromley families are lone parent households, with the highest proportions in Crystal Palace, Mottingham and Chislehurst North and Penge and Cator. Child poverty is being addressed locally through a number of cross-portfolio working groups, with members being drawn from all relevant service areas. Under the Children and Young People Trust, responsibility for directing service improvements in this area is held by the Supporting Families Strategy Group. Work is being undertaken to reduce attainment gaps through a number of strategies on parenting support and skills, school attendance and behaviour, and promotion of education and training to young people. Services are being designed to reach families, to encourage and promote social inclusion and alleviate factors contributing to poverty through the roll-out of the Common Assessment Framework (CAF), Extended Schools, Children's Centres and integrated service developments. This is supported by a significant staff training programme. Concerns around childcare affordability and local availability, and during school holidays, are also being addressed, and key to this is making sure that parents know more about what is available in terms of childcare options and financial support. This is being addressed within the Parenting Strategy Action Plan.

These developments are linked to activities being implemented by the Local Economy and Regeneration Service, who have developed a 'People into Employment' partnership, to support the parents of children experiencing child poverty into employment. Residents are either registered onto the project through the two Community Resource Centres (The Cotmandene Community Resource Centre in The Crays and Mottingham Community and Learning Shop), or via other channels such as The Bromley Field Studies Centre, Children's Centres, The Gypsy Traveller Project, Oxleas NHS Trust, Further Education Colleges or by telephone enquiry. The 'Stepping Up' programme, developed by Broomleigh Housing Association, aims to target people in temporary accommodation, providing them with training, advice and support to help them back into work. To improve housing choices, Bromley has introduced a choice-based lettings system which provides improved information on the range of options and solutions available. It also increases transparency to users of housing services, to prevent homelessness and reduce the use of temporary accommodation.

8. Child Protection

8.1 Annual Report on Safeguarding

The Bromley Safeguarding Children Board (BSCB) published its annual report in January 2009, setting out key outcomes from the work programme 2007/08. The London child protection procedures were revised in autumn 2007, to provide a significantly more comprehensive version to deal with the complex nature of child protection matters across London. BSCB fully adopted the London child protection procedures in November 2007 and formally launched their use within the Borough at an event involving over 100 multi-agency delegates in January 2008. Also in January 2008, the Authority ceased its use of the term "child protection register", pre-empting the national deadline of 1 April 2008. Children who suffer harm or are likely to suffer significant harm are now described as "subject to a child protection plan". A significant development in the Board's work was preparing to introduce Child Death Overview Panels and rapid response procedures for unexpected child deaths. Two serious case reviews were commissioned in 2008, both involving babies less than one year old. The detailed external, independent reviews explored the engagement of, and liaison between, agencies that were or could have been involved in the lives of these two children.

The Board recognised the need to find effective ways to communicate with its partners and other interested parties. The website www.bromleysafeguarding.org.uk was launched in 2007 and has steadily grown, with 1,974 hits in March 2008 alone. During 2007/08, 20 child protection courses were delivered, involving 376 delegates. The Safeguarding Board has undertaken a review of its objectives and priorities, using the national LSCB challenge and improvement tool.

The revised business plan for the Board incorporates developments including:

- improved partnership work;
- more effective engagement with community partners;
- effective engagement of children and young people in the work of the Board;
- improved decision-making through:
 - effective and transparent use of research and evidence;
 - monitoring and evaluation;
 - greater transparency in the way in which decisions are made.

8.2 Improvements to Child Protection Arrangements

The Authority's arrangements, under the Local Safeguarding Children Board, sit within a strong framework. This has been reviewed in the light of the more rigorous requirements of local safeguarding practices nationally, following the Haringey child protection case. These include:

- reviewing the effectiveness of local safeguarding arrangements, including challenging the practice of partner agencies;
- reviewing the recruitment, retention and support of frontline child protection staff, and the size of caseloads;
- assessing the impact of the Children's Social Care IT system and the amount of time frontline child protection workers spend with children.

The following improvements have been agreed in consultation with the Executive Portfolio Holder for Children and Young People, to ensure that services within the Borough offer appropriate safeguards for children who are the subject of a child protection plan:

- strengthening the programme of audits, which has been well-established within the Prevention and Safeguarding Division, from January 2009;
- reviewing the cases of all children subject to a child protection plan, to ensure that they are specific and measurable, and deliver child-focused outcomes;
- piloting a new role of Child Protection Adviser in the two district offices, to ensure greater scrutiny of child protection plans, investigations and threshold decisions;
- piloting a scheme to review independently plans made for children in need;

- ensuring that children are seen and spoken to alone during audits;
- piloting the introduction of the newly-qualified social worker scheme, ensuring that such staff have appropriate supervision;
- training frontline supervisors to ensure that they have the skills to challenge social workers to overcome over-optimism in the face of apparently compliant families;
- auditing supervision practice;
- establishing consultant practitioner posts within the Referral and Assessment Teams;
- developing a protocol with Legal Services to ensure effectiveness and challenge in safeguarding cases.

9. Childhood Obesity

In 2006, the National Child Measurement Programme of Reception and Year 6 children was undertaken for the first time. This is repeated annually to enable monitoring of the trends in obesity. In 2008, nearly nine out of ten children in Bromley were measured and 7.3% of Reception and 15.7% of Year 6 children were obese (compared with the national figure of 9.6% and 18.3% respectively). This is slightly less than the 2007 Reception figure of 8.4% and more or less in line with the 2007 Year 6 figure of 15.5%. There continues to be a close correlation between the schools with the highest prevalence of obesity and areas of deprivation in the Borough.

10. Children and Family Project

10.1 Children and Family Centres

The programme of phased introduction of Children and Family Centres began in 2004 with the development of three Centres (Community Vision, James Dixon and Blenheim). A second phase developed a further 13 Children and Family Centres. The Authority's strategy brought together the Bromley Children Project, the Extended Services agenda and Children and Family Services, to promote multi-agency support within communities matched to the needs of local residents. The 16 Children and Family Centres serve areas of disadvantage in the Borough and reflect those wards in the top 30% of the most disadvantaged nationally, based on indices of multiple deprivation. An evaluation of the progress made with implementation of phases 1 and 2 of the programme noted the following:

- All 16 Centres have been designated and 6 are fully operational.
- 9 of the remaining Centres are at various stages of construction and it is anticipated that these will be finalised and operational by January 2009.
- Darrick Wood Children and Family Centre will be completed in Spring 2009, as it is part of the scheme to develop the new Sensory Support Centre.

- Only 6 of Bromley's current 16 designated Children and Family Centres provide full child care, because this is not seen as the prevailing need for our communities. Bromley's Children and Family Centres provide services which are linked to the Children and Young People's Plan priorities. For example:
 - help for parents to effectively manage the behaviour of their children;
 - advice and support for childminders, including in some cases the use of facilities to aid the development of children;
 - child and family health services to address issues, such as childhood obesity, immunisations, speech and language support and advice in preventing teenage pregnancies;
 - advice to families to manage their children's transition from pre-school to reception;
 - provision of counselling to prevent the development of more significant individual and family problems.

The Centres in Phases 1 and 2 can be divided into three broad categories: high intensity, medium intensity and lower intensity. Services have been developed in a flexible way, through ongoing review and consultation with users, to meet the needs of working parents including fathers, as well as providing contact services for Looked After children and their families. The range of services includes Bromley Y (voluntary sector counselling service), Behaviour Services, Jobcentre Plus, Child and Family Health Services, Childcare and Family Support. Early successes have been evident in improving parenting through a range of challenging courses, getting parents back into work; ensuring that children's speech and language needs and other health needs are identified and addressed at the earliest possible stage, and providing a wide range of activities during the summer holidays to keep children engaged in constructive and positive activities. The statistics for April to September 2008 indicate that the six fully operational centres had a footfall of 14,600 parents and children.

The development of Phase 3 (2008-2010) Children and Family Centres is intended to provide improved access to services for Bromley families living in more affluent areas, and will be based on a thorough knowledge of need, the demand for existing provision and demand for further services. Services will be designed to minimise the risk of poor educational attainment, behaviour, attendance at school and parenting. A particular emphasis will be placed on working in partnership with the Youth Offending Service, the Pupil Referral Service and the Youth Service to tackle anti-social behaviour, youth offending, key health inequalities, and the expansion of positive activities for young people. Work will be undertaken with young parents and fathers in relation to improving parenting capacity and responsibility where it currently falls short.

This is in line with the priorities identified in "Building a Better Bromley : 2020 Vision" to develop early intervention and prevention, especially through services in the community and family based settings. Key issues and themes emerging from consultation are:

- Local Primary Schools have a vital role in the provision of Phase 3 Children and Family Centres and the identification of needs within community areas.
- Significant concerns have been expressed by some Ward Members with regard to the potential cost of Phase 3 Children and Family Centres and their ongoing sustainability, should government grant be reduced or cease.
- The relative lack of accessible services available within larger, more rural wards.
- Local Libraries have a vital role to in the provision of Phase 3 Children and Family Centres, particularly as service information and access points.
- Provides an opportunity to use grant funding to improve existing Council sites (eg libraries, schools, youth centres and YOS buildings) for greater service access and provision.

10.2 **Extended Services in Schools**

In June 2008, the Children and Young People Portfolio Holder agreed to consult on a revised strategy for delivering extended services through schools in the Borough. The report outlined the approach to providing the core offer of:

- Childcare on or off the site
- Swift and easy access to services
- Parent support
- Out-of-hours provision
- Community access.

These services are provided through a grant from the DCSF totalling:

| | |
|---------|------------|
| 2008/09 | £1,270,216 |
| 2009/10 | £1,606,110 |
| 2010/11 | £1,353,112 |

Previously, similar funds had been delegated to schools on an annual basis for them to commission services from the voluntary sector, the Primary Care Trust and other providers. Head Teachers and voluntary sector providers had, however, expressed a wish to see a three-year central strategic approach to commissioning and providing the services. The development of localised services for children is a key part of the early intervention and prevention focus of the Children and Young People's Plan. Agreement to use the grant funding in this way will enable a centralised approach to the commissioning of services through schools.

11. Commissioning Strategy

In April 2008, the Portfolio Holder for Children and Young People approved the commissioning strategy for the Authority, which builds on the identified priorities within the Children and Young People's Plan and provided the basis for future development of a secure commissioning framework for the Trust. The strategy, which was subsequently endorsed by the Trust in July 2008, includes:

- how services will be commissioned, including the supporting aims, principles and processes for commissioners and providers;
- a statement of commissioning priorities, ie what the Children and Young People Service seeks to commission.

An audit of current arrangements identified contracts, grant and service level agreements of an approximate total value of £21.9m. The cash value is wide and ranges from £450 for a school improvement consultant to £1.167m relating to the new three-year Connexions contract. Within the total value, spot purchasing arrangements total approximately £17.6m. In addition, a further £151.5m from the Dedicated Schools' Grant is used to 'commission places' from Bromley schools and early years providers.

The Portfolio Holder (January 2009) approved the commissioning priorities for 2009/10, building on the outline priorities set out in the Children and Young People's Plan. This included areas of new commissioning, together with future commissioning intentions for those contracts and service level agreements with private, voluntary and statutory agencies which are due to end before 21 March 2010. The need to commission new areas of service resulted from either further needs analysis to inform service priorities, or from government requirements for changes to existing service delivery.

These areas are:

(1) **Bromley Children and Families Project**

(a) **Children and Family Centres: Phases 1 and 2**

Staff running the centres and providing child care are appointed directly by the Local Authority, except where the private and voluntary sector are already providing pre-schools. Services within the centres will be commissioned. Services include parenting classes, counselling, Child and Adolescent Mental Health Service (CAMHS), health visiting, speech and language therapy.

(b) **Children and Family Centres: Phase 3**

Future services required for the centres are to be identified and developed by area coordinators. Services include parenting classes, counselling, CAMHS, health visiting, speech and language therapy.

(c) **Extended Services within schools to meet the 'Core Offer'**

Services will continue to be developed over the funding period 2008-2011 to meet Statutory Guidance and specific needs identified within each community area. This will include:

- breakfast and after school clubs/sessions
- Child and Adolescent Mental Health Services (Tier 1)
- counselling
- family and parenting support.

(2) **Children's Social Care**

(a) **Family Group Conferencing**

This service is for the provision of independent facilitation of family meetings to establish care/support arrangements as an alternative to care proceedings, or to assist the return of children back to their birth family. The service is required to be delivered for all cases which may enter care proceedings under the Public Law Outline (PLO).

(b) **Pre-Court Assessment Service**

When the Local Authority is considering obtaining a care order for children, it is required to complete a process of formal parental assessment under the Public Law Outline, prior to going into proceedings. This service will consist of both community-based and residential assessments.

(c) **Vulnerable young people/care leavers (supporting people)**

This service is being developed to provide additional support to young people aged 16 to 21 years in semi and independent accommodation who require additional support to help them develop practical, independent living skills. This will be for young people who are particularly vulnerable and/or who have special needs, but do not meet the criteria for Adult Social Care services.

(d) **Early years and childcare provision within the private and voluntary sector**

Although the Childcare Sufficiency Report in 2008 did not identify any areas where an increase in services is required, new service providers are sought as current providers drop out of the market.

(3) **Integrated Youth Support Service**

(a) **Promoting positive activities for young people, based on two ring-fenced grants (London Development Agency and Positive Activities for Young People)**

These grants are intended to support organisations working with young people, including to:

- “promote more places to go and more things to do”
- reduce offending behaviour, and increase youth involvement and participation in positive activities.

(4) **Joint Service for Disabled Children**

(a) **Short breaks for disabled children and young people and their carers**

Following extensive consultation with disabled children and young people, and their parents/carers, new Short Term Break services (comprising residential, day care and home based provision) will need to be developed, involving commissioning processes. This will strengthen the support currently provided to parents and carers with disabled children.

12. The NHS Bromley Strategic Plan (2008-2013) has been developed from the assessment of health needs identified through the Joint Strategic Needs Assessment, together with a number of other key drivers. This has resulted in the identification of the Priority Health Outcomes. NHS Bromley will continue to monitor and report on a wide range of strategic and operational targets, in particular those related to the major service changes as a result of the "Picture of Health" programme. The commissioning intentions arising from the Priority Health Outcomes relate to the population as a whole. However, they include the following which impact particularly on children and young people:

- Average Index of Multiple Deprivation Score: the focus will be on addressing the disparity between the highest and lowest wards, as well as the average.
- MMR Immunisation by 5th Birthday: NHS Bromley has developed an action plan for immunisation, to improve the comparatively low local rate.
- Caesarean Section Rates: action will be taken to address the rate, which has risen to 30%, and the comparatively low ratio of midwife to patient.

NHS Bromley is committed to working with the London Borough of Bromley in developing the Mental Health strategy, and other aspects of children's services. The contracts relating to children and young people are being identified for inclusion in the Trust's commissioning database, to aid joint planning.

13. Common Assessment Framework

The Children Act 2004 established a statutory duty on local authorities to make arrangements to promote co-operation between agencies, to improve children's well-being, through the introduction of a Common Assessment Framework.

The Framework is intended to be used as an holistic assessment of need to support multi-agency working and should be implemented by all children's services authorities by March 2009. It will support the delivery of the priorities set out in the Children and Young People's Plan and "Building a Better Bromley : 2020 Vision", which highlight the importance of early intervention and prevention, especially through community and family-based settings. The multi-agency CAF team became operational in October 2006, with responsibility for:

- embedding the use of the assessment tool across all key agencies within the Borough by March 2009;
- providing appropriate training, support, advice and information for staff and stakeholders using the framework;
- offering a chairing facility for complex "Team Around the Child" meetings;
- the management of information systems relating to CAF;
- the provision of regular reports to the Bromley Children and Family Project Board, Senior Management Team and Members;
- the implementation of the national eCAF system;
- ensuring that the Borough benefits from good practice models and pathfinder information.

The Children and Young People Portfolio Holder noted progress in developing the framework in February 2009. The framework was gaining momentum and 151 CAFs had been completed since April 2008. The bulk had been undertaken by practitioners from the Education and Health sectors, although a variety of other professions were also involved in carrying out and receiving common assessments. The evidence is of early success in resolving problems at an earlier stage, resulting in better outcomes for children and families and improved value for money. The development of Children and Family Centres within the Borough has begun to contribute to a steady increase in the engagement of statutory and voluntary sector professionals with vulnerable children and families in local settings. Early intervention assessments, through a single point of access, is providing more effective outcomes at a lower cost. The CAF team is able to provide advice and support to practitioners around child protection thresholds and identify possible child protection issues within individual cases.

A significant challenge for the future is for all sectors to deliver the changes required for holistic assessments and partnership working with families. This demands a range of different skills and a new way of thinking for many practitioners. For example, school, health and community-based staff are required to consider how children's experiences at home and within the community affect their behaviour in the classroom. The Primary Care Trust is contributing the cost of one post (£42,700) towards the total running costs of the CAF team of £200,000 per annum.

A CAF was completed in respect of an eight year old boy, who was displaying sexualised behaviour within school and challenging behaviour within the home. During the multi-agency meeting, plans were put forward by three separate agencies to engage the mother in parenting support and advice, involving a lot of duplication of effort. The Child and Adolescent Mental Health worker present at the meeting agreed that the support should come from that service alone, to prevent inconsistency and overlap. In conclusion, it might seem that some of the tools and processes increase workload, but this example demonstrates how time can be saved.

14. ContactPoint (A database to provide an online directory for professionals working with children and young people)

This national initiative to help ensure co-ordinated support is to be delivered at local level and Government grant has been given to local authorities to facilitate this process. In Bromley, the preparations for the implementation of ContactPoint is being led by the Information Systems Manager, supported by a small team of data officers to ensure the quality of information. Work has included checking data accuracy, adapting existing case management systems, identifying potential users, raising awareness and planning training. It is recognised that there are children who may need their details to be hidden on the system, to prevent their location being identified. These children are at risk of significant harm, for example they might be victims of domestic violence. A process is in place for identifying children's records which may need to be *shielded*, under strict and specific criteria. It is intended that Bromley be in the first wave of deployment in 2009 and was rated second in London by the Department for Children, Schools and Families for its state of readiness.

15. Disability

15.1 Joint Disability Service

Aiming High for Disabled Children (AHDC) is a national transformation programme for disabled children, jointly delivered by the Department for Children, Schools and Families and the Department of Health.

AHDC provides a statement of the standards which families of disabled children can expect across the country from local services. It has supported substantial new funding and measures which are designed to make the system work better. A "Core Offer" includes the achievement of child-centred co-ordinated services, information and transparency, assessments, participation and feedback. A new indicator is aimed at measuring the satisfaction of parents with disabled children in the services they are receiving. Within Bromley, an audit has identified significantly increased numbers of children with complex disabilities, including autism. This Authority spends nearly twice as much as the England average on independent special school placements and numbers and costs are rising. A number of borough units which take children with severe learning difficulties and disabilities and are attached to mainstream schools are in Ofsted categories of concern. A number of units are reporting that they are finding it difficult to cope with children with more complex disabilities and learning needs and some units are only offering part-time placements. Other units are not offering a suitably differentiated or specific enough curriculum to ensure full engagement and access for children with the most complex needs.

The Children and Young People's Plan makes commitments to ensure that integrated services are available to disabled children and young people and that the recommendations of previous inspections are addressed. Local priorities to address need are set out in the Summary Action Plan (Table B).

Plans are in hand to secure new provision for children with autism on the Woodbrook site in Beckenham, as a development of the new Riverside School. In 2008, the Assessment Communication Team was established as a pilot, working closely with Bromley parents in partnership service with the aim of following up in a family-friendly way disagreements around the statutory process. This pilot has achieved local resolution and has significantly reduced the numbers resorting to Tribunal to resolve disputes. It is proposed that a Specialist Disability Service for complex needs is developed and capacity is built within the current Complex Needs Change Team in Bromley to offer early intervention and timely in-borough support through a single referral route and Specialist Disability Panel for individual children. A model is also being developed through the Complex Needs Change Team to work closely with borough unit provision to ensure high quality outcomes for children with more complex needs and ensure early intervention and advice.

