

**Brent Children and
Young People's Plan (CYPP) 2006 - 2009**

Review & Refresh

April 2007



1 Purpose of the Children and Young People's Plan (CYPP)

The CYPP is a strategic document setting out the vision and six local priorities for children and young people in Brent in order to achieve the five "Every Child Matters" outcomes.

This is the first annual review and refresh of Brent's three year Children and Young Peoples' plan (CYPP). It is one year since the three year CYPP was first published in April 2006. Progress of key milestones are considered and the impact that these have had on children, young people and families in Brent. New information that has emerged since April 2006 has been incorporated into the CYPP and informs our future work.

The purpose of the CYPP remains the same as that outlined in the original Plan (section 1 p.3) and continues to apply to all children and young people aged 0-19 living in Brent.



2 The Brent Context

Brent remains one of the most culturally diverse areas in the country. There are a number of Faith schools in Brent including Jewish, Muslim and Christian schools to support the local community. The Brent population continues to increase. This is evidenced by the substantial increase in the school population, G.P. registrations and new National Insurance numbers being issued to residents of Brent (National Insurance Report, 2006).



3 Children and Young People in Brent

Sections 3.1 to 3.5 of the CYPP which gives contextual details of children and young people living in Brent remains the same.

The figure below shows that compared with 2005/06 there are fewer pupils from a Black Caribbean or Asian heritage and more pupils from Black or Black British African heritage.

FIGURE 1: PUPILS IN BRENT PRIMARY SCHOOLS BY MAIN ETHNIC GROUPS (JANUARY 2007)

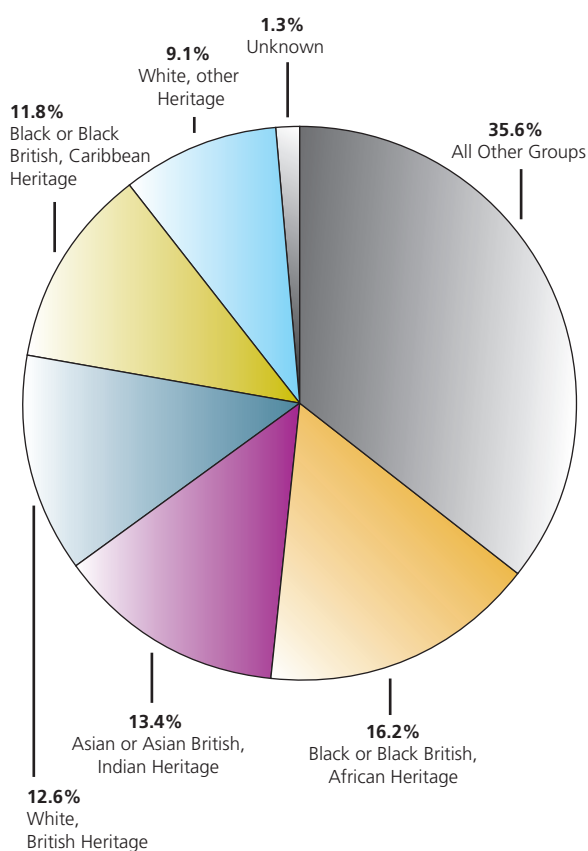
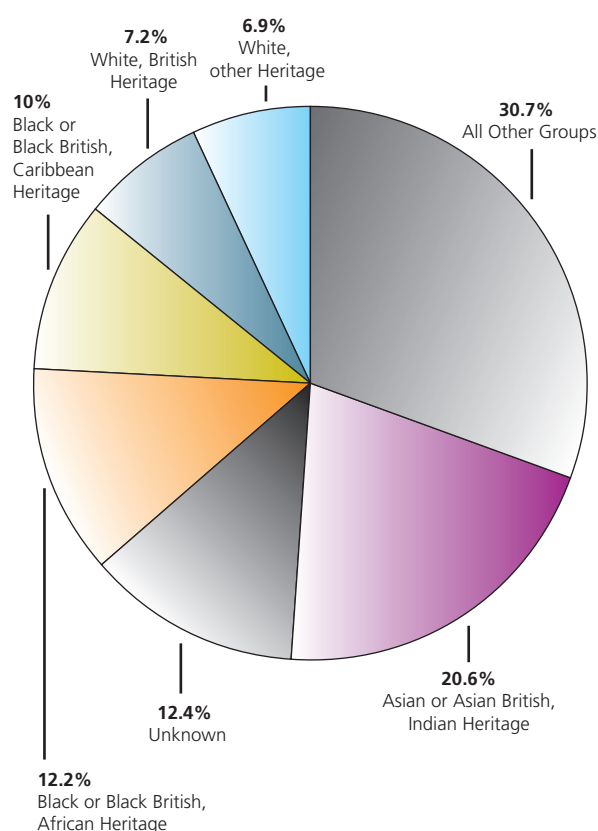


FIGURE 2: PUPILS IN BRENT SECONDARY SCHOOLS BY MAIN ETHNIC GROUPS (JANUARY 2007)



The figure above shows that compared with 2005/06 there has been a reduction in primary aged pupils from White and Black Caribbean heritage and an increase in pupils from Black or Black British African heritage.

4 The views of children and young people in Brent

The views of children and young people are continuously sought and used to inform decision making and strategic planning. A Youth Parliament was established for Brent in March 2007. Details about the first meeting of Brent Youth Parliament are mentioned in section 10 of this document.

The following youth groups were consulted during the review of the Children and Young People's Plan (CYPP):

- ⇒ Brent Youth Matters 2 (BYM2) / Members of Brent Youth Parliament
- ⇒ Connexions Schools Initiative in Brent (for refugee young people)
- ⇒ Mentoring Project with Friends run by Genesis Housing Association
- ⇒ MOSAIC youth group (for Lesbian, gay, bisexual and transgender young people)
- ⇒ Ability youth project (for young people with physical disability and learning difficulties)
- ⇒ Brent Community Friends youth group (for Looked After Children)

Young people were asked whether the CYPP priorities address issues that are important to children and young people in Brent. All of them agreed with the six strategic priorities and commented as follows on areas within the priorities and suggested the following improvements:

Creating the conditions in which children and young people thrive:

"More needs to be done to improve relations between different cultures and communities e.g. organise a 'fun' day."

"We need more places like 'fantasy island' and 'kid stop' in the borough for children and young people to go to."

- ⇒ Improve the environment we live in e.g. some estates are dirty and they smell
- ⇒ Put more CCTV cameras around Brent
- ⇒ There are no cinemas or shopping centres in Brent e.g. there is nothing on the high

road. Everything is far away

- ⇒ Young people should be given priority for housing especially when they have nowhere else to go or when they live in temporary accommodation
- ⇒ Adults have negative perceptions of young people. This needs to be changed
- ⇒ Brent youth are not participating enough. We need to take more responsibility

Early years development:

- ⇒ Some play grounds and parks are broken and have no play equipment

Educational achievement and school improvement:

- ⇒ Put on extra revision classes in schools for pupils that don't do too well
- ⇒ Provide more class room assistants especially when a class is too big and pupils at the back of the class cannot hear
- ⇒ Give better advice to Year 9 pupils on selecting subjects that will help them with their future careers
- ⇒ Allow Year 7 pupils to choose their foreign language
- ⇒ Provide pupils with new computers and new books instead of old ones with writing in it.
- ⇒ Employ dedicated teachers who are passionate about teaching children
- ⇒ Schools should spend their money on improving teaching quality instead of spending money on unnecessary security
- ⇒ Pupils should be part of the inspection team when schools are inspected

"Schools should have robust schools councils in place to listen to the voices of young people"

⇒ Some school buildings need to be improved. They are old and have old equipment and old broken playgrounds

⇒ We need better work experience opportunities for young people with physical disabilities and learning difficulties.
⇒ Young people with disabilities need access to college education with qualifications that can be used to attain suitable employment.
⇒ Access to public transport for young people with physical disabilities needs to be improved.
⇒ Young people with disabilities need advice and support for independent living.

Support for young people and teenagers:

⇒ We want more guidance on how to set up our own business (need more entrepreneurial skills).
⇒ More needs to be done to divert young people who are getting into gang cultures, fights and crime
⇒ We do not have enough decent activities to take part in after school / college
⇒ We need more youth clubs that are closer to our homes
⇒ The older young people need more advice and help on doing well in exams and filling in applications forms for getting into higher education
⇒ We need more job opportunities especially for 15-18 year olds
⇒ Job centres do not really help young people look for jobs of their choice.
⇒ The Brent Into Work programme should have a focus on getting more young people into employment opportunities

Focus on excluded and vulnerable groups:

⇒ There needs to be a good induction in place for young people who newly arrive in Brent e.g. for refugee and asylum seeking children and young people
⇒ Put on more English classes for young people who need to improve their English
⇒ Everyone's religion should be respected and their religious practice accommodated
⇒ Muslim pupils need a private place to pray and not all schools have this facility
⇒ We need a full time police liaison officer for Lesbian, Gay, Bisexual and Transgender young people

"Muslim girls want to go swimming but in a private place. Designated sports activities for Muslim women would be great"

"We need more apprenticeship opportunities for young people"

Safeguarding, health and wellbeing:

⇒ The buses are too overcrowded all the time. This is not safe for young people to travel on
⇒ Bus drivers are not helpful and sometimes rude
⇒ There should be special schools buses for school children only (in the morning from 7-9am and in the afternoon from 3-5pm)
⇒ We need more police on the streets to make sure young people are safe
⇒ There should be a ban on BB guns as they look like real guns
⇒ We need more sports clubs and activities around the borough that young people can easily access and afford
⇒ We should have annual school olympics in Brent
⇒ Maintaining a healthy lifestyle is expensive. It is cheaper to buy a big Mac than buy fresh fruit and vegetable
⇒ Sports centres are expensive. There needs to be free sports for young people
⇒ Bullying is not addressed proactively in schools, even when they have an anti bullying policy
⇒ We need more awareness on Lesbian, Gay, Bisexual and Transgender (LGBT) issues in schools
⇒ Sex education in schools is not good and only addresses straight young people's issues
⇒ Waiting time in hospitals is too long, especially in A&E

"There are many young people who are scared of getting mugged on the bus. The upper deck of the bus is felt to be particularly unsafe"

5 Shared Ambitions

The Council's Corporate Strategy has been developed over the last year and is closely aligned to the Community Strategy. Both of these overarching strategies were considered in reviewing the CYPP.

Brent council's vision is to ensure that Brent is:

- ✓ A great place to live
- ✓ A borough of opportunity
- ✓ One community

Children, young people and families are a clear priority for the Council. The priorities identified are inter-related and cross cutting across all Council departments to ensure a collaborative approach to children and young people's services in Brent.

