

Education Portfolio Priorities

(Including the Education Covenant & Commitments)

January – December 2014

Summer Term 2014 Update

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The London Borough of Bromley Education Covenant

This Covenant complements our 17 Education Commitments approved by the Full Council on 21 January 2013

Our 17 Educational Commitments set out this Council's educational philosophy and general principles. In those Commitments we make it clear that the LEA working with Governing bodies welcome and encourage all schools to become Academies with all the independence of action that such Academy status brings. We support the creation of new Free Schools and the expansion of selective education. Three Free Schools have only recently been approved to open in the north of the Borough.

We are mindful of the fact that education in this Borough is being provided through public funds, in buildings which in many cases were paid for by the local community or by the churches and with public support to provide an education for the children of the Borough and surrounding area. We as a Council and indeed as a community all have an obligation to children and young people and we outline our commitments to them and our expectation of them below.

As a Council:

We retain more than 250 statutory educational duties including some major overarching responsibilities. As the civic leader of the community, we have a duty to the residents of the borough: to ensure that there are sufficient school places; that the quality of the education provided is of the highest standard; that our children leave school prepared for a successful and fulfilled adult life; and that our young people are able to play their part as citizens in a democratic, economic prosperous Britain.

For Parents:

We will provide a choice of good and outstanding schools (including academies and Free Schools) in which your children can thrive socially and academically. In return, we expect you to support your children by ensuring they attend school, behave well, undertake school and homework, and co-operate with school staff.

For Pupils:

We will work to ensure that your school provides a first rate education suited to your needs in safe and secure buildings. In return, we expect you to attend regularly, work hard, be well behaved and co-operate with your teachers.

Of School Governors:

Rightly we are very grateful for the voluntary service you give to your community as Governors. Your school or academy will give you access to high quality training and development to enable you to do your job well. In return, you will be expected to take an active part in the governance of your school, ensuring that it delivers a high quality education in a safe and secure environment, providing good value for public money.

For School Leaders:*

To work with children and young people is a huge privilege. We expect all our schools to co-operate with the local authority in delivering on the five outcomes given in Every Child Matters:

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic Wellbeing

For Residents:

We will ensure: that there are sufficient school places in the borough; that schools are monitored to ensure a high quality of education and behaviour; and that there is value for money provided to the tax payer. In return, we hope that you will support your local school in fundraising, charitable and other activities to support the wider community they serve.

For Local Business:

We will encourage schools to ensure: that pupils leave school well equipped for the world of work; and that they have the skills and attributes to be good citizens. In return, we hope that you seek to employ local young people wherever appropriate and provide Saturday part-time work or work experience where possible. We will also encourage and welcome applicants from local businesses to play an active role as school governors.

*** Academies**

Academies have a Section 10 of the Children Act 2004 duty to co-operate with the LA to ensure children's well-being. The LA has a duty under Section 11 of the Children Act 2004 to safeguard children in its area.

There is a statutory obligation on academies to co-operate with LAs pursuant to Section 10 of the Children Act 2004; Section 10 provides for "co-operation and well-being".

It is considered that such obligations do not interfere with an academy's independence; the creation of an academy does not rid the LA of its (pre)existing obligations regarding the welfare of children. Academies should view this in the spirit of co-operation rather than bureaucracy.

(We would expect that this duty to co-operate would include the provision of statutory information and data to the Council).

<p>Priorities →</p> <p>Commitments ↓</p>	<p>1 Promote educational opportunity in the borough ensuring all families have a choice of good and outstanding schools and early years providers</p>	<p>2 Work with governing bodies, the Department for Education and others to expand popular and successful schools</p>	<p>3 Use the academy and free school programme to promote and develop further that choice</p>	<p>4 Support all maintained schools to enter into the academy programme to allow them to benefit from the opportunities it presents</p>	<p>5 Encourage parents, faith groups, and others to work with the borough to increase the range and diversity of the outstanding schools on offer</p>	<p>6 Ensure those pupils with special educational needs have good outcomes</p>	<p>7 Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age, whether through preparation for employment, apprenticeships or higher education</p>
<p>1 We believe in the right of parents (where practicable) to have as much choice of schools as possible including faith schools</p>	✓	✓					
<p>2 We will support and encourage all Bromley LA schools to convert to academy status</p>			✓	✓			
<p>3 We support the creation of 'Free Schools' and, where appropriate, will encourage local parents to apply for one</p>			✓		✓		
<p>4 We will continue to support the expansion of selective education, including Grammar Schools, in particular in the central and northern part of the borough</p>		✓	✓				
<p>5 We will continue to improve the provision of SEN education in the borough</p>						✓	
<p>6 We support the concept of an education voucher system which gives additional support to children with different educational needs, including academically gifted pupils</p>						✓	
<p>7 We will continue to encourage all Bromley secondary schools to ensure that all suitable pupils are prepared for the universities which best meet their aspirations</p>							✓
<p>8 We support the concept of a University Technical College (UTC) providing high quality technical education for 14-19 year olds</p>							✓
<p>9 We support the creation of 'modern apprenticeships' for a wide variety of skilled trades</p>							✓