15.2 Improving Lives – Supporting Families

This strategy is being developed by the Children and Young People Disability Strategy Group, a multi-agency working group of the Bromley Children and Young People Trust. It addresses the needs of children and young people from birth to 19 years of age with disabilities and/or complex health needs. The strategy aims to improve disability services across the borough to ensure that disabled children and their families receive the high quality support they deserve and expect. It builds on things which are already being done well and applies lessons learnt to service areas where agencies could do better.

The local vision for the outcomes of disabled children and young people and their parents and carers encompasses national and local policy statements:

- Disabled children and young people are able to participate in local activities and make full use of community facilities in their area.
- Young people aspire to achieve economic well-being and independence and are supported during their transition into adulthood.
- All education, health and social care services are organised around the children, young people and their families in a co-ordinated way, based on successful multi-agency assessments and partnerships.
- Disabled children and young people and their parents and carers are fully involved in all decisions affecting them and are empowered to participate in designing services.
- The well-being of disabled children and young people is actively promoted within all services.

More and better managed information is needed about disabled children and young people. While the knowledge about the needs of children with a Statement of Special Educational Needs is good, there could be improvements in the collection of data about pre-school children, pupils on School Action Plus and young people aged 16-19. Consultation with parents has identified an unmet demand for childcare, after-school clubs and leisure activities suitable for disabled children and young people. The provision of short breaks is to be expanded over the next few years, broadening the range of breaks on offer to provide choice and flexibility. The way families receive information about services could be improved, to enable them to make more informed decisions and raise awareness of where to turn for help and advice. Children, young people, parents and carers who use disability services should have more opportunities to be actively involved in how these services are planned and delivered. Many of the needs identified in the draft are to be taken forward by the Joint Disability Service.

16. Equalities

A theme throughout this Plan is the need to deliver measurable improvements for all children and young people across all five Every Child Matters outcomes. This means tackling tackling inequalities and narrowing groups by strengthening support for families and communities, to schools and other providers of services. The priority is to ensure that all children and young people are able to achieve their full potential educationally, and that vulnerable groups such as Looked After children receive the support they need.

The Council and its partners acknowledge their duties to promote equality of opportunity under the Race Relations Act 1976. The service is undertaking a programme of equalities impact assessments in accordance with Council-wide plans. These identified considerable good practice already in place to support the equalities agenda, but also further actions to ensure that this continued to be a priority, and to ensure that all services are accessible to all children, young people and families.

From December 2007, primary and special schools have been required to produce disability equality schemes, following the requirement which applied to secondary schools since December 2006. These are required to demonstrate how the school will assess the impact of its policies and procedures on disability equality, and the steps it plans to take to meet its duties. Schools have had a duty to report racist incidents to the Local Authority since 2000. Updated guidance has been issued to schools regarding reporting of racist incidents. This guidance cross references to the Prevention of Bullying in Schools strategy. Schools have been asked to complete the Reporting Racist Incidents form and return it to the Authority as the incident occurs rather than annually, and reporting such incidents is in the process of being modernised through the introduction of a secure website. On a termly basis, reported incidents are reviewed by the CYP Equalities Forum, to monitor and review reporting and to identify trends. An annual report is produced for consideration by the Children and Young People Service Senior Management Team.

17. Family Focus

A team of five staff is working to support the most vulnerable 12 to 17 year old children and young people at risk of being without accommodation, and/or to support their rehabilitation home. The Council is currently recruiting a group manager and a family therapist to the service. Family Focus work has achieved a number of successful outcomes and collaborates closely with front-line services, and in partnership with other agencies, to support positive outcomes for children and young people who need this high intensity support service.

18. Fostering Service

The Authority's annual inspection of its Fostering Service took place in January 2008 and the outcome considered by the Children and Young People Portfolio Holder in April 2008. The Service was judged as providing good outcomes. It is deemed to promote the health and development of children in placements to a good standard. It has sound recruitment and selection procedures for appointing staff, carers and panel members and the Service has made improvements in administering Criminal Record Bureau checks and renewals. Unannounced visits to carers are taking place and the number of annual reviews has improved. Foster carers support children in getting to schools, attend Personal Education Plan meetings, help children with homework and liaise with teachers. Young people are encouraged to take part in a wide range of social activities.

Family contacts and friendships are encouraged and consultation with young people is promoted so that their views can be heard. The service encourages young people towards independence and carers help prepare them for independent living and adulthood. Pathway plans are monitored in relation to training and employment. The organisation of the service is good, with effective monitoring procedures in place, including the register of complaints and concerns. The inspectors made a small number of recommendations to

help promote an even higher standard for the service. These included improvements to the procedure for notifiable incidents, organisation of foster carers' records and a review of training arrangements.

19. Governor Services : Review

In November 2007, Members endorsed a recommendation that a review of Bromley Governor Services be conducted, given the increasing demands made on governing bodies in relation to changes in legislation affecting schools. The review was undertaken by an external consultant during the spring and summer 2008, who considered, amongst other matters, the structure of the Learning and Achievement Service and how the Governor Services Team might best fit to support leadership, development in schools and the School Improvement strategy. The possible expansion of the training and development programme for governors to reflect their strategic role was also considered. A report highlighted the main issues identified through the review and made recommendations to address them. These included:

- the integration of services and support within the School Improvement Team: aligning the work of Governor Services with the Senior Adviser Team, allowing senior advisers to play a more active role in supporting and challenging governance in the schools to which they are linked;
- training for governing bodies and governors: expanding the emphasis on emerging priorities, including a mandatory introductory course for all governors and for chairs of governors;
- providing advice, support and information to governors, developing a range of model documents and templates of useful information for governors and Head Teachers;
- developing and improving clerking: enhancing the role, to enable them to play a more proactive part in governance.

20. Housing and Young People

Since the Homelessness Act 2002, the Authority had a duty to offer housing advice and support to this new priority need group. The Support and Resettlement Young Persons team has been set up to deal with all 16/17 year olds with housing issues and continue to foster good relationships with other partner agencies such as Connexions, Latch, the Leaving Care team, Youth Offending Team, etc. With the aim that in the future Housing will be responsible for commissioning support services, this will give the opportunity for a more holistic approach to working with children and young people and their families.

Future developments and priorities include:

(1) **Preventing homelessness and repeat homelessness through a specialist and co-ordinated multi-agency one stop service for young people**

- Expand the services of the Support and Resettlement Young Persons team to include 18-25 year olds.
- Identify key partners and agencies to establish a one stop approach to service provision for young people, to include access to specialist services.
- Establish a case conferencing system for young people with multiple needs.
- Introduce the Common Assessment Framework for assessment of all young people.

(2) **Identifying risk factors for young people becoming homeless and devise a youth homelessness prevention action plan**

- Review information sharing systems for departments/agencies working with young people and develop clear protocols to access data.
- More defined recording of issues surrounding young people becoming homeless in the Borough.
- Manage expectations of potentially homeless young people.
- Risk assessment introduced at initial approach.

(3) **Increasing the standard, type and supply of housing available to young people aged 16-25 years**

- Explore the option of using "Crash Pads" and Respite services.
- Locate model schemes of shared accommodation, with floating support, in the private sector and pilot a scheme within the Borough.
- Launch a saving scheme to help young people to gain a tenancy in the private sector.
- Increase availability of semi-independent housing schemes / placements.
- Establish a Foyer in the Borough.

(4) Improving the access to provision of support, mentoring and training to help young people to move to independent living

- Intensive support for young people with chaotic behaviour to prepare them for holding tenancies.
- Expansion of Broomleigh floating support service to young people in independent tenancies.
- Additional floating support for young parents living in temporary accommodation.
- Improve access to work and training via Connexions and increasing the monitoring of outcomes.

(5) Establishing a homelessness and crime prevention programme for parents, children and young people

- Partnership working with Housing Division, Children and Young People Services, Community Safety, etc, to define a structured approach to programme.
- Use information from risk assessment and consultation with young people to assist in preparing training material.
- Awareness training for education services and community establishments, ie teachers, after-school workers, churches, clubs, guides, youth workers, etc.
- Devise parenting skills and advice course to manage expectations, coping mechanisms and respite, to reduce youth homelessness.

21. Information, Advice and Assistance to Families

The Childcare Act 2006 extended local authorities' existing duty to provide information to the public on childcare and related services. From April 2008, in addition to information on childcare, local authorities are required to provide a range of information (prescribed by regulations) which parents may need to support their children through to their 20th birthday. This is part of the wider Parent Know How programme, which "aims to deliver better outcomes for children and parents by ensuring parents have access to the information, advice and guidance they need to support them in parenting". Local authorities are also required to ensure that information is made accessible to all parents who might benefit from it. Recent statutory guidance (February 2008) sets out for local authorities how the Section 12 duty should be implemented. The guidance reflects the requirement for the information duty to be delivered in the context of the Children's Plan and as an integral part of the wider support which local authorities offer to parents.

Bromley's Children and Young People Information Service has been supporting local families, professionals and employers for over eight years with information about childcare; out of school activities; services in children's centres and extended schools; local and national family support groups; benefits and tax credits; organisations working with children and young people and providing support for young and lone parents.

From 2007, the Authority acquired new responsibilities for publicising activities for young people. The guidance refers to "families information services" throughout, to reflect the increased responsibilities for local authority services that are now required to support families with children and young people up to their 20th birthday. In line with this, Bromley's Information Service has been re-launched as Bromley Families Information: this is in line with the website directory which is managed by the service (www.bromleyfamilies.info). Proposals are being developed to expand the Service's outreach work through children's centres as part of the Bromley Children and Families Project.

22. Looked After Children : Corporate Parenting

Update on Care Matters: Transforming the lives of Children and Young People in Care

- 22.1 At its meeting on 20 September 2007, the Corporate Parenting Executive Sub-Group received a presentation on the contents of the White Paper – 'Care Matters: Transforming the Lives of Children and Young People in Care'. The White Paper set out a number of proposals designed to improve the outcomes for Children and Young People in Care.

The reforms set out in the White Paper are now enshrined in law by the Children and Young Persons Act 2008 which received Royal Assent on 13 November 2008. Improving the life chances of Children in Care is a key priority for Bromley and its partners within the Children's Trust. Children who come into the Local Authority's Social Care system are often the most disadvantaged, with serious educational and functional difficulties and need additional educational support and structured care in order to function at an acceptable level.

Attendance and Attainment Report 2007/08

- 22.2 At its meeting on 27 March 2008 the Corporate Parenting Executive Sub-Group considered the Attendance and Attainment Report of Bromley Looked After Children 2007/8. Improving attendance and attainment is a high priority for the Children and Young People Services and the Corporate Parenting Executive Sub-Group. At their meeting on 26 November 2008 Members were provided with the latest returns which were submitted in November 2008, together with data for the preceding three years.

In 1999 the Government established a set of objectives for Children's Social Services. One of these is 'to ensure that Children in Care gain maximum life chance benefits from educational opportunities, health care and social care'. The report found that attendance of Children in Care of primary age is comparable with their peer group. However, the attendance of Young People in Care who are attending secondary schools is still an area of concern. There are a number of factors that contribute to this group being particularly difficult to engage and bring about improved attendance. Firstly if the child is at home on a Care Order the legal responsibility for the child lies with the Local Authority, but practical responsibility for getting him or her to school rests with individual carers. Enforcing school attendance can be particularly difficult in such cases especially if, in all other respects, the placement is successful. Additionally there are significant difficulties where adolescents are accommodated from families where school attendance has not been prioritised and in such cases significantly improved attendance is harder to achieve.

- 22.4 However, despite these barriers there has been a significant decrease in the number of Children in Care who were absent from school for more than 25 days in the school year 2007/2008. This reduction is the result of a number of measures put in place to identify, monitor and support children and in particular young people, most vulnerable to missing school, as well as their carers. Bromley has seen a marked improvement in the numbers of Children in Care going on to study at University. In past years the average has been closer to two to four students per year however for the academic year 2007/08 Bromley had 13 University students and in the current academic year that number has increased further to nineteen. This figure compares favourably with other Local Authorities.

The integrated LAC team within CYP Services has been strengthened to ensure appropriate targeted support for LAC children's attainment whether placed in Bromley or out-borough schools. It is anticipated that through the appointment of the Specialist Education Advisor for Children in Care which, following consultation with schools and Governors, has been funded through the Dedicated Schools' Grant, there will be further analysis of current attendance and attainment patterns. This analysis along with an action plan will be presented for consideration at a future Corporate Parenting Executive Sub-Group as part of its work plan.

Development of the Fostering Service

- 22.5 At the Corporate Parenting Executive Sub-Group meeting on 4 September 2007, it was noted that the relationship between the Bromley Foster Carers Association (BFCA) and CYP Children's Social Care officers needed to be strengthened. However there is now greater liaison and consultation between the BFCA, Assistant Director and relevant Head of Service. The chair of the BFCA also sits on the CYP PDS and has been invited to sit on the Corporate Parenting Strategy Group.

- 22.6 At the meeting on 26 November 2008 the Corporate Parenting Executive Sub-Group approved further developments within the fostering service aimed at improving placement stability for Children in Care. These new proposals were developed in part through actively consulting with the BFCA. The Authority intends to develop a service that offers Foster Carers who care for particularly challenging children, but in the main adolescents, a menu of support which they can draw upon. The menu will include outreach support, greater use of respite care, a provision of education respite units aimed at supporting young people's re-integration back into mainstream education as well as additional support from the Fostering Team which will include a Family Therapist.

Children in Care Council

- 22.7 The Corporate Parenting Executive Sub-Group agreed (26 November 2008) to create a Bromley Children in Care Council. Bromley aims to improve the level and quality of active involvement with Children and Young People in Care. The purpose of the Children in Care Council is to provide a mechanism by which Children in Care can discuss directly with both Elected Members and Senior Officers on issues concerning Bromley's Children in Care. This will help to strengthen communication and the commitment that Bromley shows towards its Children in Care population, as well as the future shaping of services.

It is proposed that the structure will involve the Children and Young People Portfolio Holder and the Director meeting formally with a group of up to six elected children and young people. The meeting will be serviced by the proposed Inclusion, Consultation and Involvement Officer. The post holder will ensure effective dissemination of decisions made. Currently it is envisaged that young people aged 11 and over will represent the population of children and young people looked after. It is difficult to mix a wider age range group, because of differing needs and developmental levels, although this can be reviewed over time.

Pan-London and Bromley Pledge

- 22.8 The Pan London Pledge was launched on 25 November 2008 by the Association of London Directors of Children's Services, supported by the Government Office for London (GOL), to ensure there is a similar approach across all London Boroughs. At its meeting on 28 November 2008, the Corporate Parenting Executive Sub-Group endorsed the Pan London Pledge for Children and Young People in Care and agreed to adopt a Bromley version of the pledge. Many of the action points are already deemed best practice, and others are in keeping with Bromley's desire to be aspirational in the care it delivers for all the children and young people in its care.

LAC Achievement Awards

- 22.9 The 5th Annual Looked After Children Achievement Awards took place this year on 5 December 2008. A total of 55 children and young people who are in the Council's care received awards to recognise their significant achievements. This event goes from strength to strength and is now very firmly fixed as a highlight within both the Council's and the CYP Service's calendar. The Portfolio Holder, Director of Children and Young People Services and a wide representation of Elected Members and officers used the occasion as an opportunity to meet a number of children and young people in care, including some current young people at University. The awards highlight that a significant number of children and young people in care continue to achieve highly across academic, vocational and broader life skills.

23. Parenting Support Strategy 2008-2011

The strategy entitled "Building Better Families in Bromley" was published in July 2008. It recognised the vital role of good parenting in determining the outcomes for children and young people and the need for a positive and supportive home environment to enable them to develop into confident young adults who are able to reach their full potential. Most parents bring up their children well, without the need for assistance from outside agencies, but for those families who are struggling with the parenting role, the Trust needs to provide appropriate and effective support.

The strategy defines the general principles for positive parenting as:

- setting boundaries
- developing a close relationship in the first few months of a child's life
- parental involvement (of both mother and father) interest and interaction
- positive expectations and attitudes
- parental supervision.

The process of developing the strategy involved consultation with a wide range of agencies, from the statutory and voluntary sectors, to ensure that the needs of parents had been fully understood. The strategy addresses how to provide better information and promotion of services to parents, both universal and targeted.

The aim of the Children and Young People Trust in relation to parents is to provide services that:

- support parents and carers in bringing up their children in a confident and positive way, that promotes physical and emotional well-being;
- provide timely, accessible and appropriate information to parents and carers;
- identify families in need of support early and put in place appropriate help and support to promote good parenting and prevent an escalation of difficulties;
- ensure that service design and planning are inclusive and meet the needs of hard-to-reach parents, including the delivery of father-friendly services;
- respond quickly and appropriately to families in crisis, to ensure the effective safeguarding of children in these families.

The strategy identifies a number of priorities for action. These include the development of a Bromley Parents' Charter, so that every parent in the Borough is aware of what the Council and its partners can offer them. Information provision is to be developed, so that current services can be more actively promoted. There is to be further collaboration with the voluntary and community sector to increase the Trust's knowledge of the needs of parents from vulnerable groups, including those from ethnic minority communities, to inform service planning and delivery. Links are to be made with the Commissioning Strategy, to ensure that resources are being used cost-effectively.

24. School Improvement Strategy

Bromley has an above national average number of good and outstanding schools, but there are those which are a cause for concern requiring additional support. Three schools have a Notice to Improve and one is in Special Measures. The reasons for a school being deemed to require intervention are often complex and include low standards achieved, the poor quality of teaching and learning, and insecure leadership and management (including governance). Local authorities have a statutory duty to support, develop and challenge schools. To ensure that the Authority's early intervention strategies are secure, the Policy Development and Scrutiny Committee established a working party to review the Authority's strategy for school improvement.

An independent review considered:

- the current policy which establishes the framework for support and challenge;
- the data available to inform Members of the progress and achievements of children and young people, and quality of educational provision;
- the nature and effectiveness of the current strategies to meet statutory monitoring duties for school improvement, and the support and development of schools as a whole, and where intervention is considered necessary;
- the level of resources available and how they are deployed;
- the extent and challenge of support of the Local Authority by national bodies (National Strategies, the Government Office for London and Ofsted).

25. School Meals

The provision of healthy meals in schools, which offer good nutritional standards, supports a number of key aims in the Children and Young People's Plan. These include raising the standards of educational attainment (focusing on areas of socio-economic deprivation), tackling obesity and promoting healthy lifestyles more generally. Transitional funding through the Standards Fund has been allocated to local authorities and schools in support of school food over a period of three years. A new school lunch grant is focusing on increasing take-up and assisting in keeping down the costs of school meals provision.

It may be used in one of four ways:

- Ingredients
- Labour
- Nutrient-based school lunch standards software
- Small additional equipment.

In Bromley, the grant was utilised to enable all pupils starting their first year at primary school aged 4^{1/2}, and all students starting their first year at secondary school in Year 7, to be provided with a school lunch at no charge for a four-week period. The meals are provided in accordance with regulations governing standards of nutrition and individual school policy.

The four-week period provides all schools and their catering staff with an opportunity to encourage the take-up of school meals and obtain feedback to inform the development of future provision. After the allocation of funding for the direct cost of meals, the remaining grant has been allocated to schools on the basis of free school meals entitlement, and to be spent on additional small items of equipment to support the increase in take-up of cooked school meals.

26. Sixteen to Nineteen Education and Training

Responsibility for commissioning 16-19 education and training provision transfers from the Learning and Skills Council to Local Authorities from 2010/2011. Authorities will be supported in this by a new Young People's Learning Agency (YPLA). The drive to raise the participation age of young people to 18 by the year 2015 requires greater coherence in the services for young people than currently provided. The Authority will therefore become the single point of accountability for all 0-19 children's services and key to the planning, co-ordination and integration of services in the area. This change will strengthen the Children and Young People Trust, and underpin the involvement of partners such as Further Education Colleges, under the new statutory arrangements.

Given the "travel to learn" patterns in London, boroughs are required to work in sub-regional clusters as a basis of commissioning provision. Under a "Gateway 1" proposal, the London Regional Planning Group put forward the following principles to the DCSF:

- A **regional framework** which empowers each Local Authority as champion of the education, training and economic well-being of all 14-19 year olds within their communities.
- **Partnership working** across boroughs through "structured conversations" based on travel to learn patterns of borough residents.
- **Economic development**, to improve the economic well-being of London's young people and strengthen the employer contribution to 14-19 planning.
- **Putting the learner first** in developing new arrangements for London and ensuring that as much funding as possible goes to the "front line" in each authority.

