

Decision Maker: **Children and Young People Portfolio Holder**

Date: **For Pre-Decision Scrutiny by the Children and Young People PDS Committee on 14 July 2011**

Decision Type: Non-Urgent Executive Non-Key

**TITLE: CHILDREN AND YOUNG PEOPLE SERVICES PORTFOLIO PLAN FOR 2011/12**

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

Ward: Boroughwide

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1. Reason for report

- 1.1 This report provides the Children and Young People Policy Development and Scrutiny Committee with the draft Portfolio Plan for Children and Young People Services for 2011/12 (**Appendix 1**) for consideration and comment. The Plan sets out the proposed priorities and key actions for the Children and Young People Portfolio for the Council Year 2011/12.

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2. **RECOMMENDATION(S)**

- 2.1 **That Members of the Children and Young People Policy Development and Scrutiny Committee consider and comment on the draft Portfolio Plan for Children and Young People Services for 2011/12.**
- 2.2 **That the Portfolio Holder approves the Portfolio Plan for Children and Young People Services for 2011/12, subject to the comments of the Policy Development and Scrutiny Committee.**

## Corporate Policy

1. Policy Status: Existing policy: Building a Better Bromley: Ensuring all children and young people have opportunities to achieve their potential.
  2. BBB Priority: Children and Young People
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## Financial

1. Cost of proposal: No cost No direct costs arising from this report
  2. Ongoing costs: N/A No direct costs arising from the report
  3. Budget head/performance centre: Children and Young People Services Department
  4. Total current budget for this head: £48,078,000. A further £208m of Schools' Budget grants fund the individual schools' budgets and the centrally provided pupil driven services.
  5. Source of funding: Schools and non-schools budgets
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## Staff

1. Number of staff (current and additional) – 4,425 (FTE) employed in Bromley schools and funded through schools' budget grants and 737 (FTE) employed centrally, total 5,162 FTE.
  2. If from existing staff resources, number of staff hours – N/A
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## Legal

1. Legal Requirement: Non-statutory - Government guidance: Section 17 of the Children Act 2004 and the Children's Trust Board (Children and Young People's Plan) (England) (Revocation) Regulations 2010
  2. Call in: Call-in is applicable
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## Customer Impact

1. Estimated number of users/beneficiaries (current and projected) – All children, young people, and their families within the Borough
- 

## Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A
2. Summary of Ward Councillors comments:

### 3. COMMENTARY

- 3.1 Since 2006 the statutory Children and Young People's Plan (CYPP) has provided the Portfolio Plan for the Council's Children and Young People Services department. The CYPP, as required by the Children Act 2004, is a local authority plan to be delivered in partnership with other local agencies providing services for children, young people and families, including those from the statutory, voluntary and private sectors. The latest CYPP for Bromley, which was approved by Council on 5 December 2009 (report LDCS09144), covered the period April 2009 to March 2011, and was based on locally identified priorities to improve the lives and opportunities of children and young people in the Borough.
- 3.2 In July 2010 the Coalition Government announced that the duty on local authorities, with their partners, to develop a CYPP was to be removed from 31 October 2010. Following consideration of the future strategic partnership and planning arrangements by the Bromley Children and Young People Partnership Board (the Partnership Board) in the autumn 2010, the Partnership Board, which is under the chairmanship of the CYP Portfolio Holder, agreed to develop a joint *Children's Strategy* for the three year period from 2012 to 2015. The Strategy will focus on a set of jointly agreed priorities where all agencies feel that by working together they can make the biggest difference to improving the lives of Bromley children and young people and their families. The draft Strategy will be presented to Members of the CYP PDS Committee for consideration and comment later in the year.
- 3.3 As the Children's Strategy will be a jointly agreed partnership plan to which the Council will contribute, it is necessary for the Council's CYP Services to develop an annual Portfolio Plan which will drive the work of the Portfolio for the year ahead.
- 3.4 The draft Portfolio Plan (attached in **Appendix 1**) sets out the proposed priorities and key actions for the CYP Portfolio for the Council year 2011/12. It builds on the Borough's Sustainable Community Strategy, *Building a Better Bromley: 2020 Vision*, and reflects the Council's priorities for 2011/12 (*Building a Better Bromley Promises*). The Plan also links closely to the emerging *Children's Strategy* for the Partnership Board.
- 3.5 Following the decision of the Council's Executive on 2 February 2011 to proceed with the transfer of Public Health functions from the PCT to the Council in advance of the Government's proposed target date of 1 April 2013 (as outlined in the Health & Social Care Bill January 2011), a Section 75 Agreement is currently being negotiated between the Council and Bromley PCT to be implemented from 1 July 2011. Public Health functions include: health improvement, tackling health inequalities and health protection. Actions in relation to improving service outcomes for children and young people that will be lead by Public Health have therefore been included in the Council's Portfolio Plan for 2011/12.
- 3.6 The Portfolio Plan has been developed at a time of considerable change and challenge as the Portfolio, along with the Council's other Portfolio's and our partners, seek to implement the Coalition Government's reform programme, which has included significant changes to the structure and finances of public sector agencies. Within the context of reduced resources available to the public sector, these changes have enhanced the need for the Portfolio to review and reform the services that it provides to ensure that it achieves value for money for the residents of the Borough.

3.7 The Plan is based around the following five proposed priority outcomes which were identified through substantial consultation with key partners (through the CYP Partnership Board) and by undertaking a robust needs analysis during 2010/11 which included the views of children and young people:

- Children and young people enjoy learning and achieve their full potential.
- Ensuring the health and well-being of children and young people, and their families.
- Children and young people are safe where they live, go to school, play and work.
- Children and young people behave positively, take responsibility for their actions, and feel safe within the Borough, and parents and carers take responsibility for the behaviour of their children.
- Young people get the best possible start in adult life.

3.8 In addition, the Portfolio has a range of actions to support the implementation of service and organisational change and improvement, which will underpin the delivery of the five outcomes above.

#### 4. POLICY IMPLICATIONS

4.1 The Portfolio Plan sets out the Council’s vision, objectives and key priorities to improve outcomes for the Borough’s children and young people for 2011/12. It contributes directly to the aspirations within the Council’s “Building a Better Bromley” plans.

#### 5. FINANCIAL IMPLICATIONS

5.1 Funding for the priorities detailed in the Portfolio Plan is through a number of sources, but mainly through the Dedicated Schools’ Grant, Specific Grant and the Council’s budget. Any funding implications arising from the priorities within the Plan will be the subject of separate reports to the CYP PDS Committee and CYP Portfolio Holder

<b>Non-Applicable Sections:</b>	Legal implications Personnel implications
Background Documents: (Access via Contact Officer)	N/A

# Children and Young People Services: Portfolio Plan for 2011/12

A changing landscape of reform, challenge and opportunity



**DRAFT**

V3.5: 20 June 2011

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## Welcome to the Council's Portfolio Plan for Children and Young People Services

The Plan sets out the priorities and key actions for the Portfolio for 2011/12 that we feel will make a real difference to the lives of children, young people and their families within the Borough.

We have developed this Portfolio Plan at a time of considerable change, challenge and opportunity, as we work with our partner agencies to implement the Coalition Government's fast-paced reform agenda which has included significant changes to the structure and finances of public sector organisations.

Within the context of reduced resources available to the public sector, education and wider children's services are also subject to major service transformation which will require changes to the way that services are delivered locally. A number of policy and legislative changes are in the process of being implemented by the Coalition Government, including the Academies Programme, and plans for services for children with Special Educational Needs (SEN) and Disabilities, and for safeguarding and child protection.

The reform agenda, linked to other areas of local challenge, including significant increases in the number of referrals relating to children's social care and increasing costs for out of borough children's placements, offers us an opportunity to review our current provision to ensure that we continue to provide high quality, cost effective services that result in good outcomes for Bromley's children, young people and their families.

