Report No. DCYP10111

London Borough of Bromley

Agenda Item No.

PART 1 - PUBLIC

Decision Maker: Children and Young People Portfolio Holder

Date: For Pre-Decision Scrutiny by the Children and Young People PDS

Committee on 20 July 2010

Decision Type: Non Urgent Executive Non Key

TITLE: BROMLEY SAFEGUARDING CHILDREN BOARD

ANNUAL REPORT 2009-2010

Contact Officer: Julie Daly, Head of Safeguarding and Quality Assurance

Tel: 020 8313 4610 E-mail: Julie.daly@bromley.gov.uk

Chief Officer: Gillian Pearson, Director of Children and Young People Services

Ward: Boroughwide

1. Reason for report

- 1.1 The revised statutory guidance 'Working Together to Safeguard Children', was published in March 2010. It sets out the requirement for Local Safeguarding Children Boards to publish an annual report.
- 1.2 This report accompanies the third annual report of Bromley Safeguarding Children Board which is attached (Appendix 1).

2. RECOMMENDATION(S)

- 2.1 The Children and Young People Policy Development and Scrutiny Committee is asked to consider the Annual Report of the Bromley Safeguarding Children Board and offer comment on the contents.
- 2.2 The Children and Young People Portfolio Holder is asked to receive the report and consider the comments of the CYP PDS.

Corporate Policy

1. Policy Status: Existing Policy

2. BBB Priority: Children and Young People

Financial

1. Cost of proposal: N/A

2. Ongoing costs: N/A

3. Budget head/performance centre: Safeguarding Board

4. Total current budget for this head: £77,833

5. Source of funding: Voluntary contributions from partner agencies

Staff

1. Number of staff (current and additional) - 1

2. If from existing staff resources, number of staff hours -

<u>Legal</u>

1. Legal Requirement: Statutory requirement

2. Call in: Call-in is applicable

Customer Impact

Estimated number of users/beneficiaries (current and projected) -

Ward Councillor Views

1. Have Ward Councillors been asked for comments?

2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 Bromley Safeguarding Children Board (BSCB) has been set up under the requirements of the Children Act 2004. BSCB is the key statutory mechanism for agreeing how the relevant organisations in Bromley will co-operate to safeguard and promote the welfare of children in Bromley and for ensuring the effectiveness of what they do. The work of BSCB fits within the wider context of the children's trust arrangements in Bromley. While the work of BSCB contributes to the wider goals of improving the well being of all children in Bromley, its primary focus is on the aspect of 'staying safe'. The aim of the BSCB is to ensure that all children within Bromley, in whatever setting, are kept safe from harm.
- 3.2 The revised statutory guidance 'Working Together to Safeguard Children', which sets down the arrangements for the working of local safeguarding children boards (LSCB), was published in March 2010. It sets put the core objectives of the LSCB are as follows:
 - (a) to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority; and
 - (b) to ensure the effectiveness of what is done by each such person or body for that purpose.
- 3.3 The Apprenticeships, Skills, Children and Learning Act 2009 introduced a requirement for LSCBs to produce and publish an annual report on the effectiveness of safeguarding in the local area. Working Together sets out the aim of the report as providing an assessment of the effectiveness of local arrangements to safeguard and promote the welfare of children, set against a comprehensive analysis of the local area safeguarding context. It should recognise achievements and the progress that has been made in the local authority area as well as providing a realistic assessment of the challenges that still remain.
- 3.4 The report (Appendix 1) demonstrates the extent to which the functions of the LSCB is meeting the requirements of Working Together guidance. The report includes an assessment of policies and procedures to keep children safe, including:
 - the policies and procedures for the safe recruitment of frontline an assessment of single and inter-agency training on safeguarding and promoting the welfare of children to meet the local needs:
 - lessons learnt about the prevention of future child deaths which have been identified by the Child Death Overview Panel; and
 - progress on priority issues.
- 3.5 The annual report also includes an account of progress that has been made in implementing actions from individual Serious Case Reviews (SCRs) completed during the year in question, plans to evaluate the impact of these actions and monitoring how these improvements are being sustained over time.
- 3.6 The report should provide robust challenge to the work of the Children's Trust Board in driving improvements in the safeguarding of children and young people and in promoting their welfare and a copy of the report will be sent to the Trust Board.

- 3.7 The requirement to publish an annual report came into force from 1 April 2010; however, Bromley Safeguarding Children Board has been publishing an annual report since 2007-08. The attached plan is therefore the third annual report of Bromley Safeguarding Children Board. This report was presented to the Children and Young People Trust Board on 28 June 2010.
- 3.8 In April 2010 Ofsted carried out an inspection of children's safeguarding services in Bromley. In their view the Bromley Safeguarding Children Board provides good leadership on safeguarding matters and members of the Board are at the right level of seniority to ensure prompt decision making. The effectiveness of partnership working and multi-agency audit was particularly mentioned as being effective.

4. POLICY IMPLICATIONS

4.1 The Children and Young People Plan, sets out the Council's vision and strategy, working with partners to improve outcomes for all children and young people. "Staying Safe" is one of the key areas of improving outcomes for children.

5. LEGAL IMPLICATIONS

5.1 The establishment of a local children's safeguarding boards is a requirement of the 2004 Children Act. The production of an annual report is a requirement of the statutory guidance 'Working Together' 2010.

| Non-Applicable Sections: | Financial and Personnel Implications |
|--|--------------------------------------|
| Background Documents: (Access via Contact Officer) | |



2009- 2010 Annual Report

Bromley Safeguarding Children Board



CONTENTS

| Fore | eword | 3 |
|------|--|----|
| 1. | Summary | 4 |
| 2. | Governance and Accountability | 6 |
| 3. | Quality Assurance and Performance Monitoring | 11 |
| 4. | Achievement and Progress | 20 |
| 5. | Future Priorities and Developments | 24 |
| 6. | Priorities 2010-2011 | 24 |
| 7. | Accounts | 26 |
| 8. | BSCB Main Board Membership | 27 |
| 9. | Appendix 1 | 28 |
| 10. | Appendix 2 BSCB Committee Structure 2009 -2010 | 29 |



Foreword

Jenny Dibsdall, Chairman, Bromley Safeguarding Children Board (BSCB)

The Bromley Safeguarding Children Board (BSCB) is pleased to publish its third annual report which demonstrates not only the achievements of the past year but also highlight the complex issues in ensuring the safety and protection of children in the Borough. 2009-2010 has been a year in which Central Government has continued to provide a spotlight upon safeguarding with increased demands and expectations on local safeguarding boards and their constituent agencies. Expectations have been made explicit in a revised edition of "Working Together" which gives significantly greater and more than its predecessor. It also sets out examples of good practice in relation to a wide range of vulnerable children. Meetings the expectations of these regulations and guidance will present a challenge to any Board.