<p>Priorities →</p> <p>Commitments ↓</p>	<p>1 Promote educational opportunity in the borough ensuring all families have a choice of good and outstanding schools and early years providers</p>	<p>2 Work with governing bodies, the Department for Education and others to expand popular and successful schools</p>	<p>3 Use the academy and free school programme to promote and develop further that choice</p>	<p>4 Support all maintained schools to enter into the academy programme to allow them to benefit from the opportunities it presents</p>	<p>5 Encourage parents, faith groups, and others to work with the borough to increase the range and diversity of the outstanding schools on offer</p>	<p>6 Ensure those pupils with special educational needs have good outcomes</p>	<p>7 Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age, whether through preparation for employment, apprenticeships or higher education</p>
<p>10 We support the concept of 'lifelong learning' and the important work of adult education</p>							✓
<p>11 We support schools in ensuring that all teachers and other staff are competent in their role</p>	✓						
<p>12 We support schools in maintaining good discipline</p>	✓						
<p>13 We work to improve school governance</p>		✓					
<p>14 We work to improve the chances for under performing children, particularly in the early and primary years and will work to encourage the continuing development of high quality early years provision in the Borough through existing and new primary and voluntary providers</p>	✓						
<p>15 We encourage schools to identify children with exceptional talents or academic ability and ensure that their needs are provided for</p>						✓	
<p>16 We support changes to improve the quality and rigour of the exam system</p>	✓						
<p>17 We support measures (including reading through Phonics) to ensure that no child leaves primary school unable to read and write English and without a good competence in basic maths</p>	✓						

Note:- Ticks are hyperlinked to the relevant Priority

Priority 1

Promote educational opportunity in the borough ensuring all families have a choice of good and outstanding schools and early years providers; Education Commitments 1, 11, 12, 14, 16 and 17

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 1a Undertake a process of market testing for the Admissions and School Improvement Services, developing recommendations for the future delivery and quality monitoring of these services</p> <p>Lead Officer: Laurence Downes, Commissioner</p>	Market testing tendering in process	Report back to Members on the outcome of the market testing exercise, presenting recommendations for consideration on the future delivery of services based on a 'best value' approach
<p>Summer Term 2014 Update Green</p>	<p>Report presented to Members in July 2014, updating on the process of market testing and proposing to expand the scope of the Education Services to be included in the market testing process. It was proposed to use a competitive dialogue process with an indicative timescale for the outcome of market testing to be considered by Members in September 2015.</p> <p>The proposals were agreed by Members and market testing will commence in September/October 2014.</p> <p>Update on the Process for Market Testing Education Services</p>	

Priority 1

Promote educational opportunity in the borough ensuring all families have a choice of good and outstanding schools and early years providers; Education Commitments 1, 11, 12, 14, 16 and 17

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 1b Through a continuous review of school categorisation based on risk, agree intervention and support to ensure improvement in under-performing schools</p> <p>Provide intensive support to Category 4 (High Priority) schools, building capacity to bring about the necessary improvements with achievements and standards</p> <p>Lead Officer: Nina Newell Head of Schools and Early Years Commissioning and Quality Assurance</p>	<p>Provide an update to Education PDS on the schools identified as under performing</p> <p>Half termly Primary Support Team meetings led by Head of Service to plan levels of school support and evaluate impact</p> <p>'High priority' challenge meeting with the Head Teacher, Chair of Governors, Head of Service and Assistant Director</p> <p>Half termly Primary Support Advisory Group meetings to identify schools which may require early intervention</p>	<p>Improvements to under performing schools reported to Education PDS</p> <p>Half termly Primary Support Team meetings led by Head of Service to plan levels of school support and evaluate impact</p> <p>'High priority' challenge meeting with the Head Teacher, Chair of Governors, Head of Service and Assistant Director</p> <p>Half termly Primary Support Advisory Group meetings to identify schools which may require early intervention</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>Detailed analysis of the unvalidated schools' data has been completed and this will be used for initial categorisation to determine the level of support required for the Autumn Term.</p> <p>A full report is available on this agenda under report reference ED15090 'Update on Under Performing Schools'.</p>	

Priority 1

Promote educational opportunity in the borough ensuring all families have a choice of good and outstanding schools and early years providers; Education Commitments 1, 11, 12, 14, 16 and 17

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 1c Undertake a programme of support and challenge for Early Years providers (including child minders), in line with revised statutory requirements, focusing on those achieving 'below good' in Ofsted and those taking two year olds</p> <p>Lead Officer: Nina Newell Head of Schools and Early Years Commissioning and Quality Assurance</p>	<p>In conjunction with Bromley Adult Education College, deliver the 'Child Minding: Understand how to set up a home based child care service' module to prospective child minders who wish to practice in the borough</p> <p>4 courses planned for Summer term (max 15 places each course)</p> <p>Deliver focused support in individual settings and group workshops as identified by the QIP and safeguarding audit tools</p>	<p>In conjunction with Bromley Adult Education College, deliver the 'Child Minding: Understand how to set up a home based child care service' module to prospective child minders who wish to practice in the borough</p> <p>4-5 courses planned for Autumn term (max 15 places each course)</p> <p>Deliver focused support in individual settings and group workshops as identified by the QIP and safeguarding audit tools</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>114 enrolments across the whole academic year on Childminder course. 38 enrolments at present for the Autumn Term.</p> <p>Plans in place to:</p> <ul style="list-style-type: none"> offer short courses to Childminders from Bromley Adult Education College in the Autumn Term covering additional topics such as preparing for Ofsted; continue to offer Paediatric First Aid. <p>Every Early Years setting has received a visit during the Summer Term and categorisation of support will take place based on information from those visits and most recent Ofsted outcomes. There are:</p> <ul style="list-style-type: none"> 163 Early Years settings, 16 of which are categorised as "below good"; 595 Childminders, 44 of which are categorised as "below good". <p>Early Years or Childminder settings in this category or that have funded two year old children receive more targeted support depending on their individual needs.</p>	

Priority 1

Promote educational opportunity in the borough ensuring all families have a choice of good and outstanding schools and early years providers; Education Commitments 1, 11, 12, 14, 16 and 17

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 1d Ensure, through ongoing review, the efficiency of the admissions service both to schools and parents Lead Officer: Rob Bollen Head of Strategic Place Planning		
Summer Term 2014 Update Green	97% of the 4,015 Primary school applications and 94% of the 3,324 Secondary school applications received for the 2014/15 academic year were submitted online.	

