

**Portfolio Plan Half Year Update 2013/14 (end of November 2013)**

**Priority Outcome 1** Ensuring the health and wellbeing of children, young people and their families, and enhancing the quality of life for adults and older people with care and support needs. As at the end of November, all five aims being progressed during the first half of the year are on track.

We aimed to	RAG Status	Half Year Update - end of November	Between Dec 13 - May 14 we are focussing on...
<p>Work with the 'Tackling Troubled Families' Year 2 cohort to achieve the Government's aims of improved employment, school attendance and a reduction in anti social behaviour</p>	<p><b>Green</b></p>	<p>Support delivered through the Tackling Troubled Families Programme has enabled:-</p> <ul style="list-style-type: none"> <li>- A sixteen year old to undertake a hair and beauty apprenticeship with minimal support and guidance</li> <li>- Joint working between the Bromley Children Project and Tackling Troubled Families programme has supported a sibling group at risk of exclusion from education due to poor attendance. The eldest sibling is now attending college, two siblings are attending school on a regular basis and a further sibling is now applying for jobs</li> <li>- Two parents to secure paid employment</li> <li>- A parent to set up their own business through a referral to the Mottingham Community Resource Centre</li> <li>- A parent to attend the Bromley Drug and Alcohol Service (BDAS) resulting in no drug use for two months, a calmer living environment, and routines in place for the children. The parent is engaging with the school to improve the academic achievement of the children</li> <li>- A parent who was struggling to care for three young children to support the family and is no longer accessing services</li> <li>- A parent to attend Stepping Stones and build self esteem and confidence. This, coupled with emotional and practical support has enabled the parent to put boundaries in place for the family.</li> </ul>	<p>To attach the full 245 families to the Tackling Troubled Families programme for Yr 2.</p>
<p>Encourage children and young people to take responsibility for their actions and work with parents and carers to support them in taking parental responsibilities</p>	<p><b>Green</b></p>	<p>The mentoring programme has provided support to 45 young people, 40 of whom have either offended or have been identified as at risk of offending. Specialist support (substance misuse and mental health) is also provided throughout a young person's order with arrangements to address continuing need forming part of post custody resettlement plans.</p>	<p>Undertaking a full year analysis of remands since the introduction of the LAPSO Act 2012 (Legal Aid, Sentencing and Punishment of Offenders Act 2012) to determine if alternatives to remand could have been applied.</p> <p>Ensuring that Job Centre Plus are aware of those clients who are care leavers in order for them to provide targeted employment support. These will include young people returning to the community following custody.</p> <p>Improving the participation of all young people known to the YOT who are in custody and in particular those leaving custody.</p>

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<p>Improve provision of emotional wellbeing, mental health services and counselling services for children, young people and families</p>	<p><b>Green</b></p>	<p>A new service model for provision of services for Children and Adolescent Mental Health Issues (CAMHS), will target prevention and early intervention and will encompass a single point of access.</p> <p>Contracts with Bromley Y and Oxleas have been extended to September 2014.</p>	
<p>Improve health outcomes for those with health needs</p>	<p><b>Green</b></p>	<p>Consultation through the Bromley MyLife web portal commenced in November 2013 to seek views on the Borough's Short Breaks Service for disabled children and young people.</p> <p>8 consultation meetings were held during November 2013 and the Bromley Young Advisors Group have commented on the draft services specification which will enable the service design to reflect their needs and wishes as appropriate.</p> <p>The results of the consultation will be reported to PDS in March 2014.</p> <p>The on line consultation can be viewed at:-  <a href="#">Short Breaks Review Consultation</a></p> <p>The Health and Wellbeing Strategy has been agreed and action plans for priority areas are being implemented.</p> <p>The priority areas are: Diabetes, Hypertension, Obesity, Anxiety &amp; Depression, Children with Complex Needs and Disabilities, Children with Mental &amp; Emotional Health Problems, Children Referred to Children's Social Care, Dementia, Supporting Carers.</p> <p>The full Plan can be found at:  <a href="#">Health and Wellbeing Strategy</a></p>	