The London Regional Planning Group will be responsible for managing the total funding for London provided by the YPLA, setting strategic priorities common to London boroughs and developing appropriate structures.

27. Teenage Pregnancy

An action plan to address the level of teenage pregnancy and sexually transmitted diseases was developed during 2006/07. A partnership board (including Council officers, representatives of the Primary Care Trust, Contraceptive and Reproductive Health services, Midwifery, General Practitioners, Connexions and voluntary sector) regularly monitors progress against the plan. In March 2009, good progress was noted as follows:

- Enrichment days have been extended to all secondary schools and the Pupil Referral Service.
- Enrichment days have been adapted to address the impact of abortions.
- A media studies group in a secondary school is producing a DVD on the benefits of 'delay' and the consequences of teenage pregnancy.
- Greater use has been made of web sites aimed at young people to provide information about services including the 'Young Bromley' website.
- The booklet 'Talking to your Child about Sex' has been distributed to parents in a number of schools.
- Sexual health advisory packs have been distributed to Looked After Children (LAC).
- The LAC nurse is providing sex and relationship training to Looked After children and foster carers.
- All secondary schools have health notice boards, aimed at sixth formers to promote health related messages and provide service information.

The teenage conception rate for Bromley has decreased from 36 per 1000 in 2005 to 30 per 1000 in 2006 (The most recent available data). The following chart indicates the number of conceptions amongst 15-17 year olds per 1000 of the population in Bromley compared with the corresponding figures for England for the period 2000 -2006. (The population is defined as total female population aged 15-17).

The chart also details the percentage of conceptions leading to abortion for each year in Bromley and England.

| | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
|--|------|------|------|------|------|------|------|
| England rate per 1000 | 44 | 43 | 43 | 42 | 42 | 41 | 40 |
| Bromley rate per 1000 | 35 | 33 | 35 | 39 | 31 | 36 | 30 |
| Bromley – number of under 18 conceptions | 160 | 162 | 179 | 205 | 166 | 202 | 176 |
| Bromley – percentage leading to abortion | 58 | 59 | 58 | 56 | 60 | 59 | 70 |
| England – percentage leading to abortion | 44 | 46 | 45 | 46 | 46 | 46 | 48 |

28. Value for Money Statistical Review

An externally commissioned report by the Institute of Public Finance was published during 2008. The comparisons used are with Bromley's financial statistical neighbours, determined through the CIPFA "nearest neighbour" model for London boroughs. In broad terms, the Council's services were found to represent value for money. The Council receives low grant funding and has low levels of spending consistently across most services. The council tax level remains the second lowest in outer London. The report identified the following overall comparisons in relation to Children and Young People Services:

- 11th lowest expenditure on education per head of population among London boroughs.
- Spend per pupil is the lowest of all London boroughs for 2007/08.
- The total schools' budget per pupil is the lowest within London and spend for primary schools, the lowest and secondary schools, second lowest.
- Outcomes, as judged by exam results for 2006/07, are above average across most key stages and for GCSE, with value added measures of pupil progress, mixed.

- Spend per head of relevant age group is below average for each major client group within Social Services and spend per head overall for Social Services is the second lowest within both all London boroughs and Bromley's nearest statistical neighbour group.
- Performance with regard to Children's Social Care is mixed; above average for duration on the Child Protection Register and short-term stability but below average for long-term stability and adoptions of Looked After children.

The review also identifies where expenditure could be reduced to the nearest neighbour average. Within the Authority's Children and Young People Services, only expenditure on special schools offers potential for reduction to nearer the average for the group, but this is within the schools' budget and subject to the Dedicated Schools Grant regulations: change would bring a benefit to other schools. Opportunities for improving further the value for money within the non-schools budget are being explored as part of the resources strategy of the Council for 2009 to 2013.

29. Workforce Development

The Children and Young People's Plan is underpinned by a strategy for support and development of the workforce. To promote integrated working, the following vision statement for working together for Bromley's children and young people has been produced: *"One workforce : a better future for children and young people in Bromley"*. Our vision is to ensure that everyone working with families in Bromley has the skills and abilities to meet their specific needs. The Trust is committed to developing a workforce that can achieve its full potential with the support of consistent leadership and with the help of common service delivery models, tools and processes. We expect individuals and teams to collaborate and co-ordinate at all levels, across all services, in both single and multi-agency settings. By delivering a co-ordinated package of support that is centred on each individual child, we will meet their needs as early as possible and help to provide excellent service for all children, young people and families in the area. Work is in progress on agreed priorities, including the establishment of a repository of training opportunities open to staff and the development of a Working Together Induction Module that will offer basic knowledge and understanding of the:

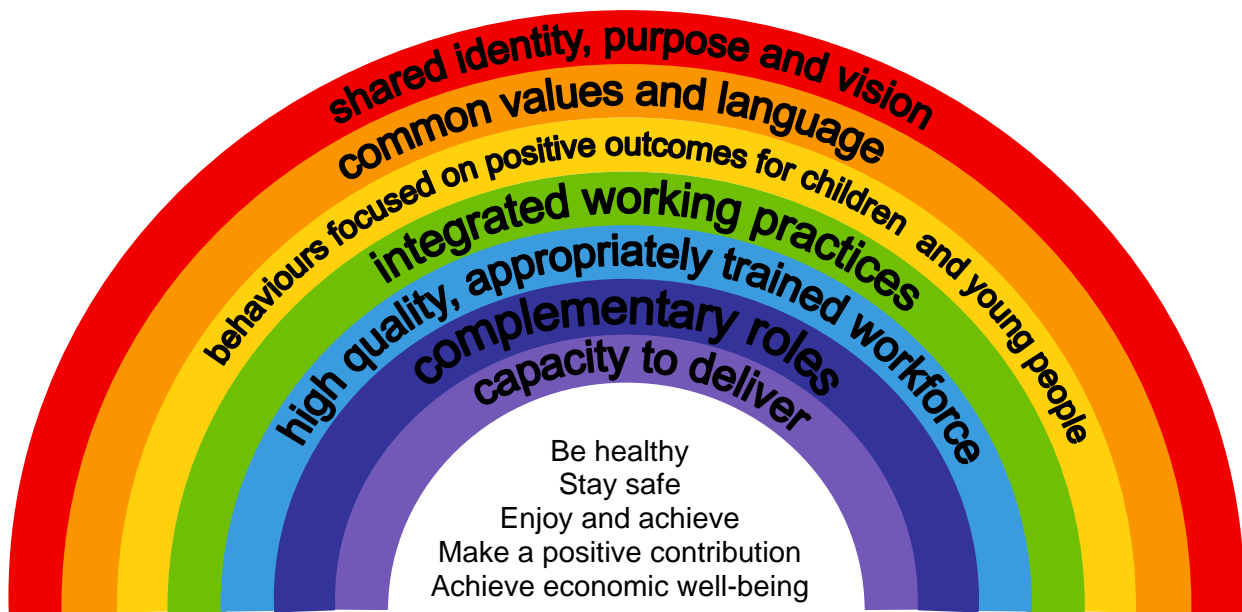
- children and young people's workforce in Bromley;
- definition and benefits of integrated working;
- principles of information sharing;
- Common Assessment Framework and the role of the Lead Professional;
- Common Core of Knowledge and Skills.

The induction will be available to all practitioners who come into contact with Bromley's children, young people and families (or their data), during the course of their work. The module will be free of charge. The session will last for approximately 1 hour; and will act as a signpost for other, more detailed, learning. Delivery is to take place in a variety of settings, including as part of already established programmes, as a stand-alone e-learning package, and through Community Areas throughout the borough (in Children's Centres and Extended Schools). The Induction Module is to be piloted from the Spring 2009 and will be available to all partner agencies.

A toolkit, developed by the Children's Workforce Development Council (CWDC), is being implemented in 2009 to help further develop integrated working. The toolkit encourages partner agencies, through focus groups and online questionnaires, to assess their working practices against a range of measures. A cross-section of the children's workforce is being invited to take part including strategic leaders and managers, operational managers and frontline staff from the statutory, private, voluntary and independent sectors.

The areas the assessment measures are found on the "arc" (see below) and include the following:

- Do we have a shared vision, purpose and identity?
- Do we have a common language and values?
- How do we practise integrated working?
- Are behaviours focused on positive outcomes for children and young people?
- Do we have a high quality, appropriately trained workforce?
- Do we have complementary roles, focused on children and young people?
- Do we have the capacity to deliver?



...the **one children's workforce** framework

30. Young Carers

The Trust has made the provision of services to Young Carers and Parent Carers one of its highest priorities. The statutory responsibilities for young carers is now met by a Young Carers' Social Worker, who undertakes statutory assessments and has a key developmental role with schools, health, and the voluntary sector, to ensure that the needs of young carers are identified and support provided as appropriate. The Young Carers' Social Worker, Carers Bromley organisation and a young carer gave a joint presentation to Bromley's Safeguarding Board in April 2009 on the work undertaken, and gave information on the range of support services provided to enhance the lives, school achievement and outcomes for young carers. The service is being further developed to ensure that young carers themselves take a fully active role in having their views taken into account in the development of the services provided to them. A communication strategy for young carers is in place and there is continued emphasis on ensuring that young carers have an accessible service.

31. Youth Offending Team

The Youth Offending Team continues to develop following its re-inspection in January 2008 and operates within strong partnership governance arrangements. The Service continues to be well supported by statutory partners and this, together with a steady recruitment programme during 2008, has contributed to service stability and created opportunities for new initiatives to be established.

The additional recruitment of mentors and volunteers has bolstered the service's capacity to deliver interventions to young people. The service is developing robust performance management processes to support internal and external stakeholders and secured funding to upgrade its technical capacity in the court, thereby improving its communication systems with external criminal justice services.

In 2008/09 there was an overall improvement on the previous year in the number of young people in education, training or employment. The service has access to an interactive literacy programme which supports young people in improving their skills. There has been a very significant increase in the contacts made with victims of crime and proactive community engagement has secured restorative justice placements for young people. The mentors supporting these young people offer a range of additional support, particularly in relation to their education or training arrangements.

The introduction and implementation of the Youth Conditional Caution (expected June 2009) , and latterly the Youth Rehabilitation Order, and the Youth Justice Board's Scaled Approach in November 2009, will require a stringent risk-led approach in work with young people and their families and carers. The service is proactively planning for these changes, to ensure that young people in the criminal justice system are safeguarded and given maximum life chances to reduce and prevent further offending.

32. Youth Provision

The Children and Young People Policy Development and Scrutiny Committee commissioned a Select Committee Review of Youth Provision in the Borough in 2005. The outcomes of the review were to contribute towards a longer-term strategy for the development of the Youth Service and the provision of youth activities in the Borough. In October 2008, the Committee considered a review of the action plan and noted:

- *Strategic Overview of Youth Provision:*

The Integrated Youth Support Service brought together in-house and commissioned elements of the Youth Service, Connexions and the Secondary Behaviour Service within the Learning and Achievement Division of the Children and Young People Service.

- *Expansion of Positive Activities Provision:*

A review of grant funding for positive activities noted the range of funding available and the success of the Youth Opportunity and Youth Capital Funds; the variety and volume of positive activities had expanded, for example through the 2008 Summer University programme, which offered 980 places on 50 courses.

- *Establishment of Targeted Youth Support Service:*

Specialist personal advisers from an external provider of information, advice and guidance had transferred to the Council and their work was targeting pupils at risk of exclusion as a result of challenging behaviour; young people in the NEET group; and young people with special educational needs making transition at Years 9 and 11.

- *Involving Young People:*

Strong systems were in place for consultation, and commitment by services to engaging young people from vulnerable and under-represented groups.

- *Improved Relationship with the Voluntary Sector:*

The contribution of the voluntary sector providers in Youth Service provision was acknowledged through commitment to support the Bromley Council for Voluntary Youth Service; increased use of voluntary sector providers to deliver aspects of the Youth Offer; promotion of voluntary sector provision on the www.youngbromley.info website, and new developments for recording young people's engagement.

(5) Drivers for Change in Children's Services

The change programme for children's services in Bromley is shaped by a number of national developments and by the local needs analysis.

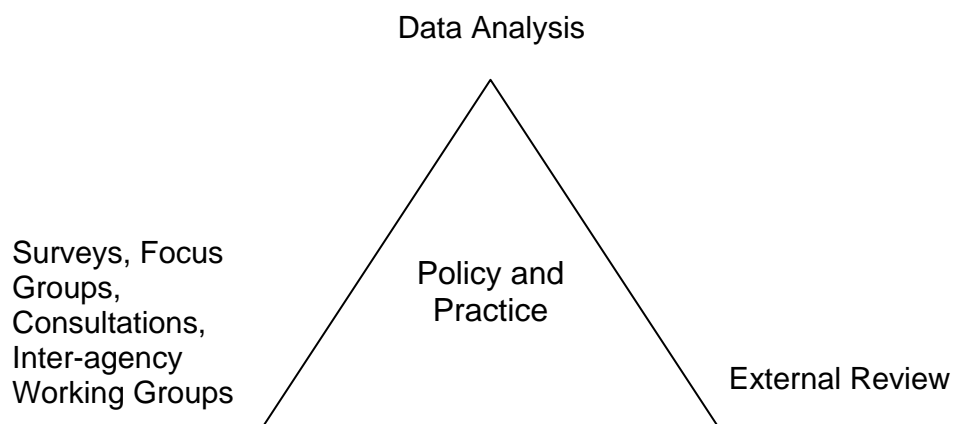
1. National Policy Developments

The Government's plans for the next ten years, which aim "to make England the best place in the world for children and young people to grow up" were set out in its Children's Plan: "Building Brighter Futures" (2007). These were designed to strengthen support for families during the early years of children's lives; achieve an excellent education for every child; involve parents and carers fully in their children's learning; ensure that young people have exciting things to do outside school, and provide more places for children to play safely. In "The Children's Plan : One Year On", the Government reviews the progress made in delivering the improvements identified and sets new priorities for 2009. It recognises that juggling work and family life can be difficult for parents, and that they want their children to take advantage of opportunities available while keeping them safe. It also recognises that, as the world is changing, so are the skills, attitudes and aspirations that children and young people need to succeed. Achievements and priorities under the national Children's Plan are summarised in **Appendix 1**.

2. Needs Analysis

2.1 Overview

Public services in Bromley know their customers and users well. This knowledge comes from the triangulation of three types of information:



Statistical information is collected and analysed against over 300 indicators. Trends in performance are reviewed and, wherever possible, compared with similar areas. Reports on performance are regularly considered by all partners. National inspectorates carry out a programme of external review of all public services. A review of all the evidence indicates a number of key areas on which Children and Young People Services should focus. Public services in the Borough aim to deliver high quality provision in the two universal services (Health and Education), as well as targeted services supporting vulnerable children. The data confirms that Bromley is a high attaining area that nearly always performs at least in line with expectations, and frequently exceeds them.

2.2 Analysis

Ahead of the Children and Young People's Plan 2009-2011, Bromley Children and Young People Department has been reviewing current provision for children and young people. The review (June 2008) considered:

- Documentary evidence in the form of existing reports
- Trends and analysis from relevant datasets
- Responses from key managers through interviews
- Feedback from children and young people and parents and carers, which is particularly highlighted in sections 2.5 to 2.9 and 2.12.

The main findings included the following:

(i) Reducing Health Inequalities

- Teenage Pregnancy: increase suitable programmes for younger individuals and develop the initiatives currently running, eg Enrichment Days, Speak Easy in Children's Centres. Also, focus more on targeting men and boys.
- Obesity: with disproportionate obesity levels, the Trust should concentrate on deprived areas and enhance partnership working, while developing current initiatives.
- Vulnerable groups: focus on improving mental and physical health within these groups as well as tackling social exclusion.

(ii) Narrowing the Attainment Gap

- There is a wide variation in the school results. Particular focus should be on Level 2 reading and writing, level 4 maths and Level 5 science.
- The Authority also needs to improve the attainment levels of Children in Care and pupils with special educational needs. Vulnerable groups tend to perform significantly worse than the rest of the Borough.

(iii) **Attendance and Behaviour**

- The Authority needs to improve upon absence rates, which are higher than the national average. While young people do not indicate why attendance rates might be poor, there is some evidence that Bromley could develop further a range of initiatives that include, but go beyond, Truancy Patrols and after-school or school-related clubs and activities.

(iv) **Universal Provision, with an Emphasis on Positive and preventative Strategies**

- Young people want links established between secondary schools and youth centres for easier access to activities, etc.
- Increase the number of courses on offer, and extend guidance on educational/training routes for young people.

(v) **Increase the number of Young People in Education, Employment and Training**

- The Authority is closer to meeting its NEET (Not in Education, Employment or Training) targets than other comparative boroughs, but figures are still too high. "Not Known" figures also need to be reduced, as assigning status to such individuals would affect the NEET figures.

(vi) **Youth Offending**

- The Authority must continue to improve the provision for Youth Offenders to the standards required by the 2006 Inspection Report by the Home Office.

(vii) **Community Areas**

There are different priorities to focus on, dependent on area. All areas have issues relating to economic, social, health, crime and vulnerable groups, but as a broad overview main issues in certain areas are as follows:

- The North West, North and Central areas of the Borough show particularly high deprivation. One of the reasons the Authority needs to concentrate on these areas is not only to reduce the health and social inequalities, but also because inequalities have been linked to increased likelihood of poor mental health.
- The West, Central and North East areas of Bromley show a need to prioritise the reduction of crime using CCCTV systems, continuing the truancy patrols and use of the PCSOs, as well as utilising safer neighbourhood panels.

- The South East, North East and North have high rates of unauthorised/authorised school absences and so Bromley needs to focus on liaising with schools and Truancy Patrol Officers to relieve this issue.

2.3 Contextual Changes Since June 2008

It was always intended that the needs analysis carried out for the Children and Young People Plan would be a key contributor to the analysis carried out for the Joint Strategic Needs Assessment (JSNA) and the Sustainable Community Plan (“Building a Better Bromley : 2020 Vision”). This has now taken place, with both the JSNA and Building a Better Bromley now approved by all relevant stakeholders. It was known that both wider documents would identify issues that need a clearer focus within the plans for children and young people. This is indeed the case and three areas emerged for which substantial work has been done:

- The first is in the theme of **substance misuse by young people**. A distinct needs analysis was carried out in late 2008 by the Council’s Drug Action Team (DAT), working in close co-operation with the Public Health staff of the Bromley Primary Care Trust. Initial findings from this were shared with the National Treatment Agency as part of their review of provision in Bromley that took place in late 2008.
- The second area is ongoing and is the need to identify more clearly the call on **services by children with disabilities**. A joint disabilities team has recently been created and an early part of their work programme is to review the available evidence of the needs of children with disabilities, and to undertake additional analysis of needs as required. In due course, this dedicated needs analysis will also feed into the Children and Young People Plan.
- The third area is the **attainment of pupils at school**. Whilst Bromley pupils continue to attain above the national average, it has become evident that improvement in primary school scores has tended to stagnate, which is not the case at secondary level. A review of the Local Authority strategy for school improvement ensued and will inform planning for 2009-2011.

2.4 Changes Since the 2008 Analysis

The main messages contained in the 2008 needs analysis are unaltered. These arose from a consideration of the calls on the service over a substantial period of time and are unaltered by changes over the last six months. Nevertheless, some demographic changes are identifiable. The nature of these changes is such that they contribute to developments over time rather than resulting in large and significant changes to current arrangements.