We will measure achievement by:

Zero schools will be causing concern by 2015
 No school will remain in a high priority category for more than 18 months
 85% of on time school applications to be submitted on line for 2014 admissions

Priority 2		
Work with governing bodies, the Department for education and others to expand popular and successful schools and create additional early years capacity; Education Commitments 1, 4 and 13		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 2a Undertake a process of market testing for Governor and Early Years Services, developing recommendations for the future delivery and quality monitoring of these services Lead Officer: Laurence Downes, Commissioner	Market testing tendering in process	Report back to Members on the outcome of the market testing exercise, presenting recommendations for consideration on the future delivery of services based on a 'best value' approach
Summer Term 2014 Update Green	Report presented to Members in July 2014, updating on the process of market testing and proposing to expand the scope of the Education Services to be included in the market testing process. It was proposed to use a competitive dialogue process with an indicative timescale for the outcome of market testing to be considered by Members in September 2015. The proposals were agreed by Members and market testing will commence in September/October 2014. Update on the Process for Market Testing Education Services	

Priority 2

Work with governing bodies, the Department for education and others to expand popular and successful schools and create additional early years capacity; Education Commitments 1, 4 and 13

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 2b Implementation of the Primary Schools development plan (including expansions) will provide additional reception places for September 2014 and beyond</p> <p>Lead Officer: Rob Bollen Head of Strategic Place Planning</p>	<p>Place planning commences with consideration of 2015 and beyond</p> <p>Deliver the basic needs programme as defined in the Spring term</p>	<p>Report 'Updated Primary Schools Development Plan' to Education PDS in light of primary admissions for 2014/15, taking into account revised population projections and making further recommendations for changes in primary school capacity for admissions in the school year 2014/15</p> <p>Review basic need programme, designing and developing school enlargement options to meet the expansion needs of the Primary School Development Plan</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>545 new reception places added for September 2014.</p> <p>Full reports are available on this agenda under ED15084 "Basic Need Programme Update", providing an update on the current capital position and reflecting summer works and future demands and ED15087 "Capital Funding of Two Year Old Expansion – Update", which includes consideration of two year old capital funding and its integration within existing capital projects.</p>	
<p>Aim 2c Development of the strategic plan to create additional secondary school places 2016 – 22 (inc feasibility study)</p> <p>Lead Officer: Rob Bollen Head of Strategic Place Planning</p>	<p>Commence implementation of Strategic Plan recommendations</p>	<p>Update Education PDS on the implementation of the strategic plan.</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>Initial priority schools in Phase 1 of the secondary expansion programme have been identified and further work is being undertaken to develop these proposals.</p> <p>A full report 'Strategic Plan – Development of Secondary School Places 2016-22' will be presented to Education PDS on 5 November 2014.</p>	

Priority 2		
Work with governing bodies, the Department for education and others to expand popular and successful schools and create additional early years capacity; Education Commitments 1, 4 and 13		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 2d Build capacity to deliver an additional 600 places (1200 overall) for two year olds within the private, voluntary, independent and maintained early years provision by September 2014 Lead Officer: Nina Newell Head of Schools and Early Years Commissioning and Quality Assurance	Implement adopted schemes to create additional places by autumn 2014	
Summer Term 2014 Update Green	A total of 800 places will be created by end of Autumn Term against a revised total estimated requirement of 1,000 places. In addition to the planned capital programme, further funding has been identified which will enable us to work with existing providers in the areas of need to maximise existing provision by end of March 2015. Full reports are available on this agenda under ED15084 “Basic Need Programme Update” and ED15087 “Capital Funding of Two Year Old Expansion – Update”.	
We will measure achievement by:		
All on time applicants are able to receive a school place within published timescales (2013 - all children who applied for a primary place on time received a school place. Of the 3820 children, 76% received their first choice (compared to 78% last year) and 5% were directed). Increase the number of early years places by an additional 600 (1200 overall) by September 2014		

Priority 3		
Use the academy and Free School programme to promote and develop further that choice; Education Commitments 2, 3 and 4		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 3a Support organisations to open Free Schools, (including identification of potential sites in areas of basic need)</p> <p>(Application phases January 2014 and May 2014 for proposed Free Schools opening in 2015)</p> <p>Lead Officer: Rob Bollen Head of Strategic Place Planning</p>	<p>Support the schools who have submitted applications for Free Schools in their interviews with the DfE to be held this term</p> <p>Report to Education PDS updating on Free School submissions</p>	<p>Support the schools who have submitted applications for Free Schools with their land and property matters</p> <p>Report to Education PDS updating on Free School submissions</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<ul style="list-style-type: none"> • Harris Shortlands 2 FE primary school opening in September 2014 • La Fontaine will initially open with two reception, one Year 1 and one Year 2 classes in September 2014. • Following the decision by Bromley Planning Committee not to approve consent for temporary classrooms at the new Harris Beckenham Primary School, 30 pupils have been placed in Unicorn Primary School. • Langley Park Boys' and Girls' Free School was not included as a successful free school applicant within the list published by the DfE on 19 June 2014. • Crystal Palace 2 FE Primary Free School has been approved. Although the school is within the London Borough of Croydon, children from Anerley will fall within its admissions area. • Bromley College approval for Free School awaiting decision. • Bromley College University Technical College approved subject to site and funding agreement. • Bullers Wood School has made an application for 4 FE boys' secondary school in Bickley area. • The Ravensbourne School has announced proposal for Beckenham Academy Secondary School. 	

Priority 3		
Use the academy and Free School programme to promote and develop further that choice; Education Commitments 2, 3 and 4		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 3b Promote partnership working for school improvement. Ensuring that school improvement opportunities are sustained into the future (VfM). Lead Officer: Nina Newell Head of Schools and Early Years Commissioning and Quality Assurance		
Summer Term 2014 Update Green	Partnerships continue to be supported: <ul style="list-style-type: none"> - St Mary Cray Primary School will convert under sponsorship of Hayes Primary School in Autumn Term. - Pupil Referral Unit (PRU) converted under sponsorship of Bromley College on 1st September 2014. Notification has been received of 3 other Multi-Academy Trust (MAT) arrangements which will convert during Autumn Term.	
We will measure achievement by:		
All schools involved in a collaborative developing structure to move forward to become academies. Three or more Free School providers exploring opportunities within Borough.		