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Provide locally relevant information and advice about care and support need to enable choice and control	Green	<p>Work is underway to publish the Bromley Special Educational Needs (SEN) Local Offer on MyLife. The page, which has only been circulated to professionals within the Council, partner agencies, the SEN Pathfinder Programme and Bromley Parent Voice, has had 81 unique page views between June and October 2013.</p> <p>Work has included developing an interactive and searchable resource directory to underpin the information and advice provided within the draft SEN Local Offer document. The resource directory will be enhanced throughout 2014.</p> <p>Discussions are underway regarding the development of an electronic storage facility for Education, Health and Care Plans which will enable controlled access to the Plan by professionals working with the child or young person, the child or young person's parents or carers, and, where appropriate, the young person themselves.</p>	Finalising the content of the SEN Local Offer with colleagues in the Council, Bromley Parent Voice and key partners. Building the structure of the SEN Local Offer information on the website to be in place by 23rd December.
Through the co-ordinated community and locality focussed development programme, seek to improve the lives of residents in the Cray Valley East ward through the provision of information, advice and guidance	Green	<p>Development of the Cray Valley community programme commenced in June 2013 in partnership with the Environment and Community Services Department.</p> <p>A section has been developed on the Bromley MyLife website to present key information and advice provided by a range of key organisations and 'community leaders' in the Cray Valley Community. The section has had over 100 unique views without being widely publicised.</p>	<p>Finalising the content of the Cray Valley section of the website by the end of December 2013.</p> <p>Mapping the impact of this piece of work against key Council priorities, including improved relationships between the Council, organisations and 'community leaders' in the Cray Valley community.</p>

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Have a diverse market in care and support services to offer choice and control to service users and their carers	Green	<p>As at the end of October, of the 2,189 people who have received reablement since its start in February 2010, 1,449 (66%) did not require an ongoing service. For those service users requiring subsequent support, the period of reablement provides a more accurate assessment of long term need. The reablement and hospital discharge service continue to work closely to support service users to return to their baseline function on leaving hospital and minimise the need for ongoing support.</p> <p>Work has commenced on a programme of joint assessments between reablement and physiotherapy services which identifies areas where physiotherapy intervention could support service users to maintain their independence (e.g. a programme of exercises could enable a service user to undertake transfers with a Sam Hall Turner and not require a hoist).</p> <p>During an eight week period, 100 Occupational Therapy assessments were completed by an external provider, providing a timely service for those awaiting assessment.</p> <p>Following the award of the Contract for the provision of Intermediate Care, arrangements for transition to the new service from the end of 2013 are being developed.</p> <p>Building on established integrated services such as Intermediate care, work continues on agreeing the appropriate levels of care management in the integrated community teams. Following a successful pilot, roll out of this initiative will commence at the end of quarter three. LBB are working with ProMISE (Proactive Management of Integrated Services for the Elderly) to complete a further pilot of involving care managers.</p> <p>New arrangements for day opportunities implemented from April 2013. A further report is available on this agenda under reference CS 14006. A Pilot project commissioned from Vibrance to undertake support planning is scheduled to complete in March and report in April 2014.</p>	
<b>We measure this achievement by:</b>			
The reduction in care home placements		At the end of September 2013, there were 257 service users aged 18-64 in Residential and Nursing homes compared with 265 as at the end of March 2013, and 612 people aged 65+ compared with 590. Placements continue to rise with 131 new placements in the first half of the year (of which 111 were Older People and 16 were wealth depleters). Work continues to establish how to support service users in Extra Care Housing with higher level needs to avoid a residential placement.	
The number of eligible people with a Personal Budget who have a Direct Payment		All service users are now being offered a Direct Payment rather than a commissioned service at the end of the Assessment process. As at the end of September, whilst 3,499 eligible service users were in receipt of a personal budget, only 453 were in receipt of a Direct Payment.	