# Foreword

To support us to do this, we have set out a clear vision of our services:

*"to secure the best possible future for all children and young people in Bromley".*

The Portfolio Plan is based around the following priority outcomes which, whilst retaining support for all children and young people, provide a clear focus on supporting the most vulnerable within the Borough:

- Children and young people enjoy learning and achieve their full potential
- Ensuring the health and wellbeing of children and young people, and their families
- Children and young people are safe where they live, go to school, play and work
- Children and young people behave positively, take responsibility for their actions and feel safe within the Borough, and parents and carers take responsibility for the behaviour of their children
- Young people get the best possible start in adult life
- The Children and Young People Portfolio successfully implements the organisational changes required to meet the new financial and policy landscape

We will report our progress on the delivery of our priorities to Elected Members during the Council year through a number of key performance indicators. A detailed end of year report will be presented during May/June 2012. We want to use this Portfolio Plan to ensure that we can achieve our overall ambition: to become a centre of excellence and for excellence. We want to be rated outstanding and stay there.

We welcome feedback on our Portfolio Plan, therefore, if you have any comments or questions please e-mail them to [michael.watts@bromley.gov.uk](mailto:michael.watts@bromley.gov.uk).



A handwritten signature in black ink, appearing to read 'Ernest Noad', written over a white background.

**Councillor Ernest Noad**

Executive Portfolio Holder for Children and Young People  
London Borough of Bromley

# Introduction

## About this Portfolio Plan

This Portfolio Plan sets out the priorities and key actions for the Children and Young People Portfolio for the Council year 2011/12.

It builds on the Borough's Sustainable Community Strategy, *Building a Better Bromley: 2020 Vision*, and it links closely to the Council's priorities for 2011/12 (the Building Better Bromley promises – see *Appendix D*) and the emerging *Children's Strategy* for the Bromley Children and Young People Partnership Board. The Plan informs the priorities for the Divisional Business Plans and individual staff within the Portfolio for 2011/12.

## About the Portfolio

The Council established the Children and Young People Portfolio in 2002 with a lead Executive Member (Portfolio Holder) responsible for Children and Young People Services across the Council.

The Portfolio Holder is responsible for taking forward the Council's strategy for services to children, young people and their families, including the Council's responsibilities for:

- **Education**  
Support for maintained schools; coordinated school admissions and school place planning; standards and achievement within early years settings and maintained schools; improving attendance and behaviour, and reducing exclusions
- **Children's social care**  
Child protection and safeguarding; fostering, adoption and family support services; early intervention and prevention services; children in care and care leavers
- **Children with additional needs**  
Support for children with disabilities and special needs; young carers; personalised learning

- **Positive activities for young people**

Involving young people in decision-making; leisure and cultural opportunities for children and young people; youth offending service; careers advice and guidance

The Portfolio also works closely with other Council Portfolio's on a number of cross cutting issues including: transition of children with disabilities and special needs into adulthood; community safety, including road safety; housing; child poverty; and health.

In addition, the Portfolio works in partnership with a number of key agencies within the Borough (including NHS Bromley, Bromley Healthcare, Metropolitan Police Service, schools and colleges, and the voluntary and community sector) through the Bromley Children and Young People Partnership, and with parents, carers, children and young people, to plan, deliver and commission services.

## About the Department

The Children and Young People Services department was formally established in May 2006, combining children and families social care services, children's education services and the Youth Offending Team.

It provides a range of universal and targeted services for children, young people and their families through schools, youth services, specialist support, and a range of social care services.

It works in partnership with other statutory, voluntary and private sector agencies through the Bromley Children and Young People Partnership.

The 2010 Annual Performance Assessment of Bromley's Children's Services by Ofsted confirmed that overall Children's Services in Bromley continue to perform well, and exceed minimum requirements. The effectiveness of the large majority of services



and settings for children and young people were considered by Ofsted to be good or better and having a positive impact on outcomes for children, young people and their families within the Borough.

The Department's ambition is to be a centre of excellence and for excellence. It wants to be rated outstanding and stay there.

The Department is split into the following four divisions (a summary structure chart is provided in *Appendix A*):

- **Access and Inclusion**

The main purpose of Access and Inclusion division is to:

- provide access to education and early years placements
- co-ordinate services for vulnerable and disadvantaged children and families
- provide support and placements for children with special educational needs

- **Learning and Achievement**

The main purpose of the Learning and Achievement Division is to:

- ensure that children and young people have high quality opportunities to achieve their potential as learners
- promote and commission positive activities across the age range of 8-19 (up to 25 for those young people with Learning Difficulties and Disabilities) to meet statutory duties
- improve the quality of achievement and participation in education and training for 0-19 year olds in Bromley

- **Safeguarding and Social Care**

The main purpose of the Safeguarding and Social Care Division is to:

- safeguard and promote the welfare of children and young people within Bromley
- provide support and help to children in care to help them have the best possible start in life

- **Strategy and Performance**

The main purpose of the Strategy and Performance Division is to:

- assist Elected Members and the Director of Children and Young People Services set the strategic direction of Children and Young

People Services within the context of local needs and local and national priorities

- provide a strategic commissioning approach for the development and provision of services and monitor service performance against expected outcomes and targets
- provide underpinning support to the Children and Young People Services department to facilitate front line service delivery
- provide information in relation to 72,000 (approximately) children and young people to support the Council's statutory duties

# 3

## Key statistics



Schools:

Position as at 31 August 2010 (end of 2010/11 Academic year)	
74	Maintained Primary Schools
17	Maintained Secondary Schools
0	Academy Secondary Schools
4	Special Schools
1	Pupil Referral Unit

Position as at 1 June 2011	
74	Maintained Primary Schools
5	Maintained Secondary Schools
12	Academy Secondary Schools
4	Special Schools
1	Pupil Referral Unit

The figures will change throughout the Council year 2011/12 as more schools convert to Academy status



based on 2008 figures

**71,487 children and young people resident population, including:**

- 18,711 0-4 year olds
- 16,978 5-9 year olds
- 17,616 10-14 year olds
- 18,182 15-19 year olds



**Total workforce of approximately 13,000 across all sectors, including:**

- Approximately 730 FTE within the Children and Young People Services Department (May 2011)



- Approximately **1,300 Children in Need**
- **266 Children in Care** (May 2011)
- **291 children subject to Child Protection Plans** (May 2011)
- Approximately **1,850 pupils with a Statement of Special Educational Needs (SEN)**
- Approximately **860 of pupils with a Statement of SEN receive Home to School Transport assistance**

# Vision and principles

# 4

## Our vision

Through the Bromley Children and Young People Partnership, the Portfolio works with the key partners within the Borough to:

“Secure the best possible future for all children and young people in Bromley”

## Our principles

To do this, the Portfolio has adopted the following principles:

- To maintain the balance of universal services and targeted support for the vulnerable
- To raise standards of service performance and improve outcomes for all children and young people
- To improve efficiency and value for money
- To provide appropriate, accessible early intervention and prevention, and to keep children safe
- To listen to service users
- To work with parents and carers to support them in taking parental responsibility

## Who are our vulnerable groups?

Within this Plan, we focus on providing support to our most vulnerable groups as they often experience additional challenges within their lives and so require additional support.

Within Bromley our vulnerable children are:

- Children and young people growing up in areas of deprivation and those receiving Free School Meals
- Children and young people with Special Education Needs, learning difficulties and/or disabilities
- Children and young people from some minority ethnic communities, including Travellers and Gypsies
- Children and young people who are young carers, in the care of the London Borough of Bromley and care leavers, including unaccompanied asylum seeking young people and privately fostered children
- Children and young people with mental health or substance misuse problems
- Children and young people living in inappropriate, inadequate or temporary accommodation
- Children and young people living in households where there is domestic abuse, adult mental ill health or adults who have substance misuse issues and where children suffer neglect
- Teenage parents, or children of teenage parents
- Children and young people who are at risk of offending or in the youth justice system, not in education, training and employment, or missing school because of persistent absence or exclusion



# Context and challenges

The Portfolio Plan has been developed at a time of considerable change and challenge as this Portfolio, along with the Council's other Portfolio's and our partner organisations, seek to assist and underpin the implementation of the Coalition Government's reform programme across the Borough, which has included significant changes to the structure and finances of public sector agencies. Within the context of reduced resources available to the public sector, these changes have enhanced the need for the Portfolio to review and reform the services that it provides to ensure that it achieves value for money for the residents of the Borough.