Priority 4		
Support all maintained schools to enter into the academy programme to allow them to benefit from the opportunities it presents;		
Education Commitment 2		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 4a Undertake a process of market testing for Workforce Development, developing recommendations for the future delivery and quality monitoring of the service Lead Officer: Laurence Downes, Commissioner	Market testing tendering in process	Report back to Members on the outcome of the market testing exercise, presenting recommendations for consideration on the future delivery of services based on a 'best value' approach
Summer Term 2014 Update Green	Report presented to Members in July 2014, updating on the process of market testing and proposing to expand the scope of the Education Services to be included in the market testing process. It was proposed to use a competitive dialogue process with an indicative timescale for the outcome of market testing to be considered by Members in September 2015. The proposals were agreed by Members and market testing will commence in September/October 2014. Update on the Process for Market Testing Education Services	

Priority 4		
Support all maintained schools to enter into the academy programme to allow them to benefit from the opportunities it presents;		
Education Commitment 2		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 4b Support all financially viable schools to convert to academy status by December 2015</p> <p>Ensure that all remaining primary schools are in discussion with the Local Authority on federations/sponsors by December 2015</p> <p>(Primary schools conversion status as at 7th October 2013 :- 23 (31%), converted 13 (18%), conversion in progress 11 (15%), potential conversion 27 (36%), maintained)</p> <p>Lead Officer: Nina Newell Head of Schools and Early Years Commissioning and Quality Assurance</p>	<p>Explore all options with maintained schools for conversion to academy status, including formal and informal collaborative groups</p> <p>Facilitate partnership arrangements between primary and secondary academies with schools yet to convert</p> <p>Provide packages of support (HR/Finance/Legal/Brokerage) to schools proactively converting and tailored support to the 'hard to reach' sector</p> <p>Positively support popular outstanding schools to become local academy sponsors (two per term)</p> <p>Report to Education PDS updating on Academy progress</p>	<p>Explore all options with maintained schools for conversion to academy status, including formal and informal collaborative groups</p> <p>Facilitate partnership arrangements between primary and secondary academies with schools yet to convert</p> <p>Provide packages of support (HR/Finance/Legal/Brokerage) to schools proactively converting and tailored support to the 'hard to reach' sector</p> <p>Positively support popular outstanding schools to become local academy sponsors (two per term)</p> <p>Report to Education PDS updating on Academy progress</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>As at 1st September 2014, the Primary School Academy conversion programme had achieved</p> <p>33 (45%), converted 21 (28%), conversion in progress 15 (20%), exploring conversion 5 (7%), not actively exploring conversion</p> <p>The Bromley Academy Programme update is available on this agenda under Briefing Item reference ED 15065.</p>	

Priority 4

**Support all maintained schools to enter into the academy programme to allow them to benefit from the opportunities it presents;
Education Commitment 2**

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 4c Work with the Archdiocese of Southwark to enable the Catholic cluster of schools to move forward to become academies</p> <p>(Primary school RC conversion status as at 7th October 2013 :- Converted - 1 Application received by DfE – 5 No formal application – 2)</p> <p>Work with the Diocese of Rochester to enable the Church of England (CE) cluster of schools to move forward to become academies</p> <p>(Primary school CE conversion status as at 7th October 2013 :- Academy Order received - 1 No formal application – 6)</p> <p>Lead Officer: Nina Newell Head of Schools and Early Years Commissioning and Quality Assurance</p>	<p>Support a minimum of one CE school per term to achieve academy status</p> <p>Maintain dialogue with the Archdiocese providing support as required</p>	<p>Support a minimum of one C of E school per term to achieve academy status</p> <p>Maintain dialogue with the Archdiocese providing support as required</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>Work has continued to assist the conversion of the Church of England and Roman Catholic clusters of maintained schools to become academies.</p> <p>One Catholic school converted to academy status on 1st September 2014 and academy orders have been received for five Roman Catholic schools.</p> <p>Academy orders have been received for 3 Church of England schools.</p>	

Priority 4		
Support all maintained schools to enter into the academy programme to allow them to benefit from the opportunities it presents;		
Education Commitment 2		
This will be achieved by:		
	Actions for 2014	
Aims	Summer Term	Autumn Term
We will measure achievement by:		
<p>December 2015 all Bromley schools that are financially viable will be academies.</p> <p>December 2015 all remaining maintained primary schools will be in discussions with the LA on Federations/sponsors.</p> <p>The range of models will include standalone convertors, MAT, Umbrella Trusts, informal partnerships, Federations and sponsored academies.</p>		

Priority 5		
Encourage parents, faith groups and others to work with the borough to increase the range & diversity of the outstanding schools on offer; Education Commitments 3		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 5a Support the Diocese of Rochester to undertake primary school expansion in the borough Lead Officer: Rob Bollen Head of Strategic Place Planning	Support Bishop Justus with the progression of an application for a 2 Form Entry Free School in an area of basic need in Bromley	Support Bishop Justus with the progression of an application for a 2 Form Entry Free School in an area of basic need in Bromley
Summer Term 2014 Update Green	Bishop Justus is no longer making an application for a 2 FE Free School. Instead the school is working with Princes Plain Primary School to become part of Aquinas Multi Academy Trust (MAT). In the same period, Keston CE Primary School has joined the Aquinas MAT and notification has been received that Cudham CE Primary School, St Mark's CE Primary School and Chislehurst (St Nicholas) CE Primary School will join during Autumn Term.	
Aim 5b Support the Archdiocese of Southwark as to the feasibility of secondary school expansion in the borough Lead Officer: Rob Bollen Head of Strategic Place Planning	Work with the Archdiocese of Southwark on proposals for a Catholic Secondary Free School	Work with the Archdiocese of Southwark on proposals for a Catholic Secondary Free School
Summer Term 2014 Update Green	Discussions with Archdiocese of Southwark have taken place and, as yet, no decisions have been made. The Local Authority is continuing to work proactively with the Archdiocese with regard to a secondary Catholic school in the borough.	