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<p><b>Priority Outcome 2</b> Maximising Independence and reducing the need for care and support. As at the end of November, two out of the three aims being progressed during the first half of the year are on track. The aim rated as red continues to be managed to ensure that the level of increase reduces.</p>			
<p>Through the 'Raising the Participation Age' action plan, improve the participation of Children's Social Care service users, in particular Looked After Children and Care Leavers</p>	<p><b>Green</b></p>	<p>During this half year efforts have been applied to ensure that the participation in Education, Employment and Training (EET) of Looked After Children (LAC) and Care Leavers is recorded on the Borough's Client Information System.</p> <p>Of the 72 Looked After Children and Care Leavers in Years 12, 13, 14 and 15, 52 are participating in EET, 17 are NEET, 3 are in custody.</p> <p>Looked After Children and Care Leavers who are at risk of not participating are referred for mentoring support.</p> <ul style="list-style-type: none"> <li>- 12 young people (LAC and Care Leavers) are receiving mentoring support</li> <li>- 3 LAC young people are on the flexible learning programme organised by the Bromley Education Business Partnership</li> <li>- 4 LAC are currently participating in the Borough's Youth Contract programme.</li> </ul>	<p>The focus in the next half year will be on:-</p> <ul style="list-style-type: none"> <li>- increasing the numbers of Looked After Children and Care Leavers who are case loaded to the Youth Support Programme and referred to the Mentoring Programme</li> <li>- improving the quality of information recorded about their participation</li> </ul>
<p>Support young disabled adults to travel independently through the implementation of a travel training programme</p>	<p><b>Green</b></p>	<p>The travel training programme formally commenced in the 2013 academic year. To date, 7 pupils have successfully passed their training, have become independent travellers and are no longer using Council provided transport services. A further 8 pupils are currently in training and their progress will be reported in future updates. Unfortunately 3 pupils were unsuccessful in completing their training and they will be revisited in a future programme.</p> <p>One child who had completed the programme felt sufficiently confident to run a shopping errand when their parent fell ill; an action seen as a significant milestone for a child with significant needs.</p> <p>Developing these skills will support the young people in adulthood with choice and freedom to live independent and fulfilling lives without barriers from the lack of transport.</p>	<p>A report will be presented to the Executive in the Spring with a recommendation to extend the programme depending on outcomes/savings achieved.</p>
<p>All disabled young adults will have an Education, Health and Care plan that supports them through the transition to adulthood</p>	<p><b>Green</b></p>	<p>As at the end of September, 63 children had received an Education, Health and Care (EHC) plan. The Single Plan focuses on outcomes for the child or young person with local services working in a multi-agency way to plan the support that is required and the aspiration families have for their child.</p>	<p>The target is to deliver 13-15 completed EHC Plans every 3 months. Activity is also being focused on delivering multi agency commissioning and refining the outcomes based model of assessment.</p>

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<p>Support service users to stay independent for as long as possible</p>	<p><b>Green</b></p>	<p>The Virtual Ward pilot has now completed. This concluded that it would be more beneficial to focus on integrated teams than on further development of the Virtual Ward project.</p> <p>As part of the ProMISE programme (Proactive Management of Integrated Services for the Elderly), the current pilot to train domiciliary care workers, care home staff and other carers to identify early signs of a Urinary Tract Infection (UTI) aims to reduce the number of hospital admissions experienced by older people. So far, three hospital admissions have been prevented avoiding a cost to the acute sector of £15k.</p> <p>Close working continued with the Trust Special Administrator throughout the first half of the year with the opportunity to feed into the findings and recommendations. The hospital care management team are working closely with Kings to support a seven day week service.</p> <p>Following the award of the Intermediate Care contract to Bromley Healthcare (BHC) from December 2013, care management will work closely with BHC to manage changes to the terms and structure of the integrated service.</p> <p>42 Intermediate Care beds commissioned jointly with the Bromley Clinical Commissioning group will support Bromley residents by facilitating a hospital discharge, supporting better and speedier recovery following a period of hospitalisation, reducing readmission rates and preventing unnecessary hospital admission.</p>	<p>Discussions with supported living scheme providers are ongoing to implement changes from registered care to supported living, and to agree improvements and efficiencies in services.</p> <p>During Quarter three, pre qualification questionnaires will be issued to potential providers for the provision of the Extra Care Housing and the Reablement Services.</p>