## Financial challenges

### Reduced funding

The London Borough of Bromley faces significant reductions in its settlement and grant funding from the Government over the two years from 2011/12 to 2013/14 with an anticipated loss of £22 million. Added to the £5 million savings already required in-year, this represents cumulative cash savings of £27 million. Whilst there is no formal indication of the funding for years three and four, the Council estimates a further grant and funding loss amounting to at least £19 million during this period.

To plan for this, all Chief Officers were asked to prepare a range of budget options for their departments, to achieve a 25% reduction in costs over the four year period, with detailed and firm proposals for the next two years.

In the case of Children and Young People Services, a reduction by 25% over four years represents an £11.6 million saving on a £46.4 million base non-schools' budget (i.e. a controllable budget plus specific grants). These savings are in addition to the £1.4m in-year grant reduction for 2010/11, announced by the Department for Education on 16 June 2010. To achieve the challenging reduction

target of £11.6 million savings, the Portfolio identified 27 proposed savings for 2011/12 and 2012/13 which were agreed by Council on 28 February 2011.

In identifying the saving options, every effort has been made to protect front-line services. However, given the scale of these savings in combination with the £1.4m in-year reductions, inevitably this can only be achieved through a combination of: reductions in management costs and business support functions, together with reductions to aspects of front-line service provision.

The proposals equate to a total saving of £6.8 million at the end of 2012/13. Many of the saving options are included within the action plan of this Portfolio Plan. *Appendix A* provides further details.

### The Academies programme

Through the Academies programme the Portfolio will experience significant reductions in funding levels. Each time that a school converts to Academy status, the Government will reduce the local authority's grant funding levels through the Designated Schools Grant (DSG). This will therefore have a direct and immediate impact on a number of central services within the Portfolio that are funded through the DSG, and with the escalation in the number of Bromley schools seeking conversion it may be necessary to 'downsize' a range of central services to reflect this funding loss during the lifetime of this Plan.

In addition to the reduction to the DSG, the Government has applied a general top-slice from the Revenue Support Grant (RSG) settlement for every Local Authority, based on an assumption of an average number of academy conversions during the year. Due to the significant number of schools within Bromley that are in the process of conversion, it is expected that this settlement will be

amended for 2012/13. This will in turn have a knock-on effect to Council services provided both within and outside of the Children and Young People Portfolio.

### Cost pressures within existing services

In addition to the reduced funding levels, the Portfolio is currently experiencing a number of cost pressures from within existing services, including:

- **Children's social care**

Keeping children and young people safe has always been a key priority, but in the light of the 2007 Peter Connelly case, has become a growing pressure on all Local Authorities with an increase in the number of safeguarding referrals made. Within Bromley, safeguarding referrals have increased from around 1,441 in 2007/8 to 2,703 in 2010/11, whilst initial contacts also increased significantly from 3,425 in 2007/8 to 9,065 in 2010/11

The number of children subject to a Child Protection Plan and those taken into care are increasing and Looked After Children numbers have increased from around 240 at the beginning of 2009 to 266 in May 2011

The borough has experienced an increase in the number and complexity of need in children requiring foster placement and residential care, and therefore an increase in the number of Out of Borough placements

Due to the increases set out above, and the national difficulty with employing and retaining social workers, the Council has a continuing need to employ agency social workers, given the lead in time for the recruitment and retention package (agreed by Executive in February 2010) to take full effect and create a stable workforce

- **Children with Special Educational Needs**

The Portfolio has experienced significant increased volumes of children with Special Educational Needs (SEN) requiring placements and transport in line with the Council's statutory duties

There has also been an increase in the complexity of the needs of children with SEN and Disability. This has resulted in the need to provide more specialist and more costly provision

- **Rising pupil numbers**

The Borough has seen an increase in pupil numbers within the Primary school phase which is having a considerable impact on our ability to provide sufficient Primary school places with a total of 315 additional Primary phase places required for September 2011

## Changing Demographics

The overall 0-19 population within the Borough experienced an increase of 2.4% between 2001 and 2006; however, the population experienced a decline of 1.9% between 2006 and 2008, and it is expected to reduce by a further 4.1% by 2018.

The birth rate within the Borough fell between 2001 and 2006, before rising again between 2006 and 2008. It is expected to continue to rise between 2008 and 2013, before reducing between 2013 and 2018. This has led to a population peak that is currently impacting on our services for children within the Primary school phase. This population peak will then begin to impact on our services for our 10-14 population from 2013.

The table below shows the changes in our children and young people population from 2001 to 2008, and our estimated changes from 2008 to 2018:

AGE	2001	2006		2008		2013		2018	
	Totals	Totals	% change	Totals	% change	Totals	% change	Totals	% change
0-4	18,681	17,739	-5.3%	18,711	+5.2%	18,793	+0.4%	17,182	-9.4%
5-9	18,311	17,350	-5.5%	16,978	-2.2%	18,206	+6.7%	18,078	-0.7%
10-14	18,453	17,733	-4.1%	17,616	-0.7%	16,286	-8.2%	17,728	+8.1%
15-19	15,691	18,039	+13.0%	18,182	+0.8%	17,097	-6.3%	15,663	-9.2%
<b>TOTAL</b>	<b>71,136</b>	<b>72,867</b>	<b>+2.4%</b>	<b>71,487</b>	<b>-1.9%</b>	<b>70,382</b>	<b>-1.6%</b>	<b>68,651</b>	<b>-2.5%</b>

## A Period of Considerable Change

The Coalition Government is currently in the process of implementing a number of major policy and legislative changes, which relate to education, schools and the wider children's services, which will impact on resources and services at local level. These include the following areas (details provided in *Appendix C*):

- Academies Act 2010
- Schools White Paper and Education Bill
- Munro Review of Child Protection
- Special Educational Needs and Disabilities Green Paper
- The Wolf Review of Vocational Education for 14- to 19-year-olds
- The NHS White Paper, the Public Health White Paper, and the Health and Social Care Bill
- Review of the Family Justice System
- Independent Review on Poverty and Life Chances
- Independent Review of Early Intervention
- Child Poverty Strategy
- Social Mobility Strategy

# Priorities and action plan

## The priorities for 2011/12

To ensure that the Portfolio continues to remain outcome focused within the current changing landscape, the priorities and supporting action plan for 2011/12 have been built around the following five outcomes:

- Children and young people enjoy learning and achieve their full potential
- Ensuring the health and wellbeing of children and young people, and their families
- Children and young people are safe where they live, go to school, play and work
- Children and young people behave positively, take responsibility for their actions and feel safe within the Borough, and parents and carers take responsibility for the behaviour of their children
- Young people get the best possible start in adult life

The outcomes above were identified through the completion of a robust needs analysis, which included the views of partner agencies, children and young people, and parents and carers.

In addition, the Portfolio has a range of actions as part of our priority regarding the implementation of service and organisational change and improvement, which will underpin the delivery of the five outcomes above.

## The action plan

The action plan, set out over the next few pages, has been developed to ensure that the Portfolio achieves the above outcomes.

The action plan also highlights the Council's *Building a Better Bromley 2011-2012* promises which relate to the Children and Young People Portfolio. Those promises are identified with the code [BBB].

Key indicators which demonstrate our progress against the priority outcomes will be presented to the Children and Young People Policy Development and Scrutiny Committee at quarterly intervals during 2011/12.

A full report setting out the progress against the action plan will be presented to the Children and Young People Policy Development and Scrutiny Committee in May/June 2012.