Bromley is a Borough with a low number of child deaths and where most children feel safe, but the population is changing. There is an increasing birth rate and a rise in the proportion of children from BME communities. Health outcomes are variable across the Borough with pockets of child poverty in specific areas. Vulnerable groups have been identified including young runaways, children from gypsy and traveller communities, disabled children, young people excluded from education and young offenders. There is a comprehensive prevention framework that is well developed to intervene early to help children but despite this there has been an unprecedented rise in referrals to children's social care services and a 45% rise in children requiring child protection plans from 2009 to 2010, a trend which continues leading to a consequent increase in the number of looked after children. This increase in work poses considerable challenges to all agencies delivering services to vulnerable children.

This year the Board has reviewed its structures and processes to ensure the good collaboration that exists between agencies in Bromley is strengthened further. The Board has improved independence and accountability with the appointment of an independent chair, direct links to the Children's Trust and the Local Strategic Partnership and opening up meetings of the Board to the public.

In April 2010 OfSTED carried out an inspection of children's safeguarding services in Bromley. The overall judgement was that services were safe and satisfactory with some good features. In their view the Bromley Safeguarding Children Board provides good leadership on safeguarding matters and members of the Board are at the right level of seniority to ensure prompt decision making. The effectiveness of partnership working and multi-agency audit was particularly mentioned. However the Board is not complacent and whilst we consider that the report demonstrates good collaboration between all Bromley agencies in ensuring children are safe, the Board has identified priorities for action for 2010 and beyond and these inform our work plan.

We hope that above all, this report shows the complexity of issues around keeping children safe and how everyone, professional and public alike, must be vigilant and proactive if children are to be protected and their well-being secured.

Jamy Dibsdell

Jenny Dibsdall, Chairman, Bromley Safeguarding Children Board



1. Summary

National Context

The difficult economic situation serves to remind us of the additional pressures facing already vulnerable families. The government introduced significant changes to children's safeguarding in the past year, following the death of Baby Peter. It introduced the new National Safeguarding Delivery Unit, within the Department for Children, Schools and Families (DCSF). The unit aims to develop a coherent approach to the government's safeguarding work. Thus far its focus is the development of practice guidance. The National Safeguarding Unit for the Third Sector which launched in April 2009 now provides advice and guidance to the voluntary and community sector. The purpose of these new structures is to support and underpin standards and practices locally through national guidance and benchmarking.

In 2009, Lord Laming, published his report *Protecting Children in England: A Progress Report.* It provides a further source of practice guidance to those working in child protection. In the report he highlights the lessons to be learnt from the death of Baby Peter and the progress on child protection since his review following the death of Victoria Climbié in 2000. As a result of this review, the government revised the national guidance 'Working Together to Safeguarding Children' which was published in March 2010. In order to address government concerns about serious case reviews and their processes, Working Together Chapter 8, which deals specifically with this issue, was published earlier in December 2009.

Following the tragic death of Baby Peter, a National Social Work Task Force was established and has reported to government. It identified important new guidance for those working with children and young people.

The Department of Health and the Care Quality Commission has reviewed safeguarding practice in local health agencies, with comprehensive audits of which including health agencies involvement in the BSCB and the effectiveness of their multi agency safeguarding practice.

Safeguarding Arrangements in Bromley

This year the BSCB became more transparent and accountable to the local community. The BSCB is now independently chaired, following the appointment of Jenny Dibsdall. She commenced her duties in this role in November 2009 and one of her first tasks was to address the issue of the pressure on child protection services and to look at how the governance of the Board could be restructured to make it an even more effective force in safeguarding children locally. A Councillor member of the Bromley's Children and Young People Committee is to be co-opted as a Board member. In a further move towards greater accountability, the Board agreed the terms of reference for two lay members of the Board to be appointed.

The BSCB continues to monitor local safeguarding arrangements and, as reflected in the national picture, child protection referrals in Bromley increased substantially, with more interim care orders and children with a child protection plan. Recruitment and retention of staff remain difficult processes in London. Bromley also continues to face this challenge. Significant plans are in place to relieve the pressure on the child



protection front line in children's social care. Along with other measures, six new posts have been created to support this work

Unfortunately a serious case review had to be instigated this year following harm caused to a baby. Bromley's agencies continue to work together to learn lessons from the reviews and to share them with all who work with children and young people in Bromley.

There was considerable learning to be gleaned for adult's and children's service providers working together and improving communication. The clarity around commissioning of voluntary sector services was also a learning point for local agencies.

Strategic Vision

As set out in the Children Act 2004, the safeguarding and promotion of the welfare of children requires effective co-ordination in each local area. Local safeguarding children boards are the 'key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate...'

Members of the BSCB agreed to a three year Work Plan in order to meet the BSCB's core objectives, which are set out in Working Together to Safeguard Children and Young People as:

- (a) co-ordinate what is done for the purposes of safeguarding and promoting the welfare of children in the area of the authority;
- (b) ensure the effectiveness of what is done for those purposes.

Members reviewed the 2007- 2010 plan establishing how its priorities had been addressed and the challenges to safeguarding that arose during the period.

BSCB priorities for the year 2009-2010 included:

- Domestic Violence
- Parental Mental Health
- Children Missing from Home and Care
- Safeguarding in Independent Schools
- Safer Workforce
- Parental Substance Misuse

Other key areas for action included:

 a review of BSCB governance arrangements in particular the appointment of an independent chairperson, the co-option of a Council member to the BSCB and restructuring of the Board to meet local and national priorities.



2. Governance and Accountability

Independence

In keeping with national guidance, Bromley has established a clear distinction between the roles and responsibilities of the Children's Trust Board and the local safeguarding children board. The Trust provides and co-ordinates the day to day services for children and young people. The BSCB ensures the Trust keeps the safeguarding of children and young people at the forefront of its agenda. The BSCB reports to the Trust on safeguarding issues and is required to hold the Trust to account in ensuring those issues are addressed. Whilst the BSCB reports regularly to the Children's Trust, it is independent of the trust. In 2009, the BSCB reported to the Trust on three occasions setting out what safeguarding arrangements were in place, and how checks were being conducted. It has for each of the last two years provided its annual report to the Trust.

An Independent person, Jenny Dibsdall, was appointed by a multi-agency panel including representatives from health, police and social care, to chair the Board. A working agreement between the chair and the Board exists to ensure that there is clarity regarding the role, its responsibilities and expectations. The Director of Children and Young People Services is the Vice Chair of the Main Board and Executive Committee.

A clear relationship with the Local Strategic Partnership (LSP) now exists. The BSCB Chair is a member of the Children's Trust and the Director of Children's Services provide a direct link to the LSP Executive and reports on safeguarding issues at regular agreed intervals.