We aimed to	RAG Status	Half Year Update - end of November	Between Dec 13 - May 14 we are focussing on...
Focus on preventing homelessness by working in partnership to maximise and make best use of the supply and use of affordable housing	<b>Red</b>	<p>The benefit cap and bedroom size criteria have been successfully implemented. Joint working practices put in place (together with a toolkit to provide housing advice and assistance to prevent homelessness) have assisted more than 100 clients into paid employment and 12 so far to more affordable accommodation. Additional work undertaken includes use of the discretionary housing fund to offer interim assistance whilst sustainable solutions are met. A number of training and information sharing sessions have also been undertaken.</p> <p>Ongoing work with private landlords has directly secured access to an additional 84 private rented units in the first half of 2013/14. The impact of spiralling rental prices, increased homelessness, stiff competition for available accommodation and falling lettings supply has meant that despite the prevention and options work undertaken, it has not been possible to reduce the level of nightly paid use, with 427 households in nightly paid accommodation as at the end of September (an increase from 356 as at the end of April 2013).</p> <p>Homelessness has been directly resolved through either in depth homelessness prevention casework assistance or access to alternative private sector housing solutions for 974 households.</p> <p>The support and resettlement team continue to coordinate the provision of housing advice and assistance to minimise the risk of repeat homelessness for vulnerable clients. The repeat homeless figure remains low at 0.81% (1 out of 123 cases accepted at the end of September was a repeat case).</p> <p>Please see agenda item CS 14004 for the Housing Services 2013/14 Priorities Progress update.</p>	<p>On-going consolidation of this work as numbers seeking assistance increase including impact assessments following six months implementation and preparation work for universal credit. The service will also be reviewing the provision of debt advice to ensure this has the necessary capacity to meet the forthcoming changes.</p> <p>Work with housing associations to agree a minimum standard of advice and assistance to prevent potential evictions.</p> <p>Following implementation of the 'Information @Work' electronic system, pilot the increase of mobile working to maximise the number of service users supported through Outreach Services. Improved processes related to the creation, capture and storage of documents related to the client and provider will lead to faster processing of assessments.</p> <p>In line with the action plan, continue work to reduce levels of nightly paid accommodation through: accessing private rented accommodation, Bellegrave, use of vacant properties, piloting block booking arrangements and increasing the provision of leased and purchased properties.</p>
<b>We measure this achievement by:</b>			
Percentage of Young People, Care Leavers and Young Offenders in Education, Employment and Training		In Quarter one, 37.5% (3/8) of Bromley's Care Leavers were in EET at the age of 19. The monitoring board meets monthly to track and provide Education, Employment and Training support to Care Leavers.	

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<b>Priority Outcome 3</b> Ensuring that people have a positive experience of care and support. As at the end of November, all four aims being progressed during the first half of the year are on track			
Ensure that vulnerable children and families are identified and supported at the earliest possible stage	<b>Green</b>	<p>Attendance at the Bromley Youth Support Programme (BYSP) continues to grow:-</p> <ul style="list-style-type: none"> <li>- 3,481 individuals have attended the main BYSP service offer, 926 of these on more than four occasions. The average number of young people at each session is 18.</li> <li>- Through the work of the Bromley Education Business Partnership, 300+ young people have participated in various programmes intended to support participation in Education, Employment and Training.</li> </ul> <p>Footfall and numbers of families using Children's Centre services continues to rise with 40,147 visits (8,714 unique users), during the first half of this year compared with 35,173 (7,629), for the same period last year.</p> <p>The number of new referrals to Outreach Family Support (including Step Down to Social Care) has increased from 193 in the first six months of 2012/13 to 276 in 2013/14.</p>	<p>The focus in the next half year will be on extending the community offer available through the Youth Hubs to include services to families, for example, support for parents of teenagers who may be at risk of offending or non-participation in Education, Employment or Training.</p> <p>Continue to deliver good quality services from Bromley's children's centres and supporting families through early intervention.</p>
Ensure stable placements for children and young people where foster care is identified in the plan	<b>Green</b>	<p>4 new foster carers (units) have been approved in the first half of the year with a further 10 currently being assessed for presentation to panel in early 2014.</p> <p>Model identified for enhanced foster care to be delivered in partnership with the Child and Adolescent Mental Health Service (CAMHS). The current focus of the work stream is to recruit foster carers to meet the specific needs of the more complex and challenging children and young people requiring foster placements.</p> <p>During the first half of the year, a review of the fostering pages of the Council's web site was undertaken and the content updated to improve the level of information available to foster carers.</p>	<p>Continue to focus the recruitment strategy on foster carers for older children and sibling groups.</p> <p>Work is planned to develop a more interactive web site using the MyLife Web Portal to support the recruitment of new carers, and enhance the level of information available to existing carers.</p>