The headline developments are as follows:

- **Population estimates** published in the late summer 2008 confirm a trend in Bromley that has been suspected for some time. Revised school projections will be completed in June 2009. Over the five years from 2001 to 2006, the white population in Bromley reduced by just over 9,000, while the black and minority ethnic population grew by just under 10,000. This has resulted in the proportion of children in Bromley schools who come from black and minority ethnic backgrounds rising to 24.6% in January 2009, from 19.6% in January 2006.
- The largest **changes in the nature of the population** as a whole are for those from a white background other than English (2,500), a black African background (2,500) and an Indian background (1,500), and this is reflected in the school population as well.
- In terms of the demands on services, the six-year period from 2003 to 2009 saw a reduction in the total number of pupils with a statement of **special educational needs** from 1,879 to 1,797, with most of this reduction being at secondary level. The number of pupils with a statement of educational need in mainstream schools has dropped over the same period from 943 to 843. There has also been a drop in the number of pupils in the local special schools from 526 to 453, but this is partially offset by a rise in those attending non-maintained special provision from 35-49.
- The number of **statements of special educational needs** written by the Authority between 2003 and 2009 has risen from 206 to 218. The largest increase between 2008 and 2009 was for 5-10 year olds, rising from 112 to 138. This figure has risen from 48 to 63 and is often seen as a direct result of improvements in medical care, resulting in children surviving who, a few years earlier, would have died during, or shortly after birth.
- This trend is also reflected in the call on a number of associated services, in particular the **Educational Psychology** team. In the three-year period from 2005/06 to 2007/08, there has been an increase in referrals from schools and early years' providers from 496 to 576, and a similar increase in the call on reports to support the process of preparing a statement of special educational needs, from 178 to 254.
- The number of **children in the care of Bromley Local Authority** has reduced slightly, but is still in the region of 250. However, it is worth noting that of the 170 or so of school age, 33% of them have been identified as having a special educational need. This is almost double the rate for the school population as a whole.

- There are early signs that **growth in housing development** in Bromley is set to reverse the downward trend in the school population. It is now looking likely that in some strategic planning areas, existing school provision may well be insufficient, particularly around central Bromley, whereas in other planning areas the demand is, at best, likely to be static, with the possibility of the downward trend continuing. Details of this will be provided in the forthcoming review of the Primary and Secondary School Development Plans.

Whilst on their own none of these trends suggest the need for major changes to the service, they do endorse a focus on:

- increasing the educational component of support for children in the care of Bromley Local Authority;
- placing an increased emphasis on support for children in their early years, and their families;
- giving greater focus to the long-term support for children with disabilities;
- increasing school places in some parts of the Borough, whilst reducing them in others.

2.5 Tellus3 Survey

The Ofsted TellUs 3 Survey was carried out in spring 2008, asking children and young people across England for their views about their local area. Nationally, pupils from Years 6, 8 and 10, from a sample of schools, took part in the survey. In Bromley, 7 primary schools, 2 secondary schools and 1 special school took part. More boys than girls (63% compared with 37%) participated in Bromley's survey than Nationally (50%) : this was due to Ravens Wood, an all boys school, taking part. More children with learning difficulties participated in Bromley's survey than Nationally (15% compared with 9%). This was due to the Glebe, a special school, taking part. **TellUs 4** will be administered by the National Foundation for Educational Research. It will take place from October to November 2009 and a national-level report will be available in January 2010. Local results for Bromley should be accessible between February and March 2010.

Summary of Results for 2008

The following findings apply **equally to children and young people in Bromley and children and young people Nationally**:

- A large majority are **happy, healthy and feel safe** in their schools and local areas : but almost half are worried about their future and over half are worried about examinations. Of concern is the nearly 1 in 10 who responded that they are unhappy about life.

- For a minority, the long-term health and social impacts of **alcohol, smoking and drugs** remain a concern. Nearly 1 in 6 said that they get drunk regularly; 1 in 20 had said that they had used drugs in the last 4 weeks and nearly 1 in 20 said they smoked every day.
- Continuing problems with **bullying**, with 1 in 4 saying bullying was a significant worry for them. 1 in 4 said that they had been bullied at school once or more in the last year. Only 1 in 10 said that bullying is not a problem in their school.
- The vast majority of children and young people consider themselves to be quite or very **healthy**.
- Better information and advice about **sex and relationships** was wanted by children and young people (1 in 3 nationally, rising to 1 in 2 in Bromley). Children and young people would like more information to help plan their future.
- 3 in 5 feel that their **views** are not listened to in the running of their school.
- Nationally, there has been a drop in the number of children and young people saying they **enjoy school** always or most of the time (down from 58% to 50%). In Bromley the figure is even lower at 45%. The vast majority say that 'interesting lessons' are the most important thing to help them learn more.

The outcomes to be drawn **from the Bromley results** are as follows:

- As nationally, the majority of children and young people in Bromley said they are **happy** (68% Bromley and 69% nationally) and almost all (96% Bromley and 95% nationally) said they had one or more good friends.
- A small, yet significant number (9% Bromley and 8% nationally), reported that they are **unhappy** about life.
- One of the largest changes nationally is in the number of children and young people who are **concerned about their future** (49% this year compared to 30% last year). Although there is no comparative Bromley figure for last year, this year's results reflect the National picture with 49% of Bromley's children and young people saying that they are concerned about their future.
- A significant factor for Bromley pupils concerned feeling **unsafe on public transport**.

- 55% of Bromley Years 6, 8 and 10 pupils said that they had **never been bullied** at school, which compares with 56% nationally. Compared with pupils Nationally, Bromley pupils worried less about being bullied (23% compared with 27%). However, nearly 1 in 4 said that 'Being Bullied' was top of the things they worried about the most (23% compared with 27%).
- Bromley Years 6, 8 and 10 pupils nationally identified **more places where I can go and spend time with my friends** as the number one factor which would do most to make their life better (21% compared with 22%).

2.6 Public Meeting (21 January 2009) : Building a Better Bromley

Issues raised by residents concerning children and young people services were:

- the need for improved youth provision in Bromley Town Centre;
- the importance of faith-based facilities and clubs for young people;
- the involvement of young people in deciding on the allocation of budgets affecting their services;
- participation by young people in bodies such as the Youth Council and Council Committees.
- council involvement in preparation for the London Olympics in 2012, including youth sports training.

The public were assured that the suggestions made would help inform decision-making by Councillors in due course.

2.7 Place Survey (2008)

The 2008 Place Survey was undertaken in all authorities in England and Wales between October and December 2008. 4,000 households in Bromley were randomly selected to receive the questionnaire and a total of 1,473 replied, giving a response rate of 37% (in line with the level of response achieved in the 2007 General Satisfaction Survey). Many of the questions are of relevance to the Children and Young People's Plan, as they touch on several Every Child Matters outcomes:

- **Activities for teenagers** is the most important aspect of local services which requires improvement. 48% of residents mention this (compared with an average of 39% in Outer London).

- **Teenagers hanging around the streets** is considered an anti-social behaviour problem by 44% of residents (the top concern), although this is seen as an improving issue, and the results are better than for Outer London as a whole.
- Only 30% of residents feel that **parents take enough responsibility for the behaviour of their children**, and this is in line with the views of Outer London residents generally.
- 87% of people feel that **the borough is safe**, an increase of 7% from 2007 and better than the Outer London average.
- Satisfaction with **sports and leisure facilities** is at 51%, ahead of Outer London of 47%.
- Overall **satisfaction with the Council** now stands at 54%, a decline from 62% in 2007 but ahead of Outer London which is 46%.

2.8 Children and Young People Trust Forum

The second annual Forum of the Children and Young People Trust (24.3.09) was attended by over 120 people, one third of whom were representatives of the voluntary sector, young people, parents or carers. It is the Trust's broadest consultative event and provided the following views in relation to each of the Every Child Matters outcomes:

(1) Childhood Obesity (Being Healthy)

- Re-introducing cookery in schools will be the way forward: healthy eating will need to be more fully embedded in the curriculum, with regular classes taught by those with expertise.
- When influencing young people about healthy lifestyles, they are most likely to be motivated by emphasising benefits to their appearance.
- Need for "cook and eat" sessions for teenagers as they are preparing for independence.
- Working parents means more eating out. Fewer are available to help in schools, and have less time to cook properly or with their children. Children's centres could run weekend cookery classes and vegetable growing schemes.
- Need more forums like this for discussion and work needs more joining up, eg Parks and Leisure Department and Primary Care Trust.

(2) Safeguarding (Staying Safe)

- Strengthening links with adult services, particularly on substance/alcohol misuse – joint training with Bromley Safeguarding Children Board.
- Importance of early intervention, and ensuring the Common Assessment Framework is embedded, ie effective partnership/ cross-agency working.
- More clarity needed when parent/child refuses to sign CAF or agree to information sharing.
- Importance of ensuring key information on a vulnerable young person is passed from school to school.
- Importance of professional challenge across agencies re vulnerable children – embedding the procedures.
- Importance of robust and consistent reporting of the effects of interventions.

(3) Transition (Enjoying and Achieving)

| Concern | Solution |
|--|--|
| Getting lost in secondary school | Provide map of school |
| Not making friends | <ul style="list-style-type: none">- Create friendships before entering secondary school, eg Moving on to Secondary School activities- Build relationships through different activities in schools |
| Forgetting things, eg equipment and homework | <ul style="list-style-type: none">- School to provide checklist- Teachers to provide reassurance |
| Bullying | <ul style="list-style-type: none">- Working with children to raise their self-esteem |
| Additional information | <ul style="list-style-type: none">- Template being devised to provide additional core information |
| Realism | <ul style="list-style-type: none">- Make transition as smooth as possible, eg MOSS activities |

(4) **Positive Perceptions (Making a Positive Contribution)**

- Cyber-bullying (eg on Facebook) is a growing problem and does not stop at the end of the school day.
- All victims need to be able to speak directly and in confidence to get the issue addressed.
- Excellent work has been done at schools such as Tubbenden and Grovelands, using animation/IT packages. This should be shared with other schools.
- "Buddy bench" works well. Children able to say they are lonely and a prefect helps find a buddy for them to play with.
- Bullying happens in life (including to adults): we all need strategies to address this.
- It's OK to say there is a problem. Suggestion box works well in schools (for praise as well as worries about bullying).

(5) **14-19 Diplomas (Achieving Economic Well Being)**

- How do schools work together in partnership while competing with each other for pupils?
- The ability to attend university after completing Diplomas.
- Complexity of the new scheme for pupils and parents.

2.9 The Views of Young People

2.9.1 Youth Manifesto

The Youth Manifesto event (19.03.09) took place following the **Youth Elections** for the current year, involving secondary schools, colleges and youth clubs. This was a formal process, based on real-life elections and using ballot boxes, booths and ballot forms. The purpose is partly to provide young people with the knowledge and skills for adult life and how to vote in the national and local democratic process. Sixteen new Councillors were elected, aged 11 to 19. The event was designed to develop the Bromley Youth Manifesto, determining the Youth Council's future events, campaigns and topics for the coming year. It will also act as a tool to influence decisions and initiate positive change for and on behalf of young people, ensuring that they have a voice in local decision-making.

Youth Council members, who are also elected to the UK Youth Parliament, facilitated the Manifesto Event. The young people were able to ask questions of the Executive Portfolio Holder and the Director of Children and Young People Services. Workshops concerned education, crime, young people and the police, stereotyping, discrimination, and empowerment of young people. Fifty young people took part, representing eight schools. The top priorities of concern were:

- **staying safe;**
- **sex and relationships;**
- **giving young people a voice.**

The Youth Council will produce a booklet outlining details of the event and the priorities for the year.

2.9.2 Community Engagement Forum

The Bromley Community Engagement Forum, in collaboration with the CYP Trust and Safer Bromley Partnership, arranged an inaugural youth conference for 2009, focused on youth service in the borough. The conference (27.02.09) was designed to give school pupils an awareness of current safety issues and, through a series of workshops, enable them to explore how some of their peers are drawn into criminality. The event was sponsored by the Metropolitan Police and jointly planned with School Councils. Workshops covered:

- gun and knife crime
- bullying
- conflict resolution
- sexual relationships
- drugs and alcohol abuse.

The conference identified two main themes, **respect** and **accountability**. In the context of young people trying to access buses without their Oyster cards, a number of them complained about the rude attitude of the bus driver. When challenged at the conference, a number of young people admitted to being rude to the driver themselves and accepted that it was their responsibility to ensure that they did have their cards with them. The Community Engagement Forum is planning to focus on these two themes at next year's Forum.

2.9.3 Young Carers have their Say

VOICE YC, the Young Carers Forum which is run by the Carers Bromley organisation, debated their priorities for the five Every Child Matters outcomes in Bromley. These included:

- Health:
- access to child-friendly literature
 - free or subsidised access to leisure facilities
- Safety:
- gangs and knife crime
 - bullying to be addressed by all schools
- Learning:
- incentives/rewards for performance and attendance
- Enjoyment:
- more youth clubs and better information

2.10 Health Profile 2008

A profile, funded by the Department of Health and produced by the Association of Public Health Observatories, gave a snapshot of health in the Borough. With other local information, the Health Profile was designed to support action by local government and primary care trusts to tackle health inequalities and improve people's health.

The headlines were:

- Generally, the health of people in Bromley is significantly better than the England average. Deprivation, people diagnosed with diabetes and deaths from smoking are all lower in Bromley than the England average, while adults who eat healthily and life expectancy in both males and females is higher.
- There are health inequalities within Bromley by location, gender, income and ethnicity. For example, wards such as Pratts Bottom are among the least deprived in England while areas of Cray Valley East are among the most deprived.
- Over the last ten years, the rate of deaths from all causes for both men and women has remained below that for England and has fallen every year. Early deaths from heart disease and stroke have fallen from over 100 deaths per 100,000 population in 1996 to around 60 deaths per 100,000 population in 2005.
- GCSE achievement is significantly better in Bromley than in England, as are rates for physically active children and life expectancy in both males and females.
- The 2008 Local Area Agreement has prioritised tackling adult participation in sport, obesity among primary school-aged children in reception year, and under 18s conception rate.

2.11 Joint Strategic Needs Assessment

Under the Local Government and Public Involvement in Health Act 2007, local and health authorities are required to work together to enhance the health and well-being of their populations. The Commissioning Framework for Health and Well-Being defines this as helping local citizens to:

- look after themselves, and stay healthy and independent;
- participate fully as active members of their communities;
- choose and easily access the type of help they need, when they need it.

A new requirement for a Joint Strategic Needs Assessment (JSNA) is designed to ensure that the Council and the Primary Care Trust maintain an in-depth understanding of the needs of the population. Responsibility for its production lies with the Directors of Public Health, Adult Social Services and Children's Services, working in collaboration with the PCT's Directors of Commissioning. The JSNA is intended to be informed by, and feed in to, a number of local plans, including the Children and Young People's Plan. Findings relevant to Children and Young People Services (in addition to those incorporated in the CYPP) include:

Demographic Overview

- Although the birth rate is rising, a fall in the number of children is expected over the next twenty years.
- The proportion of ethnic minorities is expected to rise, especially the Black African group.
- Gypsies and Travellers are another important group, with special health problems related to smoking, poor diet and difficulty accessing services.

Social and Environmental Context

- Increase is generally high, but this masks geographical differences and includes pockets of very low income.
- Unemployment is low compared to London generally, but some Wards, particularly Crystal Palace, Penge and Cray Valley West, have unemployment levels similar to inner London.

Housing

- Although the standards of housing in Bromley are generally good, a number of Wards fare worse.
- The increase in house prices has led to a steady decline in the supply of affordable social housing to let.
- Unmet housing demand is rising, partly due to migration and repossession.

Crime

- Over a third of reported crime is criminal damage, which perpetuates fear of crime.
- Tackling anti-social behaviour is a priority in every Ward, including that involving youths.
- There was a 28.4% reduction in knife crime between 2006/07 and 2007/08.

III-Health and Disability

- Bromley has a lower infant mortality rate than nationally.
- There are marked inequalities between Wards, with Penge and Cator, Cray Valley West, Cray Valley East, Mottingham and Chislehurst North experiencing higher rates of infant deaths.
- The relatively low level of MMR vaccination has led to an increase in measles.
- Meningitis and meningococcal disease notification increased significantly between 2005 and 2007.
- One in four children aged 11 is overweight, and one in eight is obese; the rate appears to be increasing.
- Breast feeding rates are below target.
- 11% of Bromley (adult) residents are meeting the national targets for physical activity.

Maternity

- Women delivering in Bromley generally have fewer risk factors than in other London boroughs.
- Late bookers are more likely to be young (under 25) and from a black or black/white ethnic group.

Mental Health

- One person in six has a mental health problem at any one time.
- Bromley has a lower than average suicide rate, but there has been a recent increase in numbers, from 15 in 2005 to 23 in 2006.

Sexual Health

- The incidence of sexually transmitted diseases has been rising generally in South East London, but there was a sudden decrease in Gonorrhoea in 2005.
- Rates of HIV infection are low for London, but average for the country as a whole.
- The teenage pregnancy rate is below average for London, but rates in deprived Wards are similar to those of inner London.

Drug and Alcohol Services

- There is an estimated prevalence of 1,857 Heroin and/or Crack users (all ages), of which 27% are currently in treatment. This compares with 37% of Problem Drug Users in treatment in London, and 49% nationally.
- There is an estimated prevalence of 39,500 people (all ages) with problem drinking, for whom better intervention services are needed.

Oral Health

- In 2003/04, Bromley schoolchildren had the best oral health in South East London.
- 27% of five year old children had experienced dental cavities and had an average of 3.42 affected teeth.
- Oral health is worse in areas of high deprivation.

Learning Disabilities

- There are approximately 800 people aged 18-64 with a learning disability and in receipt of services.
- The numbers of people requiring services at transition is expected to increase from 10 to 25 between 2005 and 2011.

2.12 Rapid Health Needs Appraisal

The Rapid Health Needs Appraisal took place over the summer and autumn of 2008. It was produced to complement the statistical data in Bromley's Joint Strategic Needs Assessment and add qualitative information about the three main areas of the Borough where health and well-being are poorest: Mottingham; Penge, Crystal Palace and Anerley; The Crays and Ramsden Estate. Conclusions of relevance to the Children and Young People's Plan are as follows:

Mottingham

- reducing the fear of young people which inhibits older people from leaving their homes from late afternoon onwards;
- providing young people with something to do in which their parents can have confidence;
- encouraging more informal but constructive use of existing facilities and amenities;
- a focus on healthy eating, including increased awareness of budgeting and food preparation.

Penge, Crystal Palace and Anerley

- improving access to information (eg via Children and Family Centres);
- countering the fear of crime amongst parents and older people;
- increasing support to minority communities.

The Crays and the Ramsden Estate

- raising the aspirations of young people, and healthy lifestyles;
- reducing early parenthood, smoking (especially amongst girls) and injury amongst boys (some of which is crime-related);
- promoting healthy eating on a budget.

Quotes from local parents:

"There's nothing free. What is there that's free for children to do?"

"The youngsters might not be any bother but they're intimidating. They've no respect."

"I don't drink, I smoke. I enjoy smoking! Eat well? I can't afford to."

"I won't let the kids in the parks here. I won't let them out the door."

"We used to have a brilliant market."

"It's got better. It used to be quite rough. It's improved immensely. We've got lovely neighbours."

2.13 The Views of the Voluntary Sector

A consultation event took place with the Children and Families Voluntary Sector Forum on 9 December 2008, to identify the sector's priorities for children and young people services for 2009 to 2011. These were:

Be Healthy

- Reduce the misuse of alcohol and drugs.
- Improve healthy lifestyles (sexual health, obesity etc).
- Increase training, information and guidance.

Stay Safe

- Promote the bullying strategy.
- Increase the number of detached youth workers.
- Improve the support available to detached youth workers.

Enjoy and Achieve

- Improve access to free sports and cultural activities.
- Support parents to enjoy life.
- Ensure that all children enjoy and achieve at school.
- Provide a balanced curriculum between academic and life skills.

Make a Positive Contribution

- Promote the positive things that young people do (eg elect a Young Mayor).
- Increase the number of recreational and out of school facilities (eg volunteering).
- Develop a newsletter to publicise opportunities.

Achieve Economic Well-Being

- Improve careers advice to support young people to get a job.
- Equip young people with communication skills.

2.14 Gypsies and Travellers in Bromley

Bromley has one of the largest groups of Gypsies and Travellers in England, which experiences significant health and social inequalities. The Primary Care Trust established a multi-agency strategic group to consider local issues and service provision for Gypsies and Travellers in the Borough, through a one-day conference called "Open the Door" (2008) and a health and education needs assessment.

The outcome was the establishment of a joint Council/PCT commissioning group to address the findings (October 2008). These included:

Health

The main issues identified were related to smoking, poor diet, mental health, teenage pregnancy and problems accessing health services. Registration with GPs, however, was high compared to national data, and satisfaction with health services amongst interviewed Gypsies and Travellers generally high. Service providers saw language, literacy, non or irregular attendance of appointments, lack of personal records, behavioural difficulties and lack of trust as barriers to access. Reducing bureaucratic barriers and enabling more informal access were seen to be essential. It was noted that certain issues such as sexual health and child and maternal health are highly sensitive within the community and, given the limitations of the methods used, are unlikely to have emerged as key themes from this type of research: national, more in-depth, research suggests that child and maternal health, for example, is a major cause for concern.