Committee Structure

Over previous years the responsibilities assigned to local safeguarding children Board has significantly increased. The Business of the BSCB expanded to accommodate these areas and new committees and a range of working groups have been established to take the work forward. These groups have added tremendous value to the achievement of the BSCB's priorities. However, the structure was unsustainable and BSCB partners reviewed the role and function of the Board and considered various restructuring plans to meet priorities. The BSCB Executive agreed a new Board structure in March 2010 which takes effect from September 2010.

The Appendices sets out the BSCB structure with its sub-committees in 2009-10 and the agreed structure for 2010 is presented at the end of this section of the report. Appendix 2 sets out the membership of the Main Board, Executive and each sub-committee.

Main Committee

The BSCB Main Committee met three times last year to discuss a range of issues including learning lessons from two serious case review investigations; to consider the safeguarding issues and needs identified by partner agencies such as F.E. colleges, public health, children's social care and community safety drug action team. It also heard from a young carer about the particular issues facing this group of young people.



BSCB membership remains diverse and currently stands at 44, reflecting a range of sectors including voluntary sector, health trusts, adult and community services, criminal justice system and education. Importantly this year the Board was observed by a member of the Council's Safeguarding Task group.

The Main Board is now open to the public and guidance to support those who wish to ask questions is now available to download from the BSCB website. http://www.bromleysafeguarding.org/about us/procedure for questions from the public.

Executive Committee

The Executive Committee makes the strategic decisions and monitors the business of the BSCB. Representation is at Director and Assistant Director Level and designated professionals. It met 7 times last year. It focuses on the strategic issues in future leaving the detailed business monitoring role to the new Quality Assurance and Performance Monitoring Committee. The Executive also sits as the Serious Case Review Sub—Committee when required. This committee met four times in 2009.

The Committee's achievements in 2009-2010 were to:

- set priorities for the BSCB;
- review the Business Plan and establish the 2010-13 work plan;
- monitor and set the BSCB budget;
- commission and consider Serious Case Reviews and Individual Management Reports;
- review safeguarding procedures and protocols.



Significant restructuring of health services occurred within Bromley this year. Hospitals in Bromley joined others from neighbouring authorities under the auspices of the South London Healthcare Trust. The Primary Care Trust separated its Community Provider work from Commissioning. In order to ensure that safeguarding remains a high priority during these changes there were meetings between the Chair of the BSCB and those leading on the restructuring. The Executive now has representation from the Commissioning Unit to ensure that safeguarding is a top priority in any arrangements it makes with providers.

Quality Standards Standing Committee

The Quality Standards Committee reviewed and strengthened its work plan and terms of reference to enhance the scrutiny activity of the BSCB. It manages and has oversight of the audit programme for the Board and importantly reviews agency progress on the actions related to Serious Case Reviews. It will become the Quality Assurance and Performance Monitoring Committee in 2010-2011.



In 2009-2010 the Committee's key achievements were to:

- conduct three multi-agency audits;
- manage the review of the Bromley safeguarding dataset and the collation of information for the revised dataset;
- review referred cases.

Policy, Procedures and Communication Sub-Committee

The BSCB Policy, Procedures and Communication Sub Committee met once last year. This committee was responsible for reviewing and advising on the development of safeguarding procedures and for improving communication between partner agencies. However the detailed knowledge required for approving policy meant that its role was superseded by time limited task groups and approval at the Executive Committee.

Training Sub-Committee

The BSCB Training Sub-Committee met three times in 2009-2010. It evaluated BSCB training and established the training programme for the year. In identifying the increased demand for training it agreed plans to increase specialist training delivered 'in-house' within the capacity of partner agencies. This enabled more resource to be obtained from external training providers for the main programme. Its main challenge this year was securing sufficient training within a limited budget to address increasing demand.

In 2009-2010 the Committee achieved the following:

- Reviewed and revised the BSCB Training Strategy
- Evaluated the 2009-2010 training programme
- Developed the 2010-2011 Training Programme addressing some of the issues of increasing demand for training.
- Reviewed the funding arrangements of the BSCB training programme
- Organised training beyond the set programme in order to meet the requirements of serious case reviews.

Child Death Overview Panel

The Child Death Overview Panel met five times last year to discuss the circumstances of all child deaths in Bromley. The panel which comprises health, social care and police representatives identify any issues or trends. They have provided an annual report to the BSCB Executive Committee and contribute information to the serious cases committee where appropriate.



Safeguarding Health Standing Committee

The Health Safeguarding Standing Committee provides a forum for a range of agencies involved in healthcare to discuss safeguarding children issues. It met three times last year. It organised the review of the Department of Health National Service Framework 5, to ensure that agencies were fulfilling their safeguarding duties. This year health trusts also had to report to the Care Quality Commission on their safeguarding arrangements and their partnership with the BSCB to secure the safety of children and young people.

Safeguarding Education Standing Committee

Meeting three times a year, this group comprises representation from a wide variety of education settings. It continues to monitor allegations against education professionals, and keeps under scrutiny safer recruitment training. This year it steered the expansion of the training to multi-agency professionals.

Members of the group developed and approved a safeguarding checklist for schools. It continues to provide information, support and advice on general safeguarding issues that impact education settings.

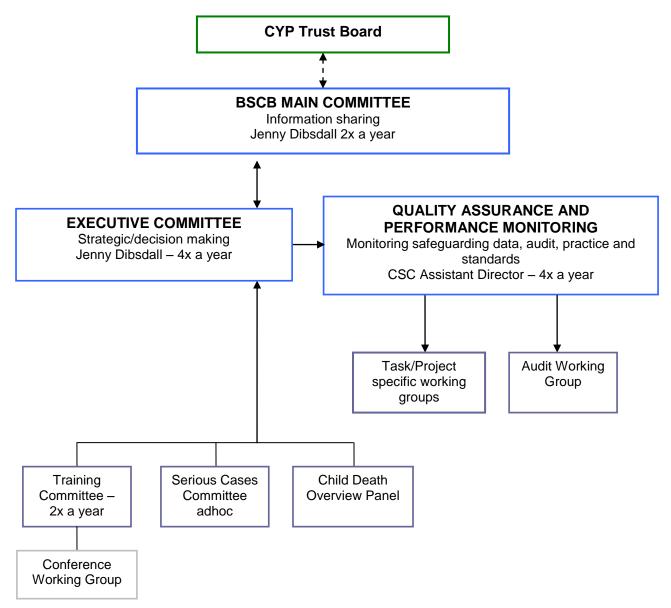
Serious Case Review Committee

This is now chaired by the independent chair. It met three times this year to consider two serious cases and to review and approve the final report of one of those reviews.

The ad hoc serious case review panel is also chaired by the independent chair.