We aimed to	RAG Status	Half Year Update - end of November	Between Dec 13 - May 14 we are focussing on...
Better identify and support carers living in Bromley	Green	<p>Partnership working with Carers Bromley has re-established the Carers Forum in the Borough which consists of approximately 15 carers and has met 3 times since June 2013.</p> <p>A survey of carers (developed in partnership with Bromley Clinical Commissioning Group, Carers Bromley, Healthwatch Bromley, Bromley Mencap and the Carers Forum) was undertaken via the Council's new Virtual Service User Panel between 13th September 2013 and 6th October 2013. It directly reached approx 1,400 known carers and was publicised through local websites, news items, newsletters and publicity in Bromley Libraries, and circulated through partner agencies to reach the widest possible audience.</p> <p>The Carers Survey received 271 responses directly from carers in the Borough with the findings feeding directly into the Adult Stakeholders' Conference held on 19th November 2013.</p>	<p>Feeding the results of the Carers Survey into the Adult Stakeholders Conference, which has a specific focus on 'Building Better Support for Carers' on 19th November 2013.</p> <p>The results and the outcomes from the Conference will help shape the development of the Carers Strategy.</p>
Service users and carers are able to access an assessment of their needs in a timely manner and where eligible, are provided with a support plan to meet these needs	Green	<p>As at the end of September, 90.2% of people had an assessment of their needs within 28 working days.</p> <p>A dedicated Carers' Assessor has undertaken over 100 carers assessments in 55 days. A forum is planned with Carers Bromley whereby Carers are invited to discuss both their positive and negative experiences of the assessment process.</p> <p>An increase in the cohort of trusted assessors (St. Christopher's, Harris Hospice and Lewis House) together with streamlining the initial assessment process for both service users and carers will support an improved customer journey.</p>	
Ensure that effective community engagement takes place (particularly relating to health services) through the establishment of Healthwatch	Green	<p>The Healthwatch service, commissioned from Community Links Bromley has appointed a chair and trustees, and advertisement is currently out for volunteers. Healthwatch is being promoted via stalls at events, through presentations and via the media, including social media.</p> <p>Healthwatch Bromley also shaped the Carers Survey and the agenda for the Adult Services Stakeholder Conference.</p>	Further joint meetings have been arranged with Healthwatch Bromley and the Bromley Clinical Commissioning Group to develop a more holistic overview of engagement activities.

We aimed to	RAG Status	Half Year Update - end of November	Between Dec 13 - May 14 we are focussing on...
Promote excellent customer service for those who experience our services	<b>Green</b>	In the last six months, 167 formal complaints have been received which is an increase of 40% on the same period last year, and the rate of complaints upheld is slightly above the 35% benchmark at 36%. Despite the significant changes & pressures in Housing over the last period the level of complaints remains the same as last year. During this period, teams have been encouraged to share lessons learnt and how these have led to improvements in service delivery. In one instance, a delay in approving funding at panel resulted in a service user losing their choice of chosen Extra Care Housing flat. Commissioning and care management are now working together to develop funding agreement procedures.	In the coming months, we will focus on supporting teams to share their informal complaints. In addition, all complainants are asked for their views about how their complaint was managed and invited to comment on any area of improvement we can make to the complaints experience.
<b>We measure this achievement by:</b>			
Overall satisfaction of adults in the Personal Social Services Survey		Of the 244 responses to the 2012/13 national adult carers' survey, 61.8% of respondents stated that they were satisfied with the support or services that they, or the person they care for, received from Social Services in the last 12 months	