Education

Literacy skills were reported to be poorer among Gypsy and Traveller children compared to the general population, and there was a consensus that more support was needed.

Secondary school education was less valued by the community, who felt discriminated against, particularly by other children, and this was reflected in attendance and attainment. There was anecdotal evidence of high teenage pregnancy among girls and an expectation on boys that they leave school early to work, leading to a lack of qualifications and difficulties in finding employment. Addressing this cycle requires a long-term approach to cultural difference, as well as addressing perceived discrimination and providing opportunities for informal education.

Recommendations

Health

- Continued provision of health visitor outreach work and increased provision of health improvement outreach services: in particular, smoking cessation, mental health and healthy eating, via those services known to the community.
- For this to happen, the capacity of existing community services trusted by communities needs to be enhanced.
- Further research into areas not fully explored in the needs assessment, particularly child and maternal health.

Education

- Addressing literacy barriers through review of service delivery mechanisms and provision of assistance with paperwork and literacy courses.
- Continued support for the Traveller Education Support service, with additional support in secondary schools for young Gypsies and Travellers.
- The introduction of lessons in secondary school to highlight the cultural heritage of Gypsy Travellers in Bromley and promote understanding amongst the non-Gypsy Traveller population.
- Greater opportunities for vocational training to ensure secondary education is more relevant to the Gypsy and Traveller community and the continued support of informal learning for Gypsy and Traveller children not attending secondary school (this was currently short-term funded).

(6) Improving Educational Standards

1. Statutory Basis for Review

The Learning and Achievement Service of the Children and Young People Services department reports annually on the standards of attainment and quality of provision in Bromley schools, following national testing. The report is based on an analysis of recently published National Curriculum assessments and examination results (2008) and identifies the main strengths and priorities for the next year, to be included in the revised Children and Young People's Plan.

2. Summary of Achievements

2.1 Early Years Foundation Stage (5 year olds)

2.1.1 At Early Years Foundation Stage, children are assessed across 6 areas of learning, these being: personal, social and emotional development, communication, language and literature, problem solving, reasoning and numeracy, physical development, knowledge and understanding of the world, and creative development. Assessments are determined purely through teachers' professional judgements, which are moderated across all schools; there are no set tasks or tests. The DCSF has acknowledged Bromley moderation procedures as being robust. 2008 results improved on previous years in the area of linking sounds and letters, which was a priority for intervention and support this year. There was a slight decline in most other scales. This is in contrast to the national picture, where results overall are improving. The percentage of Bromley 5 year olds with a good level of achievement (6+ in each of the personal, social and emotional scales and the communication, language and literacy scales) is below the national average at 46.5% compared to 49% for the rest of England. The local authority did not meet its Early Years/Foundation Stage targets of improving performance overall for this age phase or reducing the disparity between the most disadvantaged children and the rest.

2.2 Key Stage 1 (7 year olds)

- Bromley remains above the National Average in all key subjects (Reading, Writing and Mathematics) at both Level 2 and 3.
- For Reading at Level 2, Bromley remained steady, in line with the National Average. At Level 3 Bromley dipped by 1%, again in line with the National Average.

- For Writing at Level 2 and 3 Bromley remained steady whilst the National Average dipped slightly at Level 3.
- For Mathematics at Level 2 Bromley dipped by 1%, whilst the National Average stayed the same, and at Level 3 Bromley dipped by -2 whilst the National Average dipped by -1%.
- The Average Point Score of 15.5 is a drop of 0.1 from 2007, but is in line with the 2006 result. The national Average Point Score has remained the same.

Bromley aspires to improve further and in 2009/10 will focus on those schools where small improvements will lead to a better overall improvement, especially in Mathematics.

2.3 Key Stage 2 (11 year olds)

- Bromley is above the National Average in all key subjects. At Level 4 Bromley is above the National Average by +2% in English; +2% in Mathematics and +1% in Science. At Level 5 Bromley is above the National Average by +4% in English, +5% in Mathematics and +2% in science.
- At Level 4, English dipped by 1% on 2007 results; Science remained the same and Maths improved by +2%. The National Average increased by 1% in English and mathematics, and stayed the same in science.
- At Level 5, English dipped by -5%, Mathematics remained steady and Science dipped by -4%. The National Average dropped by -5% in English, by -1% in mathematics and by -3% in science.
- The Average Point Score of 28.2 is a drop of 0.1 from 2007, which is in line with the national Average Point Score.

For 2007/08, Mathematics at Level 4 in particular was a priority for support. Mathematics will continue to be a priority for support in 2009/10.

There have been significant improvements in the results of those schools receiving additional support and direct intervention. Of the 21 schools receiving Focused Support:

- 15 improved results at L4 in English and 8 at L5.
- 16 improved results at L4 in Maths and 11 at L5.
- 13 improved results for both English and Maths at L4, and 7 at L5.

The number of schools below the floor target of 65% in English was reduced from 7 to 3 and for Maths from 14 to 6. The number of schools below the floor target of 65% in both English and Maths was reduced from 7 to 3. Bromley's results are consistently above the National Average, confirming the position as a high attaining Authority. However, there is fluctuation in the results year on year, and no significant steady improvement overall is noted. Key Stage 2 results this year reflect the national trend. There remains a wide range of achievement across Bromley primary schools and a small number of schools, particularly in challenging circumstances, where sustainable improvement is not yet achieved.

2.4 **Key Stage 3 (14 year olds)**

- The Key Stage 3 results for 2008 have not been published nationally because of the unreliability of the data caused by the inability of the contracted company to carry out their duties. Consequently, the Key Stage 3 SATs have not been published.
- In late autumn, the DCSF announced that Key Stage 3 tests would be abolished from 2009. Schools are required to send KS3 data (Teacher Assessment) to the LA and Qualifications Curriculum Authority.
- The LA will continue to work with secondary schools to ensure each has a robust assessment for learning strategy to ensure pupil progress is maintained.

2.5 **Key Stage 4 (16 year olds)**

- The percentage of pupils achieving 5+ A*-C grades has increased by 4% to 75% which is 10% above the National Average which also improved by 4%.
- The percentage of pupils achieving 5+ A*-C grades including English and mathematics has increased by 4% to 59% which is 12% above the National Average; a rate of improvement which is 3% higher than the National Average.
- The Average Point Score per student for Bromley is 413.5 compared with 390 nationally.
- The Local Authority is ranked 10th nationally out of 148 LAs for the percentage of those gaining 5A*-C including English and mathematics at KS4.
- The percentage of pupils gaining two sciences at grades A*-C is 56%, a rise of 5%. The National figure is 50% which remains static from last year.
- The percentage of pupils gaining one A*-C in a modern foreign language is 32.5% compared with 31% nationally.

2.6 Post-16 Advanced Level Achievement (Level 3)

- 2.6.1 For the past 5 years, the DCSF Performance Table for Level 3 (Advanced Level) Post-16 Attainment and Achievement has included achievement in traditional A-Levels and all other equivalent Level 3 qualifications, for example BTEC National. For the past 4 years (beginning with the government's 14-19 White Paper), the Local Authority has had a strategic responsibility for the Level 3 curriculum and its performance across both schools and FE colleges and the published performance on which Bromley is judged includes both Bromley and Orpington Colleges. High performance at Level 3 is dependent on excellence in teaching and learning; a Bromley-wide curriculum which is broad, balanced and meets the needs and aspirations of young people and, impartial information, advice and guidance on the best choice and location of Post-16 study. Responsibility for performance in this area is delegated to the Bromley 14-19 Collaborative. Achievement at Level 3 across Bromley is measured in 3 ways. Firstly, in terms of the percentage of young people who gain a pass in a Level 3 qualification; secondly, in terms of the progress made from GCSE to Level 3 taking into account socio-economic factors (Contextual Value Added); and thirdly, in terms of an average point score per pupil across all schools and both FE Colleges.
- 2.6.2 In 2008 the achievement of a pass in a Level 3 course in Bromley was above the national average at 55%. Bromley was rated 'Green' (the highest grade) by DCSF/Government Office for London in recognition of this. Contextual Value Added for Bromley (CVA) 2008 shows a performance of above expectation at 1006.5. Within our group of 11 Statistical Neighbour Authorities Bromley is in 3rd Position in terms of Post-16 Contextual Value Added. With regard to the total point score per student, in 2008 11 of the 18 schools and colleges improved; for example, 29% improvement at Kelsey Park, 16% at Kemnal Technology College, 7% at Cator Park, 6% at Coopers and 11% at Darrick Wood. In 2008 there were significant reductions in the total average point score per student at two of our largest Post-16 providers – Langley Park School for Boys and Ravens Wood School (a reduction of around 10% in each whilst their Value Added remained high); these changes are influenced by curriculum decisions. This taken together with a 'stand still' position at Orpington College where there is a very large Level 3 cohort has resulted in the overall Bromley average point score per student not improving at a fast enough rate to reach the ambitious LAA target. In 2008 the total average point score per student fell from 717.4 to 715.2 (national for all maintained schools and colleges - 721.1 and for all schools including independents - 739.8).

2.6.3 Continued effort for further improvement is being directed at the 3 centres previously targeted for improvement (Kelsey Park, Kemnal Technology College and Orpington College) with action plans in place for improvement to the 2009 results. Further work will need to be done to explore the change in performance in point scores at Langley Park School for Boys and Ravens Wood School. Value added is high at both schools with a similar intake to Level 3 in terms of GCSE achievement. Changes in total average point score per student, therefore, is likely to be as result of changes to the number of qualifications offered per student rather than a decline in performance.

2.7 Young People 16-19 Not in Education, Employment or Training

2.7.1 As part of a measure of the effectiveness of educational provision, Bromley Local Authority now has a statutory target to reduce the number of young people who are Not in Education, Employment or Training (NEET) to 4.4% by 2010. The October 2008 GOL/DCSF 14-19 progress check on this statistic rated Bromley Green on its progress towards this based on a comparison of November 2004 and November 2007 statistics. November is the census point for capturing the NEET statistic and in November 2008 the percentage 16-19 NEET in Bromley was 4.7%, well below the English national average of 6.8%. The overall low percentage is a result of high achievement, a broad and balanced curriculum and good information, advice and guidance to young people across Bromley. However, there remain a small percentage of most vulnerable, hardest to reach young people still to be brought into the mainstream. The Bromley 14-19 Collaborative is implementing a multi-agency, 'Integrated Youth Support Strategy' for maintaining this low percentage and for tackling the hardest-to-reach young people who remain NEET. A review of the strategy is to be presented for endorsement at the March 2009 CYP PDS.

2.8 Vulnerable Groups

For pupils from *minority ethnic backgrounds*, several groups are performing less well than their peers, although some of the groups are relatively small in number. At Key Stage 2 these include those pupils from Mixed White/Black African, Mixed White/Black Caribbean, Black Other, Asian Other and Gypsy/Roma backgrounds. At Key Stage 3 it is those pupils from Mixed White/Black African, Mixed White/Black Caribbean, Black African, Black Caribbean and White Other backgrounds achieving less well than their peers. At Key Stage 4 it is those pupils from Mixed White/Black African, Mixed White/Black Caribbean, Black African, Black Caribbean, Black Other and Bangladeshi backgrounds which achieve less well.

Pupils with *Special Educational Needs* do perform less well than their peers at all Key Stages and subjects. At Key Stage 1, there has been a dip in performance from 2007 for pupils at school action and school action plus. At Key Stage 2, there has been an increase in results from 2007 at all stages of SEN. At Key Stage 4, pupils at school action plus and Statemented pupils have achieved higher than those in 2007. From 2008 schools now report progress of SEN children not assessed by statutory assessment using P-scales. These cover each subject of the national curriculum, and use 8 performance levels (P1-P8) to show achievements of pupils working below the level of national curriculum assessment. In Bromley in 2008, 107 pupils were assessed using P-scales at Key Stages 1 (1.2% of the cohort), and 12 pupils were assessed using P-scales at Key Stage 2 (0.2% of the cohort). For those pupils who are *Looked After*, there has been a continued increase in the proportion reaching the expected level at Key Stage 2. This is not reflected at Key Stage 4, where the cohort has a high proportion of SEN.

2.9 School Effectiveness (Ofsted)

Of the Bromley schools inspected under the September 2005 Inspection Framework (as of 24 February 2009) the overall effectiveness was judged as follows:

Primary (77): 13 outstanding; 11 good with outstanding features; 28 good; 19 satisfactory; 3 were deemed to require special measures and 3 were given a note to improve.

Secondary (17): 7 outstanding; 3 good with outstanding features; 3 good; 4 satisfactory.

Special (3): 3 outstanding; and 1 deemed to require special measures.

The number of schools judged to be good or better is above the National Average. The progress of those schools in Special Measures has been judged good. During an inspection, Ofsted grade 6 areas of the school's provision from outstanding (1) to inadequate (4). The table below shows the number of schools graded in each category. Personal development and care and support for pupils (which includes behaviour) is judged very highly. Achievement and standards in those schools serving challenging communities remains a priority for support. Under the Local Authority's 2008 Comprehensive Performance Assessment, Enjoy and Achieve was judged to be Good. This judgement has been consistent for a number of years.

A review of the primary school improvement strategy is being undertaken through a Member/Officer working party and its outcomes will add to the positive strategies already in place to promote early intervention and ambition to ensure Good to Outstanding.

| Grade | Achievement Standards | Personal Development of Pupils | Teaching and Learning | Curriculum Provision | Care and Support for Pupils | Leadership/ Management of HTs and Governors |
|-------|-----------------------|--------------------------------|-----------------------|----------------------|-----------------------------|---|
| 1 | 20 | 34 | 12 | 19 | 31 | 19 |
| 2 | 44 | 46 | 52 | 53 | 42 | 48 |
| 3 | 22 | 13 | 24 | 21 | 19 | 24 |
| 4 | 07 | 02 | 07 | 02 | 03 | 04 |

3. Priorities for Improvement

3.1 There is a consistent positive picture of standards in Bromley schools though some face great challenges and many serving challenging communities show value added which is higher than average. However, there are a number of primary schools which require additional and intensive support for English and Mathematics to ensure they achieve at the national average and continue to improve on the results they achieved this year. Support for these schools is in place with a focus on intensive intervention and improvement. Individual pupils' attainment is being tracked and their performance monitored following focused support through booster activities.

3.2 Priorities for improvement for 2009/10 include:

- continue to raise attainment at all stages of learning and improve on year on year results;
- improve Early Years/Foundation Stage results and those of Key Stage 1, particularly those in areas serving challenging communities;
- continue to raise standards in mathematics and writing at Key Stage 2;
- develop the provision for the more able pupils at all levels;
- improve standards in Science at KS3 and KS4;
- develop early intervention, through identification of pupils at risk of not making appropriate progress in all schools – focus on individual progress analysis and intervention programmes, particularly for the most vulnerable groups (eg LAC);

- continue to close the gap between English and mathematics achievement at GCSE;
- improve achievement at Post 16 including Level 3 (GCE A-Level/vocational) provision across all Bromley schools and colleges;
- introduce alternative models of support to schools where progress has stalled;
- introduce appropriate diplomas through further development of the secondary curriculum.

1. The Voluntary and Community Sector

The Authority has a successful history of partnership working with the voluntary sector. Substantial providers include Mytime leisure trust and the Bromley Youth Music Trust. The sector (often referred to as the Third Sector) defines all non-profit making organisations (which are non-statutory) that have a desire to ensure a lasting social, environmental or cultural effect, rather than to make profit. These include national youth organisations such as the Scouts and Guides, and locally-based groups across a broad spectrum of family support services. Councils are the biggest single funder of local voluntary and community groups and it has been estimated that in Bromley this investment is worth approximately £10 million per annum to the sector (£1.5 million for children and young people services). We need to look for better ways to work together, to help us meet priorities set out in our plans and strategies. At the same time, the demand on Council resources is ever growing and we do need to ensure value for money. Voluntary organisations are able to increase neighbourhood and community engagement, empower local people, increase 'social capital; and promote community cohesion.

The voluntary sector is a significant provider of services and statutory agencies need to work with the sector to ensure that it supports the delivery of our targets. As part of this, we need to improve the way that we work with it and involve it in our decision-making, for example through the Bromley Children and Young People Trust Board. Many voluntary organisations are operating on limited budgets and rely on volunteers, and capacity to work with the statutory sector can often be limited. Umbrella groups such as the Children and Families Voluntary Sector Forum are an important support structure. To help ensure that the Council and the Voluntary Sector are working together effectively, the Executive and Resources Policy Development and Scrutiny Committee commissioned a review during 2008 of partnership arrangements in collaboration with Community Links Bromley. The objectives of the review were:

- To consider the effectiveness of partnership working between the Council and the voluntary and community sector.
- To examine the Council's commissioning processes and strategies and funding arrangements with the voluntary sector to assess added value and value for money.
- To examine the Compact and how working relationships between the Council and the voluntary sector can be strengthened.

Subject to further consideration by the Council's Executive, the initial recommendations of the Member Working Group were:

- (i) Where different Council departments (and the PCT or other partners) are commissioning the same organisation, they should:
 - standardise the monitoring processes and requirements and the contractual documents;
 - appoint a lead officer for the organisation to contact to improve communication and develop relationships; and
 - consider commissioning arrangements for transport services across Children and Young People Services and Adult and Community Services.

- (ii) The role of the voluntary and community sector should be promoted by:
 - raising the profile of the sector (and Community Links Bromley in particular);
 - acknowledging:
 - the good things that the sector brings to Bromley;
 - the important role that the sector has in the Borough.

- (iii) The Council should explore avenues to enable a greater utilisation of services from the voluntary sector.

- (iv) Contracts should have timely two-way negotiation between the commissioners and providers to:
 - develop new contracts;
 - renew existing contracts.

- (v) Contracts should be:
 - written in plain language, avoiding jargon;
 - succinct and have concise terms and conditions;
 - proportional to the size of the contract and the provider and the risks involved;
 - set out a clear specification.

- (vi) Good practice should be shared and rolled out across the Council and other partners through the delivery of training opportunities to those involved in the commissioning process, including legal staff, contracts staff and service managers.

- (vii) The length of each contract should help the provider to remain sustainable – good practice should be a minimum of three years where possible.
- (viii) All service agreements should have management costs and overheads reflected appropriately proportionate to the service being funded.
- (ix) Intellectual support and advice should be provided to the voluntary sector through Community Links Bromley, including general professional support in areas such as law, human resources and information technology, where this can be done without incurring real costs for the Council and where there would not be a conflict of interest.
- (x) The Compact should be continually reviewed to ensure that it is embedded within the Council's practice.

Local Relationships: Children and Families Voluntary Sector Forum

The Council, on behalf of the Bromley Children and Young People Trust partners, agreed an enhanced three-year Service Agreement with the Children and Families Voluntary Sector Forum (the Forum) in April 2007. The aim of the Service Agreement is to ensure that the Forum can provide an independent and co-ordinated voice for Voluntary and Community Sector organisations that work with and represent the voice of children, young people, and their parents and carers. Bodies such as the Early Years Development and Childcare Partnership (which also works with the private sector and faces specific challenges), and the Bromley Council for Voluntary Youth Services, contribute significantly to the Forum's work. The Forum represents approximately 250 individual voluntary sector agencies.

The Forum works as a central point of co-ordination for the Trust partnership and individual organisations within the partnership to use as a way of:

- consultation with Forum members to encourage discussion on shared concerns;
- informing Forum members of all relevant local and national issues, plans and developments, so that they can then inform the children, young people, and their parents and carers that they represent;
- informing the Trust and individual statutory agencies of the results of the consultations and discussions detailed above;
- ensuring the voluntary and community sector participate in joint working to improve the lives of children, young people, and their parents and carers in the borough of Bromley.

During March 2007, the Council developed a Compact with the Voluntary and Community Sector, further enhancing the relationship between the Trust partners and the sector. The partners are:

- Bromley's voluntary and community sector
- The Council
- The Primary Care Trust
- The Metropolitan Police
- Oxleas Foundation Trust
- Bromley Hospitals Trust

The Compact document sets out the key principles and values underpinning the statutory/voluntary sector relationship. This includes recognition on the part of the statutory sector of the independence of the voluntary and community sector, and its right to campaign on behalf of service users. It also gives a commitment to be clear, consistent and open about the way resources are provided to voluntary organisations within the commissioning process. A number of the Trust partners have signed up to the commitments within the Compact.