The Children and Young People Portfolio successfully implements the organisational changes required to meet the new financial and policy landscape

Priority Outcome:

1

No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
1.1 (BBB)	Provide strategic leadership and support to schools in the Borough to assist and underpin the Coalition Government's Education Reform Programme	<ul style="list-style-type: none"> <li>Provide strategic leadership to meet the expectations and challenges within the White Paper <i>Importance of Teaching</i> (basis of the Education Bill 2011) and respond to national reviews of early years provision, special educational needs, and vocational education</li> <li>Provide strategic leadership and support to schools to proactively manage the Academy programme within the Borough, including:                             <ul style="list-style-type: none"> <li>a robust communication strategy</li> <li>general guidance and support</li> <li>completion of Commercial Transfer Agreements</li> </ul> </li> <li>Develop a sold services offer for all schools which is efficient, effective and provides value for money</li> </ul>	Ongoing  Ongoing  Ongoing	Director Children and Young People Services, and Assistant Directors  Director Children and Young People Services, and Assistant Directors  Strategic Planning and Commissioning Manager
1.2	Strategically plan and deliver the emerging requirements of the Coalition Government's reform agenda for wider children's services	<ul style="list-style-type: none"> <li>Implement the changes required by the Munro Review of Child Protection (Government response due Summer 2011)</li> <li>Implement the changes required by the Health and Social Care Act (when introduced)</li> <li>Implement the changes required by the Special Educational Needs and Disabilities Green Paper (and related White Paper and/or Act of Parliament when introduced)</li> <li>Implement the changes required by the other areas of Government reform as appropriate</li> </ul>	Ongoing  Ongoing  Ongoing  Ongoing	Director Children and Young People Services, and Assistant Directors  Director Children and Young People Services, and Assistant Directors  Director Children and Young People Services, and Assistant Directors  Director Children and Young People Services, and Assistant Directors



No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
1.3	Further develop working relationships with Public Health; including opportunities for joint commissioning	<ul style="list-style-type: none"> <li>• Develop relationships between the Children and Young People Partnership Board and the Shadow Health and Wellbeing Board</li> <li>• Develop relationships between the Director Children and Young People Services and Assistant Directors, and the Director of Public Health and Consultants in Public Health</li> <li>• Explore opportunities for further partnership working and joint commissioning</li> </ul>	<p>March 2012</p> <p>March 2012</p> <p>March 2012</p>	<p>Director Children and Young People Services, and Assistant Directors</p> <p>Director Children and Young People Services, and Assistant Directors; and Director of Public Health and Consultants in Public Health</p> <p>Assistant Director (Strategy and Performance), and Director of Public Health and Consultants in Public Health</p>
1.4	Successfully implement the required budget management and structural changes in relation to Children and Young People Services	<ul style="list-style-type: none"> <li>• Implement Children and Young People Services budget savings agreed by the Council for years 2011/12 and 2012/13; including areas of structural change (these are listed in Appendix A) including: <ul style="list-style-type: none"> <li>– Reduction in children and family centres from 18 to 3</li> <li>– Reduction in youth centres from 10 centres + 1 mobile unit to 6 centres + 1 mobile unit.</li> </ul> </li> <li>• Manage growth pressures for children with Special Educational Needs and Disabilities, including: <ul style="list-style-type: none"> <li>– Reduce out of Borough placements (see Action 2.5)</li> </ul> </li> <li>• Manage growth pressures for children's social care, including: <ul style="list-style-type: none"> <li>– Continue regular recruitment of permanent staff [see Action 4.2]</li> <li>– Implement the multi-disciplinary Triage system within the Referral and Assessment Service to screen and assess police referrals (Merlin's) and extend to other referral groups</li> <li>– Improve permanency timescales for adoption and rehabilitation back to the extended family network to ensure that children have the best life chances</li> </ul> </li> </ul>	<p>March 2013</p> <p>March 2012</p> <p>March 2012</p> <p>March 2012</p> <p>March 2012</p>	<p>Director Children and Young People Services, and Assistant Directors</p> <p>Assistant Director (Access and Inclusion)</p> <p>Assistant Director (Learning and Achievement)</p> <p>Assistant Director (Access and Inclusion)</p> <p>Assistant Director (Safeguarding and Social Care)</p>
1.5	Identify further savings options for 2013/14 and 2014/15	<ul style="list-style-type: none"> <li>• Further consider Statutory and non-Statutory duties</li> <li>• Risk assess potential budget options</li> </ul>	<p>March 2012</p> <p>March 2012</p>	<p>Director Children and Young People Services, and Assistant Directors</p> <p>Director Children and Young People Services, and Assistant Directors</p>

## Key performance measures to evidence our delivery of this priority

INDICATORS	TYPE OF INDICATOR	REPORTING FREQUENCY
The number of schools which have converted to Academy status	<b>BBB promise 2011/12</b> Local indicator	Quarterly

Our delivery against all of the Actions and Tasks will be reported through the end of year review in May/June 2012

No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
2.1	Continue to challenge all Bromley schools to ensure they remain successful and continue to improve, as well as helping underperforming schools to improve further.	<ul style="list-style-type: none"> <li>Implement the school improvement strategy for all schools including challenge for those schools who have become Academies</li> </ul>	September 2011	Head of Learning
		<ul style="list-style-type: none"> <li>Analyse available school data and identify those schools causing concern based on local criteria and national indicators</li> </ul>	September 2011	Head of Learning
2.2	Ensure all secondary schools, colleges and work based providers within the Borough are able to meet the statutory requirement of raising the participation age to 17 by 2013, and 18 by 2015	<ul style="list-style-type: none"> <li>Continue to develop partnership working with providers of 14-19 education and training with a strategic overview of:                             <ul style="list-style-type: none"> <li>development of a robust post-16 commissioning strategy</li> <li>curriculum opportunities</li> <li>directional performance indicators</li> <li>impartial Information, Advice and Guidance (IAG)</li> <li>development of vocational opportunities in response to the outcomes of the 'Wolf Review'</li> </ul> </li> </ul>	Ongoing	Head of Education Commissioning and Business Services
2.3	Continue to improve the educational attainment for all children and young people, including those with learning difficulties and/or disabilities in all Bromley schools  [cont'd on next page]	<ul style="list-style-type: none"> <li>Work in partnership with all Bromley schools to ensure a comprehensive strategy of support is available for learners not making the progress they should</li> </ul>	September 2011	Head of Learning
		<ul style="list-style-type: none"> <li>Analyse the attainment progress data for different groups of children and young people to develop a comprehensive programme of universal and targeted support aimed at underperforming groups of children and young people, including:                             <ul style="list-style-type: none"> <li>those in early years, pre-school and school settings</li> <li>those receiving Free School Meals</li> <li>those with Special Educational Needs and Disabilities</li> <li>the most able</li> </ul> </li> </ul>	September 2011	Head of Learning
		<ul style="list-style-type: none"> <li>Develop the use of tracking methodology on Foundation Stage attainment to target support at pre-schools and schools appropriately</li> </ul>	September 2011	Head of Learning, and Early Years and Childcare Manager

No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
2.3	[cont'd from last page]	<ul style="list-style-type: none"> <li>Continue to challenge and support private, voluntary and independent sector providers and schools to narrow the gap in attainment between:               <ul style="list-style-type: none"> <li>the lowest and highest attaining groups in the Early Years Foundation Stage, and in the Primary and Secondary phases</li> <li>identified vulnerable groups and their peers, including children in care, and those receiving Free School Meals</li> </ul> </li> <li>Roll out the pilot of Pupil Resource agreements to ensure that pupils receive support without the need for a statement</li> </ul>	September 2011  September 2011	Head of Learning  Head of Special Educational Needs and Inclusion
2.4 [BBB]	Improve attendance, especially in Primary schools	<ul style="list-style-type: none"> <li>Continue to implement the Attendance Strategy with maintained schools</li> </ul>	Ongoing	Head of Access and Admissions
2.5 [BBB]	Reduce reliance on out of borough and residential specialist placements for children with disabilities and special educational needs, particularly residential placements for children with autism	<ul style="list-style-type: none"> <li>Develop additional provision for identified cohorts of children through Phase V of the Special Educational Needs and Disabilities (SEND) Strategy, currently children with:               <ul style="list-style-type: none"> <li>Autism</li> <li>Social and Emotional Behaviour Difficulties</li> </ul> </li> <li>Maintain the increase in provision (achieved during 2010/11) of short-breaks for children with Special Educational Needs and Disabilities in line with Statutory Requirements (from April 2011) to avoid residential placements</li> </ul>	Ongoing  Ongoing	Head of Special Educational Needs and Inclusion  Head of Special Educational Needs and Inclusion
2.6 [BBB]	Ensure sufficient capacity of school places, particularly within the Primary phase to meet the Council's duties and responsibilities	<ul style="list-style-type: none"> <li>Continue to implement the Primary School Development Plan expanding places through the creation of 7 additional forms of entry for September 2011</li> <li>Develop priorities for use of Basic Need Capital in line with Primary and Special provision as necessary</li> </ul>	September 2011  Ongoing	Head of Access and Admissions  Head of Access and Admissions