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<b>Priority Outcome 4</b> Ensuring Children and Young People are safe within the Community, and Adults and Older People whose circumstances make them vulnerable are protected from avoidable harm. As at the end of November, all three aims being progressed during the first half of the year are on track			
Focus on improving outcomes for vulnerable children in need of care and protection	Green	<p>All looked after children (LAC) care plans have been reviewed and updated. New care plan exemplars have been introduced and staff are currently being trained to deliver more outcome focussed practice. As at the end of September, 96.6% (260/269) of LAC reviews were held on time. All care plans for children under the age of 11 years are tracked and monitored to ensure there is no drift in permanency planning.</p> <p>When reflecting the new guidance on assessments being completed within 45 working days, and combining the initial and core assessments, the September outturn is 89.2% (223/250).</p>	Education, Health and Care Planning for children with disabilities is at implementation stage with the Government guidance (Code of Practice) on the new Bill issued in October currently being evaluated. The impact of new legislation and the progress of the Bill through Parliament will continue to be monitored and the impact of any amendments assessed. Work is being carried out on ensuring the organisation is able to respond effectively to the new Bill and its shift to person centred outcomes for C&YP.
Lessen the amount of time it takes for children to be adopted by reducing the number of weeks children are subject to care proceedings (working with the Courts)	Green	<p>In the first half of 2013/14, 6 children have been subject to an adoption order. Current indications are that the number of children adopted during 2013/14 will exceed the number of adoptions during 2012/13 (17).</p> <p>The Court Pilot continues to reduce the number of weeks in which children are subject to care proceedings, and Bromley's performance has ensured it remains in the top quartile when compared with other London Boroughs (Bromley Quarter two performance 28 weeks against a national average of 36 weeks).</p>	Work continues to ensure that proceedings are concluded within 26 weeks.
Focus on improving outcomes for vulnerable children in need of care and protection	Green	<p>Approx 20 adoptions are anticipated during 2013/14. Of these, three are sibling groups and three are children with disabilities.</p> <p>The draft Corporate Parenting Strategy for 2013-15, which defines the Council's Corporate Vision for Looked After Children has been circulated to partner agencies for comment, and the strategy will be presented to Members in Quarter Three.</p>	
Focus on the prevention of abuse of vulnerable adults through the work of the Safeguarding Board and engaging with Partner Agencies	Green	<p>Work has commenced with the tri-borough Clinical Commissioning Group (Bromley, Bexley and Greenwich) pressure ulcer group, to share best practice and agree protocols across local providers and commissioners. During the first half of the year:-</p> <ul style="list-style-type: none"> <li>- closer management oversight of reviews has been implemented in the review teams to assist staff in identifying early warning indicators</li> <li>- closer working with contracts and the membership of the commissioned services intelligence group aids a joint approach</li> <li>- checklists have been developed jointly with quality assurance, commissioning and care management</li> </ul>	

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Continue to improve the delivery of services and reliability of contractors through Quality Assurance and Contract Monitoring	<b>Green</b>	The Clinical Commissioning Group is delivering training to care workers on early identification of Urinary Tract Infections which has been promoted by LBB. Joint progress on training of care workers is in progress (led by the CCG). The current pilot aims to reduce the number of hospital admissions experienced by older people. So far, three hospital admissions have been prevented avoiding a cost to the acute sector of £15k.	Work commenced in August 2013 to increase the number of domiciliary care agencies and care homes reaching 100% compliance with the Council's Quality Assurance Framework. All providers are required to achieve level C of the Quality Assurance Framework and to progress to Level B and A through continuous improvement.
<b>We measure this achievement by:</b>			
Lessons learnt from Serious Case reviews		During the first six months of the year, there has been learning from two serious case reviews. As a consequence of the joint review with Croydon, placement practice was reviewed in a case file audit to evaluate improvements so that service users waiting to be moved from their current placements are reviewed regularly to manage the risks of the current placement until successfully moved to their new home.	
100% of social care staff have the required competency based training to conduct safeguarding interviews		In the first seven months of the year, 275 people have attended 'Face to Face' training on Safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards.  In addition, the annual BSAB conference delivered training to 140 delegates in Care Quality Commission and Disclosure and Barring Service regulation, fraud, and the Mental Capacity Act in relation to financial abuse.	
Time taken to place with adoptive family (days) from the time entered care		The DfE Performance Scorecard monitors performance on a three year rolling basis. Bromley's performance continues to improve and is now much closer to the England three year average (Bromley 683 days; England average 647 days)	
Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family		Bromley's performance for the DfE reporting period is 167 days from receiving authority to place a child to confirming a decision on a match (England average 210 days).	
Percentage of children who wait less than 21 months between entering care and moving in with their adoptive family		Figures for 2013 will not be available until publication of the DfE adoption scorecard. Early indications are that Bromley's performance in the mid quartile (approx 55%) will remain unchanged.	