During 2007, the Council took part in a nationwide consultation to develop a report for the VCS Engage programme. VCS Engage is a programme funded by the Department for Children, Schools and Families to further strengthen the engagement of the Voluntary Sector in the delivery of the Every Child Matters programme. The resulting report *Commissioning, Contracting and Service Delivery of Children's Services in the Voluntary and Community Sector* is available from the VS Engage website – www.vcsengage.org.uk.

Future Developments

A Third Sector Development Strategy is being jointly written by the Council and representatives of the voluntary sector, including the Chair of the Children and Families Voluntary Sector Forum. The Strategy will set out how the Trust will work with the Third Sector to ensure that it is sustainable and is able to compete on a level playing field to deliver the services that are required within Bromley. The Strategy will be developed around the commitments within the Compact. All members of the Trust partnership will be asked to agree to these commitments. The important contribution of the independent sector is also recognised. For example, Eltham College works in partnership with a number of boroughs, including Bromley, on a range of initiatives, including a science teaching project with local primary schools.

2. Trust Governance : Review

The Bromley Children and Young People Trust was launched in November 2006 and is one of the strategic partnerships which underpins the Borough's Local Strategic Partnership. There are ten Trust Strategy Groups (plus supporting working groups) which are aligned under the five Every Child Matters outcomes.

The Children and Young People Trust Board has a central role in implementing, monitoring and refreshing the Children and Young People's Plan and ensuring that children and young people's issues are fully integrated into the concerns of the wider community through the Local Strategic Partnership. It is a key task of the Trust Board to ensure that the CYPP is strategically aligned with the planning cycles of partners including the Primary Care Trust. The Bromley Children and Young People Trust underpins the "strong strategic commitment to partnership and multi-agency working" noted by Ofsted (2008 APA).

An Audit Commission Report ("Are We There Yet?"; October 2008) reviewed the effectiveness of Children's Trusts nationally, and concluded that they needed to develop substantially if they were to bring the intended benefits of integrated working between agencies. This would need to include redirection of mainstream funding where appropriate; performance management across services; closer involvement of individual schools; and joint commissioning. Statutory guidance issued by the Department for Children, Schools and Families (2008) is designed to strengthen Trusts. It also indicated the Government's intention to legislate to: extend the number of partners, including maintained schools; make the Trust Board a statutory body; give the Board responsibility for producing and securing delivery of the Children and Young People's Plan.

The Trust Board approved a number of changes which are designed to ensure the Trust's effectiveness in developing integrated working between agencies in the Borough:

- (i) meetings are to be open to the public, to improve transparency (except for any confidential items) and they will be able to ask questions in accordance with an agreed procedure;
- (ii) a Steering Group will be appointed to strengthen the accountability of the different partnership groups and to ensure effective agenda planning;
- (iii) a Performance and Planning Project Group will be formed to monitor progress and develop the new Children and Young People's Plan for 2011-14, ensuring full "ownership" by all partners;

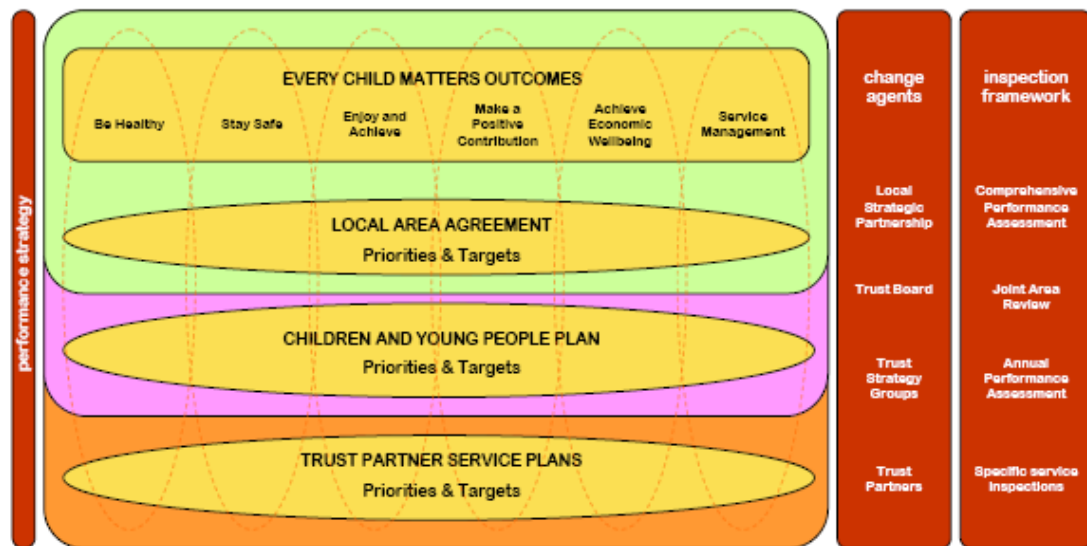
- (iv) a Children's Health and Well-Being Strategy Group, led by the commissioning arm of the Primary Care Trust, will ensure the strategic coherence of children's health issues;
- (v) a Trust logo was approved, to enhance the "brand" of the partnership and help promote awareness through printed material, the website, etc.

3. Bromley Children and Young People Trust Forum

Under the governance arrangements for the Bromley Children and Young People Trust, the Forum is the broad, stakeholder body through which representatives of schools, statutory, private and voluntary providers, parents, carers and young people, are able to meet to contribute to the development of local service provision. The launch of the Forum took place on 15 January 2008 and the second event took place on 24 March 2009. See section 5.2.8 for the outcomes.

1. Children and Young People Planning Framework

Priorities and targets for Children and Young People Services are defined primarily by consultation on local need and then by other complementary processes. These include the current Annual Performance Assessment, and the Local Area Agreement. Priorities may also be identified under the Council's own Building a Better Bromley strategy. Service Plans prepared by partners of the Bromley Children and Young People Trust contribute to the Children and Young People's Plan, to the Local Area Agreement, and the Sustainable Community Strategy. All are underpinned by comprehensive needs analyses, addressing the five Every Child Matters outcomes. The effectiveness of these strategies will be measured by the Comprehensive Area Assessment, to be introduced from April 2009. The following diagram illustrates the Children and Young People Planning Framework:



The full list of priorities is set out at [Table B](#).

2. Local Area Agreement

Each Local Authority is required to consult on the development of a Sustainable Community Strategy. This reflects priorities for children, young people and families, and set the context for targets under Local Area Agreements (LAA). A new National Indicator Set (NIS) was published on 11 October 2007 as part of the Comprehensive Spending Review. The Indicators flow from new public service agreements and there are 198 indicators designed to measure progress towards central government's priority outcomes over the next three years. A large proportion of those indicators is directly about improving outcomes for children and young people. Many can only be delivered in partnership between the Council and other agencies.

Performance is measured in all areas against the full range of 198 indicators in the NIS. Each Agreement contains up to 35 priority targets drawn from indicators in the national set and agreed with government. Local partners can also agree additional targets in their LAA to support improved local delivery and outcomes, although these will not be subject to performance monitoring by government. In addition to the targets in the LAA, each local area will also agree with Government a number of education and early years targets, as set out in existing legislation. These statutory targets are also drawn from the NIS, but because of their separate legal status, they cannot also be LAA targets, although they do sit within the overall local performance framework. The National Strategies (Primary, Secondary, Behaviour, etc) will lead on the negotiation of these targets, but this process is not seen as separate from the process for agreeing LAA priorities and targets. New LAA's – alongside the statutory targets – will be the only vehicle for central government to agree shared targets with local authorities, working alone or in partnership.

LAA's are the key mechanism to help achieve effective partnership working to improve outcomes for children on issues that are beyond the remit of the Bromley Children and Young People Trust. For example, the lead responsibility for delivering improvements on issues such as housing may lie elsewhere in the Local Authority, but improved housing will contribute to better outcomes for children and families. Similarly, improved educational attainment may lead, for example, to a reduction in anti-social behaviour. The agreed priorities and related indicators for Bromley under the LAA are as follows:

| Outcome | Priority | Indicator |
|-------------------|--|---|
| (1) Being Healthy | (1) Reduce health inequalities, including rates of obesity. (2) Improve the impact of the teenage pregnancy strategy, as well as the sexual health of young people. | (1) Obesity among primary school age children in Reception Year (NI 55). (2) Under 18 conception rate (NI 112). |
| (2) Staying Safe | (3) Reduce reliance on out-of-borough placements for children with disabilities, special educational needs, and children in care. | (3) Stability of Looked After children adopted following an agency decision that the child should be placed for adoption (N61). |

| Outcome | Priority | Indicator |
|------------------------------------|--|---|
| | | (4) Stability of placements of Looked After children: number of moves (NI 62). (5) Education targets for Looked After children. |
| (3) Enjoying and Achieving | (4) Narrow the attainment gap for disadvantaged and underachieving children. | (6) Children in care achieving 5 A*-C GCSEs at Key Stage 4 (including English and Maths) (NI 101). (7) Statutory education targets. |
| (4) Making a Positive Contribution | (5) Improve attendance and behaviour, and reduce bullying. | (8) Secondary school persistent absence rate (NI 87). (9) Rate of permanent exclusion from school (NI 114). (10) Primary absence indicator. |
| | (6) Further develop the strategy for youth outcomes and experience, with a focus on preventative and positive attitudes. | (11) Young people's participation in positive activities (NI 110). |
| | (7) Improve the performance of the Youth Offending Service and reduce anti-social and criminal behaviour. | (12) Rate of proven re-offending by young offenders (NI 19). |
| (5) Achieving Economic Well-Being | (8) Increase the number of young people in education, employment and training. | (13) 16 to 18 year olds who are not in education, training or employment (NI 117). |

1. Processes

The Council and the PCT have developed robust performance management processes, which include:

- local and national indicators, viewed within the context of national, regional and comparator group performance and exceptional reporting;
- feedback from Government inspections and assessments;
- service quality measures through audits of service standards and from feedback from stakeholders (particularly children and young people, parents and carers) including issues arising from the complaints process;
- progress against objectives within the Council's performance centre improvement and efficiency plans and individual officer performance plans;
- periodic reporting on performance to Senior Managers, Council Members and the Children and Young People Trust Board.

2. Local Area Agreement/Comprehensive Area Assessment

Under the Government's revised local performance framework, Annual Performance Assessments have continued into 2008, but taken account of the introduction of the new Local Area Agreements. The Audit Commission and six other inspectorates are developing an outcome-focused, proportionate and risk-based Comprehensive Area Assessment (CAA), which will be introduced from April 2009. Each CAA will have four elements:

- an area **risk assessment** identifying risks to outcomes and the effectiveness of their management;
- a scored **use of resources** judgement for public bodies in the area;
- a scored **direction of travel** judgement for each local authority in the area; and
- publication of performance data for each area against the set of **national indicators**.

Where other performance assessments exist for local authorities' partners, these will continue and feed into the CAA (eg Assessment of Policing and Communities Safety will provide data for the police assessment). Where actions depend on partnership working with local authorities, the indicators and reporting requirements will be identical to those in the local performance framework. There will be few programmes of universal rolling inspection: targeted inspections of local services will normally be risk-based and triggered through the CAA.

3. Action Planning

In outlining the priorities for 2009, Section 8 of this review document noted that these were defined by four complementary processes:

- the Annual Performance Assessment (2008) by Ofsted;
- the Local Area Agreement, underpinned by the authority's Sustainable Community Strategy; and
- "Building a Better Bromley : 2020 Vision", reflecting other local priorities.

Detailed actions to address priorities are set out in a number of documents, including the Children and Young People Plan, Improvement, Efficiency and Effectiveness Plans for Council Services, and in service plans maintained by partner agencies.

4. Performance Monitoring

Quarterly monitoring reports, against a set of key indicators (including those for the Local Area Agreement), keep Trust partners and Council Members informed of progress. The following (**Table A**) sets out the targets for 2009-2011, together with information on past performance. **Table B** is the Summary Action Plan for 2009-2011, addressing the agreed priorities.

Targets for Children and Young People Services

| National Indicator Number | Description | Past Performance | | | | | Future Targets | |
|---------------------------|--|------------------|---------------|---------------|--------------------------|-------------------------|----------------|----------------|
| | | 2005/6 Actual | 2006/7 Actual | 2007/8 Actual | 2008/09 Actual Full Year | 2008/9 Target Full year | 2009/10 Target | 2010/11 Target |
| Be Healthy | | | | | | | | |
| 55 | Obesity in primary school age children in Reception Year | new indicator | 6.94% | 8.4% (9.9%) | 7.3% (9.6%) | 8 | 8 | 8 |
| 56 | Obesity in primary school age children in Year 6 | new indicator | 12.84% | 15.5% (17.5%) | 15.7% (18.3%) | 15 | 15 | 15 |
| 112 | Under 18 conception rate | 31.0 per 1000 | 36.2 per 1000 | 31.0 per 1000 | 34.0 per 1000 | 23.9 per 1000 | 20.8 per 1000 | 17.7 per 1000 |
| Local Indicator | The average of the percentages of children looked after who had been looked after continuously for at least 12 months, and who had their teeth checked by a dentist during the previous 12 months and had an annual health assessment during the previous 12 months. | 73.1% (81%) | 82.3% (84%) | 88.2% | 95% | 95% | 95% | 95% |
| Staying Safe | | | | | | | | |
| 61 | Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption | 66% (77%) | 71% (81%) | 87% | Numbers too small | 78% | 80% | 82% |
| 62 | Stability of placements of looked after children: number of placements (Those with 3 or more as a % of all CiC) | 11% (12%) | 5.40% | 10.51% | 6.3% | 11% | 11% | 11% |

Table A

| National Indicator Number | Description | Past Performance | | | | | Future Targets | |
|---------------------------|--|------------------|---------------|---------------|--------------------------|-------------------------|----------------|----------------|
| | | 2005/6 Actual | 2006/7 Actual | 2007/8 Actual | 2008/09 Actual Full Year | 2008/9 Target Full year | 2009/10 Target | 2010/11 Target |
| Local Indicator | Adoptions orders and special guardianships granted for children in care | 5.6% (7.6%) | 8.40% | 7.73% | 7.8% | 8.50% | 7.00% | 7.50% |
| 64 | The percentage of children ceasing to be the subject of a Child Protection Plan who had been the subject of a Child Protection Plans for 2 years or more | 4.0% (5.8%) | 7.40% | 0% | 2.7% | 5% | 5% | 5% |
| 65 | Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time | 13.3% (14%) | 16.30% | 11.35% | 11.7% | 14% | 14% | 14% |
| 67 | Percentage of child protection cases which were reviewed within required timescales | 100% (100%) | 100% | 100% | 100% | 100% | 100% | 100% |
| Local Indicator | Percentage of children whose referral occurred within 12 months of a previous referral | 32.8% (23.3%) | 12.30% | 11.17% | 10.5% | 12.5% | 12.5% | 12.5% |
| 111 | First time entrants to the Youth Justice System aged 10 – 17 | 392 | 533 | 408 | N/A | -2% | -2% | -2% |
| Enjoy and Achieve | | | | | | | | |
| 72 | Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal, Social and Emotional Development and Communication, Language and Literacy | 49% (48%) | 47% (45%) | 48% (46%) | 46% (49%) | 53% | 53.5% | 54% |
| 92 | Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest | 33.3% (38.9%) | 37.4% (38.3%) | 35% (37.2%) | 34.9% (35-6%) | 31.5% | 30.3% | 20.23% |

| National Indicator Number | Description | Past Performance | | | | | Future Targets | |
|---------------------------|---|------------------|---------------|---------------|--------------------------|-------------------------|----------------|----------------|
| | | 2005/6 Actual | 2006/7 Actual | 2007/8 Actual | 2008/09 Actual Full Year | 2008/9 Target Full year | 2009/10 Target | 2010/11 Target |
| 73 | Achievement at level 4 or above in both English and Maths at Key Stage 2 | 73% | 75% | 75% (71%) | 76% (71%) | New | 82% | 82% |
| 99 | Looked after children reaching level 4 in English at Key Stage 2 | 82% | 48% | 55% | 71% | 63% | 40% | 80% |
| 100 | Looked after children reaching level 4 in maths at Key Stage 2 | 64% | 39% | 27% | 50% | 81% | 20% | 80% |
| 75 | Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths | 52% (43%) | 54% (46%) | 55% (47%) | 59% (48%) | New | 61% | 63% |
| 101 | Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) | New indicator | New indicator | 14% | 4% | 58% | 17% | 35% |
| 93 | Progression by 2 levels in English between Key Stage 1 and Key Stage 2 | 81% (78%) | 85% (81%) | 86% (83%) | 84% | New | 92% | 92% |
| 94 | Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 | 75% (73%) | 77% (74%) | 76% (76%) | 81% | New | 88% | 88% |
| Local Indicator | Total absences in primary schools | 6.02% | 6.05% | 5.47% | 5.3% | 4.74 | 4.74 | Not set |
| Local Indicator | Total absences in secondary schools | 8.16% | 8.01% | 8.21% | 7.33% | 6.26 | Not set | Not set |
| 87 | Secondary school persistent absence rate | new indicator | 7.0% (7.1%) | 7.0% (6.7%) | | New | 6.70% | 5.3% |
| Local Indicator | Authorised absences in 11 identified primary schools | 6.02% | 6.90% | 6.30% | 6.30% | 5.60% | 5.40% | ceased |

| National Indicator Number | Description | Past Performance | | | | | Future Targets | |
|---------------------------------------|---|------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------|
| | | 2005/6 Actual | 2006/7 Actual | 2007/8 Actual | 2008/09 Actual Full Year | 2008/9 Target Full year | 2009/10 Target | 2010/11 Target |
| Local Indicator | The percentage of 11 year olds achieving level 4 or above in English and maths for 11 identified primary schools - Local Area Agreement Reward Target | New indicator | English: 81% Maths: 75% | English: 77% Maths: 68% | English: 74% Maths: 72% | English: 85% Maths: 83% | English: 86% Maths: 84% | ceased |
| 114 | Permanent exclusions as a percentage of the School population | 0.23 [101] | 0.13 [60] | 0.23 [106] | 0.15 [72] | 0.2 [90] | 0.18 [80] | 0.17 [75] |
| Local Indicator | Percentage of children looked after continuously for at least 12 months, of compulsory school age, who missed at least 25 days schooling for any reason during the previous school year | 14.5% (12.6%) | 16.15% (13.3%) | 15.44% | 12.9% | 15% | 15% | 15% |
| Local Indicator | Langley Park Boys School development on schedule | New indicator | | | | | | |
| Local Indicator | Phased review and reconfiguration of SEN provision | New indicator | | | | | | |
| Making a Positive Contribution | | | | | | | | |
| 91 | Participation of 17 year-olds in education or training | 80.4% (76) | 75.8% (77) | New indicator | New indicator | New | New | New |
| 110 | Young people's participation in positive activities | New indicator | New indicator | New indicator | 68.3% (69.5%) | New | New | New |
| 19 | Rate of proven re-offending by young offenders aged 10-17 | 40.4 | 18.42 | 37.5 | N/A | 110 | 108 | 105 |
| 45 | Young offenders' engagement in suitable education, training and employment | 78% | 63% | 76% | TBC | 90% | 90% | 90% |
| Achieve Economic Well-Being | | | | | | | | |

| National Indicator Number | Description | Past Performance | | | | | Future Targets | |
|---------------------------|--|------------------|---------------|----------------|--------------------------|-------------------------|----------------|----------------|
| | | 2005/6 Actual | 2006/7 Actual | 2007/8 Actual | 2008/09 Actual Full Year | 2008/9 Target Full year | 2009/10 Target | 2010/11 Target |
| 148 | Care leavers in education, employment or training | | 59.5% | 63.2% | 65% | 65% | 67% | 70% |
| 117 | 16 to 18 year olds who are not in education, employment or training (NEET) | 5.1% | 5.0% | 4.8% | 4.7% | 4.7% | 4.30% | 4.00% |
| Local Indicator | To raise the post-16 Level 3 average point score per pupil so that it equals and then rises above the national average. (The measure is the difference between the Bromley and the National figure for GCE/VC A/AS + Key Skills Average UCAS point per candidate) - Local Area Agreement Reward Target | New indicator | -7 [714.5] | -14 [717.4] | -24.6 [715.2] | -2 | +2 | Ceased |