Council priorities that specifically relate to children and families include:

- ✓ Provide a broad range of sports and leisure activities and ensure that they are accessible to all sections of the community
- ✓ Provide high quality education and schooling that enables all our young people to achieve their full potential
- ✓ Reduce the significant levels of deprivation and low levels of income experienced by our most deprived communities. We will support people to improve their skills enabling them to get jobs, boosting the local economy and their own prosperity
- ✓ Support children and young people in Brent to realise their full potential and succeed in life by providing high quality educational services and the opportunity to live and play in a healthy, safe environment
- ✓ Introduce more early intervention and preventative services that support those children that experience the greatest barriers to learning, enabling them to improve their long-term life chances
- ✓ Improve access to decent homes with both greater supply and greater diversity of tenure in the private and affordable sectors, and promote sustainable development that creates balanced communities and secure, settled homes for families with children based in temporary accommodation

The Local Area Agreement (LAA) has been developed this year to deliver the priorities of the Sustainable Community Strategy. The LAA contains a number of parallel links to the CYPP through the following projects:

The LAA has supported the development of the Stonebridge Integrated Support Programme (SISP), this aims to ensure earlier intervention by bringing together a multi-agency coordination group to deliver a needs led integrated service package. There are three stretch targets in the LAA which are related to address specific CYPP objectives;

- ✓ improvements in LAC GCSE achievement
- ✓ fast tracked designation of healthy schools to the latest standard; and
- ✓ fast tracked provision of extended schools



6 Vision and Principles that Underpin the Plan

The original vision of the CYPP has been developed to sharpen the focus on safeguarding children and young people in line with the CYPP (England) Amendment Regulations 2007.



The revised vision is:

To promote the safety and wellbeing of all children and young people in Brent through the provision of services that are integrated and focus on early intervention and prevention but provide protection when needed. For all children and young people in Brent to be able to realise their dreams and live up to their true potential.

7 The Six Strategic Priorities

The six strategic priorities remain the same as those set out in page 14 of the original CYPP. The accompanying objectives have been reviewed to ensure they are appropriate and fit within a performance management framework. The revised objectives for 2007/08 are on page 44 and are broadly similar to those which appear in the original plan.

Below is an analysis of what has been achieved set against the 32 objectives indicated in the original Plan, and how this has made a difference to the lives of children and young people in Brent.

7.1 Priority 1- Creating the conditions in which Children and Young People thrive

What has been achieved

Objective 1a) To secure decent income through employment

Over the past year the Brent employment rate has risen to 67% from 65.6 % in 2004-2005. However, the employment rate is much lower amongst particular disadvantaged groups: BME (64%), disabled (48.4%), lone parents (40.4%) and those with no qualifications (38.4%). The Borough claimant count rate is 4.3% but for the priority areas (deprived areas) claimant rate is 7.7% in Stonebridge and 9.5% in Harlesden. In 2006/2007, 1004 people found jobs with support from Brent into Work whilst 880 people attended work training courses and 157 people attended language to work courses.

Objective 1b) To deliver more affordable family sized homes

The Council has made significant progress on the long-term vision of delivering 'decent homes for all' through the successful establishment of Brent Housing Partnership, and work with registered social landlords and the private sector. In addition, work has been undertaken to prevent the homelessness of young people via the delivery of Housing Road Shows to over 600 young people. Brent Housing and Community Care department has taken active measures to meet and sustain the

target number of families in bed and breakfast accommodation for more than a six week period.

Objective 1c) To support safe and secure neighbourhoods

Brent's Community Safety Partnership has delivered a wide range of projects that have contributed to supporting safe and secure neighbourhoods. This includes:

- ⇒ The creation of Safer Neighbourhood Teams who form a part of the police contribution to providing public reassurance and have worked closely with the Town Centre Wardens to tackle environmental-crime and the fear of crime
- ⇒ The establishment of a Partnership Anti-social Behaviour Team (comprising staff from the police and council operating from Willesden Police Station) has contributed towards reassuring the public and towards the overall reduction in crime
- ⇒ The appointment of a full time Domestic Violence co-ordinator has enabled the establishment of a Domestic Violence Advocacy Project which includes a dedicated child advocate, the creation of a domestic violence directory to help women at risk find support, training for staff to identify those at risk, and a sanctuary project that allows victims to remain safely in their own homes
- ⇒ Youth Inclusion Programmes based in the Church End and Roundwood area that engage socially excluded young people by affording them opportunities and support through a number of focused interventions
- ⇒ The Senior Youth Inclusion Programme (SYIP) has supported the 50 most at risk young people in the 13-16 year age group whilst the junior arm (JYIP) has supported the 26 most "at risk" children in the 8-13 year age group

Objective 1d) To encourage cohesive communities

To promote community cohesion Brent has supported a variety of festivals including the RESPECT festival which is an annual and significant event that marks a single platform for all local

communities - offering the potential for truly intercultural expression. Brent Citizens Advice Bureau has set up information sessions at four local refugee and Muslim community groups.

Objective 1e) To provide accessible and safe play, sport, culture and leisure

Additional Play workers have been recruited and trained through a partnership with Brent Play Association to NVQ standards and are raising the profile of Play and its value in assisting children's healthy development. This has led to more applicants for places on the Play Register and NVQ Training courses. We have increased play provision every school holiday and have extended the range of activities available at the Gordon Brown Outdoor Education Centre. There has been a continued programme of investment in the Borough's sports centres and the provision of new outdoor sports facilities so young people have specialist facilities located in appropriate places e.g. provision of multi use games areas in various parks such as Roundwood and Roe Green. A Tae Kwon Do club on Church End Estate has recently been launched by a Safer Neighbourhood Officer and over 40 young people have signed up to attend .

In addition, the tennis courts at King Edwards Park (Wembley), Gladstone Park and Preston Park have been resurfaced and junior use of these courts is free. All of our Sports Service's courses and activities are taken by appropriately qualified sports coaches and leaders. In addition, we have organised Coach-education courses in Brent to encourage more coaches to obtain their National Governing Body of Sport Coaching qualifications as well as ones addressing first aid and child protection. The Achievement and Inclusion division is working collaboratively with Sport Services to produce action plans on identified priority sports.

The Roundwood Youth Centre has been refurbished, and is delivering educational leisure and recreational leisure activities over all 7 days of the week. In addition, sessions run by the Youth Service are established offering educational leisure activities in St Raphael's Neighbourhood. Twelve additional Summer University workshops were delivered from the Granville site increasing our provision of youth arts sessions. There has been continued delivery of the Positive Activities for

Young People Programme to young people at risk aged 8-19years.

Objective 1f) To support effective parenting

Specialist services like the Youth offending Service and the Family Support Team have delivered a range of successful parenting programmes over the past year. The Children's Support Panel has worked with young people aged 5 - 13 who are at risk by providing a Children's Support Worker to work directly with families to enable both the family and child to engage with mainstream services. Work has begun to develop a robust, borough-wide Parenting Strategy.

Impact of Progress on Children, Young People and Families

Objective 1a) To secure decent income through employment

It is clear that enhancing the employment prospects of parents impacts positively on families' economic wellbeing and reduces levels of child poverty. Over the period since 2002, unemployment levels and claimant levels have been on a downward trend, although the rate of improvement has been slower in our priority areas.

Objective 1b) To deliver more affordable family sized homes

There has been a reduction in the number of families living in temporary accommodation over this year and an increase in the level of affordable family sized accommodation. For the families directly concerned, provision of a decent and suitable home with all that implies in terms of quality of life is of immense significance. More widely, increasing the stock of larger affordable homes will provide more opportunities for movement within the system and a reduction in overall levels of housing need.

Objective 1c) To support safe and secure neighbourhoods

The Crime Rate for the 10 different crime types reported to the Home Office is showing an 9.4% reduction over the last year. This achieved our annual reduction target of 6.3% and we are well on the way to achieving the 3 year reduction

target of 20%. This included significant reductions in assaults, robberies, burglaries and car crimes. All crime in the borough (including basket of 10) saw a reduction of 13% which equates to a total of 4,666 crimes.

The other KPI against which this objective is measured is reducing the fear of crime. The baseline data for this across the borough was collected in 2005 and will not be collected again until next year. However, audits conducted in the Neighbourhood Renewal Fund (NRF) areas demonstrate a reduction in the fear of crime in these areas. Safer Neighbourhood Teams have been developed to enhance community policing across the borough. The aim has been to enable the police to work in partnership with local people to identify and tackle issues of concern to local communities.

Objective 1d) To encourage cohesive communities

Services for children and families recognise the diversity of local communities and all service users are treated with sensitivity and respect. Through celebrating the rich cultural heritage of the borough we are achieving tolerance, understanding and community cohesion. All communities are able to live peacefully together and are able to participate in local decision making.

Objective 1e) To provide accessible and safe play, sport, culture and leisure

Over the past year we have created additional childcare places for all Brent children and have offered additional childcare and respite care places to children with special needs. We have been able to target free play opportunities at areas of the Borough with the greatest need and have been able to engage more children in positive after school and holiday activities. In addition, we have been able to make the Gordon Brown Outdoor Education Centre an improved and more varied experience for visiting children.

As a result of the development work undertaken by the Youth Service there has been an increase in membership at the Roundwood Centre and additional arts places have been secured for young people on Brent Summer University in South Kilburn. A number of young people at the

Granville Centre have attained the youth achievement award and there has been an increase in young people engaged in youth arts programmes.

Objective 1f) To support effective parenting

Parents engaged with programmes have had access to information and learned specific strategies to manage their children's behaviour. This has led to an improved quality of life for the parents and children involved. In the long term, it is hoped that courses of this type will lead to less children becoming Looked After Children.

Future Plans / Areas for Further Development

To have any impact on levels of employment, we need to continue to concentrate on those areas where unemployment and economic inactivity is highest, namely, Harlesden and Stonebridge wards (which include the St Raphael's and Church End areas).

Within these areas, and Brent as a whole, the data shows we need to focus on the following groups and this is where our effort will be targeted over the coming period:

- ⇒ Lone parents
- ⇒ Black Minority Ethnic groups - particularly those with ESOL needs
- ⇒ Disabled people
- ⇒ Young people - 16-24 years
- ⇒ Young People without academic or vocational qualifications

Future activity to develop family housing will focus on achieving better levels of new provision, as well as better use of existing housing stock. Through 2006/08 and future development programmes, we will work with Registered Social Landlords (RSLs), the Housing Corporation, the Mayor of London and other key partners to ensure continued investment in appropriate new provision.

In 2006/07 the Council received £2.1m to deliver two initiatives aimed at tackling overcrowding within council homes. Brent Housing Partnership is currently implementing a programme to extend 50 council properties to make larger family homes. To date 36 properties have been identified and works on these are expected to complete by March 2008.

A further 15 properties are still to be identified.

RSLs are aiming to deliver 523 new homes over the next two years, of which 171 will be family sized units. In addition, the Council's Housing & Social Care Private Housing Initiative aims to provide up to 300 new affordable homes in Brent over the next five years, of which over 70% will be three bed or larger.

The Community Safety Partnership has a number of strands of work planned to continue to drive down the crime rate in the borough, including systematic, targeted work with identified groups involved in criminal and anti-social behaviour and working more universally to prevent victimisation.

In July a new Transport Team is being launched which will consist of 20 officers (police officers and police community support officers) who will patrol the travel networks. There is also a plan to move a number of Safer Neighbourhood Teams out of police stations and into bases within or near to their Wards. This follows on from the great success of the team based at the College of North West London.