Priority 5

Encourage parents, faith groups and others to work with the borough to increase the range & diversity of the outstanding schools on offer; Education Commitments 3

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 5c Ensure that the good working relationship continues with the Diocese and Archdiocese through open dialogue and challenge during the categorisation process and intervention in under-performing schools</p> <p>Lead Officer: Nina Newell Head of Schools and Early Years Commissioning and Quality Assurance</p>	<p>Undertake annual categorisation process and work in partnership with the Diocese and Archdiocese in delivering a package of support to schools identified as under performing</p>	<p>Work in partnership with the Diocese and Archdiocese in delivering a package of support to schools identified as under performing in the summer term annual categorisation process</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>Diocesan and Archdiocesan schools are categorised and supported in the same way as Local Authority schools. Work undertaken with the Diocese and Archdiocese to determine how best to provide and monitor the impact of support. As part of this relationship, the LA has supported the Academy conversion of St John's CE Primary School under sponsorship of the Diocesan Academy Trust and has supported the conversion of other Church of England schools under the Aquinas Trust (Aim 3b refers).</p> <p>Received notification that 5 of the Roman Catholic (RC) schools will convert as part of the RC Umbrella Trust during the Autumn Term with the remaining 2 schools having indicated that they will follow in the New Year.</p> <p>A full report is available on this agenda under report reference ED15090 'Update on Underperforming Schools'.</p>	

We will measure achievement by:

100% Church of England schools converted under MAT or 'chain' arrangement with relevant Diocese by December 2015.
100% Roman Catholic schools converted under MAT or 'chain' arrangement with relevant Diocese by December 2015.

Priority 6		
Ensure those pupils with special educational needs have good outcomes; Education Commitments 5, 6 and 15		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 6a Undertake a process of market testing for SEN Inclusion Support, developing recommendations for the future delivery and quality monitoring of this service Lead Officer: Laurence Downes, Commissioner	Market testing tendering in process	Report back to Members on the outcome of the market testing exercise, presenting recommendations for consideration on the future delivery of services based on a 'best value' approach
Summer Term 2014 Update Green	Report presented to Members in July 2014, updating on the process of market testing and proposing to expand the scope of the Education Services to be included in the market testing process. It was proposed to use a competitive dialogue process with an indicative timescale for the outcome of market testing to be considered by Members in September 2015. The proposals were agreed by Members and market testing will commence in September/October 2014. Update on the Process for Market Testing Education Services	

Priority 6		
Ensure those pupils with special educational needs have good outcomes; Education Commitments 5, 6 and 15		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 6b Commence discussions with relevant schools on management arrangements for the primary and secondary hearing impairment units Lead Officer: Laurence Downes, Commissioner	Development of recommendations for consideration by Members	Implementation of recommendations
Summer Term 2014 Update Green	<p>Report presented to Members in July 2014, updating on the process of market testing and proposing to expand the scope of the Education Services to be included in the market testing process. It was proposed to use a competitive dialogue process with an indicative timescale for the outcome of market testing to be considered by Members in September 2015.</p> <p>The proposals were agreed by Members and market testing will commence in September/October 2014.</p> <p>It was agreed by Members that separate management arrangements for the primary and secondary hearing impairment units would not be taken forward as an option and that these services would form part of the overall market testing process alongside all other Education Services.</p> <p>Update on the Process for Market Testing Education Services</p>	

Priority 6		
Ensure those pupils with special educational needs have good outcomes; Education Commitments 5, 6 and 15		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 6c Implement the SEN Education Reform as laid out in the Children and Families Bill. Commence the process for transition of Statements of Special Educational Needs to Education, Health and Care (EHC) plans</p> <p>Lead Officer: Mary Çava Head of SEN and Disability</p>	<p>Roll out Education, Health and Care plans in line with annual reviews</p> <p>All new assessments will follow the Education, Health and Care framework</p>	<p>Roll out Education, Health and Care plans in line with annual reviews</p> <p>All new assessments will follow the Education, Health and Care framework</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>Governance Board and Implementation Steering Group established.</p> <p>Transition Plan for transferring statements to Education, Health and Care (EHC) plans to commence September 2014. DfE guidance specifies groups of pupils that require prioritisation. Draft three year plan in place.</p> <p>120 EHC plans currently in place, to be transferred to new template in line with DfE guidance.</p> <p>Workforce development plans in place identifying training requirements for professionals (e.g. schools, social care and health staff) delivering SEN reforms. Training to commence September 2014.</p> <p>Collaborative work undertaken with (1) Mencap, Parent Voice, Burgess Autistic Trust and X by X and (2) Parent Partnership and Choice Service, to develop independent supporters' service for parents and carers.</p> <p>Guide for parents and carers in Bromley to changes in the Special Educational Needs and Disability (SEND) system as set out in the Children and Families Act 2014 co-produced with Bromley Parent Voice: A New Approach to Special Educational Needs and Disabilities Birth to 25</p>	