Summary Action Plan (2009-2011)

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|--|----------------|---|--|
| 1. Improve children and young people's health (including low birth weight; teenage pregnancy; and obesity). | 1.1 Develop a Maternity Strategy in conjunction with Bromley Hospitals NHS Trust. | August 2009 | Jenny Selway, Bromley Primary Care Trust | Children's Health and Wellbeing Strategy Group |
| | 1.2 Complete a Maternity Needs Assessment. | August 2009 | | |
| | 1.3 Implement the Baby Friendly Initiative for breastfeeding across the Borough. | August 2009 | | |
| | 1.4 Develop the strategy for tackling Childhood Obesity in the Borough. | September 2009 | | |
| | 1.5 Front line staff to be trained in the Health Exercise Nutrition for the Really Young ("HENRY") obesity prevention programme. | April 2010 | | |
| | 1.6 Improve access to Long-Acting Reversible Contraception within the Borough. | April 2010 | | |
| | 1.7 Develop an action plan to take forward the national Child Health Strategy. | July 2009 | | |

Table B

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|--|--|-------------------|--|--|
| <p>2. Improve access to child and adolescent mental health services.</p> | <p>2.1 Improve access to Child and Adolescent Mental Health Services (CAMHS) for children and young people with learning difficulties/ disabilities, through CAMHS Learning Difficulties and Disabilities (LDD) pathway.</p> | <p>April 2011</p> | <p>Karen Fletcher-Wright, London Borough of Bromley</p> | <p>Children's Health and Wellbeing Strategy Group</p> |
| | <p>2.2 Use targeted funding to improve access to support in schools.</p> | <p>April 2011</p> | | |
| | <p>2.3 Improve communication with referrers, parents and young people.</p> | <p>April 2011</p> | | |
| <p>3. Address the health needs of children and young people with learning difficulties and disabilities.</p> | <p>3.1 Implement the Joint Children's Disability care pathway between health, social care and education services.</p> | <p>May 2009</p> | <p>Yee Cho, Bromley Primary Care Trust Karen Fletcher-Wright, London Borough of Bromley</p> | <p>Children's Health and Wellbeing Strategy Group or Disability Strategy Group</p> |
| | <p>3.2 Implement joint commissioning for short breaks, equipment and palliative care, using health and social care budgets.</p> | <p>July 2009</p> | | |
| | <p>3.3 Appoint a Joint Commissioning post between Bromley Primary Care Trust and London Borough of Bromley.</p> | <p>July 2009</p> | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|---|------------|--|--------------------------------------|
| | 3.4 Ensure access to necessary therapies, equipment, community and school nursing services. | April 2011 | | |
| | 3.5 Address health and therapy needs of children and young people with disabilities in a multi-agency context, ensuring effective commissioning achieves access to services and support. | April 2010 | | |
| 4. Address the rising level of alcohol misuse amongst young people. | 4.1 Continue to commission a specialist treatment service for young people which also supports the delivery of drug education within schools. | April 2011 | Suzett Polson, London Borough of Bromley | Drug Action Team Commissioning Group |
| | 4.2 Continue to provide training to all staff working with young people, to identify alcohol problems through the Drug Use Screening tool. | April 2011 | | |
| | 4.3 Continue to work with the Teenage Pregnancy and Sexual Health Boards to target prevention and early intervention at young people at risk of alcohol-related teenage pregnancy or sexually transmitted infections. | April 2011 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|--|------------|---|---|
| | 4.4 Implement an alcohol task group which undertakes a targeted programme of activity covering under age sales, anti-social behaviour and enforcement | July 2009 | | |
| | 4.5 Develop a robust data set in collaboration with CYP Services that captures: <ul style="list-style-type: none"> • the numbers of young people screened and referred for treatment • the numbers of parents who have substance misuse problems and are referred for treatment. | July 2009 | Suzett Polson Merlin Joseph London Borough of Bromley | Drug Action Team Commissioning Group |
| 5. Ensure proper vetting of people who work with children and young people. | 5.1 Continue to implement the Safer Recruitment Training to maintained schools and other relevant staff. | March 2011 | Angela Huggett, London Borough of Bromley | Workforce Development Strategy Group |
| | 5.2 Continue to issue sponsorship certificates for migrant workers on behalf of Community and Voluntary Controlled Schools (where the Council is the employer). | March 2011 | | |
| | 5.3 Undertake 3 yearly CRB re-checks for staff and volunteers. | March 2011 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|--|---|------------|--|---|
| | 5.4 Continue to implement the phased approach of the new vetting and barring scheme through the Independent Safeguarding Authority. | March 2011 | | |
| 6. Ensure that there is capacity to support children in need and children with disabilities. | 6.1 Reduce reliance, on and monitor out of borough placements for, disabled children and young people with Autistic Spectrum Disorder (ASD) and Special Educational Needs (SEN), in liaison with the Children in Care Education Service. | April 2010 | Helen Norris and Ian Leadbetter, London Borough of Bromley | Life Chances Strategy Group, or Disability Strategy Group |
| | 6.2 Ensure that the 'Aiming High for Disabled Children' (AHDC) Short Breaks Transformation Programme is implemented in partnership with Bromley Primary Care Trust (PCT) and that new monies achieve quality enhanced and innovative support and services. | March 2011 | | |
| | 6.3 Increase parent/carer participation, information, engagement and active involvement in decisions on the development of services for disabled children and young people, including tendering and implementing 'Aiming High for Disabled Children' Parent Participation Grants. | July 2009 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|--|---|------------|--|---|
| | 6.4 Ensure support for disabled children and young people to access mainstream services, inclusive leisure, extended school and mainstream Children's Centres and settings. | April 2010 | | |
| | 6.5 Develop the workforce to achieve a common core of skills and knowledge, to maximise the ability of professionals to meet the needs of disabled children and young people, together with their parents and carers. | April 2010 | | |
| | 6.6 Ensure effective co-ordinated services for disabled children and young people, offering pro-active rather than reactive family-centred support. | April 2010 | | |
| 7. Ensure the effectiveness of preventative services (especially for children with learning difficulties and disabilities; those in care; and young carers). | 7.1 Establish referral pathways, panel processes, thresholds, eligibility criteria and access points which achieve responsive joint services and timely support, particularly at key life stages. | April 2010 | Ian Leadbetter, Robert South and Helen Norris, London Borough of Bromley | Life Chances Strategy Group, or Supporting Families Strategy Group or Disability Strategy Group |
| | 7.2 Consider the need for a keyworker or lead professional for children and young people with disabilities across all age phases. | April 2010 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---------------|--|----------------|--------------------------|---------------------|
| | 7.3 Improve data on disabled children and young people in a multi-agency context. | April 2010 | | |
| | 7.4 Ensure the active involvement of disabled children and young people in service planning. | April 2010 | | |
| | 7.5 Develop preventative services for learning difficulties and disabilities, building onto the success of the Early Support 'Team around the Child and Family' model. | April 2010 | | |
| | 7.6 Ensure that Bromley Children and Family Project continues to work with schools and that the full core offer of Extended Services is available to children and Families. | March 2010 | | |
| | 7.7 Deliver services within 16 operational Children and Family Centres in 6 Community Areas that provide services in line with local needs analysis and evidence impact through the establishment of an 'outcomes based accountability' management information system. | September 2009 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|---|----------------|--|--|
| 8. Develop more locally available and affordable childcare provision. | 8.1 Ensure sufficient childcare support for disabled children and young people and consider the Disabled Children's Access to Childcare project (DCATCH). | April 2010 | Mike Barnes, London Borough of Bromley | Supporting Families Strategy Group or Disability Strategy Group |
| | 8.2 Implement the government's free entitlement to nursery education funding for 3 and 4 year olds from 12.5 hours to 15 hours for 25% of children in most deprived areas. | September 2009 | | |
| | 8.3 Implement the government's free entitlement to nursery education funding for 3 and 4 year olds across the Borough. | September 2010 | | |
| | 8.4 Develop sign-posting in schools for parents to after-school clubs in their local area; promote working tax credit in after school clubs so that parents are more able to afford after-school provision. | September 2009 | | |
| | 8.5 Develop affordable wrap-around child care (in conjunction with schools). | December 2010 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|--|--|----------------|---|---|
| 9. Develop the use of the Common Assessment Framework process. | 9.1 Produce a comprehensive, multi-agency Common Assessment Framework (CAF) policy, procedures and protocol and incorporate draft Pan-London procedure for inter-borough referrals once agreed. | May 2009 | Robert South, London Borough of Bromley | Supporting Families Strategy Group |
| | 9.2 Develop Common Assessment Framework (CAF) Training Programme to support all schools, pre-school settings, service teams and other key partners with the implementation of the framework and procedures. | March 2009 | | |
| 10. Reduce absence from school and improve attendance. | 10.1 Improve use of persistent absentee calculator in both primary and secondary settings, to enhance targeting of schools' pastoral resources. | September 2010 | Mike Barnes, London Borough of Bromley | Standards and Attainment Strategy Group |
| | 10.2 Continue the roll-out of SPIKE attendance project to all primary schools in the Borough. | December 2010 | | |
| | 10.3 Implement procedures contained within the revised Department for Children, Schools and Families guidance, to "ensure all children receive the education to which they are entitled", including children missing from education processes. | March 2011 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|---|---------------|--|-----------------------------|
| 11. Ensure that young people from vulnerable groups access educational opportunities. | 11.1 Review the first year of the Targeted Youth Service team and ensure continued compliance with national guidance on key elements of the integrated youth support service. | August 2009 | Paul King, London Borough of Bromley | 14 – 19 Collaborative Board |
| | 11.2 Expand the Youth Service schools offer into Cator Park, Kelsey, and Priory Schools. | December 2009 | | |
| | 11.3 Continue to fund the Moving onto Secondary School project, to deliver the year round Challenger Programme to year 6/7 pupils in transition | April 2010 | | |
| | 11.4 Hold regular panel meetings to identify students who are a combination of missing from education, in care, and known to the Youth Offending Team, and coordinate integrated plans for each young person. | August 2009 | Mark Jordan and John Burrell, London Borough of Bromley | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|--|-------------------|---|----------------------------------|
| <p>12. Provide support for children with special educational needs without formal "statementing".</p> | <p>12.1 Ensure increased and improved in-borough capacity and quality provision and review the SEN Audit and data collection. (For schools with units in categories of concern, link to 'London Challenge' and prioritise enhanced support through the development of the Complex Needs Team.)</p> | <p>April 2010</p> | <p>Karen Fletcher-Wright, London Borough of Bromley</p> | <p>Disability Strategy Group</p> |
| | <p>12.2 Narrow the attainment gap for disabled children and young people and ensure that staff have the necessary skills and competencies to work with disabled children, including those working widely outside of age related expectations and those with Autistic Spectrum Disorder/Aspergers' challenging behaviour.</p> | <p>April 2010</p> | | |
| | <p>12.3 Develop and achieve new in-borough provision for children and young people with more complex Autistic Spectrum Disorder through new proposed provision at Riverside School (Beckenham Centre), additional provision at Langley Park School for Boys' (Sunil Centre) and enhanced provision at Glebe School.</p> | <p>April 2010</p> | | |
| | <p>12.4 Enhance in-borough Speech & Language unit provision at secondary level.</p> | <p>April 2011</p> | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|--|---|------------|--|---------------------------------------|
| | 12.5 Open a new base for Sensory Support Service at Darrick Wood Schools and consider Secondary provision for deaf children and young people. | April 2011 | | |
| | 12.6 Meet Statutory Assessment timelines and reduce Tribunal activity, promoting family friendly in-borough support and parental confidence in the system, through the further development of the successful Assessment Communication Team (ACT) Pilot. | April 2011 | | |
| | 12.7 Implement the SEN Funding Review so that funds for children with lower levels of need are distributed through a formula and without the need for a statement. | April 2011 | | |
| | 12.8 Through the Capital building programme, invest in necessary work to support school units and settings to promote access for more complex learning needs and disabilities. | April 2010 | | |
| 13. Improve access to community leisure and recreation for young people. | 13.1 Publish a summer activities brochure for young people. | July 2009 | Paul King, London Borough of Bromley | Supporting Families Strategy Group |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|--|----------------|--|---|
| | 13.2 Implement the Playbuilder Programme, to deliver 11 additional play spaces across the borough. | April 2010 | | |
| | 13.3 Further implement the delivery of the Playbuilder Programme to deliver a further 11 play spaces across the borough. | April 2011 | | |
| | 13.4 Co-ordinate the work of the Youth Service Mobile play team to a) deliver new, and b) facilitate access to existing community leisure and recreation services. | March 2011 | | |
| 14. Improve educational attainment at Key Stages 1 and 2. | 14.1 Re-focus literacy/numeracy support to those schools with greatest need. | September 2009 | Merril Haeusler, London Borough of Bromley | Standards and Attainment Strategy Group |
| | 14.2 Implement an updated and refocused primary school improvement strategy; including support/intervention for those schools causing concern. | September 2009 | | |
| 15. Improve school buildings so that they provide the right environment for learning. | 15.1 Complete construction of new Langley Park School for Boys building. | September 2011 | David Tidey, London Borough of Bromley | TBC |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|--|----------------|--|-------------------------------|
| | 15.2 Complete the top priority schemes in the Primary Capital Programme. | March 2011 | George Searle, London Borough of Bromley | |
| | 15.3 Establish project and management arrangements for Project 1 in the Authority's "Building Schools for the Future" Programme. | September 2009 | | |
| 16. Maintain improvements in the Youth Offending Service and reduce levels of re-offending. | 16.1 Expand the restorative justice programme across community and corporate initiatives, and work directly with victims of crime to inform pre-sentence reports. | September 2009 | Elaine Morgan, London Borough of Bromley | Youth Offending Team Board |
| | 16.2 Review the existing group work programme to meet the requirements of the Scaled Approach and implementation of the Youth Rehabilitation Order in Autumn 2009. | August 2009 | | |
| | 16.3 Support young people to access appropriate education, employment or training provision to maximise life chances and sustain economic well-being. | March 2011 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---------------------------------------|--|---------------|--|--------------------------------|
| | 16.4 The Youth Offending Team Education, Employment and Training team to work in partnership with a range of providers to identify gaps in provision. | March 2011 | | |
| | 16.5 Ensure that the workforce is appropriately trained in risk management, assessment, intervention planning, supervision and safeguarding. | March 2011 | | |
| 17. Improve services for adolescents. | 17.1 Undertake a customer satisfaction survey of the Youth Service. | December 2009 | Paul King, London Borough of Bromley | 14 – 19 Collaborative Board |
| | 17.2 Continue to implement recommendations under the Select Committee Review of youth provision (2006). | April 2010 | | |
| | 17.3 Strengthen the strategic link between the Children and Young People Services, Environment Services, and Renewal and Recreation departments, to inform the commissioning of positive activities. | December 2010 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|---|---------------|---|---|
| 18. Improve transition planning for young people with learning difficulties and disabilities. | 18.1 Improve transition arrangements for young people with learning difficulties and disabilities, in partnership with adult and community services and service users. | April 2011 | Karen Fletcher-Wright, London Borough of Bromley | Disability Strategy Group, or Life Chances Strategy Group |
| 19. Ensure that young people leaving care successfully transfer to independent living. | 19.1 Support Young People to access appropriate education, employment or training, to maximise life chances and sustain economic wellbeing. | March 2011 | Andrew Bravery, London Borough of Bromley | Life Chances Strategy Group |
| | 19.2 Ensure the names of all Young People who qualify for Leaving Care Services are placed on the housing register at age 16, and that they are supported to access permanent accommodation when they reach 18 and are assessed as ready. | March 2011 | | |
| 20. Tackle the fear of crime among young people | 20.1 Undertake a review of the Positive Behaviour Strategy to ensure that it, and the supporting Action Plan, adequately focus on reducing the fear of crime among young people. | December 2009 | Karen Fletcher-Wright and Colin Newman, London Borough of Bromley | Safer Bromley Partnership |
| | 20.2 Ensure that the second Youth Crime Conference is delivered by the Bromley Community Engagement Forum (in co-operation with the Youth Service). | April 2010 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|--|--|--------------|--|---|
| 21. Put in place a boroughwide strategy for reducing bullying. | 21.1 Put in place a borough-wide strategy for developing E-safety among agencies and to raise E-safety awareness. | March 2010 | Yvonne Onyeka and Mike Barnes, London Borough of Bromley | Bromley Safeguarding Children Board, or Standards and Attainment Strategy Group |
| | 21.2 Support the implementation of the Bullying Strategy across the Borough. | March 2011 | | |
| 22. Ensure that young people are able to be involved in decision-making. | 22.1 Support all partners to implement "Get Involved!", the active involvement strategy, through a programme of professional support and development. | March 2011 | Mike Carney, London Borough of Bromley | Active Involvement Strategy Group |
| | 22.2 Hold annual elections for the Youth Council, ensuring that it fully represents the voice of local youth and promotes young people's engagement in democratic processes. | January 2010 | | |
| | 22.3 Provide support to School Councils to enable their role within schools to be strengthened, completing a programme of in-service training within the curriculum for Personal, Social and Health Education. | July 2010 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|---|--|---|--|
| 23. Reduce school exclusions, particularly for vulnerable groups. | 23.1 Develop consistency across the Borough in the decision-making process for full-time and part-exclusions. | July 2009 | Mark Jordan and Mike Barnes, London Borough of Bromley | Standards and Attainment Strategy Group, or Supporting Families Strategy Group |
| | 23.2 Establish exclusion protocols across the key stages. | September 2009 | | |
| | 23.3 Improve and refine the exclusion process, ensuring that each young person's case is scrutinised. | July 2009 | | |
| | 23.4 Improve monitoring and reporting systems to inform schools of trends, enabling them to be proactive in targeting groups of students at risk of an exclusion. | September 2009 | | |
| 24. Increase availability of suitable and affordable housing for vulnerable groups. | 24.1 Identify site for the Foyer Project and obtain planning permission, subject to outcomes of appeal. | July 2009 | Head of Housing Development and Strategy, London Borough of Bromley | Supporting Families Strategy Group |
| | 24.2 Obtain capital funding for the Foyer Project. Commence development. Complete development. | September 2009 November 2009 Summer 2011 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---------------|---|--------------|---|---------------------|
| | 24.3 10% of affordable housing to be to wheelchair standard in suitable developments of 10 units or more. | March 2011 | Chief Planner, London Borough of Bromley Group Manager Support and Resettlement Team, London Borough of Bromley Housing Strategy Manager, London Borough of Bromley Housing Strategy Manager, London Borough of Bromley | |
| | 24.4 10% of market housing on sites of 20 units or more to be wheelchair accessible. | March 2011 | | |
| | 24.5 Maintain zero 16 and 17 years olds in Bed and Breakfast temporary accommodation - except in an emergency and then for no more than ten days. | March 2011 | | |
| | 24.6 Produce draft London Borough of Bromley - Housing Strategy 2009 – 2013. | October 2009 | | |
| | 24.7 Produce and obtain approval for an Empty Property Strategy. | June 2009 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|--|--|------------|--|--|
| | 24.8 Deliver minimum pitches required as per the Gypsy and Traveller Needs Assessment. | March 2010 | Assistant Director for Community Safety and Public Protection, London Borough of Bromley | |
| | 24.9 Introduce a scheme to enable private sector landlords/letting agents to advertise properties via the Choice Based Lettings website. | March 2011 | Group Manager, Housing Provisions and Initiatives, London Borough of Bromley | |
| 25. Provide support to parents of disabled children to enable the necessary adaptations to their houses. | 25.1 Maximise use of disabled facilities grants budget to carry out adaptation to existing stock, with an aim to achieve at least six family home adaptations annually. | March 2011 | Head of Residential Services, London Borough of Bromley | Supporting Families Strategy Group, or Disability Strategy Group |
| | 25.2 Approve all applications for disabled facilities grants within six months of receipt. | March 2011 | | |
| 26. Increase the proportion of young people over 16 with learning difficulties and/or disabilities in education, employment or training. | 26.1 Review the specialist advisory service provided to young people with learning difficulties and disabilities, and ensure that assessments are completed to time and to the standards released in April 2008. | April 2010 | Paul King and Beverley Johnston, London Borough of Bromley | 14 – 19 Collaborative Board |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|--|----------------|--|---|
| | 26.2 Improve transition by establishing collaboration between specialist providers on the Foundation Learning Tier. | July 2009 | | |
| | 26.3 Improve motivation to progress Post-16 by establishing wider range of 'alternative provision' in Special Schools via new Progression Courses and School Engagement Programme. | July 2009 | | |
| 27. Further improve the way we track performance and monitor progress in our services. | 27.1 Produce an action plan following a review of the systems for collecting data, to ensure their security and accuracy. | March 2010 | Ailsa Reid-Crawford, London Borough of Bromley | Performance and Planning Project Group |
| | 27.2 Develop the needs analysis, to ensure that it is comprehensive and integrated, and contributes effectively to service planning. | October 2010 | | |
| | 27.3 Ensure that population/pupil projections are effectively utilised to inform service planning. | March 2010 | | |
| 28. Improve the support and challenge to primary schools, enabling targeted schools to sustain improvement. | 28.1 Categorise schools according to need and deploy resources appropriately to ensure bespoke support/challenge. | September 2009 | Merril Haeusler, London Borough of Bromley | Standards and Attainment Strategy Group |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|---|------------|---|------------------------------|
| | 28.2 Evaluate the effectiveness of the support provided to schools causing concern through detailed plans for improvement and ensure accountability rests with school stakeholders. | March 2010 | | |
| 29. Develop the commissioning strategy. | 29.1 Embed the Commissioning Operational Group, as the key operational support group for service managers across the Council and Bromley Primary Care Trust. | March 2010 | Laurence Downes, London Borough of Bromley | Commissioning Strategy Group |
| | 29.2 Develop and implement an operational business cycle for the Commissioning Framework. | March 2010 | | |
| | 29.3 Maintain and develop the Contracts Database for the Children and Young People Services department, to inform commissioning strategy. | March 2010 | | |
| | 29.4 Third Sector Development Strategy to be developed and agreed by Trust Board. | March 2010 | | |
| | 29.5 Market Sector Development Strategy to be developed and agreed by the Trust Board. | March 2010 | | |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|---|----------------|--|--------------------------------------|
| 30. Fully recognise the diverse needs of the Borough's community. | 30.1 Support the Council's aspiration of achieving Level 3 Equalities standard for Local Government, by ensuring that the service continues to work within the relevant parameters. | March 2010 | Jill Fuller, London Borough of Bromley | TBC |
| | 30.2 Complete Equalities Impact Assessments for all strategies and plans that are developed and/or reviewed. | March 2011 | | |
| | 30.3 Continue to monitor the reporting of racist incidents. | March 2010 | | |
| | 30.4 Contribute to the Borough's community-led Diversity Day, by publicising services that are available to the wider community. | October 2009 | | |
| | 30.5 Implement a programme to increase the number of Lesbian, Gay, Bisexual and Transgender individuals and families recruited for fostering and adoption. | March 2011 | Andrew Bravery, London Borough of Bromley | Life Chances Strategy Group |
| 31. Ensure the recruitment of sufficient permanent social care staff. | 31.1 Explore further the use of new media for staff recruitment, to ensure appropriate targeting of advertisements and the widest pool of applicants. | September 2009 | Jenny McArdle, London Borough of Bromley | Workforce Development Strategy Group |