A mediation project to help reduce incidences of violent crime in Brent has been approved from 'Invest to Save' funding and this project will be delivered in 2007. This project will work at neighbourhood level and with schools as well as address potentially serious disputes.

Brent was the only London borough to be awarded a specialist Domestic Violence Court by the Home Office in 2006. This was launched in February 2006, since then the service has been developed and continues to be delivered.

The Brent Police Safer Neighbourhood Teams will have their numbers enhanced in some of the most deprived parts of the borough over the coming months to continue the progress made in reducing fear of crime.

Brent has secured over £700k Big Lottery Funding for 3 years from April 2007 to improve, upgrade and develop our open access Adventure Play Centre in Stonebridge and funding to develop a new play centre for children with special needs. We will have new play equipment including some especially adapted for children using wheelchairs and extended opening hours at the Stonebridge Play Centre.

It is intended to create more play opportunities for children living in areas where there is no close to home play provision. In addition, we will provide a centralised store of Play and Leisure equipment for the use of local community and voluntary groups and organisations. We aim to recruit more Play workers from under-represented groups of the community.

The Youth Service is in the process of creating a directory/map of positive activities available in the statutory, commercial and voluntary sectors (target date November 2007) and will continue delivery of the Positive Activities for Young People Programme for young people at risk aged 8-19. Plans are underway to recruit a designated youth arts worker and to develop a Youth Arts Forum. Youth sessions will also be re-established at St. Raphael's Centre from June 2007.

Brent Children and Families department has started work towards establishing a robust parenting strategy based on a centralised commissioning model, as recommended by government guidance. This will be completed in the coming period and, as part of that process, a 'think tank' group has been established to audit current provision and undertake a needs analysis.

An 'Invest to Save' programme has been agreed to enable the Social Care Division to enhance and extend its preventative work with children and families. Initiatives include the creation of a Rapid Response team for children and young people on the edge of care. Services available from the team include behavioural and family therapy and support from a qualified youth worker. An expansion in family group conferences is also planned and an external provider has been commissioned to provide this service. A Family Centre will open in July which has been developed in partnership with Barnardos and will target services to families with children on the child protection level. Services provided by the Centre will include parenting support and therapeutic interventions. More local foster carers will be recruited to work with children and young people who do become Looked After so that they can continue to live and go to school in Brent.

A new project targeted at children aged 8-12 years will be supported within the LAA agreement. This builds on the work of the Stonebridge Integrated

Service Pilot project which will target children who have been assessed through the Common Assessment Framework as having substantial additional needs. There will be a range of services available including parenting support, mentoring and additional support during the transition between primary and secondary school.

A number of grant-funded parenting programmes will be trialed over the coming year which will be evaluated by neighbourhood co-ordinators, and the number of structured, evidence based parenting programmes will increase. One organisation, Hands in Unity, is in the process of developing a parent mentoring project for parents of disabled children and young people. In addition, we will enhance workforce development through training a number of facilitators in the 'Strengthening Families, Strengthening Communities' model.

7.2 Priority 2 - Early Years Development

What has been achieved

Objective 2a) To improve Foundation Stage provision

Training has been provided to practitioners on Birth to Three Matters, the Foundation Stage and working with parents. Targeted and cross-service support has been given to any settings that are judged as 'inadequate' by Ofsted. The Early Years Service has defined quality audit indicators against which settings are measured. The Nursery Manager's Forum has been reinstated and linked to the Employers and Providers Reference Group.

Under the new Ofsted framework for inspection of voluntary and independent nurseries 45 of the 75 private, have been inspected by Ofsted. Of these, 31% were judged good or better and 78% satisfactory or better. There has been a significant improvement in the percentage of maintained settings judged good or better by Ofsted. From September 2004 to now, 72% of settings have been rated as good or better.

In the three-year period prior to the current year (September 2003 - July 2004) only 58% of settings were judged good or better. 33% of non-maintained settings are currently rated as satisfactory or better by the School Improvement Service (SIS). Although 49% require improvement,

only 18% are a cause of concern, as compared with 28% in the previous year.

The SIS currently rates 50% of maintained schools as satisfactory or better; and 38% as requiring improvement. This represents significant improvement since 2005, when only 39% of settings were rated satisfactory or better, and 21% a cause of concern. Analysis of the Foundation Stage Profile 2006 indicates that the percentage of children scoring 6 or more points was below national averages in most areas of learning, with a significant tail of underachievement.

Objective 2b) To increase available, accessible, affordable childcare

Sustainability funding has been made available to assist settings to purchase equipment and to enable staff training and development. Targeted support has been delivered to providers and parents to enable them to understand the range of incentives supporting the uptake of child care. Further proposals have been submitted to the London Development Agency (LDA) to enhance the flexible child care offer in Brent.

Objective 2c) To ensure all childcare is of good quality

Recognised (Investors in Children) Quality Assurance schemes have been funded for childminders, nurseries and out of school clubs. Quality Assurance accreditation has been newly received by ten Out of School Clubs, eight nurseries and 15 childminders. The development of National Child Minding Association (NCMA) accredited childminder networks has been supported alongside childminder networks around Children Centres. Settings have been supported to undertake the Effective Early Learning (EEL) accreditation as well as involving practitioners in general training programmes to build capacity and embed expectations.

Objective 2d) To provide readily available and accessible parenting and healthcare support

Core offer support programmes at new Children's Centres have been implemented and all phase one Centres have been designated. Seven new Children's Centres are planned as part of the phase two development by March 2008. Timescale,

budgets and detailed plans have been approved by the Executive. Brent's Overview and Scrutiny Committee has commended progress in delivering the Children's Centres programme.

Impact of Progress on Children, Young People and Families

Objective 2a) To improve Foundation Stage provision

Foundation Stage practitioners have received support and been able to improve staff skills in key areas thus providing a higher quality service to children and their families. The team of advisory teachers and associate consultants continue to monitor standards and quality in all early years settings, and to provide support according to need. This support and challenge has had a significant impact on improving quality. Local Authority leadership of early years is now rated as good by the Foundation Stage Regional Adviser.

Objective 2b) To increase available, accessible, affordable childcare

We have targeted child care settings where there is a demand from families seeking childcare to ensure that there is adequate provision. Families have been made aware of the benefits available to them to assist them in accessing childcare.

Objective 2c) To ensure all childcare is of good quality

By focusing on the quality and accessibility of childcare across the borough we have ensured that an increasing number of families are within reach of good quality childcare.

Objective 2d) To provide readily available and accessible parenting and healthcare support

Families within disadvantaged areas of the borough have access to healthcare and parenting support within walking distance of their homes.

Future plans / Areas for Further Development

The Early Years Advisory Team will continue to ensure that practitioners receive training and are kept up to date with changes in legislation. The Early Years Advisory team will continue to provide challenge and support for all settings, and

maintain the push towards reducing further the number of settings causing concern, and increasing the number judged good, both by Ofsted and the School Improvement Service. Additional programmes and activities will be implemented and designed to improve outcomes for children and help the Local Authority meet its Early Years Outcomes Duty targets.

Further applications will be made to the Local Development Agency for Childcare Affordability Programme (CAP) funding and this will be widely advertised to parents and providers. The National Childminding Association and Effective Early Learning accreditation schemes will be extended to more providers, and a local area support network of accredited providers will be established.

Seven more Children's Centres' are planned across the borough, all providing the Children's Centre's core offer. In addition, centralised and joint commissioning and procurement will ensure that the Children's Centres' core offer is provided equitably and efficiently across the 12 centres.

7.3 Priority 3 - Education, Achievement & School Improvement

What has been achieved

Objective 3a) To accelerate the rate of improvement of under-achieving groups, narrowing and eliminating gaps

A major piece of work was undertaken to develop and implement plans to improve the range of Every Child Matters outcomes for children and young people from Black African and Black Caribbean heritage groups. This has resulted in a comprehensive multi-agency and cross Council action plan. The gap percentage (i.e. comparing Black Caribbean pupils to the total for all Brent pupils) for Black Caribbean pupils in achieving five A*-Cs is now 18 percentage points. This is a reduction from 25 percentage points in 2005 and is better than the 2006 target which was 20 percentage points. The gap percentage (i.e. comparing Black African pupils to the total for all Brent pupils) for Black African pupils in achieving 5 A* - Cs is ten percentage points. This is a reduction from 14 percentage points in 2005 and equals the 2006 target which was ten percentage points.

Objective 3b) To improve educational outcomes for Looked After Children to match or exceed national average

This year, two additional education caseworkers have been appointed with LAA funding to achieve an LAA target to improve outcomes at GCSE by 2009.

Access to the annual Year 9 SATs and GCSE booster classes has been increased to incorporate Years 8, 9, 10 and 11. A "Down to Work Club" for Looked After young people offers support with homework and course work. The team continues to run six to seven transition programmes a year for all Brent looked after children in schools in Brent and neighbouring boroughs. Regular forums with designated teachers have been introduced and these are well attended. The forums have become the focus for discussion on how support for looked after children can be improved.

Objective 3c) To ensure all schools provide an education which is at least good as defined by Ofsted

By April 2006, 53% of all schools were judged by Ofsted to be at least good as were 60% of Early Years maintained settings. Ten out of fourteen secondary schools were judged to be at least good and three were judged to be outstanding or very good. Nineteen primary schools were inspected between April 2006 and 2 March 2007: of these, twelve were judged to be good (63%).

Objective 3d) To raise standards at key stages 1, 2 & 3 to match or exceed national averages

At Key Stage 1: Brent results were 2% points below average in Reading; and 4% points below in mathematics and science. At Key Stage 2: the result was average for English; 3% points below average in mathematics; and 5% points below in science. At Key Stage 3: the result was 1% point above average in English; 1% below in mathematics; and 3% below in science.

Objective 3e) To ensure sufficient secondary school places

An application for an all-age Academy providing six Forms of Entry and a sixth form at secondary level has been made. Support has been given by

the Council for the expansion of Preston Manor High School and the Council will also support Claremont to extend by one form of entry. Wembley High School also intends to expand by one form of entry. The Council will support this under the governments popular schools policy. A Feasibility study has been completed to expand Queens Park Community School by two forms of entry (expansion from 2011/13 pending BSF resources) There has been a Council executive agreement to purchase land to expand John Kelly Girls and Boys schools by one form entry respectively (expansion 2011/12 pending BSF resources). Throughout 2006/2007 negotiations have taken place with various secondary schools to place over 600 children and young people. There have been 14 assessment centres to support the process of finding school places for children and young people.

Objective 3f) To ensure disabled children and young people are able to access the same wide educational and life opportunities as others

A registered provider has been approved to provide appropriate care support to enable young disabled people to access leisure activities in the community. This has also been supported by an extension of the Direct Payments scheme. Person Centred Planning reviews have been held for disabled young people aged 14 to promote their involvement in planning for their future independence. Library services have been undertaking a mapping exercise involving disabled children and their parents to improve young disabled people's access to library services and have already introduced IT access for disabled children and young people in local libraries. Hands in Unity a voluntary organisation provides weekly activities for young people with learning disabilities, where young people have an input in the planning and delivery of the project.