Priority 6		
Ensure those pupils with special educational needs have good outcomes; Education Commitments 5, 6 and 15		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 6d Establish the SEN local offer provision of both schools and the Local Authority as specified in the draft Special Educational Needs (SEN) Code of Practice for 0-25 year olds (Oct 2013) Lead Officer: Mary Çava Head of SEN and Disability	Publication of the School local offer	
Summer Term 2014 Update Green	Banded funding guide (mainstream provisions) completed with distribution to primary Head Teachers planned for Quarter Three. 75% of schools have published their Local Offer. Draft policies for the social care and education element of personal budgets completed. Local Offer for Health in development with publication planned for Quarter Three.	
Aim 6e Expand the Glebe School by two forms of entry from September 2014 to extend good practice and high quality provision for children with Autistic Spectrum Disorder (ASD) Lead Officer: Mary Çava Head of SEN and Disability	Building works to be undertaken to deliver additional capacity Support school with preparation for additional 16 Autistic Spectrum Disorder (ASD) pupils from September 2014	Opening of expanded Glebe School
Summer Term 2014 Update Green	Additional class in place for September 2014 – 8 pupils allocated to places. Demolition and enabling works are under way in advance of letting a contract for the building of new facilities for the additional 8 pupils in September 2015.	

Priority 6**Ensure those pupils with special educational needs have good outcomes; Education Commitments 5, 6 and 15****This will be achieved by:**

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 6f In conjunction with Croydon, Merton and Bexley, proactively manage SEN educational placements with the independent market focusing on market development, negotiation and commissioning strategies, modelling future demand and sharing best practice. Use collective 'voice' to negotiate consistency in practice as well as seeking increased value for money.</p> <p>Lead Officer: Mary Çava Head of SEN and Disability</p>	<p>Undertake a review of eight schools (per borough) using outcomes to drive local market provision and ensure consistency and cost effectiveness of placements</p> <p>Use review data to develop a value for money market to meet future need and shape place planning</p>	
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>Volume discounts negotiated in 6 high cost independent schools across boroughs achieving cost avoidance savings of £3.5k and actual cost savings of £23.5k in the current year.</p> <p>From September 2014, the Joint SEN Commissioning Project will expand to include 4 other local authorities. This will further enhance the ability to achieve value for money whilst maintaining quality of provision.</p> <p>Market intelligence collated across the participating boroughs will be used to inform future placement decisions.</p> <p>Expression of interest has been submitted to Department for Communities and Local Government (DCLG) for a Transformation Challenge Award of £292k to support integrated commissioning arrangements for the programme.</p>	

Priority 6		
Ensure those pupils with special educational needs have good outcomes; Education Commitments 5, 6 and 15		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 6g Enable young people with more complex Learning Difficulties and/or Disabilities (LDD) to live, learn and work within their own community by developing mixed education packages across mainstream and specialist provision</p> <p>Lead Officer: Debi Christie, Commissioning Manager (Specialist Provision)</p>	<p>Packages of support developed and agreed and detailed in each young person's Education, Health and Care Plan. Provision/support commissioned through the 2014/15 High Needs Student (HNS) placement process</p>	<p>Young people move from school to their further education placement, with appropriate package of support in place to meet need</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>Cohort of 5 young people with complex needs have been assessed at Bromley College with the support of social care and health to ensure a holistic package is in place to enable them to remain within their local community. The partnership between schools, colleges, young people, families and the voluntary sector continues to strengthen. Strong partnership with Oxleas NHS Trust is now in place with skills and knowledge developed at Bromley College around therapies in education and in particular speech and language being integrated within the core curriculum instead of being a separate intervention. Setting up a project that supports focused link courses from school to college for young people that suffer significant anxieties and for whom change in environment and people puts them at high risk of placement breakdown and presenting with behaviours that challenge.</p>	
We will measure achievement by:		
<p>September 2014:</p> <ul style="list-style-type: none"> • Reduction in reliance on out borough placements for ASD complex and Aspergers Syndrome • 16 additional ASD places at Glebe School • the Single statutory Education, Health and Education Plan (EHC) will be in place for those children with the most complex and enduring needs including Pathfinder modifications. 		

Priority 7

Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age whether through preparation for employment, apprenticeships or higher education; Education Commitments 7 – 10

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 7a Undertake a process of market testing for the Behaviour Service, developing recommendations for the future delivery and quality monitoring of this service Lead Officer: Laurence Downes, Commissioner	Market testing tendering in process	Report back to Members on the outcome of the market testing exercise, presenting recommendations for consideration on the future delivery of services based on a 'best value' approach
Summer Term 2014 Update Green	Report presented to Members in July 2014, updating on the process of market testing and proposing to expand the scope of the Education Services to be included in the market testing process. It was proposed to use a competitive dialogue process with an indicative timescale for the outcome of market testing to be considered by Members in September 2015. The proposals were agreed by Members and market testing will commence in September/October 2014. Update on the Process for Market Testing Education Services	

Priority 7		
Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age whether through preparation for employment, apprenticeships or higher education; Education Commitments 7 – 10		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 7b Undertake a full market test of the Bromley Adult Education Service, to establish the opportunities for maintaining high quality education opportunities, representing good value for money for the local authority, taxpayers and clients of the service</p> <p>Lead Officer: Laurence Downes, Commissioner</p>	<p>Outcome of market testing exercise and best value analysis completed, presented to Education PDS for decision to appoint and contract</p>	<p>Contract negotiations complete and contract commences with smooth transition from existing to new service</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>Report presented to Members in July 2014, updating on the process of market testing and proposing to expand the scope of the Education Services to be included in the market testing process. It was proposed to use a competitive dialogue process with an indicative timescale for the outcome of market testing to be considered by Members in September 2015.</p> <p>The proposals were agreed by Members and market testing will commence in September/October 2014.</p> <p>Update on the Process for Market Testing Education Services</p>	

Priority 7

Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age whether through preparation for employment, apprenticeships or higher education; Education Commitments 7 – 10