| Area of Focus | Summary of Tasks and Milestones | Deadline | Lead Officer and Partner | Lead Strategy Group |
|---|---|----------------|--|--|
| | 31.2 Revise the recruitment and retention strategy for Children's Social Care, ensuring that salary and benefit levels remain competitive. | March 2010 | | |
| | 31.3 Strengthen professional development and support arrangements for staff in post, to ensure retention and effective use of staffing resources. | March 2010 | | |
| 32. Implement a workforce development strategy which promotes effective integrated working. | 32.1 Embed the common induction module for practitioners. | September 2009 | Jill Fuller, London Borough of Bromley | Workforce Development Strategy Group |
| | 32.2 Establish a repository of learning opportunities available to staff. | September 2009 | | |
| | 32.3 Disseminate the self-assessment tool for integrated working throughout partner organisations. | March 2010 | | |

(10) Use of Resources

1. Schools Budget

The net Schools' Budget for 2009/10 is made up as follows:

| | £'000 |
|--|----------------|
| Budgets delegated to schools, net of Learning and Skills Council funding | 159,335 |
| Dedicated Schools Grant funded central Local Authority budgets | 29,673 |
| Area Based Grant funded central Local Authority budgets | <u>933</u> |
| Total net Schools' Budget | 189,941 |
| Financed by | |
| Dedicated Schools Grant and other schools' budget grants | 189,008 |
| Area Based Grant funded central Local Authority budgets | <u>933</u> |
| Total net funding for Schools' Budget | 189,941 |

Over the past two years, available "headroom" from the DSG settlement, after allowing for appropriate increases to the budgets for individual schools, has been used as follows, to support Bromley's children and young people:

- (i) An additional £2m for Special Educational Needs. This includes £1.645m to recognise the pressure on SEN out-borough placements budgets, £0.15m for sixth form provision at Glebe Special School and other enhancements to school-provided SEN. There has also been a diversion of resources from placement budgets to finance the revenue costs of opening a specialist satellite location at Riverside Special School, to provide for 21 ASD places, rising to 40 in future years. This will reduce the cost of this type of support in the medium term, as well as making more suitable provision for pupils needs.
- (ii) £0.2m to provide an integrated service for children with disabilities. This will increase the inclusive and early intervention support for pre-school children with complex needs in mainstream pre-school settings and nursery classes.
- (iii) An additional £0.759m of targeted support for vulnerable children and matrix payments has been delegated to schools.

- (iv) £1m has been provided for a combination of delegated and retained budgets, to enhance services to children at risk. This includes new facilities for secondary respite, and provision to meet the need for primary respite in a way that is still being worked out in partnership with schools. It also includes additional resources to promote good school attendance universally and proactively; a senior adviser to supervise the education of looked-after children; and support for early years children at risk.

2. Non-Schools Budget

The net Non-Schools' Budget for 2009/10, financed by Council Tax and revenue support grant, per Bromley's Financial Control Budget 2009/10 is £43,776,000. Despite the pressure on Council budgets, frontline services to Bromley's children and young people have been maintained, with required reductions mainly coming from efficiency gains in management and administration. Within the non-schools budget total are a number of budgets that are pooled or aligned with the PCT, so as to produce maximum benefit for Bromley's children and young people:

- (i) £579k is contributed to the PCT for the Hollybank integrated facility for respite care of children with disabilities.
- (ii) £469k is contributed to the PCT for the CAMHS service. Following a joint review with the PCT, management of CAMHS will transfer to Bromley in the medium term.
- (iii) The £113k budget for Teenage Pregnancy Plan implementation is managed on behalf of the Council by an officer within the PCT.

3. Bromley Police

The police service in Bromley employs a number of officers who specialise in:

- partnership development
- co-ordination of voluntary cadets
- support to the Youth Offending Team
- anti-social behaviour
- school involvement
- safeguarding children.

The annual cost of this work is £1,308,000. In addition, there is a team in each Ward of one Sergeant, two Constables and 3-6 Police Community Support Officers who are all involved in youth diversionary schemes throughout the year. An additional resource is the South London Child Abuse Investigation Team.

4. Bromley Mytime (Leisure Trust)

In support of the Children and Young People's Plan 2009-2011 Bromley Mytime make a significant contribution to the achievement of the Every Child Matters aims, not least in the areas of "being healthy", "enjoying and achieving" and "making a positive contribution". The commissioning arrangements with Mytime now ensure that the work of the Trust is aligned to the priorities of the CYP Plan. Children and young people are one of the key target groups for Bromley Mytime, through the Buzz and Connect schemes and through arts and sports development. It is committed to providing structured and progressive term time and holiday activities for children and young people across a range of Mytime facilities. In partnership with the Council, it has invested in two new soft play facilities which provide a safe environment for children to play and be physically active and has improved its crèche and childcare provision, ensuring they meet Ofsted standards.

Work which supports the key aims of Every Child Matters includes:

- Sports, physical activity and arts workshops to schools: 5,000 hours of delivery to over 60 schools per year.
- Supporting the development of a number of focus sports through grants to sports clubs and organisations, to enhance/increase the number of opportunities available to children and young people to participate in sport in a safe environment.
- Organising borough teams for London-wide events such as Youth Games and Mini Marathon, providing free access to events for over 1,100 young people per annum.
- Sports Academy: support for elite sports people through the Gold Academy Card and School Sport Achievement Awards.
- Local and regional arts projects for young people, eg Arts Train: a Bromley-wide music technology project delivered through outreach venues, and Street Arts: a South London project to engage young people in street arts workshops and performances.
- Outreach project work: eg Myfuture, through which arts and sports activities and volunteering and training opportunities are delivered for young people in Mottingham and Orpington.
- Partnership working: Bromley Mytime employees are represented on a number of partnership groups, from the Children and Young People's Trust Board through to School Sport Partnership Steering Group and Childhood Obesity Working Group. It is represented on Bromley Safeguarding Children's Board.

The cost of the services provided is £928,000 (£355,000 net, allowing for income).

5. Bromley Primary Care Trust

The Trust will be spending the following sums on children and young people services in 2009/10:

| | £'000 |
|---------------------------------|---------------|
| Child Health in the Community | 8,203 |
| Children's Hospital Service | 12,989 |
| Maternity and Neonatal Services | 11,549 |
| CAMHS | 3,874 |
| Children's Social Services | 1,336 |
| Individual Care/Spot Purchasing | 304 |
| Palliative Care | 50 |
| Total | 38,305 |

1. The Children's Plan

The Children's Plan: "Building Brighter Futures" was published by the Department for Children, Schools and Families on 11 December 2007. It sets out the Government's vision and its plans for the next ten years, which aim by 2020 "to make England the best place in the world for children and young people to grow up". The objectives are underpinned by the new Public Service Agreements. Children's Trust arrangements and the roles of the Director of Children's Services and Lead Member are to be the subject of revised guidance in 2008. The role of local authorities as strategic leaders, partnership brokers, commissioners and assessors of quality and improving outcomes is reinforced in these proposals. They build on the Every Child Matters programme introduced under the Children Act 2004, including the placing of schools at the centre of their communities.

The Plan is backed by £1 billion of planned spending nationally over the three financial years from 2008/09 to 2010/11, as allocated within the Pre-Budget Report and the Comprehensive Spending Review. The main proposals within the Plan were to:

- strengthen support for all families during the early years of their children's lives;
- achieve 'world class' schools and an excellent education for every child;
- involve parents and carers fully in their children's learning;
- ensure young people have interesting and exciting things to do outside school; and
- provide more places for children to play safely.

Achievements and Priorities (to December 2008)

(A) All Children and Young People have the Potential to Succeed

Achievements:

- Introduced the Early Years Foundation Stage so that parents can be sure of the quality of early learning and care for children from both to age 5.
- Launched the National Challenge and our plans for 'coasting schools' to ensure that no school is left behind and that all children are taught in schools with high ambitions.

- Extended personalised learning in schools, offering one-to-one tuition in English and mathematics, through the Every Child A Writer, Every Child a Reader and Every Child Counts programmes.
- Reforming testing, trialling new single level tests in primary schools to motivate pupils and teachers by focusing on individual learning goals.
- Increased ways for young people to stay engaged in learning, with new Diplomas introduced in September and new A-levels and GCSEs with scope for more stretch and challenge.

(B) Children and Young People need to be Safe, Healthy and Enjoy Growing Up

Achievements:

- Published a Staying Safe Action Plan to set out how we would help keep children safe from all sorts of risks – from traffic accidents to bullying – as well as protecting those who are most vulnerable.
- Launched an independent review of child and adolescent mental health services (CAMHS) which provided a clear set of recommendations to improve access and quality of mental health services for vulnerable young people.
- Promoting children's healthy weight through improved nutrition and exercise backed by £372 million, we are providing £650 million to improve school food and introducing compulsory cooking classes for 11-14 year olds from 2011.

Priorities for 2009

- Respond to Lord Laming's report to strengthen the arrangements for safeguarding children.
- Establish a new taskforce to strengthen and reform the social work profession, because social workers play a vital role in keeping some of our most vulnerable children safe.
- Publish a new child health strategy, *Healthy Lives, Brighter Futures*, to improve children and young people's health services.

- Take forward the recommendations of the CAMHS review, and increase the number of areas in which mental health services for young people are provided through schools to 80, as part of our plan to make this nationally available by 2011.
- Respond to the independent review of the impact of the commercial world on children's well-being which will report in the spring.
- Continue to invest in creating exciting spaces and activities that children and young people want to get involved with, with plans to deliver 500 new playgrounds by April 2009.
- Further expand the number of short breaks available for disabled children and their families, including those with the most acute needs.
- Require schools to record all incidents of bullying.

(C) **Do More so that Services are Working Together to Improve the Lives of Children and Young People**

Achievements:

- Established Family Nurse Partnerships in 20 local authority areas helping the most vulnerable young first-time mothers.
- Improving behaviour in the classroom, implementing the recommendations of Sir Alan Steer's review, with 98% of schools working in new behaviour partnerships with other schools and encouraging more Safer Schools Partnerships.
- Set out plans and launched 12 new pilot projects around the country to improve alternative educational provision for children who are not able to attend mainstream school, in *Back on Track*.
- Launched our *Youth Crime Action Plan*, backed by nearly £100 million, setting out our plans to tackle offending and re-offending by young people. As part of these plans, new Family Intervention Projects are tackling the behaviour of families with multiple difficulties such as substance misuse and offending.

- Provided new guidance for teachers and others working in local services on preventing violent extremism to support and empower young people to come together with their families and the wider community to expose those who seek to sow division in our communities and reject cruelty and violence in whatever form it takes.

Priorities for 2009

- The new Masters in Teaching and Learning will be available to teachers in National Challenge schools to improve their professional skills and subject knowledge.
- Set out next steps on achieving our vision for schools to deliver a 21st century service, with greater co-location of services and greater partnership between schools, parents and other services – with a new school ‘report card’ to help parents understand how their local schools are performing.
- Legislate to strengthen Children’s Trusts in every local area to ensure that local services – including schools, health services and the police – work together to improve outcomes for children and young people.

2. 10 Year Youth Strategy

Aiming High for Young People is the Government’s 10 Year Youth Strategy which is designed to transform facilities and support services for young people in England. The Strategy considers how the Government can help all young people, particularly those in deprived areas, to take part in enjoyable and purposeful activities in their free time which can help them develop new skills and raise their aspirations. The Youth Strategy identified three themes for reform:

Empowerment:

- Giving young people and communities influence over local services, with a key role for local authorities and ward councillors.
- The Youth Opportunity Fund and Youth Capital Fund will be extended until at least 2011, with additional resources for projects in the most disadvantaged their communities.

Access:

- Making services available that are both attractive to all young people and effective in reaching out to engage those who may not otherwise access them.
- Youth facilities are to be improved under a £60 million investment programme over the next three years and subsequently both by additional Government funding and, following up a proposal made in 2005 pre-Budget report, by funding from unclaimed assets, principally dormant bank accounts.
- The outcome will be “a place for young people to go to in every constituency”.

Quality:

- Enabling more effective co-ordination and commissioning of services from across the statutory, third and private sectors.
- Supporting and developing the workforce to employ the very best practice in working with young people.

3. The Roles and Responsibilities of the Lead Member for Children’s Services and the Director of Children’s Services

The Department for Children, Schools and Families is consulting on revised guidance to replace the 2005 version. This includes the following statements on key roles and responsibilities, which are fulfilled in partnership with other agencies through the Children’s Trust:

Lead Member

The Lead Member for Children’s Services has the following key roles:

- (a) Providing political leadership within and in partnership beyond the local authority, in order to:
 - engage and encourage local communities to contribute suggestions, comments and ideas on how children’s services might be improved;
 - ensure that services delivered within the local area are designed by listening to the voice of children and young people and organised around their needs; and
 - improve outcomes for all and narrow the outcomes gap for vulnerable groups of children and young people.

- (b) Championing the interests of children and young people within the local authority's area, in particular through political engagement with the Local Strategic Partnership, Children's Trust and with local community organisations.
- (c) Ensuring a clear focus on safeguarding.
- (d) Promoting the safety and welfare of children across all agencies, especially Looked After children.
- (e) Exercising political accountability, for the effectiveness, availability and value for money of all local authority children's services.

Director of Children's Services

The Director of Children's Services has the following key roles:

- (a) Leadership:
 - within the local authority to sustain the necessary changes to culture and practice;
 - within the local authority's area, so that all services contribute to improving outcomes for all and narrowing the gap for disadvantaged groups.
- (b) Championing, children, young people and their families within the local areas, in particular through:
 - professional leadership of the Children's Trust and engagement with the Local Strategic Partnership by strengthening the Children's Trust (and wider Local Strategic Partnership) to sustain effective joint working with and between bodies which commission, provide, or have an interest in services affecting local children and young people;
 - production and publication of the Children and Young People's Plan and the relevant targets within the Local Area Agreement (along with the statutory DCSF targets);
- (c) Safeguarding children – promoting the safety and welfare of children across all agencies; especially Looked After children.
- (d) Management of the local authority's children's services, with professional responsibility and accountability for their effectiveness, availability and value for money.

4. ContactPoint (Child Index)

The online directory of children aged 0 to 18 will be available to authorised staff who need it to do their jobs. This will include those working in education, health, social care, youth justice and some voluntary organisations. It is key to the Every Child Matters programme to improve outcomes for children, and has a strong emphasis on early intervention and prevention. ContactPoint will provide a quick way to find out who else is working with the same child or young person, making it easier to deliver more co-ordinated support. This is a national system, to ensure it works for children who receive services across, or move across local authority boundaries.

ContactPoint will only contain basic information about the child, such as name and address and date of birth, name and contact details of parent/carers, school, GP and other services working with the child. No case information will be held. Explicit consent will be required to record contact details for sensitive information (defined as sexual health, mental health and substance misuse). Access to this information will be restricted. Consent will also be required for care leavers or those with learning difficulties. Practitioners will be able to use ContactPoint to indicate that they have initiated an assessment using the Common Assessment Framework.

All users will be required to have enhanced Criminal Record Bureau disclosures and will be trained in the safe use of the system. ContactPoint will be accessed via a secure weblink, normally through existing case management systems, eg CareFirst and EMS, or through another authorised local or organisational contact. Security is being audited and approved by relevant bodies to ensure the integrity of the build, implementation and operation of the system. To reassure the public further, the Secretary of State for Children, Schools and Families has commissioned an independent assessment by Deloitte.

On 20 November 2007, the Secretary of state for Children, Schools and Families decided to commission an independent review of ContactPoint's security procedures. The review was undertaken by Deloitte. The review has impacted on the implementation timescale for ContactPoint, and Bromley's expected deployment slot is in 2009. These are their findings and major issues:

- Deloitte's assessment did not find any areas of significant weakness and no major issues had been overlooked in ContactPoint's plans.
- The assessment confirmed that robust measures were in place for the security of ContactPoint.
- Deloitte were also very positive about security across the ContactPoint project. However, they have made certain recommendations to improve security procedures.

5. Schools: Duty to promote Community Cohesion

From September 2007, schools are under a new duty to promote community cohesion. This is defined as *“Working towards a society in which there is a common vision and sense of belonging by all communities; a society in which the diversity of people’s backgrounds and circumstances is appreciated and valued; a society in which similar life opportunities are available to all; and a society in which strong and positive relationships exist and continue to be developed in the workplace, in schools and the wider community.”*

For schools, the term community describes:

- the school community itself (parents, carers, staff, governors and users of facilities);
- the community in which the school is located (neighbourhood and local authority);
- the United Kingdom and the global community.

Schools are at the heart of their local communities and can contribute to community cohesion by:

- helping children to learn to understand others, through the curriculum;
- ensuring equal opportunities for pupils to succeed, and removing barriers;
- linking with other schools and providing opportunities for pupils, families and the wider community to take part in extended services.

All schools are required to have a core offer of extended services developed by 2010. Governing bodies have been encouraged to audit existing practise, taking a whole-school approach to determining what future action may be required.