## Key performance measures to evidence our delivery of this priority

INDICATORS	TYPE OF INDICATOR	REPORTING FREQUENCY
Foundation Stage Profile: <ul style="list-style-type: none"> <li>Narrowing the gap [VG]</li> <li>Achievement at the expected level</li> </ul>	National indicator National indicator	Reported in Quarter 3 Reported in Quarter 3
Key Stage 1: <ul style="list-style-type: none"> <li>Level 2+ reading, writing and maths</li> <li>Level 2b and above</li> </ul>	National indicator Local indicator	Reported in Quarter 3 Reported in Quarter 3
Key Stage 2: <ul style="list-style-type: none"> <li>L4 and above in English and Maths</li> <li>Progress in English</li> <li>Progress in Maths</li> <li>Gaps: Free School Meals [VG]</li> <li>Gaps: Special Educational Needs [VG]</li> <li>Looked After Children Level 4+ in English [VG]</li> <li>Looked After Children Level 4+ in Maths [VG]</li> </ul>	National indicator National indicator National indicator National indicator National indicator National indicator	Reported in Quarter 3 Reported in Quarter 3 Reported in Quarter 3 Reported in Quarter 4 Reported in Quarter 4 Reported in Quarter 3
Key Stage 4: <ul style="list-style-type: none"> <li>5 + A*-C (including English and Maths)</li> <li>Progress in English</li> <li>Progress in Maths</li> <li>Gaps: Free School Meals [VG]</li> <li>Gaps: Special Educational Needs [VG]</li> <li>Looked After Children 5 + A*-C (including English and Maths) [VG]</li> </ul>	National indicator National indicator National indicator National indicator National indicator	Reported in Quarter 3 Reported in Quarter 4 Reported in Quarter 4 Reported in Quarter 3 Reported in Quarter 3 Reported in Quarter 3
Post 16: <ul style="list-style-type: none"> <li>Achievement of level 3 qualification by the age of 19</li> </ul>	National indicator	Reported in Quarter 4
Regular attendance: <ul style="list-style-type: none"> <li>Primary Absence</li> <li>Secondary Absence</li> </ul>	<b>BBB promise 2011/12</b> National indicator National indicator	Attendance data is reported in Quarters 1, 2, and 3 as it relates to termly performance
Persistent absence: <ul style="list-style-type: none"> <li>Looked After Children [VG]</li> <li>Secondary</li> </ul>	National indicator Local indicator	Attendance data is reported in Quarters 1, 2, and 3 as it relates to termly performance

Our delivery against all of the Actions and Tasks will be reported through the end of year review in May/June 2012

Key: [VG] = Performance indicator for our vulnerable groups (see page 7)

No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
3.1	Use the Healthy Schools Programme to work with schools to improve the health and wellbeing of all pupils within Bromley's	<ul style="list-style-type: none"> <li>Support every school within the Borough to maintain its Healthy School status by undertaking the required annual reviews</li> </ul>	July 2012	Head of Learning
		<ul style="list-style-type: none"> <li>Encourage and support at least 10% of Bromley's schools to apply</li> </ul>	July 2013	Head of Learning
		<ul style="list-style-type: none"> <li>Provide support within schools to promote health and emotional</li> </ul>	Ongoing	Head of Learning
3.2	Improve provision of emotional wellbeing, mental health services and counselling	<ul style="list-style-type: none"> <li>Ensure Child Adolescent Mental Health Services (CAMHS) are effectively targeted to early intervention</li> </ul>	Ongoing	Assistant Director (Access and Inclusion)
		<ul style="list-style-type: none"> <li>Implement a specific early intervention programme for Family Support using targeted grants</li> </ul>	Ongoing	Head of Bromley Early Intervention and Prevention
3.3	Improve support to families through pregnancy, the postnatal period, and the first two years of life to promote bonding between parents and baby, and to support parenting	<ul style="list-style-type: none"> <li>Develop and implement a Health Visiting Commissioning Action Plan for the period 2011-2016</li> </ul>	March 2016	Consultant Public Health (Children and Young People), and Lead Commissioner (Children's Services)
3.4	Increase the rates of breastfeeding and immunisations, and encourage healthy	<ul style="list-style-type: none"> <li>Undertake a Breastfeeding Pilot project in 2 areas of Bromley to evaluate the best ways to support families</li> </ul>	March 2012	Consultant Public Health (Children and Young People)
		<ul style="list-style-type: none"> <li>Continue to roll out HENRY (Health Exercise Nutrition for the Really</li> </ul>	Ongoing	Consultant Public Health (Children and Young People)
		<ul style="list-style-type: none"> <li>Pilot the Immunisation Defaulter Project in 10 GP practices, evaluate and plan to roll-out to all practices</li> </ul>	March 2012	Operations Director - Community Services

No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
3.5	Provide support to improve the sexual health of young people	<ul style="list-style-type: none"> <li>• Undertake the social marketing scoping project to identify opportunities for social marketing (e.g. Facebook, Twitter, etc) to young people in Bromley</li> <li>• Deliver your voice your choice sessions in schools</li> <li>• Refocus the outreach programme to young people to raise awareness of service availability and to encourage behavioural</li> <li>• Through the Chlamydia Screening programme, continue to work</li> <li>• Increase training of pharmacists (minimum of 10%) to enable the dispensing of free Emergency Hormonal Contraception (EHC) in</li> <li>• Continue to improve the provision of advice on the sexual health of young people through working in partnership with those services which provide support for adolescents; including:               <ul style="list-style-type: none"> <li>- The Youth Service</li> <li>- The Youth Offending Team</li> </ul> </li> </ul>	<p>June 2011</p> <p>Ongoing</p> <p>March 2012</p> <p>March 2012</p> <p>October 2011</p> <p>Ongoing</p>	<p>Assistant Director, Public Health</p> <p>Operations Director - Community Services</p> <p>Chlamydia Screening Coordinator</p> <p>Chlamydia Screening Coordinator</p> <p>Chlamydia Screening Coordinator</p> <p>Head of Bromley Youth Support Programme</p>
3.6	Continue to provide additional short-breaks for disabled children in family settings	<ul style="list-style-type: none"> <li>• Recruit additional short-break foster families and outreach workers</li> </ul>	March 2013	Head of Special Educational Needs and Inclusion

## Key performance measures to evidence our delivery of this priority

Indicators	Type of indicator	Reporting frequency
Early access to maternity services	National indicator	Quarterly
Midwives to births ratio		Quarterly
% mothers smoking at time of delivery		Quarterly
Under 18 conception rate change [VG]	National indicator	Quarterly
Under 18 conception rate (rate per 1000 age 15-17) [VG]	National indicator	Quarterly
Under 16 conception rate (rate per 1000 age 13-15) [VG]		Annual
Termination of pregnancy in under 18s [VG]		Annual
Termination of pregnancy in under 16s [VG]		Annual
Breastfeeding at 6-8 weeks	National indicator	Quarterly
<i>Antenatal and Newborn Screening: new indicators coming in this financial year – details to be confirmed</i>		
Infant mortality rate		Annual
Immunisation rates (DTP IPV Hib) at age 1	National indicator	Quarterly
Immunisation rates (MMR) at age 2	National indicator	Quarterly
Children achieving good development at age 5	Marmot Indicators	Annual
Obesity in children in Year R (%)	National indicator	Annual
Obesity in children in Year 6 (%)	National indicator	Annual
Effectiveness of CAMHS [VG]	National indicator	Annual
Emotional and behavioural health of Looked After Children [VG]	National indicator	Annual
Prevalence of Chlamydia in young people	National indicator	Annual
Participation in sport	National indicator	Annual
The annual volume of short breaks [VG]	Local indicator	Annual

Our delivery against all of the Actions and Tasks will be reported through the end of year review in May/June 2012.