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 7c In conjunction with Job Centre Plus (JCP), deliver approved qualification courses for adult learners designed with employability in mind</p> <p>Lead Officer: Carol Arnfield, Head of Service, Adult Education</p>	<p>Review progress made towards Skills Funding Agency allocation targets in spring term. Plan interventions if underperformance identified (provision in addition to that listed below)</p> <p>Key targets for summer term</p> <ul style="list-style-type: none"> • 5 CV Writing courses • 5 Level 1 Award in Computing courses • 2 Level 1 Award in Retail courses • 3 Job Search and Interview Skills courses • 3 Level 1 Office Skills courses <p>Plan SFA funded provision for autumn term to meet 2014/15 SFA funding targets</p>	<p>Submit final data return to Skills Funding Agency reporting end of 2013/14 full year performance</p> <p>Review progress against enrolment targets for full year courses</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p><u>Progress against key targets for summer term:</u></p> <p>CV writing: 5 courses ran (66 students). L1 Computing: 2 courses ran, (30 students). 1 additional course cancelled due to insufficient enrolments. L1 Retail: 1 course ran (15 students). Further courses planned from September 2014. Job search and interview skills: This was replaced with Universal Job Match courses, 3 courses ran (35 students). L1 Office Skills: 4 courses took place (51 students).</p> <p><u>Progress against additional provision planned in summer term:</u></p> <p>2 L1 Caring for Children (29 students) and 2 Internet and email courses (24 students) took place. English for Speakers of Other Languages (ESOL) – 2 intensive full time courses (30 students) plus 4 additional summer courses (41 students). English and maths – 6 intensive short courses (21 students, some doing both English and maths).</p> <p>September main programme launched and interviews for qualification courses taking place during July & August 2014. Awaiting notification for funding approval for qualifications in ESOL, English and maths (non GCSE) and JCP employability courses for 2014/15 academic year.</p>	

Priority 7		
Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age whether through preparation for employment, apprenticeships or higher education; Education Commitments 7 – 10		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
Aim 7d In partnership with the voluntary and third sector, devise and deliver a programme of educational support for 'hard to reach' groups Lead Officer: Carol Arnfield, Head of Service, Adult Education	Develop and deliver a programme of courses enriching life and enhancing employment opportunities Key targets for Summer term <ul style="list-style-type: none"> • Work with 1 new partner delivering basic IT to low income families • Work with 11 partners to deliver 23 enrichment courses 	Undertake a needs analysis of 'hard to reach' groups for targeted provision for 2014/15 Develop and deliver a programme of courses enriching life and enhancing employment opportunities
Summer Term 2014 Update Green	Summer term key targets achieved. A total of 38 courses for adults were delivered in 2013/14, working in community venues in collaboration with 13 community partners. This included 3 introduction to Bookkeeping courses in partnership with the LBB Skills and Employment team (Mottingham and Cotmandene) which resulted in some students progressing into an accredited bookkeeping course held at a Bromley Adult Education Centre (BAEC) main centre.	

Priority 7

Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age whether through preparation for employment, apprenticeships or higher education; Education Commitments 7 – 10

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 7e In partnership with local providers and further education colleges, build on the recently approved alternative provision for Key Stage 4 pupils to minimise the numbers 'Not in Education, Employment or Training' (NEET)</p> <p>Lead Officer: John Burrell KS4 Alternative Provision Manager</p>	<p>Work with cohort to ensure that they remain in education, employment and training</p> <p>Undertake needs analysis to ensure provision for 2014/15 academic year is sufficient in both terms of places and breadth of subjects covered. Where appropriate, commission additional provision from partner organisations</p>	<p>Work with cohort to maximise likelihood of remaining in education, employment and training</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>Year 11 students have been signposted to Post-16 provision either through the further education college or training providers. 17 students will continue alternative provision as Year 11 in September.</p> <p>80 students enrolled at the new 14-16 provision at Bromley College from both in and out of borough with a waiting list of 49 who will stay on roll at their school until registered at college.</p> <p>Kingswood Pupil Referral Unit (PRU) converted to academy status on 1st September 2014, sponsored by Bromley College, providing additional vocational opportunities for up to 25 Key Stage Four students.</p>	

Priority 7

Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age whether through preparation for employment, apprenticeships or higher education; Education Commitments 7 – 10

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 7f Review provision of home/hospital and respite education services to students unable to attend mainstream school. Aim to :- - improve outcomes for individuals, - promote social inclusion - minimise the numbers 'Not in Education, Employment or Training'</p> <p>This action will feed into the Behaviour Services element of the Education Commissioning Programme</p> <p>Lead Officer: John Burrell KS4 Alternative Provision Manager</p>	<p>In partnership with providers, commission provision to minimise the numbers 'Not in Education, Employment or Training'</p>	<p>In partnership with providers, commission provision to minimise the numbers 'Not in Education, Employment or Training'</p>
<p>Summer Term 2014 Update Green</p>	<p>Following the assimilation of Respite provision into the Kingswood and Grovelands Pupil Referral Unit, the students have either returned to school or have been placed into alternative provision.</p> <p>Currently 17 students attend Nightingale and approximately 30 students will continue to receive home education in September. Nightingale accepts students of statutory school age who are pregnant or have become mothers. It also caters for those who cannot attend school for social and emotional reasons or have a diagnosed medical condition that prevents attendance.</p>	

Priority 7

Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age whether through preparation for employment, apprenticeships or higher education; Education Commitments 7 – 10