Impact of Progress on Children, Young People and Families

Objective 3a) To accelerate the rate of improvement of under-achieving groups, narrowing and eliminating gaps

The impact of the progress stated above is to improve the life chances of children and young people from these heritage groups and their

families. Impact in this area will be measured in terms of results such as:

⇒ improvements/closing gaps in academic results

Objective 3b) To improve educational outcomes for Looked After Children to match or exceed national averages

With the increase in staffing, Education Caseworkers have been able to undertake visits to Looked After young people in schools out of borough (e.g. Torquay, Bournemouth). This is proving extremely valuable in supporting schools to work with the local authority and young people. The aim is for every young person in Year 9 and above to have at least one contact every term with an Education Caseworker. Increased support increases young people's confidence in taking exams - and a single pass at GCSE opens the door to further education.

The GCSE booster classes have resulted in an increase in the percentage of looked after children taking GCSE exams and an improvement in the performance of the 2006 GCSE cohort when compared with the 2005 cohort. In 2006 72 % of the cohort sat GCSE exams compared with 56% in 2005; 15% achieved five or more passes at A-C compared with 13% in 2005; 39% achieved at least one A-C compared with 32% in 2005 and 70% achieved at least one A-G grade compared with 54% in 2005.

Objective 3c) To ensure all schools provide an education which is at least good as that defined by Ofsted and

Objective 3d) To raise standards at key stages 1, 2 & 3 to match or exceed national averages

Children have better life chances if they attend good schools: they are more likely to make good progress, whatever their prior attainment. Given the challenges facing many of our children and young people, the fact that results are generally near to or above national averages, provides them with a sound opportunity to achieve economic well being in the future.

Objective 3e) To ensure sufficient secondary school places.

There have been 14 assessment centres to support the process of finding school places for new arrivals to Brent. An additional 200 education places have been created. Education Projects for children and young people with EAL (English as an additional language) needs have been successfully developed, additional GCSE courses have been provided, and tailor made provision at the College of North West London has been secured. The combined impact of these initiatives has meant that some of the most vulnerable children in the localities have been able to secure suitable educational provision.

Objective 3f) To ensure disabled children and young people are able to access the same wide educational and life opportunities as others

Disabled children have had continued access to play provision and have also been provided with inclusive access to community activities. Their parents have been given more control of these services through Direct Payments and disabled young people themselves have been supported in having a greater input to planning for their future. In addition, access to Library Services has been improved particularly in relation to IT.

Future Plans / Areas for Further Development

The School Improvement Service will continue to work in partnership with schools to raise standards and ensure that all pupils make the best possible progress by:

- ⇒ Keeping strategies for working with schools under review and, placing more emphasis on performance data
- ⇒ Continuing to promote accurate self-evaluation and support school leaders in taking appropriate action to tackle weaknesses
- ⇒ Promoting innovative projects and collaboration across schools within Network Learning Communities

The schools forum is revising the school funding formula for 2008/2009 to target resources at children from deprived areas and those who have special educational needs and/or who are disabled.

In relation to improving the performance of underachieving groups, the Children and Young Peoples Strategic partnership Board has agreed:

Four key priorities:

- ⇒ To improve the achievements of Black Caribbean and Somali boys
- ⇒ To re-dress the decline in performance from Key Stage 1 to Key Stage 2 for Black African and Caribbean children
- ⇒ To reduce the exclusion rates of Black Caribbean young people
- ⇒ To reduce the overall numbers of permanent exclusions especially secondary aged pupils

To address the deficiency in secondary school places it is planned to expand secondary provision by 14 forms of entries by 2016. A strategy for developing additional primary school places is under discussion with Headteachers, a member level group led by Councillor Bob Wharton, Lead Member for Children and Families, will steer this work. Additional reception classes will be required for September 2007, as substantially more applications than expected were received. Discussions are underway with Headteachers to manage these extra numbers and provide reception places for all applicants from September 2007.

For Looked After Children and LDD future plans include:

The continuation and development of the termly forum for Designated Teachers, aimed at providing a learning and development environment by disseminating relevant information and sharing good practice. It is also intended to provide information and training to other Social Care staff as required, including social workers and foster carers.

The Looked After Children's Education Team will work with partners in other education service areas to maximise advice and support available and to ensure that educational needs are fully considered when children are placed with extended family, foster carers, adopters or in residential establishments.

For Disabled Children and Young People it has been agreed that an integrated multi-disciplinary service be established from September 2007 which

will improve the planning and co-ordination of service delivery. In addition it is planned to:

- ⇒ Extend access to inclusive play and leisure services
- ⇒ Improve the provision of information to parents and disabled children and young people on services available
- ⇒ Develop a Specialist Fostering scheme which will enable more disabled children to remain placed in their local community
- ⇒ Extend the provision of Direct Payments
- ⇒ Open a second Children Centre to provide specialist day care for young disabled children
- ⇒ Develop the Extended Services agenda to offer a wider range of after school, activities and parenting support for disabled children and their families

The following funding decisions will also impact on our plans for the coming periods:

- ⇒ Carers Grant funding has been agreed for 07/08 to continue the provision of play services for disabled children
- ⇒ The award of funding from the National Lottery will enable a significant investment to be made in the provision of play and leisure activities for disabled children over the next three years

7.4 Priority 4 - Support for Young People and Teenagers

What has been achieved

Objective 4a) Implement the recommendations from the recent Youth Service inspection

Additional growth funding for 2006/7 has been maintained and Ofsted has confirmed good progress. Quality systems are now in place and a timetable of observation visits have been implemented with OfSTED confirming reasonable progress. The Young Services Activity database (e-YS) system is now in place and initial data on young people has been inputted. There is still some additional work to ensure that staff members are fully competent on the system and the accuracy of management information was judged by OfSTED as showing limited progress. However, third quarter returns show a fully accurate count of young people attending sessions. The management team is now in place with two additional staff - a quality assurance

officer and finance officer. We were judged by OfSTED as making reasonable progress in January because the finance officer was not in place at that time. Roundwood Centre has been fully refurbished and OfSTED recently judged the improvement of the standard of accommodation as showing good progress.

Objective 4b) Reduce numbers of 16-19 year olds not in education, employment or training (NEET).

Connexions is providing both universal Information Advice and Guidance (IAG) services and integrated targeted support through a range of Connexions Personal Advisers deployed in the Local Authority (including the Leaving Care Service), voluntary and community sector and the new Connexions Centre in Willesden. The new Centre is well situated in relation to the location of young people who are in the NEET group

The targets for both NEET and 'not known' have been exceeded. At the end of December 6.6% of young people in Brent aged 16-18 were in the NEET group, against a target of 7.8%. The percentage of young people aged 16-18 whose activity was unknown at 31 December was 5.1% against a target of 6.8%. This is a substantial improvement on performance in comparison with December 2005 when the target was also met with the percentage 'not known' at 6.2%. Quarter three performance against targets for the participation of vulnerable groups in EET (% of young people supervised by YOTs in EET, % of teenage mothers in EET, % of young people with LDD in EET and % of young people from BME groups in EET) is on track. There is considerable improvement in performance against the target for teenage mothers in EET, where Connexions has deployed an additional Personal Adviser resource in the Sexual Health and Teenage Pregnancy team and in the Connexions Centre. 35.7% of teenage mothers were in EET, against a target of 25%. Performance in December 2005 was 13.5%.

Brent Connexions has been awarded £26,000 through Government office for London until 31 March 2007, in the first instance to deliver a project to put in place activities which aims to reduce the overrepresentation of white and black Caribbean and black Caribbean young people in the NEET group figures in Brent. Research to inform future service development is in progress.

Objective 4c) Raise 'value added' scores in all subjects by all providers for 16-19 year olds

According to the 2006 Assessment and Learning in Practice Setting (ALPS) Level 3 report: 52% of subjects had value-added graded at least good compared to 48% in 2005; 12% of subjects had less than satisfactory value-added compared to 16% in 2005; 79% of schools had value-added graded at least excellent compared to 50% in 2005. Connexions PAs are providing an IAG service to young people based with training providers offering Entry into Employment (E2E) and NVQ training. All providers were visited in Quarter three and arrangements made to strengthen the support available to young people in this area as there are high drop out rates from these programmes. It is planned to ensure that all Local Authority departments are aware of, and use, Brent and Harrow Education Business Service to develop work experience and employment opportunities for targeted groups.

In addition to the existing deployment of Connexions Personal Advisers across a range of services and agencies in Brent, by the end of last year Connexions had set up joint working arrangements at two out of the four Jobcentre Plus offices. Personal Advisers will now be based in the Wembley and Kilburn offices one day each week to see young people 16-18. A similar service has been offered to the other two Jobcentres. A Connexions PA has been appointed to take the lead on employer work and a strategy is being developed. The PA is actively canvassing employers for opportunities and has been trained to use LOIS, the pan-London web-based vacancy system for young people. Brent Connexions Management Team has developed close working links with the Brent Regeneration Team through their Pre-Volunteering Programme, to support young people's access to employment and training.

Objective 4d) Work with employers to improve access to work experience and employment opportunities for targeted groups

Brent and Harrow Education Business Service (BHEBS) have helped secondary schools, special schools and other providers to develop their work-related and enterprise curriculum at KS4. Twelve secondary schools and the PRU have explicit work-related programmes in place.

Impact of Progress on Children, Young People and Families

Objective 4a) Implement the recommendations from the recent Youth Service inspection

- ⇒ Additional outreach and other staff have enabled an increased number of activities on offer to young people in areas such as Press Road and other anti-social behaviour hot spots.
- ⇒ The Curriculum of Youth Service sessions has improved giving young people wider options and the opportunity for gaining recorded and accredited outcomes. A quality inspection team is now established with membership from other sections of the Children and Families department.
- ⇒ All initial data of young people is now on the The Young Services Activity database (e-YS) (this includes age, gender, ethnicity, religion). Staff can now demonstrate involvement and progression of young people
- ⇒ The new management structure is in place and staff now have clear lines of accountability with each manager taking responsibility for a specific area of work e.g. youth participation, community cohesion and quality assurance. Clear supervision of practice impacts on the quality of programmes delivered for young people
- ⇒ The refurbishment of the Roundwood and Granville Youth Clubs has made the buildings more attractive to young people and the number of young people attending sessions has increased as a result

Objective 4b) Reduce numbers of 16-19 year olds not in education, employment or training (NEET)

- ⇒ Participation in EET is known to reduce the likelihood of young people moving to the margins of society, e. g becoming involved in youth crime
- ⇒ Involvement in education, employment or training increases young people's prosperity as they make the transition towards adulthood
- ⇒ Young people's involvement in education, employment or training (EET) reduces what can be a source of family stress
- ⇒ We have specific case studies through contract monitoring which give actual examples of good practice and success available on request.