BROMLEY SAFEGUARDING CHILDREN BOARD 2010 ONWARD



BSCB represented on Sector Safeguarding Reference Groups

Health Safeguarding Group & Education Safeguarding Group

BSCB is represented on Strategic Partnership

Children Trust Board DV Steering Group Local Strategic Partnership MARAC Safer Bromley Partnership MAPPA Bromley Adult Safeguarding Board

BSCB Main Committee is for the dissemination of information and discussion of safeguarding needs and issues across agencies.

Executive Committee – the strategic committee, where decisions are made regarding safeguarding priorities and direction.

Quality Assurance and Performance Monitoring Committee – responsible for delivering the Board's work plan, through monitoring performance of agencies, auditing services and key indicators and reviewing effectiveness or developing policy and procedures to support standards.



3. Quality Assurance and Performance Monitoring

The BSCB is responsible for ensuring the effectiveness of local inter-agency safeguarding arrangements. Therefore, the BSCB conducts multi-agency audits, surveys and reviews cases on a regular basis. It considers performance against a locally agreed safeguarding dataset and draws on wider lessons to be drawn from serious case reviews.

An Enhanced Audit Framework for 2010-2013

The BSCB developed an audit framework for three years (2010- 2013). It incorporates key areas for evaluation linked to the BSCB's priorities.

In addition to developing a new framework, the BSCB revised its auditing process and procedures, adopting the Government Office for London framework, which had wide consultation and was piloted in several boroughs. The Quality Standards Committee agreed to the proposal, immediately adopting the tools as an improvement on the BSCB's existing management process, tools and reporting documentation.

It had clear benefits including:

- the engagement of a small, specialised and independent multi agency team to conduct the audit;
- clarity regarding responsibility for the process and its co-ordination;
- implementation of a thorough process in looking at cases and reviewing them in a consistent way.
- the benefits of a standard format for reporting learning and for issuing recommendations.

Overall performance monitoring activity involved:

- Three multi-agency audits
- Managing the review of the Bromley safeguarding dataset
- Review of referred cases.

Themed Audits

Audit of Safeguarding Arrangements

A key achievement was to audit its partner agencies in the summer of 2009 on their existing safeguarding arrangements, to assure itself that the Bromley position was satisfactory. The outcomes were reported to the Quality Standards and Executive Committees to identify further courses of action. Issues emerging from the report prompted the revision of the BSCB Professional Disputes Protocol into an Escalation Procedure – a multi-agency arbitration process, which encourages agencies to raise concerns regarding multi-agency working in child protection cases. Furthermore, the audit informed the update to the Local Strategic Partnership on local safeguarding arrangements.



Domestic Violence

Domestic Violence was a priority area for the Board in 2009. It became an audit focus area in the context of the launch of London procedures on this area of safeguarding, local information from the police about high incidence of notifications in this area and unfortunately a serious case review where domestic violence was a feature. The BSCB commissioned training in this area and raised awareness through the BSCB annual conference.

The audit focused on cases of domestic violence notified by the police where a child was unborn or under-one. It yielded important information about the information sharing process. Some 27 cases were reviewed by a team involving health, social care and the police.

The audit's findings were focused on a number of key areas including the awareness and use of the London Domestic Violence Procedures.

Recommendations from the audit proposed improved identification of training needs among agencies managers, the importance of enhancing the knowledge of the procedures and opportunities for skill development among front line staff and the need for managers to keep under review assessment quality. A review of supervision policy in social care was also recommended to ensure fitness for purpose.

The findings were taken to the Executive where members debated whether resource and service demands were impacting on meeting the requirements of *Working Together to Safeguarding children and young people*.

Child Protection Conference Audit

The auditing of Child Protection conferences is seen by the BSCB as a core part of its work to understand and evaluate the quality of working together locally. Ten cases were reviewed as part of this audit. The audit team included representatives from health, police, education and social care.

In general there was appropriate attendance of agencies at the majority of case conferences. Areas for improvement were identified as follows:

- The importance of recording the views of parents in the plan.
- When older children are in the family they should be included in the plan
- Recording children's views and encouraging them to attend conferences.
- Ensuring that all relevant reports are obtained and available for the meeting.





There were some cases which demonstrated areas of good practice including the clear engagement of parents in the conference and planning and examples of good assessment with historical information used appropriately.

| Audit | Date | Reported to | Outcome |
|------------------------------|----------------------------|---|-----------------------------------|
| Safeguarding Arrangements | May - August 2009 | QS Committee Executive LSP | Letter on referrals |
| Partnership Working | January 2010 | QS Committee | Feedback Inspection |
| CP Conferences | September 2009 | QS Committee | Agency feedback |
| Case Audits | | QS Committee Agencies | Agency Feedback. |
| Domestic Violence | October - November 2009 | QS Committee Executive Main Board | Training Procedure Practice |

Case Audits

A number of case audits were undertaken this year. Issues raised in the audit included:

- the critical importance of remaining child focused;
- reminding professionals of the resolving professional disputes protocols and of the need for professionals and strategy meetings to address concerns for children and foster multi-agency working;
- the quality of family and case history in assessment;
- cross borough and county issues with mobile families and how agencies can enhance liaison:
- where a child has been subject to a serious case review and s/he has a sibling, case records should note this.

It also raised the profile of the need for improved multi agency working when children have special needs such as a disability.

Evaluations

Safeguarding training is evaluated on a quarterly basis and has provided a rich source of information regarding not only course quality but feedback on the safeguarding issues locally that concern delegates.

Course attendance data is fed back to agency training leads and the evaluation is reported three times a year to the BSCB Training Sub Committee. Using this information decisions are made regarding any changes to courses offered, their content or structure. It highlights if providers need to improve the quality of their courses and has clearly shown that we have excellent external and internal sourced trainers delivering in the borough.



Serious Case Reviews

In 2009-2010 the BSCB commissioned one serious case review, which considered the harm caused to a baby as a result of a serious injury.

At the time of writing, the BSCB awaits the Ofsted evaluation of the case. However, lessons to be learned have been captured in an action plan which is kept under review by the BSCB's Quality Standards Committee. Many of the actions have been completed, such as the development and issue of an escalation procedure to arbitrate on cases quickly where there are concerns about a child and professionals disagree. Furthermore the BSCB funded the training of a small number of professionals in order for them to deliver the Barnardos' domestic violence training in Bromley. It is now a regular part of the BSCB's training programme. Wider lessons were captured in the review and the BSCB has asked the London Safeguarding Children Board, in revising the procedures to set out further expectations of the Metropolitan Police Service when sharing information in cases of domestic abuse where children are involved.

Two Serious Case Reviews commissioned by LSCBs in Greenwich and Sutton and to which Bromley agencies contributed Individual Management Review or background information were published this year. Actions have been completed on both as the reviews occurred some year earlier.