No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
4.1	Ensure that vulnerable children and families are identified and supported at the earliest possible stage, leading to a reduction in the number of Child Protection Plans	<ul style="list-style-type: none"> <li>Further promote the use of the Common Assessment framework (CAF) to provide support to children and families before they reach the threshold of statutory services</li> </ul>	Ongoing	Assistant Directors (Access and Inclusion and Safeguarding and Social Care)
4.2 [BBB]	Continue to sustain and develop a stable and high quality children's social care workforce to safeguard children at risk	<ul style="list-style-type: none"> <li>Continue regular recruitment of permanent social care staff</li> <li>Develop bursary scheme and new criteria for trainee scheme</li> <li>Continue to embed reflective supervision model</li> </ul>	Ongoing June 2011 Ongoing	Assistant Director (Safeguarding and Social Care), and Heads of Service Head of Safeguarding and Quality Assurance Assistant Director (Safeguarding and Social Care)
4.3 [BBB]	Increase the number of in-house foster carers to increase the number of children in care placed within family placements in the Borough	<ul style="list-style-type: none"> <li>Undertake regular recruitment campaigns for in-house foster carers</li> <li>Review financial packages</li> <li>Develop support packages to support hard to place children</li> </ul>	Ongoing June 2011 June 2012	Head of Care and Resources Head of Care and Resources Head of Care and Resources
4.4 [BBB]	Improve the life chances of Children in Care through the effective use of Corporate Parenting	<ul style="list-style-type: none"> <li>Roll out the Corporate Parenting Framework across the Borough</li> <li>Delivery of the 'Bromley Pledge'</li> </ul>	July 2011 Ongoing	Head of Care and Resources Head of Care and Resources
4.5	Focus on the early identification of, and appropriate support to, children living with domestic violence	<ul style="list-style-type: none"> <li>Strengthen the role of the Domestic Violence Development Project to develop systems for the identification of relevant families and referral pathways to appropriate services</li> </ul>	July 2011	Head of Safeguarding and Quality Assurance

## Key performance measures to evidence our delivery of this priority

INDICATORS	TYPE OF INDICATOR	REPORTING FREQUENCY
Number of children subject to Child Protection Plans [VG]	National indicator	
Number of Common Assessment Framework's completed	Local indicator	
Number of placements with in-house Foster Carers [VG]	<b>BBB promise 2011/12</b> Local indicator	
% of children in foster care placed with London Borough of Bromley foster carers [VG]	<b>BBB promise 2011/12</b> Local indicator	

Our delivery against all of the Actions and Tasks will be reported through the end of year review in May/June 2012

**Children and young people behave positively, take responsibility for their actions and feel safe within the Borough, and parents and carers take responsibility for the behaviour of their children**

Priority Outcome:

**5**

No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
5.1	Reduce the number of first time entrants in the youth justice system and reduce levels of re-offending	<ul style="list-style-type: none"> <li>Embed Youth Offending Team (YOT) triage system to identify young people needing alternative approaches to prevent entry into the criminal justice system</li> <li>Ensure that all young people identified as likely to offend receive appropriate 1 to 1 and group work support from the Bromley Youth Support Programme</li> </ul>	Ongoing  From June 2011	Group Manager: Youth Offending Service  Head of Bromley Youth Support Programme
5.2	Intervene early through integrated support to tackle challenging behaviour issues in early years settings and in schools, including the development of respite centres and other alternatives to prevent school exclusion	<ul style="list-style-type: none"> <li>Continue to develop respite and outreach services for behaviour support</li> <li>Promote and develop the Behaviour Service to Academies to ensure maximum uptake</li> </ul>	Ongoing  Ongoing	Head of Access and Admissions  Head of Access and Admissions
5.3 [BBB]	Enhance opportunities for positive activities for young people across the borough	<ul style="list-style-type: none"> <li>Continue to promote the range of leisure time opportunities available in Bromley, including provision by the Council, and provided by the private, voluntary and independent sectors</li> <li>Encourage organisations to provide increased leisure opportunities for young people</li> <li>Provide and increase participation in a universal programme of Positive Activities that includes Duke of Edinburgh Awards, Youth Council and the Central Bromley Library leisure time activity programme</li> <li>Ensure that vulnerable young people, including those with disabilities, have access to positive activities for leisure including those activities specifically intended for them</li> <li>Implement and promote free access to leisure activities for Children in Care and foster families in partnership with Bromley Mytime</li> </ul>	Ongoing  Ongoing  Ongoing  Ongoing	Head of Bromley Youth Support Programme  Head of Bromley Youth Support Programme  Head of Bromley Youth Support Programme  Head of Bromley Youth Support Programme  Head of Care and Resources

No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
5.4 [BBB]	Support schools in reducing bullying, including cyber bullying	<ul style="list-style-type: none"> <li>Education Welfare Service and Behaviour Service to provide support to schools on a regular basis</li> <li>Review and revise the Borough's Bullying Strategy to tackle cyber bullying</li> </ul>	Ongoing  July 2012	Head of Access and Admissions  Head of Access and Admissions
5.5	Encourage children and young people to take responsibility for their actions within and outside of school, and work with parents and carers to support them in taking parental responsibilities	<ul style="list-style-type: none"> <li>Continue to promote personal accountability for behaviour through the young offender restorative justice programme of activities</li> <li>Continue to develop and target Parenting Courses through liaison between the Bromley Children Project and the Behaviour Services</li> <li>Continue to promote the use of Penalty Notices for non-school attendance</li> </ul>	Ongoing  Ongoing  Ongoing	Group Manager: Youth Offending Service  Head of Bromley Early Intervention and Prevention Service, and Head of Access and Admissions  Head of Access and Admissions

## Key performance measures to evidence our delivery of this priority

INDICATORS	TYPE OF INDICATOR	REPORTING FREQUENCY
Rate of permanent exclusions from school	National indicator	Exclusions data is reported in Quarters 1, 2, and 3 as it relates to termly performance
Number of parents completing Parenting Courses		
Number of Penalty Notices issued		

Our delivery against all of the Actions and Tasks will be reported through the end of year review in May/June 2012

Key: [VG] = Performance indicator for our vulnerable groups (see page 7)

## Young people get the best possible start in adult life

Priority  
Outcome:

6

No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
6.1	Support all young people in the transition from education to employment or further/ higher education, particularly the most vulnerable	<ul style="list-style-type: none"> <li>Continue to develop strategies for identifying young people at risk of not progressing appropriately who would benefit from mentoring support</li> <li>Ensure that all young people are "signposted" to appropriate local and national sources of general Information, Advice and Guidance (IAG)</li> <li>Continue to develop a targeted youth support programme that provides specialist advice and support to the most vulnerable young people, including those transitioning to the support provided by Adult Services</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Head of Education Commissioning and Business Services</p> <p>Head of Bromley Youth Support Programme</p> <p>Head of Bromley Youth Support Programme</p>
6.2 [888]	Support the transition of children with learning difficulties and/or disabilities from Children and Young People Services to Adult Services, and into independent living and employment	<ul style="list-style-type: none"> <li>Implement an Integrated Transition Strategy between Children and Young People Services and Adult Services</li> <li>Roll out independent travel training programmes (following the pilots)</li> <li>Commission high quality education placements to support young people to gain skills to move into independent living and employment</li> </ul>	<p>September 2011</p> <p>September 2011</p> <p>Ongoing</p>	<p>Assistant Director (Access and Inclusion)</p> <p>Assistant Director (Access and Inclusion)</p> <p>Head of Education Commissioning and Business Services</p>
6.3	Support the transition of young carers from Children and Young People Services to Adult Services to ensure they continue to benefit from the opportunities available to young adults	<ul style="list-style-type: none"> <li>Review and update the Young Carers Strategy to identify new actions, targets and goals for the next 2/3 years</li> </ul>	September 2011	Head of Safeguarding and Care Planning