- ⇒ Black Caribbean young people are being involved through the research project saying why they feel they are over-represented in the NEET group. Their views will inform future service development

Objective 4c) Raise 'value added' scores in all subjects by all providers for 16-19 year olds

- ⇒ In 2006 there was a 17% increase in the number of young people achieving Level 3 qualifications. Young people's attainment and progress was more consistent across subjects and providers
- ⇒ There has been an improvement in access to information about opportunities available
- ⇒ Accurate information about the labour market based on local knowledge is now available

Objective 4d) Work with employers to improve access to work experience and employment opportunities for targeted groups

- ⇒ More young people from targeted groups have become employable through developing necessary skills and competencies

Future Plans / Areas for Further Development

Within the Youth Service the number of observations of practice will be increased to support continuous improvement and enhance quality assurance. The service is also working toward improving the number of young people gaining accredited outcomes. The main curriculum areas for the next year include Youth participation, Youth Health (sexual and general) and Crime prevention. Plans are in place to refurbish Chalkhill Youth Club and use it as a Pupil Referral Unit as well as a Youth Club.

Subject to the continuation of GoL funding, Brent Connexions will recruit an additional 0.5 Personal Adviser to work with black Caribbean young people in the NEET group with the aim of reducing their over-representation in this category. From September 2007 Brent Connexions will deploy Connexions Personal Advisers to deliver preventative targeted support services in school settings. It is planned to ensure that all Local Authority departments are aware of, and use, Brent and Harrow Education Business Service to develop work experience and employment opportunities for targeted groups.

7.5 Priority 5 - Focus on Excluded and Vulnerable groups

What has been achieved

Objective 5a) To reduce teenage conception rates

Teenage pregnancy rates in Brent are falling. Under 18 conception data shows the rolling quarterly average has been reducing each quarter since september 2003 (56.8%) to March 2006 (42.4%). The most recent data provided by the Teenage Pregnancy Unit is for March 2006 and this confirms Brent's quarter under 18 conception rate is 8.2 points below the London average and 5.4 points below the England average. Partnership working has been enhanced and this has facilitated the delivery of sexual health/relationship/risk taking behaviour workshops in schools and the PRU's. This has improved the level of information/advice/support to young people, particularly those in vulnerable groups. A holistic self referral service at Monks Park Clinic called TIME 4U was established in spring 2007. Young peer educators are included in the partnership group and have been included in the planning and development process. The Teens and Toddlers programme is now working with a third cohort of young people identified by their school as at risk (indices used to determine risk level included truancy, behaviour, sexual behaviour) This is part of a broader preventative agenda, aimed to empower and build life skills with young people to enable them to make healthier choices. This includes targeted preventative work in our 'in-house' wards, which has been jointly funded by the PCT and the Council. A tPCT led pharmacy based Emergency Hormone Contraceptive pilot project for young women aged between 13-19 years old is now in place.

Objective 5b) To reduce the number of Looked After Children, and for children who become Looked After, to increase the rate of adoption, to increase the stability and overall number of placements in Brent

Over the year we have reduced the number of Looked After Children from 416 to 398. Stability of placements remains below the 16% limit defined by the DfES as being acceptable. The numbers

becoming newly looked after each month has decreased and the numbers over 12 becoming newly looked after (excluding asylum seeking minors) each month is now showing a downward trend.

An additional adoption team is now fully staffed and operational. There have been 15 children adopted over the past year and the number adopted within twelve months of their Best Interest decision has increased. Special Guardianship orders are proving a viable alternative to adoption and kinship placements continues to be a viable and sometimes preferable alternative to adoption - the number of permanent placements made within kinship networks has increased.

The number of children placed in foster placements has increased and our target has been exceeded. The number placed in residential placements has decreased. The number of newly looked after children placed more than five miles outside the borough boundary has decreased. The number of statutory reviews held on time has increased from 67.2% to 90.3% and 88 % of health reviews of Looked After Children have been completed.

Objective 5c) To increase family support for children in need, including those with disabilities

Since the original plan was drafted, a Local Area Agreement (LAA) was developed to deliver the priorities of the Sustainable Community Strategy. Amongst other areas of significance for the CYPP, the LAA funds the Stonebridge Integrated Support Programme (SISP). This programme aims to intervene earlier by bringing together a multi-agency coordination group supported by the Common Assessment Framework (CAF) and Lead Professional role to deliver a needs-led integrated service package. Since the inception of the SISP (in September 2007) CAFs have been undertaken on 66 children and young people. The pilot project which has been operational in Kingsbury (KISP) has produced 41 CAF's on resident children and young people. Movement towards more area based provision will allow us to target services more effectively. Further detail on Integrated Services provision can be found in Section 10 .

Management capacity in the Disabled Children Service has been strengthened to progress care planning for disabled children. In addition, a proactive recruitment drive has been implemented to appoint permanent social workers to posts within the Disabled Children Team. A Parent Development worker has been appointed for disabled children to improve support available to parents in partnership with Brent Carers and a parent Consultation Day to enable parents to contribute to developing the planning and delivery of services was held during the year. The role of the Family Links scheme to offer family based respite provision has been developed and a contract with a preferred supplier of domiciliary care to disabled children to improve the reliability of this service has been agreed. The number of Direct Payments made to parents of disabled children has been extended. The Carers Grant funded short term break and mentoring schemes have been reviewed and considered effective. Proposals for the continued development of these services has therefore been agreed.

Objective 5d) To reduce youth offending and support reintegration

The Youth Offending Service has been working with partners to reduce the number of first time entrants to the Youth Justice System by 5%, and to ensure that 90% of Young Offenders who are supervised by the Youth Offending Service (YOS) are in full-time education, training or employment. It has also worked to ensure all young people are screened for substance misuse and that those with identified needs receive the appropriate specialist assessment within five working days. Following assessment, young people are offered access to the early intervention and treatment services required within ten working days.

The YOS also has action plans in place to achieve equal treatment for comparable offences by different ethnic groups, and to deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates. The service ensures that 100% of young people on a final warning are supported by an intervention and has developed a range of interventions for children and young people at risk of committing acts of anti-social behaviour through the Youth Anti-Social Behaviour group.

5e) To reduce permanent exclusions from maintained secondary schools

In the academic year 2005-06 there was a marginal reduction in the number of permanent exclusions from maintained secondary schools, with two schools showing a significant reduction. Three schools continue to account for nearly 30% of secondary permanent exclusions. The proportion of pupils of Black African-Caribbean heritage permanently excluded has fallen from 49% to 36%.

5f) To improve integrated service delivery for disabled children and young people

An integrated service for disabled children with three aged based teams (early years, middle years and transition) will be established by January 2008. Key working and team around the child principles will be integral to the improved service. A senior manager has been appointed and a consultation process with staff is under way.

Impact of Progress on Children, Young People and Families

Objective 5a) To reduce teenage conception rates

By reducing the rate of increase in the number of teenage parents we have been able to:

- ⇒ Enhance awareness around sexual health and relationship issues and enabled young people to make healthier life choices
- ⇒ Improved outcomes for young people across all five 'Every Child Matters' outcomes by delaying parenthood
- ⇒ Reduce conflict within the home: relationships strained or destroyed due to teen pregnancy within the family
- ⇒ Reduce the demand on housing due to declining numbers of teenage parents

Objective 5b) To reduce the number of Looked After Children, and for children who become Looked After, to increase the rate of adoption, to increase the stability and overall number of placements in Brent

- ⇒ More children and young people have stayed with their families
- ⇒ For those children who have become looked after, the increase in foster care placements and reduction in residential placements' the

reduction in the numbers placed more than five miles outside the borough and the improvement in child care planning arising from statutory reviews (especially first reviews) being held on time will lead to improved outcomes

Objective 5c) To increase family support for children in need, including those with disabilities

- ⇒ More care plans are being agreed with parents within agreed timescales
- ⇒ Families have received more consistent support from allocated social workers
- ⇒ The care at home service has been more reliable and carers recruited are more skilled
- ⇒ Parents have more control over their care packages
- ⇒ Respite care services have continued to offer high standards of care
- ⇒ Parents have been more effectively consulted on their views which has informed service planning and delivery

Objective 5d) To reduce youth offending and support reintegration

- ⇒ The YOS is on target to reduce the number of first-time entrants to the youth justice system by 5% and has met its 90% target for young offenders to be in education, training or employment
- ⇒ 100% of young offenders are screened for substance misuse -and are then offered early access to assessment and treatment services within the ten day target
- ⇒ The development of an integrated and holistic approach to assessment to enable early intervention of services has allowed for more responsive and accessible services for families

Objective 5e) To reduce permanent exclusions from maintained secondary schools

There has been a small reduction in the number of mainstream school days lost through exclusion.

Objective 5f) To improve integrated service delivery for disabled children and young people

The integrated service for disabled children and young people should result in a seamless service improving the experience of families in receipt of the service. Delay, duplication and deferment of

services will be reduced and access to opportunities will be improved for disabled children and families.

Future Plans / Areas for Further Development

Over the coming period, we plan to recruit a Community Outreach Worker to work with young people, families and parents around issues of relationships, sexual health and self esteem and will continue to support young parents with a holistic package of care. This will include engaging them in activities, education and training. An action plan to reduce the teenage conception rate in Brent has been developed in partnership with the Teenage Pregnancy National Support Team and will be implemented over the coming year.

We will continue to work in partnership with voluntary and statutory agencies and will seek greater engagement with community and faith groups to bring about the best outcomes for young people around well-being, sexual health and relationships. Peer education will be developed in five schools through the A Pause Programme and a Theatre into Education package will be delivered in six schools in the summer term. We will also work to ensure that the Teens and Toddlers Programme is sustained throughout 2007/8.

The Freeman Family Centre is due to open in July 2007 with a focus on working with families with children for whom there is a child protection plan and we are in the process of implementing an Invest To Save strategy to support children and young people on the edge of care so that they can stay at home, and to improve the outcomes for those children who do become Looked After. The strategy will deliver:

- ⇒ Two new fostering schemes aimed at providing foster care to children and young people with complex needs and or challenging behaviour. Both schemes will be competency based and will offer an increase in the allowances paid to foster carers
- ⇒ A rapid response service aimed at preventing young people from becoming looked after.
- ⇒ An expansion in the use of Family Group Conferences, for children on the edge of care and subject to care proceedings
- ⇒ An improved semi- independent

accommodation service which will provide small shared units in Brent and floating support to young people. This will be achieved in partnership with the Supporting People Team and the Council's Housing Needs Team

- ⇒ Residential provision within Brent will be increased as there is none at present. Two providers have recently opened small residential homes in Brent and a small children's home jointly commissioned by Brent, Camden and Westminster will open in the summer. This is in recognition of the fact that residential care will continue to be the most appropriate placement for some looked after young people
 - ⇒ The creation of a Commissioning Service which will be led by a Head of Service and include an Access to Resources team. The objectives of this service are to increase the range of preventative services, improve the quality of placements, increase placement choice and improve procurement and contract management
 - ⇒ An in-house supervised contact service to improve the quality and reduce the cost of supervised contact for children in proceedings
- The Youth Offending Service will work to reduce the use of the secure estate for remands to 30% (of the total number of remand episodes involving bail supervision, remand to Local Authority accommodation, court-ordered secure remand and remand in custody) and to reduce custodial sentences to no more than 5% of all sentences imposed. The Service will also work to reduce the time in which assessments for substance misuse are undertaken to five working days of YOS involvement. In addition, it is planned to develop a series of responses to improve outcomes for BME groups disproportionately over-represented in the risk indices.