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 7g Embed the Raising the Participation Age (RPA) Strategy, Action Plan and Commissioning priorities</p> <p>Lead Officer: Paul King Head of Service, Bromley Youth Support Programme</p>	Draft revised Action Plan for 2014-15	Review and report on progress against the Raising the Participation Age Action Plan
<p>Summer Term 2014 Update Green</p>	Revised Action Plan to increase 16-18 year old participation rates has been produced following a detailed analysis of participation data for Bromley 16-18 year olds. This plan will be implemented through the Participation in EET (PEET) Group.	
<p>Aim 7h Ensuring the Borough's participation information and tracking services are comprehensive and, in particular, that they provide a practical basis for identifying and supporting young people who are at risk of not participating in EET or who are NEET</p> <p>Lead Officer: Paul King Head of Service, Bromley Youth Support Programme</p>	<p>Implement any changes following review required to ensure that the Borough's participation, information and tracking services are comprehensive and able to support the timely identification of young people who are at risk of not participating in EET or who are NEET</p> <p>Implement September Guarantee tracking exercise and ensure that those identified as without an order of EET for September are provided with support</p>	<p>Conduct annual survey of student destinations</p> <p>Conclude September Guarantee tracking exercise and ensure that all young people without an offer of EET are provided with support</p>
<p>Summer Term 2014 Update Green</p>	<p>Monthly monitoring of the Not in Education, Employment or Training (NEET) and Not Known figures for Bromley have indicated that from January 2014 to August 2014 NEET has dropped from 5.9% to 5.4% and the number of young people whose participation status is unknown has reduced from 11.8% to 5.9%.</p> <p>As part of the restructure of the Bromley Youth Support Programme (BYSP) in Summer 2014, the schedule of "door knocking" for both young people whose participation status is "Not Known" and the NEET cohort has been increased to further improve participation rates.</p> <p>The first stage of the September Guarantee tracking exercise, identifying offers made to students for September 2014, has been completed with 100% response rate from Bromley schools and Bromley College. Those students without an offer of EET for September 2014 are being supported by the BYSP.</p>	

Priority 7

Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age whether through preparation for employment, apprenticeships or higher education; Education Commitments 7 – 10

This will be achieved by:

Aims	Actions for 2014	
	Summer Term	Autumn Term
<p>Aim 7i Through a second phase of investment, support youth employment opportunities for Bromley Residents</p> <p>Lead Officer: Paul King Head of Service, Bromley Youth Support Programme</p> <p>Note: Aim amended to reflect revised parameters of project</p>	<p>This aim is monitored and reported via the Renewal and Recreation Portfolio Plan</p> <p>Recreation and Renewal Portfolio Plan 2013/14 (Aim 3d page 23)</p>	<p>This aim is monitored and reported via the Renewal and Recreation Portfolio Plan</p> <p>Recreation and Renewal Portfolio Plan 2013/14 (Aim 3d page 23)</p>
<p>Summer Term 2014 Update</p> <p>Green</p>	<p>On 5 June 2014, the Executive and Resources Policy Development and Scrutiny Committee (E&R PDS Committee) considered a report outlining the findings and draft recommendations arising from Bromley Youth Employment Project (Phase 2) Task and Finish Group's review of evidence taking into account the views of a Member Working Party. The report also outlined the Bromley Education Business Partnership (BEBP) proposed Delivery Model for the Bromley Youth Employment Project (Phase 2).</p> <p>Proposals for the BEBP to commence delivery of the Bromley Youth Employment Project (Phase 2) were supported by the E&R PDS Committee on 8 July 2014 and were approved by the Resources Portfolio Holder on 14 July 2014.</p> <p>Through the Bromley Youth Employment Project (Phase 2), 100 young people will be placed into contracted employment lasting 6 months or longer over two years. For the full range of outputs to be delivered see Project Delivery Plan. Full report to E&R PDS Committee on 8 July 2014 can be viewed at:</p> <p>Bromley Youth Employment Project (Phase 2) Appendix 1 Appendix 2 Appendix 3 Bromley Youth Employment Project (Phase 2) – Project Beneficiaries</p>	

Priority 7		
Ensure high quality provision continues for vulnerable groups, those leaving school and others over the school leaving age whether through preparation for employment, apprenticeships or higher education; Education Commitments 7 – 10		
This will be achieved by:		
Aims	Actions for 2014	
	Summer Term	Autumn Term
We will measure achievement by:		
<p>At the end of the Summer Term the Borough will have a comprehensive overview of support that is available to young people in Bromley to enable them to participate in EET. By Dec 2014</p> <ul style="list-style-type: none"> • the Borough will know the EET participation of school leavers - 95% of all school leavers and others of school leaving age; • more than 85% of all school leavers and others of school leaving age will be in EET <p>At the end of the three year project (2013-2016) a minimum of 66 apprenticeships and 132 internships (Phase 1 targets)</p> <p>Adult Education College (available at the end of the Summer Term reported in Autumn):</p> <ul style="list-style-type: none"> • retention at adult skills courses for post 16 years is greater than 92% • attendance at adult skills courses for post 16 years is greater than 88% • achievement at adult skills courses for post 16 years is greater than 92% 		

Glossary

AD	Assistant Director
ASD	Autistic Spectrum Disorder
BAEC	Bromley Adult Education College
BEBP	Bromley Education Business Partnership
BYSP	Bromley Youth Support Programme
CE	Church of England
CPD	Continuing Professional Development
DFE	Department for Education
EET	Education, Employment or Training
EHC	Education, Health and Care
ESF	European Social Fund
HNS	High Needs Student
IAG	Information, Advice and Guidance
JCP	Job Centre Plus
LA	Local Authority
LAC	Looked after Children
LBB	London Borough of Bromley
LDD	Learning Difficulties and/or Disabilities
MAT	Multi Academy Trust
NEET	Not in Education, Employment or Training
NQT	Newly Qualified Teachers
PAP	Pre Apprenticeship Programme
PDS	Policy, Development and Scrutiny
PEET	Participation in Education, Employment or Training
PSAG	Primary Schools Advisory Group
QIP	Quality Improvement Programme
RC	Roman Catholic
RONIS	Risk of NEET Indicators
RPA	Raising the Participation Age
SEN	Special Educational Needs
SENCO	Special Educational Needs Coordinator
SEND	Special Educational Needs and Disability
SFA	Skills Funding Agency
VFM	Value for Money
YOT	Youth Offending Team