No.	ACTIONS	TASKS TO BE COMPLETED	DEADLINE	LEAD OFFICER
6.4	Support the transition of young people leaving care and moving into independent living, further/higher education, and employment	<ul style="list-style-type: none"> <li>• Implement Personal Education plans for all young people post-16 to improve educational performance</li> <li>• Re-commission all of our supported housing and floating support services to support young people in their transition to permanent accommodation</li> <li>• Ensure young people continue to receive high quality advice and guidance in relation to education, training and employment through the Bromley Youth Support Programme</li> </ul>	<p>Ongoing</p> <p>October 2011</p> <p>July 2011</p>	<p>Head of Care and Resources</p> <p>Head of Care and Resources</p> <p>Head of Care and Resources</p>

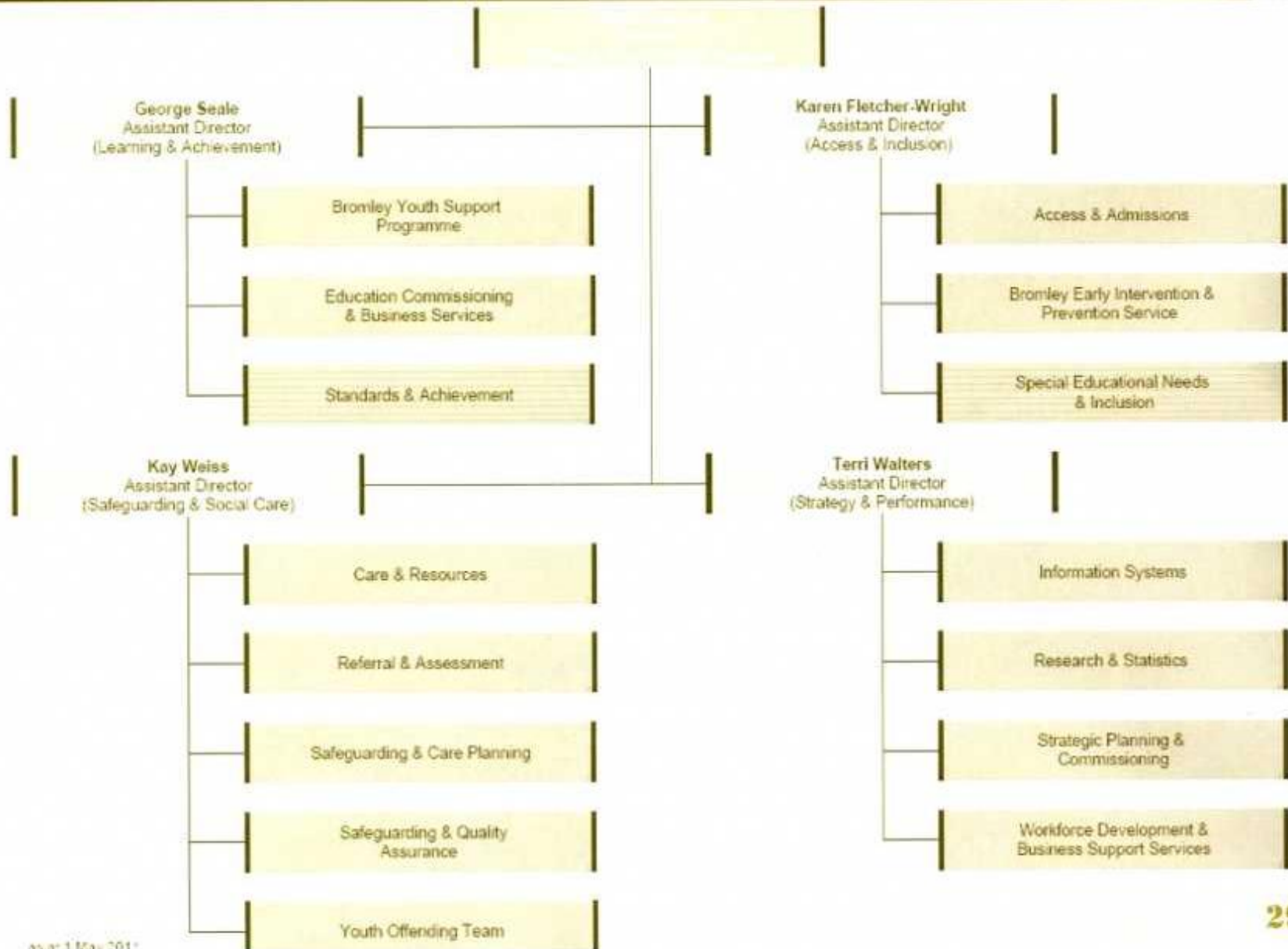
## Key performance measures to evidence our delivery of this priority

INDICATORS	TYPE OF INDICATOR	REPORTING FREQUENCY
% of Young People (aged 16 to 18) not in education, employment and training (NEET)	National indicator	Reported in Quarter 4
Care Leavers in Education, Employment and Training (EET) [VG]	National indicator	Reported in Quarterly
Care leavers in suitable accommodation [VG]	National indicator	Reported in Quarter 4

Our delivery against all of the Actions and Tasks will be reported through the end of year review in May/June 2012



## Children and Young People Department structure



# Appendix B

## Children and Young People Portfolio: Budget reductions for 2011/12 and 2012/13

DESCRIPTION	2011/12 £000s	2012/13 £000s
<b>Efficiencies in process and staffing, including:</b> Learning and Achievement: management costs; Strategy and Performance: business support functions; Behaviour Support and Education Welfare: management costs; 14-19 Commissioning: co-ordination and commissioning functions; and Children's Social Care: Youth Offending Team management costs	493	593
<b>Efficiencies in contracting, including:</b> Bromley Youth Music Trust contract and Special Education Needs Transport contract	300	340
<b>Funding Changes, including:</b> Premature Retirement Fund; Priority Schools Action Funding; Bromley Children Project; and Children's Social Care: "Care Matters"	1,022	1,122
<b>Grant reduction leading to reduction or cessation of service, including:</b> School Travel Advisers; Reduction in opportunities for positive activities for young people; National strategies (behaviour and attendance; secondary; and primary); Schools intervention; Schools development; and Education Health Partnerships	415	415
<b>Ceasing to provide or reducing services, including:</b> Pupil clothing and footwear grant; Children and Family Centres - reduction from 18 to 3; Youth centres - reduction from 11 to 7; Child Trust Fund for Looked After Children; Teenage Pregnancy Strategy; and Children's Social Care - aspects of Looked After Children support.	2,053	4,391
<b>TOTAL</b>	<b>4,283</b>	<b>6,861</b>

This page provides details of the Children and Young People Portfolio budget reductions for 2011/12 and 2012/13 that were agreed by Council on 28 February 2011.

### Educational Reform Programme

#### Academies Act 2010:

The Academies Act 2010 supports schools to 'convert' to academy status. Academies are publicly funded independent schools which are free from local authority control, and which have freedom regarding setting their own pay and conditions for staff, the delivery of the curriculum, and the ability to change the length of their terms and school days.

Within Bromley (as at 1 May 2011):

- 12 Secondary schools have converted to Academy status as of 1 April 2011
- 4 Secondary schools are due to convert by September 2011 and a further secondary school is considering conversion
- 12 Primary schools are seeking conversion as individual Academies
- A number of additional Primary schools are considering possible conversion as part of Academy cluster arrangements

#### Schools White Paper and Education Bill:

The schools White Paper, *The Importance of Teaching*, (published in November 2010) sets out the Government's reform programme for the schools system. It outlines the future role and accountabilities of local authorities and schools. The Bill focuses on autonomy and greater freedom for schools through conversion to Academy status and the establishment of Free Schools; and it also sets out the future role of local authorities as moving to a strategic commissioning and oversight role through:

- acting as champions for parents and families for educational excellence: ensuring the sufficiency of school places and a good supply of strong schools including academies and free schools,

the continued coordination and oversight of the admissions system, providing challenge to the performance of any local school and support to maintained schools below the floor standards to improve through targeted school improvement strategies

- responsibility for supporting vulnerable children, including those with special educational needs and disabilities, looked after children and those outside mainstream education.