The work of the Exclusions Review Group will continue to identify exclusion "hotspots" and work collaboratively with schools to draw up strategies for effective and earlier intervention. Work to implement the Improving Outcomes Action Plan to reduce the over-representation of certain groups in permanent exclusions will continue. The Local Authority will work together with schools to implement the requirements of the Education and Inspections Act 2006 relating to full-time provision for pupils on fixed-term exclusions as a means to aid early preventative interventions.

The proposals to integrate services for disabled children will be implemented over the next year and a senior manager has been appointed to drive this process forward. The operational processes leading to integrated service delivery will be developed and implemented.

7.6 Priority 6 - Safeguarding, Health & Well Being

What has been achieved

Objective 6a) Ensure there is strong inter-agency collaboration to improve all aspects of safeguarding for all children and young people and Objective 6b) Ensure robust arrangements to safeguard children and young people in need of protection

The Local Safeguarding Children Board (LSCB) has achieved wide multi-agency representation through the sub groups it has established. A pilot has been undertaken with the NSPCC to introduce a safeguarding toolkit to a range of voluntary and community organisations. Brent is also a project site for the Safer Communities Project and have recruited a Community Partnership Advisor to work with faith communities. An inter-agency leaflet for all employers has been developed by the multi-agency Safeguarding in Employment sub group to highlight safe Recruitment. A facilitators programme is about to be launched to deliver Working Together training. This group includes a multi-agency membership. An 'E' safety sub-group of the LSCB has been established. The group has developed a policy that will be rolled out across the borough. The focus of work at the moment is on working with the schools to set up learning programmes about "E' safety.

The Multi- Agency Public Protection Arrangements (MAPP) that are in place are effective , and agencies work well together. Multi - Agency Risk Assessment Conferences (MARAC) are used to support victims of domestic violence.

Statutory social care services have been re-structured to improve the speed, access and response to children and families and increased resources have been devoted to front line services, 15 social workers have recently been recruited from America. 100% of Child Protection Case Conferences have been held within timescales and

reviews have had good multi-disciplinary attendance throughout the year. We have made steady progress on the Integrated Children's System linked to Contact Point to ensure that information is shared effectively and appropriately to protect children. A Local Authority Designated Officer (LADO) has been identified to coordinate the Local Authority response to allegations against staff and to monitor the response of partner agencies.

The Integrated Services Projects and the use of the Common Assessment Framework has assisted in early recognition of children who may without early intervention come to be at risk of significant harm.

Objective 6c) Reduce bullying in schools

Anti-bullying work is a very high priority for the Children and Families department. School inspection reports note that schools are vigilant in discouraging bullying and have effective procedures for dealing with it. Pupils report that schools are taking further practical steps to reduce bullying and increase pupil participation. These views have been expressed as a result of a number of Local Authority initiatives, such as the launch of National Anti-Bullying Week for all primary and secondary schools which was held in September 2006, a Countering Racist Bullying Conference in November 2006 and a secondary Student Anti-Bullying Council was set up in February 2007.

Objective 6d) Reduce young people's involvement either as victims or perpetrators of crime

The YOS has a target to reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted intervention. Such targeted work has been delivered through the Children's Support Panel, Youth Inclusion programmes (Senior and Junior) and through the extension of Youth Inclusion Programme to St Raphael's Estate. The development of two Integrated Service pilot programmes has further contributed to improving progress in this area.

The YOS has provided Parenting Programmes for those made subject to parenting orders (Strengthening Families, Strengthening Communities model). The broader work of reducing young people's engagement either as victims or perpetrators has been at the universal level and has been carried out in partnership with a range of providers in partnership with schools. This has included delivery of the following:

- ⇒ The Victim Support for Brent's Schools coordinator works with schools to raise awareness of youth victimisation and has delivered preventative initiatives in schools and community settings
- ⇒ "Staying Safe" - an interactive workshop for Year 6 pupils has been delivered by Wizard Theatre. The workshop equips children with the skills needed to avoid being a victim of street crime and to promote understanding and awareness of the effects of crime on communities
- ⇒ Police Officers from the Partnership Unit in Brent have been directly involved with delivering projects in schools alongside staff from Community Safety, the Schools Improvement Service and the Healthy Schools programme. Safer Schools Partnership police officers have also worked directly with a number of our Secondary schools
- ⇒ In partnership with the Schools Improvement Service and PHSE staff, trainers have delivered a range of sessions in schools to children and young people around the issue of domestic violence
- ⇒ The 'Comedy School' undertook a two week tour of Brent secondary schools in November 2006 to deliver a 35 minute play called 'It's no Joke!', followed by workshops dealing with the issue of knife crime. This was aimed primarily at pupils in Years 8 to 10
- ⇒ Arc Theatre has toured secondary schools with a play/workshop called 'Stereo' which describes the journey, of a young man who becomes involved in the drugs trade and eventually murders someone using a gun, through the justice system. This was aimed primarily at Years 10 and up

Objective 6e) Improve health and fitness: ensuring emotional, physical and mental wellbeing and promoting healthy lifestyles and Objective 6f) Reduce acute admissions to hospitals

At least 80% of Brent schools are now meeting the government's Food Based Standards For School Meals. The other 20% are close to meeting them and are receiving comprehensive one-on-one support from the Food in Schools Co-ordinator. The College of North West London has been commissioned to deliver the NVQ level 1 course 'providing a healthier school meal service' to both cooks and School Meals Supervisor Assistants across the borough. 230 school staff members have received as part of the process to ensure that all key staff are trained in delivering the new standards in schools.

Work has been underway to ensure that school kitchens are supported to deliver the new standards. This has included school kitchen facilities and an equipment audit conducted to identify needs. In 2005/2006 £64,000 of funding was given for schools to upgrade their kitchen equipment and a further £100,000 was allocated for the 2006/2007 period, for schools to bid for through a matched funding process.

Brent tPCT has participated in supporting families through home visiting and engaging families and children in the Health Visiting Assessment processes to identify needs. In addition, engaging families in the Common Assessment Framework (CAF) projects has enabled the early identification of needs and supported agreement on packages of care to meet these needs.

Breast-feeding cafés and support groups have been sustained to promote healthy options for children and tackle obesity in later life. A number of weaning groups have been established to ensure support is given to parents at key stages of the child's development. Baby massage sessions are delivered and have helped to improve mother-infant bonding.

One-to-one and group health promotion sessions have been delivered to address healthy lifestyle issues and to work with extended families. Clinics have been established within two clusters to address management of minor ailments with the

aim of reducing Accident & Emergency attendances.

A Young People's multi-agency walk in clinic has been developed at Monks Park Clinic on Friday afternoons. An innovative approach to delivering services to address teenage health to include sexual health and parenting has encouraged the development of specialist services. This has included specific ante and post natal workshops for teenagers through collaborative working arrangements with the teenage specialist midwife, health promotion worker, health visitors and nursery nurses.

The mainstream school nursing service has until recently been able to offer the capacity to allow for the promotion of healthy lifestyles and new programmes have recently been established in classrooms (e.g. simulator baby & Persona Doll programmes with lesson plans linked to the child health obesity programme).

Impact of Progress on Children, Young People and Families

Objective 6a) To ensure there is strong inter-agency collaboration to improve all aspects of safeguarding for all children and young people

Objective 6b) Ensure robust arrangements to safeguard children and young people in need of protection

The impact of this work has been to ensure that all children and young people are safe and secure and, wherever possible, remain with immediate or extended family. Where this is not possible the safest and most suitable placements are found for children and families.

Objective 6c) Reduce bullying in schools

Increasingly, children and young people say that they feel safe from bullying in schools. This improves their confidence, enables them to learn more effectively and encourages good attendance.

Objective 6d) Reduce young people's involvement either as victims or perpetrators of crime

The work undertaken has helped to raise the awareness by young people of strategies for

preventing victimisation and alerted them to the consequences of becoming engaged in crime. It has helped to improve relationships between young people and the police and the targeted work with children and young people 'at risk' has, at a minimum, reduced the likelihood of poor outcomes for those engaged.

Work with parents has enhanced the parenting skills of those involved and the move towards more locality based provision improves the accessibility of services in areas of greatest need.

Objective 6e) Improve health and fitness: ensuring emotional, physical and mental wellbeing and promoting healthy lifestyles.

School meals provide up to one third of a child's nutrients for the day and in some cases, especially where deprivation is prevalent, it may be the only or main meal of the day. It is therefore vital that the school meal is nutritious and provides a good source of the vitamins and minerals needed by growing children. The reduction in fatty, salty and sugary foods will improve both short and long term health outcomes for the population as well as establish good habits which will hopefully be maintained into adulthood. Ensuring all Brent schools are meeting the new mandatory requirements will ensure that all children in Brent having a school meal can enjoy a nutritious meal.

Families have given positive feedback on how intervening earlier through the CAF process has had improved outcomes and support for children, young people and families. Particular benefits have included;

- ⇒ Families have been reassured with nursing support in two out of five special schools
- ⇒ The School Nursing Service has delivered a more proactive service supporting positive health outcomes for children and young people
- ⇒ An audit of breast-feeding has shown a significant improvement in breast-feeding rates

Future Plans/ Areas for Further Development

We intend to continue the development of self-assessment measures to evaluate the effectiveness of the Safeguarding Children Board and its activities. A key activity for the LSCB will be to

rigorously monitor individual agency's ability to safeguard children particularly those experiencing resource constraints. Over the coming period it is planned to mainstream the Safe Communities programme with input from the NSPCC and to further develop the E-Safety strategy.

A Training Needs Analysis to assess multi-disciplinary training needs is underway and this will inform our planning over the coming period.

The invest to save strategy and the Freeman Family Centre referred to above will increase resources to children and young people in need of protection and will improve the quality of services provided to children who require safeguarding and those who become looked after.

It is planned to extend the coverage of the Integrated Services Pilots and enhance the links between these and extended services and statutory social care services. This will further increase the Department's ability to recognise children who may be in need of safeguarding and target preventative services more effectively.

It is intended that the secondary Student Anti-Bullying Council be made sustainable, so that it will take a lead on anti-bullying work in secondary schools and liaise with other relevant groups representing young people. The students hope to share good practice in Brent secondary schools through the production of a DVD.

The Brent launch of National Anti-Bullying Week in September will become an annual event and the School Improvement Service will support the coordination of a borough-wide competition, or similar activity, to mark National Anti-Bullying Week in November 2007. The impact of anti-bullying work will be gauged through questionnaires and interviews with schools in the coming year. The Safer Neighbourhood Team will increase the number of Safer Schools Officers from four to seven which will allow each to cover two secondary schools.