As a result of these reviews the BSCB has altered some areas of practice in how it conducts serious case reviews in particular developing a detailed pre- review briefing for those who write the reports for each agency. In addition, guidance has been developed to support agencies when they speak with individuals involved in the review.

Performance Data

An understanding of safeguarding performance in Bromley must be understood within the context of the demographic profile for the area. The BSCB draws on the information and analysis collated by the Children's Trust partnership to inform its strategic vision and its decision making. It provides a detailed breakdown of achievements under the headings of the 5 areas set out in Every Child Matters.

 $\underline{http://www.bromley.gov.uk/Children and Young People Plan 2009 2011.pdf}.$

Demography

Children aged 5 to 14 comprise 12% of the Bromley population, numbering around 37 thousand. This is the same as the London average. The birth rate in Bromley is rising; however a fall in the number of children is anticipated over the next twenty years. At the same time a rise in the proportion of ethnic minority population is expected, particularly in the Black African group. The Gypsy/ Traveller community in Bromley is well established and is an important group with particular health problems related to smoking, poor diet and difficulty accessing services.

There are pockets of very low income in Bromley. A number of Bromley wards are represented in the top 10% of the most disadvantaged nationally based on indices of multi deprivation. In terms of child poverty in August 2006 Bromley was ranked 206 out of 408 local authorities in Great Britain for child poverty with 15.5% of children living in families with a relatively low income. Its figures are close to those of it statistical neighbours.



Infant mortality in Bromley is lower than nationally with wards such as Penge and Cator, Cray Valley West, Cray Valley East, Mottingham and Chislehurst North experiencing higher rates. One in four children is overweight and one in eight obese with rates apparently increasing.

A factor associated with safeguarding issues is late booking with midwives in pregnancy. Late bookers tend to be young.

Educational attainment remains above the national average for Bromley pupils, however there is wide variation in results at primary schools. Strategies are in place to improve the attainment levels of children in care and pupils with special educational needs.

BSCB safeguarding dataset

Having joined the London dataset pilot in 2007, in anticipation that it would help the BSCB to produce consistent safeguarding data, the BSCB decided to withdraw from the pilot this year. It became clear that whilst there was much to be gained from the London-wide tool, which addressed the wide remit of LSCBs, data collection was problematic and the information not always relevant to local priorities. Members of the BSCB wished to focus on the main safeguarding issues and monitor those closely. A revised dataset was discussed and agreed together with a tighter plan to report quarterly on the areas identified.

The data indicated that there were some areas of information not being collated locally that members felt sufficiently strongly about as to require agencies to establish systems to support its collection.

Analysis

A rise in referrals

Within Bromley the number of referrals to Children's Social Care has increased significantly over the past three years from 2006 – 2009. The increased referrals rates and work pressures in Children's social care in Bromley reflects a national trend. Initial contacts to social care increased by 22% in that time, Initial assessments and Core assessments by 52% over that period. However, pressure continues to grow alongside the referral rates.

| Year | Referral Numbers | Initial Assessments |
|--------------------|------------------|------------------------|
| 2007-08 | 3,425 | 1,167 |
| 2008-09 (November) | 6,109 | 1,416 |
| Proj 2009-10 | 7,430 | 2,196 |

Children Subject to a Child Protection Plan

More children and young people in Bromley are being safeguarded from harm and the borough has seen its highest rate of children subject to a child protection plan 242 (as at 31.03.2010) and the number of care proceedings has consequently increased.



Staffing

There is a national shortfall of suitably qualified and experienced social workers wanting to work in the area of children's social care. Bromley has been proactive in recruiting from overseas when necessary to fill vacant posts but there remain difficulties.

The BSCB asked social care and health to report on vacancies this year. A priority area for the BSCB was vacancies in the front line services of health visiting, midwifery and social care. Issues related to specific teams are identified and activities undertaken by individual agencies to address the concerns are monitored. This information is part of the safeguarding dataset reviewed guarterly by the BSCB.

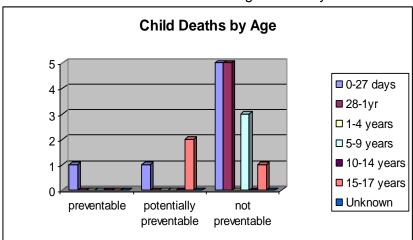
In view of this service pressure the BSCB took the decision to ask agencies to support social care through improving the quality of referrals, by intervening earlier and using the Common Assessment Framework process and referral form to instigate effective early intervention.

Child Deaths

In 2009-2010, there were 23 child deaths in Bromley of which 15 were unexpected. The number of child deaths in Bromley each year remains stable - in 2008-09 there were 22 deaths of which 13 were unexpected. The Child Death Overview Panel has completed a review of all of the deaths in 08-09 and 8 of the deaths in 2009- 2010. Of those reviews completed, the child death overview panel deemed only one of those deaths to have been preventable, although a few were potentially preventable.

The most common cause of death by far was congenital conditions, and although most common in the first year of life, deaths related to congenital conditions were seen throughout childhood. A few deaths due to "Cot Death" have been seen in the last two years and this information has been shared with professionals looking after families during pregnancy and in the early months and years of life.

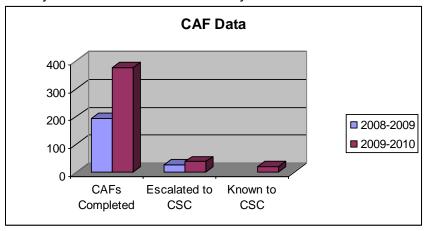
In addition to this, as a result of the review processes: guidelines regarding hospital discharge have been revised; some midwifery guidelines updated and midwives trained; and a request for London-wide awareness of the housing needs of families with disabled children was raised with the Directors of Housing in Bromley and Lambeth.





Common Assessment Framework

The common assessment framework (CAF) form alerts other agencies and services to the needs of a child. The system was rolled out fully in 2009, following a pilot period in the previous year. This year the number of completed CAFs has also most doubled rising from 197 to 377 this year. Of these 20 were already known to social care.



Police Child Abuse Data

The Metropolitan Police provide monthly reports on offences of child abuse which are provided to local safeguarding children boards. The information relates to intra-familial abuse which means within the family and extended family including aunts, uncles, cousins, siblings and grandparents. It also includes fostered families, half and step relations. Child abuse also relates to professional abuse by those working in child-focussed environments, who abuse their paid position or other caring capacity such as workers in voluntary groups, babysitters or family friends. Offences reported by adults who were child victims of abuse at the time of the offence are also included. The information relates to the individual borough where the child resided when the offence occurred.