The Education Bill (presented to the House of Commons in January 2011) provides the legislation for the Government to implement the details within the White Paper.

#### The Wolf Review of Vocational Education for 14- to 19-year-olds

The Wolf Review of Vocational Education (published in March 2011) makes a number of recommendations to reform education for 14- to 19-year-olds, which were all accepted by the Government on 12 May 2011, including:

- Ensuring that all young people study Maths and English to age 18 or until they get a good qualification in those subjects
- Reforming league tables and funding rules
- Consulting with employers, schools, colleges, universities and Ofqual during the summer of 2011 to define the criteria that the best vocational qualifications must meet
- Introducing a new measure to assess the performance of both higher- and lower-attaining pupils
- Considering paying businesses which take young people on to high-quality apprenticeships, and apprenticeships will be simplified and made easier to offer
- Supporting 14 to 16-year-olds enrolling in Colleges
- Offering training to Maths teachers so they continue improving and learning once qualified

### Social Care, Child Protection and Safeguarding Reform Programme

#### Munro Review of Child Protection:

*A Child-Centred System*, the final report from the Review of Child Protection conducted by Professor Eileen Munro (published May 2011) sets out a number of recommendations to give local authorities more freedom to develop their own child protection services, including:

- The removal of specific statutory requirements for completing assessments within often artificial set timescales, so that professionals can give equal weight to helping children, young people, and families, as well as assessing their problems
- Freeing local services from targets, national IT systems and nationally prescribed ways of working so they can re-design services that are informed by research and feedback from children and families, and that pay more attention to the impact on children's safety and welfare
- A change of approach to Serious Case Reviews (SCRs) by having a stronger focus on understanding the underlying issues that made professionals behave the way they did and what prevented them from being able properly to help and protect children
- The introduction of a duty on all local services to coordinate an early offer of help to families who do not meet the criteria for social care services, to address problems before they escalate to child protection issues
- Experienced social workers should be kept on the frontline even when they become managers so that their experience and skills are not lost. The expertise and status of the social work profession should be improved with continual professional development that focuses on the skills that are needed in child protection
- Each local authority should designate a Principal Child and Family Social Worker to report the views and experiences of the front line to all levels of management. At national level, a Chief Social Worker would be established to advise the Government on social work practice

The Government will outline its response to the Review during 2011, which will form the basis of any necessary legislative changes that need to be introduced.

#### Special Educational Needs and Disabilities Green Paper:

The Special Educational Needs and Disabilities Green Paper, *Support and aspiration: A new approach to special educational needs and disability*, (published March 2011) makes wide-ranging proposals to support disabled children and children with Special Educational Needs (SEN). It proposes:

- A new approach to identifying SEN through a single Early Years setting-based category and school-based category of SEN
- A new single assessment process and Education, Health and Care Plan by 2014
- That local authorities and other services will set out a local offer of all services available
- The option of a personal budget by 2014 for all families with children with a statement of SEN or a new Education, Health and Care Plan
- To give parents a greater choice of school, either a mainstream or special school
- To introduce greater independence to the assessment of children's needs
- The new Education, Health and Care Plan to be extended for children and young people from aged 0-24 years

The Government will publish its detailed plans for future changes to support disabled children and children with SEN by the end of 2011, which will form the basis of any necessary legislative changes to be taken forward from May 2012.

### Review of the Family Justice System:

The Family Justice Review, which is jointly sponsored by the Ministry of Justice, the Department for Education and the Welsh Assembly Government, was established in recognition of increasing pressure on the family justice system.

The Review was tasked with fundamentally re-evaluating and reforming the family justice system in England and Wales, with an emphasis on two areas: the promotion of informed settlement and agreement, and management of the family justice system.

The interim report from the Review (published on 31 March 2011) sets out a number of proposals to tackle problems faced by the family justice system. Its recommendations aim to bring greater coherence through organisational change and better management, make the system more able to cope with current and future pressures, reduce duplication of scrutiny and to divert more issues away from court.

The final report will be published in the Autumn 2011.

### Health Reform Programme

#### **The NHS White Paper, the Public Health White Paper and the Health and Social Care Bill:**

The NHS White Paper, *Equity and excellence: Liberating the NHS*, (published in July 2010) sets out the Government's long-term vision for the future of the NHS. The Government intends to:

- Develop Health and Wellbeing Boards, consisting of representatives from local authorities and health services, to commission health services within the local area
- Abolish Primary Care Trusts and to replace them with GP Consortia to commission health services within the local area by April 2013
- Transfer the role and responsibilities of the Directors of Public Health from the Primary Care Trusts to local authorities

The Health and Social Care Bill (presented to the House of Commons in January 2011) provides the legislation for the Government to implement the details within the White Papers.

### Support for the most disadvantaged

#### Independent Review on Poverty and Life Chances:

The Independent Review on Poverty and Life Chances, *The Foundation Years: preventing poor children becoming poor adults*, conducted by Frank Field MP (published in December 2010) provides proposals to support the Government to develop a new strategy to meet the target of abolishing child poverty by 2020. The Review proposes that:

- National and local government should give greater prominence to the earliest years in life, from pregnancy to age five, and suggests adopting the term Foundation Years, covering the period from the womb to five
- The Foundation Years should become the first pillar of a new tripartite education system: the Foundation Years leading to school years leading to further, higher and continuing education
- The single objective of the Foundation Years will be to improve the life chances of poor children
- The Government should establish a set of Life Chances Indicators

#### Independent Review of Early Intervention:

The Independent Review of Early Intervention conducted by Graham Allen MP (published in January 2011) makes a number of recommendations for the Government to consider, including:

- A commitment to the core message of Early Intervention
- A focus on tackling problems before they arise

#### Child Poverty Strategy:

*A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives* (published April 2011) sets out the Government's approach to tackling poverty up to 2020. This strategy focuses on improving the life chances of the most disadvantaged children, and sits

alongside the Government's broader strategy to improve social mobility. The Strategy provides a focus on:

- Ensuring that families who are in work are supported to work themselves out of poverty
- Improving children's future life chances by intervening early to improve the development and attainment of disadvantaged children and young people throughout their transition to adulthood
- Delivering services as close to the family as possible

#### Social Mobility Strategy:

The Government's Social Mobility Strategy, *Opening Doors, Breaking Barriers*, (published April 2011) focuses on increasing social mobility for the most disadvantaged children and young people, and families. It aims to improve life chances at every stage of life with specific measures to improve social mobility in the following areas:

- **Foundation Years**  
The strategy focuses on improving support during the Foundation years including 15 hours of pre-school education for the most disadvantaged 2 year olds, recruiting more Health Visitors, and supporting good parenting
- **School Years**  
The strategy focuses on narrowing the attainment gap through the school reform programme and increasing the level of support for the most disadvantaged children and young people through the Pupil Premium
- **Transition Years**  
The strategy focuses on increasing the school leaving age and the number of Apprenticeships available for young people, and reforming higher education funding

# Appendix D

## A summary of our Building a Better Bromley promises for 2011/12

### A summary of our Building a Better Bromley promises for 2011/12

- Provide strategic leadership and support to schools in the Borough to assist and underpin the Coalition Government's Education Reform Programme
- Ensure sufficient capacity of school places, particularly within the Primary phase to meet the Council's duties and responsibilities
- Reduce reliance on out of borough and residential specialist placements for children with disabilities and special educational needs, particularly residential placements for children with autism
- Improve the transition of children with learning difficulties and/or disabilities from Children and Young People's Services to Adult Services, and into independent living and employment
- Improve the life chances of Children in Care through the effective use of Corporate Parenting, and sustain and develop a stable and high quality children's social care workforce
- Increase the number of in-house foster carers to ensure more Children in Care are placed within the Borough
- Improve attendance and sustain high educational attainment across Bromley Schools
- Promote and support positive activities for young people through a range of initiatives and strategies to reduce bullying

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June 2011