It is planned that the work taking place in schools to prevent young people becoming engaged as victims or offenders in the criminal justice system will continue to be developed over the coming period. There will be an additional focus on the delivery of programmes on the issues of domestic violence and unhealthy relationships as well as the

establishment of a programme to improve relationships between the police and young people. Developing a baseline for levels of youth victimisation will form part of our work for the coming period in addition to the development of a borough-wide Parenting Support strategy. We anticipate that the Brent Youth Parliament will be able to enhance targeting of this work to meet the needs of young people and assist us to develop responsive services in line with the Respect agenda.

A monitoring post has been agreed to support the Food in Schools Co-ordinator and this post will allow for regular monitoring of standards across all 85 schools. In addition, ensuring that all schools have an over-arching Food and Nutrition policy will be a priority for 07/08. A further key as objective for the coming year is to support schools to increase cooking with pupils and families.

The financial constraints of the Brent Teaching Primary Care Trust (tPCT) will have a significant impact on the capacity of staff to engage in preventative and proactive work. Many services will be reduced as a result of the tPCT's statutory obligation to achieve financial balance. Future work will include:

- ⇒ Improving capacity in the school nursing and health visiting services to ensure that practitioners are able to undertake a more preventative and proactive role.
- ⇒ Embedding specialist roles for teenagers and breast feeding (currently being negotiated)
- ⇒ Maintaining the Special Needs School Nurse team

The LSCB has completed a health impact assessment of the tPCT and will monitor effects as they develop.

Summary of progress for 2006/2007

This review offers a snapshot of where we are now, an opportunity to look back to assess the work undertaken in pursuit of the objectives set and to explore areas which may require development. Making an assessment of the extent of the impact we are having on a year- by- year basis is difficult. In some cases, such as those families who are re-housed, children who are maintained with their families and do not become 'Looked After' and young people who gain

qualifications after a return to education, the results are immediate and tangible. In many cases however, the effects of our activities may not be directly apparent.

We can say that overall, progress against our objectives this year has been good in terms of the outputs achieved. We are making particularly good progress in a number of areas including ;

- ⇒ The Council has put in a considerable amount of investment (up to £4M) to further improve quality of placements for Looked After Children and to prevent them becoming looked after
- ⇒ Improved partnership working to support community safety, housing and safeguarding children and young people
- ⇒ Increase in the number of young people we are supporting into education, employment and training
- ⇒ Increase in the number of Children's Centres that are up and running and offering the core offer of services
- ⇒ Improved educational attainment, specifically results at key stage 4
- ⇒ Successful extended schools and integrated service pilots (locality based)

The areas that require particular attention over the coming year to make our offer to children young people and families more robust are ;

- ⇒ Continue to reduce teenage conception rates
- ⇒ Parenting support to meet identified gaps in provision
- ⇒ Targeted work with deprived and underachieving groups including the educational achievement of black and ethnic minority groups
- ⇒ Increase in the number of Primary and Secondary school places available
- ⇒ To reduce the number of Looked After Children and increase placement choice and quality of placements
- ⇒ To increase the number of Looked After Children under 10years old adopted
- ⇒ To improve the educational outcomes for Looked After Children

8 Update on JAR / APA Action Plan

We have made good progress on the recommendations of the JAR action plan as acknowledged in our 2006 Annual Performance Assessment.

Recommendation 1 - Implement rapidly the plans to provide full-time provision for all pupils permanently excluded from schools.

We have :

- ✓ Established a new KS2 unit in October 2006
- ✓ Set up an interim KS3/4 Fresh Start Project at Cobbold Road in September 2006

In future we will :

Open a new KS3/4 PRU in April 2008

Recommendation 2 - Ensure all first reviews for Looked After Children are held on time

We have :

- ✓ Achieved a greatly improved outturn on the numbers of initial reviews completed within timescales reaching 98% in the last quarter of 2006. This represents one initial review being overdue in that period

In future we will :

Continue to consolidate the improvements made and ensure the implementation of the contact point to supports this

Recommendation 3 - Set challenging targets to deliver improved recruitment and retention of social workers in all teams

We have :

Reduced the percentage of agency staff in our frontline social care teams and believe we will achieve a permanent social care workforce in 2007 -8.

- ✓ Recruited 15 social workers through our overseas recruitment drive in February 2007
- ✓ Recruited staff for our innovative 'Invest to Save' project

In future we will :

Continue to sponsor unqualified staff to attain Social Work degrees.

Give consideration to alternative strategies such as offering bursaries for final year MSc Social Work students

Recommendation 4 - Improve services to looked after children by:

4A : Raising their educational attainment

We have :

- ✓ Set up an ongoing programme which includes individual and group work via direct work with individual children and group work through the SAT's/GCSE booster classes and other programmes. There is also a Homework club which is popular with young people
- ✓ LAA in place to improve GCSE outcomes and two new Education caseworkers appointed to support this. All Looked After Children in years 9 and above being closely tracked and monitored. Children out of borough also being tracked and offered support
- ✓ Established a forum for designated teachers in Brent to enable them to meet, share good practice, learn from each other and improve direct services to Looked After Children in their own schools

In future we will :

Continue to implement the LAA programme

4B. Reducing the proportion in residential placements or placed at a distance from the borough

We have :

- ✓ Established a clear "Invest to Save" strategy for children's Social Care services. A total of nine invest to save proposals to re-engineer provision of services to Looked After Children and enhance preventative services has been agreed. These proposals are being actively progressed by a designated project manager

4C Ensuring foster-carers and relevant staff are able to provide good support of matters of sexual health and relationships

We have :

- ✓ Ongoing training programmes for Brent foster carers that include a module on sexual health
- ✓ Trained a number of foster carers to be facilitators for a specific sexual health training course called " Speakeasy "
- ✓ Experienced and knowledgeable supervising social workers who support foster carers

4D. Ensuring care-leavers are appropriately prepared for independent living

We have :

- ✓ Been completing Pathway Plans for all young people aged 16+ and reviewing them within timescales
- ✓ Implemented a Leaving Care Panel to progress housing issues for young people.
- ✓ Introduced the Leaving Care Team weekly consultation sessions on Thursdays for Children in Need staff and managers.
- ✓ Established a permanent work force within the Leaving Care Team.
- ✓ Established a Leaving Care Forum to consult young care leavers

In future we will :

- ✓ Set up group work sessions for young people in partnership with Connexions staff
- ✓ Commission Floating Support to support young people to live independently through our invest to save proposals
- ✓ Build on young people's transition services from 13+ and consider service/team structures to achieve this

Recommendation 5 - Increase the rate at which planned changes are implemented through the following development projects:

Integrated services covering all age groups

Transition arrangements; and

Improve collaboration between these projects

We have :

- ✓ two pilot integrated working programmes have been successfully implemented offering inclusive early intervention provision for children aged 0-19 and their families who may be at risk of social exclusion. This new way of working and its change process for staff, schools, partners, and families, has been greatly welcomed.
- ✓ The two integrated pilot programmes have ensured that children with additional unmet needs who live and attend school within the pilot areas are quickly identified, assessed and given support in a coordinated manner using the CAF. The combined approach to using key tools such as the CAF, LP role, information sharing, Integrated Services Coordination Group (ISCG), and the electronic database has greatly enhanced partnership working. The programmes have achieved a level of consistency in approach to making effective referrals and providing services to children and families within the pilot areas.

Recommendation 5 - Increase the rate at which planned changes are implemented through the following development projects:

Integrated services covering all age groups

Transition arrangements; and

Improve collaboration between these projects

In future we will :

- ✓ Ensure the sharing of information across services, amongst the ISCG members and with practitioners who work with the children, has helped in reducing duplication of resources.
- ✓ Based on the interim evaluation report, the policies and procedures are currently being reviewed and we will implement a more refined model in the Kilburn locality in September and hope to roll out the project across the rest of the borough in 2008.
- ✓ Services for disabled children, young people and families will be integrated by January 2008. The proposal is to have three multi-disciplinary teams based on the age cohorts of 0-5, 6-13 and 14-19. There will be professionals from health, education and social care in each team. A unified management structure will support effective multi-disciplinary and integrated service delivery across Brent.

Recommendation 6 - Improve services to children with learning difficulties and/or disabilities and their families through:

Increasing the responsiveness of children and families services to meeting their support needs

Ensuring services to meet their assessed needs are delivered

We have :

- ✓ Agreed a proposal to establish 3 integrated early years, middle years and transition multi agency teams based around key working and team around the child principles
- ✓ Strengthened management capacity in the Disabled Children Service to progress care planning for disabled children
- ✓ Implemented a pro active recruitment drive to appoint permanent social workers to posts within the Disabled Children Team
- ✓ Reviewed the Quality Assurance systems used in the respite care units to improve respite provision under ISO registration
- ✓ Appointed in partnership with Brent Carers Centre a Parent Development worker for disabled children to improve support available to parents
- ✓ Held a Parent Consultation Day to enable parents to contribute to developing the planning and delivery of services
- ✓ Developed the role of the Family Links scheme to offer family based respite provision
- ✓ Agreed a contract with a preferred supplier of Domiciliary care to disabled children to improve the reliability of this service

Recommendation 6 - Improve services to children with learning difficulties and/or disabilities and their families through:

Increasing the responsiveness of children and families services to meeting their support needs

Ensuring services to meet their assessed needs are delivered

We have:

- ✓ Extended the number of Direct Payments made to parents of disabled children
- ✓ Reviewed the effectiveness of the Carers Grant funded NAS Short term break scheme and APDA mentoring scheme and agreed proposals for the continued development of these services

In future we will:

- ✓ Implement the proposal to establish an integrated service for disabled children
- ✓ Review and update all publicity and literature relating to care provision for disabled children as part of the implementation plan
- ✓ Introduce key workers for all disabled children in receipt of two or more specialist services
- ✓ Develop a single assessment approach to multi agency care pathways planning
- ✓ Promote Person Centred Planning for young disabled people in transition
- ✓ Review the transition protocol and age of transition to Adult services to promote a seamless transition for disabled young people
- ✓ Appoint permanent social workers to all posts in the integrated service by September 2007
- ✓ Extend Direct Payments and consider implementing Individual Budget proposals currently under pilot
- ✓ Review all current care packages for disabled children by September 2007
- ✓ Review our respite care strategy

Recommendation 7 - Finalise and implement the 14-19 strategy and action plans, to include improved data in order to plan suitable progression routes for young people.

We have:

- ✓ Ensured the 2005-06 of the Strategic Plan for 14-19 Education and Training 2005-2010 has been evaluated. This evaluation and actions from the next phase in the strategic plan have been used to develop the 06-07 operational plan
- ✓ **Reformed** 14-19 structures to ensure strategic leadership, to link with the Local Authority children and young people's structures and to introduce national 14-19 reforms in this context
- ✓ Developed suitable progression routes such as the Gateway proposals to the deliver specialised diplomas from 2008

In future we will :

Successfully implement the actions under the key headings of the Strategic Plan for 14-19 Education and Training 2005-2010:

- ✓ Leadership and management
- ✓ Self-evaluation
- ✓ Curriculum
- ✓ Progression
- ✓ Data

Recommendation 8 - Ensure rigorous monitoring of targets and performance indicators by key strategic and operational partnership groups to ensure outcomes are being achieved.