In 2009-2010 a total of 453 offences against children were reported. Bromley borough ranks 23rd for recorded child abuses offences out of 33 London Boroughs. The borough with the lowest recorded offences was Kensington and Chelsea with 178 offences and the highest was Haringey with 1166. There has been an increase from 2008 -2009 to the period 2009-2010. Despite the increase, the police response to child abuse and holding offenders to account has remained consistent and has achieved the set targets. Of the 453 offences a majority of the reported crime was physical abuse which includes all levels of assault, abduction, harassment and neglect. 82 sexual offices which include rape were recorded for the borough. Bromley ranks 6th highest in recorded offences across the 8 south London boroughs with only Bexley and Sutton recording less offences.

The Child Abuse Investigation Command is committed to supporting the Commissioner's strategic vision encapsulated in the 5 Ps to ensure that presence, performance, productivity, professionalism and pride underpins its work.



Missing Children

Numbers of children who have runaway from home or from local authority care remains low this year. Few disappear for longer than 24hours. However, risks to a child's safety increase depending on their age, their health and state of mind, alongside other factors.

The Police and Social Care are the lead agencies for missing children and report to the Board. Last year the police recorded 650 incidents of children (under 18s) running away from home or care. Of these approximately 330 were missing for a period of 24 hours or more.

The information gathered by the police has enabled targeted prevention work focussing where appropriate on specific children, children's residential homes and foster care homes. Working in tandem with other agencies, the aim has been to secure improved outcomes for children and to ensure their safety.

Privately Fostered Children

The number of privately fostered children in the Borough at end of March 2010 was two. Over the period of the year up to 5 children had been privately fostered for a period of time.

In previous years the BSCB invested in advertising and leaflet to help raise awareness about responsibilities in private fostering, but with no ostensible impact on numbers notified.

However schools and youth providers including colleges have now included in their student information a question on whether a child is privately fostered.



Allegations Against Professionals

This year 58 child protection allegations against professionals from any agency were investigated by the London Borough of Bromley's Quality Assurance Unit. Of these 20 were substantiated and actions taken by relevant agencies. It remains the case that the highest proportion of allegations was made against staff from educational institutions, reflecting the high level of contact with children in this sector.

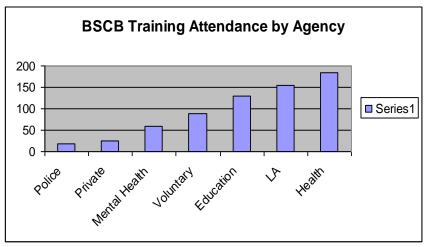
Safeguarding Training

The BSCB ran an enhanced programme of multi-agency safeguarding training this year. It commissioned 40 courses and delivered to 660 delegates – 484 in 2008-2009. This figure also includes training on the Common Assessment Framework which the BSCB administered since January 2010.

The BSCB provided additional training to address concerns raised in serious case reviews running a multi-agency briefing, attended by over 80 delegates in September 2009.



It is notable that the number of voluntary sector delegates attending the overall BSCB training programme increased by 61% from the period 2008-2009. There has been a concerted effort to raise awareness and provide support to the voluntary sector over the past year.



Children's Views

Ofsted's national survey of children and young people's views, Tell Us, is published regularly to provide a snapshot of a very small number of young people's views (973 in primary and 959 in secondary schools) on a range of issues in a number of local authorities. This year's survey indicates that the majority of children and young people feel safe in the areas they live and going to and from school. Fifty percent use public transport and whilst a significant minority 31% feel unsafe, the vast majority feel safe when travelling.

Some young people 20% worry about being bullied, which is slightly lower than the national average. A large proportion of young people feel able to talk to their parents if they have concerns, however 33% of young people (30% nationally) feel unable to talk to an adult other than their parents when they have concerns.

The BSCB will continue to monitor how relevant agencies achieve anti- bullying and positive behaviour strategies as part of its forward programme.





4. Achievement and Progress

A significant development for the BSCB was the appointment of an independent Chairperson to the BSCB, bringing with it clear accountability and independence. As a result, the relationship with the Children's Trust and other local strategic groups is more transparent.

The main business of the BSCB continues to focus on holding agencies to account for their safeguarding practice and enhancing outcomes for children and young people through encouraging effective by multi-agency working.

BSCB priorities 2009-2010 year included:

- Domestic Violence
- Parental Mental Health
- Children Missing from Home and Care
- Parental Substance Misuse
- Safeguarding in independent schools

Safeguarding Policy and Priorities in the CYP Plan

The Children and Young People Plan 2009-2011 highlights the importance of safeguarding in the development of the plan and as a key element of its work. The BSCB is involved in several local strategic developments for example, the Workforce Development Strategy. The BSCB's role is to ensure that safeguarding elements are appropriately highlighted. The BSCB is represented on the Parenting Support Strategy group ensuring that the group remains aware of development in this area.

Strategic Links

The relationship between the BSCB and the *voluntary and community sector* strengthened further this year. At the instigation of the BSCB Executive, the voluntary sector, for the first time, have a social care lead to who they can address any concerns about safeguarding policy and practice and obtain advice. There is now regular attendance at meetings organised by the Children and Families Voluntary Sector Forum.

The BSCB continue to support all agencies in developing their Child Protection policies and this year particular support has been given to a number of black and minority ethnic community groups as well as to churches.

Bromley Youth Council became a significant contributor to the BSCB this year ensuring that children and young people had an opportunity to shape areas of safeguarding strategy and policy. The BSCB agreed to attend Youth Cabinet meetings where safeguarding issues were considered. The youth participation team joined the annual conference planning group and ensure that young people's views were heard on the issue of domestic violence. They produce publicity material, a report on the issues and a video which was shown at the conference in June.



Bromley Safeguarding Adults Board (BSAB) worked with the BSCB on the annual conference to ensure that adults were aware of their duties related to safeguarding children. It also provided an opportunity for adults and children's workforces to network. The chair of the BSAB addressed the conference.

As a direct result of the conference delegates expressed greater awareness about the Barnardos Risk Assessment Matrix and agencies have used it in their decision-making when considering making a referral.

Multi Agency Risk Assessment Conference (MARAC)

Bromley MARAC reviews and co-ordinates service provision in high risk domestic violence cases. Regular multi agency meetings, lead by the police, bring agencies together to review cases and identify strategies to keep families and children safe from harm.

Multi Agency Public Protection Arrangements (MAPPA)

The role of MAPPA is to manage Registered Sex Offenders and Potentially Dangerous Persons. The Police, Prison Service and Probation are the three authorities responsible for managing MAPPA with other agencies required to co-operate. MAPPA meetings enable agencies to share information about people who are managed by or brought to the attention of the authorities; such as when a sex or violent offender is released from prison. Where children may be at risk of harm, agencies establish plans to safeguard them at the meetings. The MARAC meeting provides for regular monitoring of multi-agency progress. Meetings take place monthly and there is a regular update on MAPPA to the BSCB Executive.

Leisure Services

Bromley Mytime is a charitable leisure trust that provides leisure services across the borough in partnership with Bromley Council. It is a partner of the BSCB. Mytime Active fostered existing partnerships with the Common Assessment Framework (CAF) team, early years and the BSCB this year. Mytime's childcare staff worked with children's social care to provide out of school care and day camps for children as required.

During the year Mytime referred two cases to the local authority and had to deal with one incident involving child protection in its soft play facility that resulted in the police being contacted.

Young people aged 0-18 used Bromley Mytime services nearly 850,000 times during 2009. Mytime delivered safeguarding training to 84 staff this year and the human resources and children's services managers attended training on the Independent Safeguarding Authority.

Safer Workforce

Establishing an integrated children's workforce has been a significant priority of the Children's Trust Board. The BSCB seized the opportunity to review the elements related to safeguarding and to share information about the multi-agency training we provide. Whilst it is too early to determine the impact on children, clearly any extension of safeguarding awareness and training should create a more vigilant, knowledgeable and confident workforce who know what to do when there are concerns. A representative of the workforce group sits on the BSCB Training Committee.



The number of Safer Recruitment Courses (originally National College for School Leadership (NCSL) now Children's Workforce Development Council (CWDC)) has increased from 3 per annum to 6. The good practice content is appropriate to all agencies and the course is now multi-agency. To support small and voluntary agencies one course was held on a Saturday and another during a school holiday. The courses are well attended and a further 6 are planned for the new academic year.

Safeguarding in Schools

A Safeguarding Checklist was introduced to schools and has proved useful. A spin off from the Checklist has been requests from schools for Safeguarding Audits – to date 8 have been done.

As safeguarding is high on everyone's agenda there continues to be a high demand for single agency safeguarding training. Governors' safeguarding awareness is also increasing as are requests for their training in schools.

Two meetings have been held with head teachers/designated safeguarding officers from independent schools. These have been well attended and have instigated a closer working relationship with the BSCB including requests for training and safeguarding audits.

Regular meetings with secondary designated safeguarding officers continue. Ways to support primary schools in a similar manner are being explored. Safeguarding Circulars to schools/early years/colleges updating on national, regional and local developments continue.

Children Living with Parental Mental Health Problems

Following the ratification of a revised procedure on safeguarding children living with parental mental health problems, the BSCB ran a series of implementation workshops. Rolled out in the autumn of 2009, targeted groups of professionals attended the multiagency workshops. They were targeted at adult and children mental health workers, health visitors and midwives and social care staff. The workshops encouraged professionals to apply the procedure, explore any communication and cultural differences between agencies and find ways to resolve them whilst remaining child focused. It provided an important opportunity for teams to get to know each other and feel confident about difficult conversations.

Safeguarding Children Living with Domestic Violence

As a key priority for the BSCB over the past two years, domestic violence was the theme of this year's BSCB Annual Conference. Domestic Violence had been a feature in a Serious Case Review undertaken in 2008.

BSCB invested in training by the national charity Barnardos to support the implementation of the London procedures. Alongside training and mentoring for staff there were meetings with managers and publicity about the procedures and risk assessment tools via the Annual Conference. However, it was clear that high rates of staff turnover meant that the majority of social care staff that had been trained no longer worked for the authority. In addition an audit conducted in November 2009 showed that the awareness and use of the procedure in social care remained low.

A further evaluation by Barnardos undertaken by the assessment author Martin Calder indicated that more effective buy-in to the procedure and tool was necessary to improve outcomes locally. In addition, clearly staffing had played a major role in low awareness.



A BSCB audit indicated that children were at risk due to failures to follow procedure and poor information sharing. A multi –agency operational group met to improve information sharing and has been highly valued by staff in agencies involved albeit resource intensive. Today, in Bromley, any unborn child or child under one who lives in a household where domestic violence occurs and the police attend will have their details notified to midwifery and health visiting services as well as social care.

Disabled Children

The BSCB set up a task group on safeguarding children with disabilities in 2009 following the publication of the DCSF national guidance. The aim of the group was to identify ways to raise awareness about the guidance and to establish an effective training course for delivery in the 2010- 2011 BSCB programme.

As a consequence the theme of the BSCB Annual Conference for 2010-2011 will be Safeguarding Disabled Children and a new project to establish a safeguarding strategy for disabled children is planned for 2010- 2011.

Runaways

Over the year the DCSF asked Local safeguarding Children Boards to lead on reporting on the National Indicator related to Runaways. The self–assessment tool asks authorities to rate themselves in terms of the procedures, information and services in place to respond to children at risk of running or who have run. The self assessment highlighted that whilst information was collected and acted upon, it was not clear that this was systematically analysed and shared regularly with social care.

The BSCB co-ordinated the development of a multi agency action plan resulting in the collation of detailed information about incidents of running away and establishing a systematic process for sharing the information. The data is analysed quarterly at a multi agency meeting. The agreed action plan continues to support progress, which is reported to the Quality Standards Committee.

E-Safety

The BSCB developed an E-Safety Policy template to be adapted for use by any agency to ensure that arrangements are in place to safeguard children.

To support BSCB partner agencies to manage e-safety issues, the BSCB funded members of the E-safety Strategy Project Group to undertake training run by (Child Exploitation Online Protection (CEOP) and the Think U Know group which are nationally recognised and supported to provide training.

The BSCB funded the development of Bookmarks to publicise the importance of both e-safety and promote the message of anti-bullying. In recognition of the potential traumatic nature of the experience for some young people, the bookmarks carry the Childline helpline number.

Equalities

The health inequality of the gypsy and traveller community is well documented in Bromley. The Health Safeguarding Committee this year identified and pursued the importance of a health visiting and midwifery service with direct links to this community. In March 2010 professionals were appointed to specified roles to work with this community.



5. Future Priorities and Developments

The programme for safeguarding children in Bromley is influenced primarily by analyses of local needs and by recent national policy developments and guidance. This refers in particular to the DCSF revised Working Together to Safeguard Children, March 2010.

In addition the action plans that are being developed in response to the Ofsted inspection of safeguarding services and to address the impact of increased workload, staff recruitment and retention in children's social care front line services will help shape BSCB priorities.

Priorities 2010-2011

The BSCB's priority areas for 2010-2011 retain a focus on the area of responsive and targeted safeguarding to ensure that in these difficult times agencies remain attentive to the core safeguarding agenda of protection.

The BSCB Workplan for 2010- 2013 http://www.bromleysafeguarding.org/aboutus.asp sets out several main priority areas for the coming year, of which the following three area key focuses:

- Continue to implement the agreed action plan for Missing Children.
- Maintain monitoring and audit activity on domestic violence ensuring that recommendations are addressed.
- Disabled Children are effectively safeguarded being mindful of their particular vulnerability. This will be the focus of the BSCB Annual Conference in autumn 2010.

Performance Monitoring and Quality Assurance

To improve the outcomes for children and young people, performance data and multiagency auditing function will underpin the BSCB's work. The BSCB Safeguarding dataset will be kept under review and safeguarding data from other agencies will be reviewed by the BSCB on a quarterly basis. As a result the BSCB will:

- be more effective in monitoring safeguarding practice, performance and outcomes for children
- make clear to partners its role in safeguarding
- be able to recognise and provide challenge on the safeguarding needs of particular groups of children in Bromley.

Strategic Vision

It remains a challenge to incorporate all new safeguarding policy, practice guidance and development areas, but in order for the BSCB to remain effective it will work with partners to ensure that recent guidance and policy informs its decision-making. Consequently the BSCB will continue to provide effective leadership on safeguarding locally and to remain a robust force in monitoring safeguarding arrangements, practice and procedures



Governance and Accountability

The revised governance arrangements aim to ensure that there are effective links to other partnerships and strategic groups. The new structure supports the strategic role and function of the Executive and helps to maintain the strategic vision of the BSCB. The BSCB will also be more transparent and accountable with new Lay and Elected member representation. Two lay members will be appointed to the BSCB Main Committee in 2010.

The BSCB:

- sets the strategic vision for safeguarding in Bromley;
- is accountable for its activities;
- holds agencies to account for their safeguarding arrangements and practice.

Working Together

To enhance the quality of networks and develop further the culture of working together locally, Bromley Police have streamlined their steerage of the arrangements for MAPPA, MARAC and Public Protection into a new Offender Management Steering Group.

The police will be providing new training on MAPPA and MARAC arrangements in a bid to engage multi-agency partners fully in the process and encourage a shared understanding of the importance of this work and the impact on outcomes for children.

Safeguarding in education settings remains a key area of the BSCB's work. Bromley has the highest number of Independent schools of the London Boroughs and work is continuing to engage Independent School on safeguarding. Regular meetings have been organised where procedures can be shared and practice issues discussed.

Significant developments are being established to recruit and retain key front line social work staff in an ever more challenging context of rising referrals and a diminishing pool of qualified professionals nationally. It is recognised by Ofsted that Bromley has an outstanding and ambitious but achievable plan for addressing these areas. The BSCB is committed to supporting agencies in their endeavours to continually improve safeguarding standards and support their plans for progress.





6. Accounts

A summary of the accounts of the BSCB for 2009- 2010

BSCB

Income

Total

| Voluntary Contributions (from partner agencies) | 73,008.00 |
|--|-----------|
| Other Income | 4825.00 |
| TOTAL INCOME | 77,833.00 |
| | |
| Expenditure | |
| Administration (inc. salary costs, office, publications, meetings, and other consultant) | 43,157.32 |
| Training | 31,260.50 |
| Annual Conference (remainder) | 3,731.17 |
| Serious Case Reviews | 8,197.00 |
| Publications/Guidance/Resources | 1,387.44 |

87,733.43



7. BSCB Main Board Membership

Independent Chair

Consultant Community Paediatrician Director of Student Progression

Director Public Health

Consultant in Public Health Medicine

Designated Nurse

Assistant Director, Clinical Services & Care

Environment

Named General Practitioner

Buzz Manager

Quality Improvement Service Manager

Church Worker School Governor Assistant Chief Officer Student Services Manager

Safeguarding Lead National and Specialist

CAMHS

Acting Nurse Director Borough Crown Prosecutor

Assistant Director

Councillor

Asst Director Legal & Support Services Head of Children's Safeguarding & Quality Assurance

Head of Housing Needs

Head of Integrated Youth Support Service Head of Service Children's Social Care Referral

& Assessment

Head of Bromley Youth Offending Team

Drug Action Team Co-ordinator Early Years and Childcare Manager Child Protection Lead for Education

Programme Manager Black and Minority Ethnic

Communities

Director, Children and Young People's Services Head of Service CSC Safeguarding & Care

Planning

Drug Action Team Manager

Assistant Director, Children's Social Care

Group Manager, Quality Assurance

Assistant Director, Adult & Community Services Head of Service, Bromley Children & Family

Project

Head Teacher Detective Inspector

Detective Chief Inspector

Manager of Child and Adolescent Mental Health

Services

Bromley Service Director

Bromley Primary Care Trust

Bromley College of F&H Education

Bromley Primary Care Trust Bromley Primary Care Trust Bromley Primary Care Trust Bromley Primary Care Trust

Bromley Primary Care Trust

Bromley MyTime

CAFCASS CFVSF

Governor Services

National Probation Service

Orpington College

Slam

South London Hospitals NHS Trust South London Prosecution Service

London Borough of Bromley London Borough of Bromley London Borough of Bromley London Borough of Bromley

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London Borough of Bromley London Borough of Bromley

London Borough of Bromley

Manor Oak Primary School Metropolitan Police Service, Child Abuse Investigation Command

Metropolitan Police Service

Oxleas NHS Trust

Oxleas NHS Trust



8. Appendix 1

London Borough of Bromley

The latest detailed analysis of the London Borough of Bromley its demographic and economic profile as well as a description of the composition of children and young people in the Borough can be found in Bromley's Children and Young People Plan 2009–2011. A comprehensive needs analysis is conducted in order to build a complete profile of Bromley, which then forms the foundation for changes to services. Bromley is the largest, geographically, of the 32 London Boroughs. It covers more than 58 square miles, encompassing both highly urbanised and rural areas.

Its population is changing, with increases in new births and children and in the older population. Over the five year period from 2001- 2006 the number of white population has reduced matched by an increase in the black and minority ethnic population. The highest proportion is from white other than English background and Black African background. This is reflected in the school population where 24% of children in Bromley schools are from BME backgrounds.

The economic diversity of the Borough is notable, with levels of deprivation varying widely between wards. Borough overall is a relatively prosperous community, with some of its 22 wards ranked amongst the wealthiest in the country, whilst five are ranked amongst the 10% of most deprived areas. These areas are found in the North West, North and Central areas of the Borough. Risk factors emanating from inequalities in health, poverty and social conditions are also linked to increased likelihood of poor mental health. From 2008 – 2009 these areas so the largest rise in unemployment among wards.

Other Indicators

Teenage conception rates among 15-17 year olds remain low. Of the London Boroughs Bromley has relatively few new entrants to the youth justice system. The demands for special education needs services in the borough has risen, with the largest increase among the 5-10 year olds group, creating more demand on services.

9. Appendix 2 - BSCB Committee Structure 2009 -2010