Please see section nine which sets out the systems in place to effectively monitor our performance/progress against the six strategic priorities agreed in the CYPP

9 Performance Management/ Monitoring and Evaluation

Progress of the CYPP is monitored on a regular basis by the Children and Young Peoples Strategic Partnership Board. A robust performance management monitoring cycle has been introduced to monitor progress towards the achievement of our six strategic priorities and associated objectives. Quarterly performance reports are produced by the Children and Families Performance Management Group highlighting regular progress and areas of concern against the quarterly measurable indicators. Annual performance reports will enable a comprehensive assessment of our performance and inform future developments to ensure achievement of our priorities and objectives. Quarterly and annual reports are presented to the Brent Children and Families Department Management Team and the Children and Young People's Partnership Strategic Board. Performance Management information is also discussed at the Children and Young People's Partnership Steering Group which is comprised of heads of service across agencies.



10 Towards Integrated Services in Brent

Partnership Arrangements

Work continues with all local partners to improve and enhance outcomes for children and young people in Brent. We have continued to strengthen our governance and accountability structures by ensuring regular input from all stakeholder groups (practitioners, voluntary and community groups, parents and carers, unions, school governors and young people) to the Children and Young Peoples' Strategic Partnership Board (CYPSPB) through our annual work programme. We will be electing a co-chair from the Youth Parliament to represent young people on the Children and Young Peoples' Strategic Partnership Board (CYPSPB) to ensure the views of children and young people in Brent influence decisions.

We recognise that the next year will bring significant challenge. The financial constraints of Brent tPCT will severely restrict the capacity of health practitioners to work preventatively, alongside the Local Authority and other partners. This is likely to impede the gains that have been made through working collaboratively to intervene earlier and prevent more serious problems. The CYPSPB are concerned about the effects that the tPCT financial cuts will have on preventative and safeguarding work and will continue to monitor this. The tPCT have indicated their desire to continue to work collaboratively to minimise adverse impact.

Participation of children and young people

The development of a coherent and robust participation structure for children and young people has been an important part of this plan. Approval by Members was granted in November 2006 to establish a Brent Youth Parliament. The Youth Parliament is designed to ensure a vibrant and effective forum where all children and young people can debate and discuss issues that affect them, monitor and evaluate provision, get involved in decision-making, propose solutions and

evaluate the impact of their involvement.

Brent's Youth Parliament had its inaugural meeting on 9 March 2007 at the House of Commons. The Parliament has a total membership of 53 young people of whom 47 attended the inaugural meeting. The elected members of Brent Youth Parliament collectively represent primary schools, secondary school, special schools, College of North West London, Connexions, various projects run by Brent Youth Service and the five localities. Members of the Youth Parliament have agreed an annual programme of activity and debate. At their inaugural meeting, the following issues were identified by young people as their priority areas for the year 2007-2008:

Crime and safety:

gun crime, knife crime, robbery, internet safety, safety on public transport, bullying, peer pressure and gang culture

Health and well-being:

sexual health, teenage pregnancy, emotional health, physical health, obesity and drugs and alcohol

Sports and leisure:

youth clubs, Olympics, Sports Centres, Parks, extended services

One full meeting of the Youth Parliament will be held every school term (3 per annum) with sub-groups meeting to progress actions and recommendations formulated at the full Parliament meetings as appropriate. The Parliament will be co chaired by an elected member and young person.

A participation event for children and young people was organised in December 2006 to consult children on proposed sites for a second academy in the borough. Following site visits and discussion about the advantages and disadvantages of each site, young people voted on which site they thought would be most suitable for a new school.

They also voted on whether or not an all age school should be built. The outcome of this consultation was used to inform the Council's Executive in its decision to build a new school in Brent.

Following consultation with young people a poster campaign is being implemented to publicise the CYPP.

Workforce Development

Key to developing the Every Child Matters agenda is the development of the work force in particular ensuring the availability of sufficient, suitably trained staff, and also to ensure increased understanding and trust between different professionals.

For now we expect everyone working with children, young people and families to be able to demonstrate a basic level of competence in the six domains of the Common Core competencies. In line with the Government Workforce reforms agenda, practitioners in Brent will be supported to develop further skills which will inform the development of the Integrated Qualification Framework due to be implemented in 2010 across the country

A workforce development plan is being developed to ensure that the Children and Families department have access to an appropriately skilled workforce required to deliver the strategic priorities and objectives of the Children and Young People's Plan to achieve the five national Every Child Matters outcomes.

Our workforce development plan will assesses the current workforce (encompassing the voluntary and private sector) with a view to looking at new ways of working to meet the challenges of a holistic approach to service delivery in the future. The plan further aims to address the areas of partnership working, commissioning, and training, to ensure that the peripheral workforce also has access to the common core skill set.

Our Progress Towards Integrated Service Delivery

In Brent the model for delivering frontline integrated service for children aged 0-19 brings together 6 key mechanisms and processes that are

jointly planned and delivered in an integrated manner. These mechanisms comprise:

Integrated Services Coordination Group (ISCG),

This group has membership from key services in the Local Authority, health services and representatives from voluntary and community organisations. The function of the group is to assess individual cases, agree a needs led package of support for children and families, commit the necessary agency resources, identify a lead professional to coordinate the care and monitor the quality of provision with a review every three months. The underpinning assessment tool used to identify the holistic needs of children and families is the CAF.

The Common Assessment Framework (CAF)

Brent has implemented a standardised assessment tool for all agencies to use to gather information and consider a full range of issues within the family holistically. The CAF is used to identify the strengths and needs of the family and any underlying issues which may not have been identified by a single agency assessment. The CAF is also used to decide the level of need and allocate the appropriate resources.

Lead Professionals

Practitioners who have been appointed with the specific remit of coordinating packages of support for children and young people receiving the services of the Integrated Services Group. These practitioners act as the single point of contact for all agencies on behalf of the family. They maintain a single overview of the progress of a child who might be receiving services from several agencies. They work to improve trust, communication and information sharing between the family and other practitioners, thereby reducing the number of inappropriate inter-agency referrals resulting in unnecessary delay and duplication of services. Lead professionals in Children's Centres and extended services work with children and young people who have complex needs but who do not meet the threshold criteria for social care. In the long term we expect that intervening earlier will lead to a decrease in the number of children and young people who meet the criteria for social care intervention.

Information Sharing

An overarching inter-agency Information Sharing protocol has been signed off by key statutory agencies. Detailed and service specific information sharing agreements are additionally included in all service level agreements to ensure multi-agency cooperation and compliance with information sharing. Regular training on information sharing is delivered to frontline staff to increase their confidence and knowledge of sharing information.

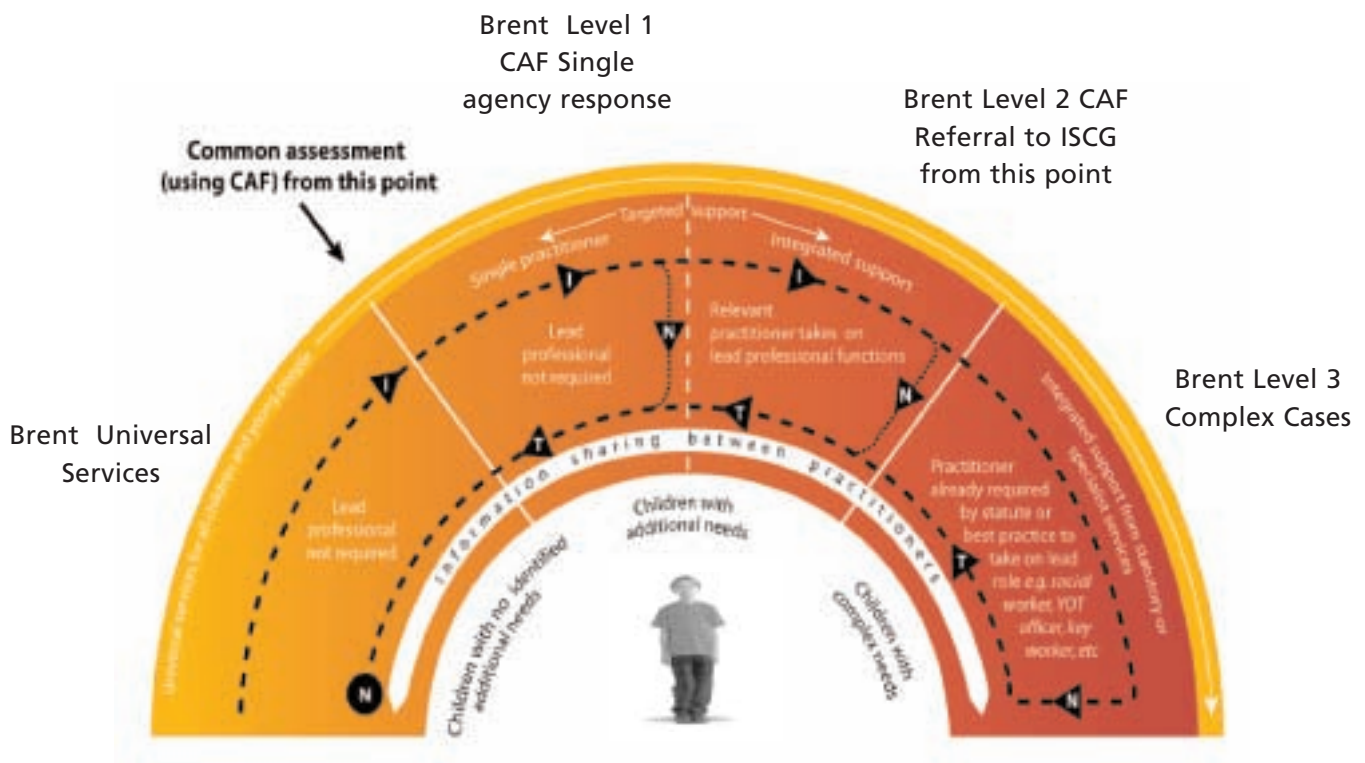
Electronic CAF and the IS Index (now known as Contactpoint)

In order to realise fully the potential of the CAF it is important that practitioners from different sectors can generate, store, access and share up-to-date CAF forms for each child with whom they are working. In Brent, interim solution for the electronic enablement of CAF is in place.

Brent Levels of Need Framework

This is a Framework used across agencies and disciplines with indicators used to determine the levels of need that children, young people and their families present with and the most appropriate services for them. (Levels 1, 2, 3)

Figure 4 Brent Level of Needs Framework



Developed by DfES Customised by Brent for local implementation

Update on Building Blocks

Building Blocks

The original CYPP identified the building blocks that are essential to achieving our vision and priorities. An update of our progress is presented in figure 5.

Figure 5 Progress on building blocks

Key Structures

- *Service Planning and delivery*

Progress we have made (2006/7):

- ✓ More integrated locality based working has been developed with a focus on how these promote safeguarding
- ✓ Developed proposals for an integrated service for children with disabilities
- ⇒ Appointed a Head of Integrated services for disabled Children and SEN

In future we will (2007/8):

- ⇒ Set up the integrated teams for disabled children by September 2007

Key Structures

- *Inter-agency partnership arrangements*

Progress we have made (2006/7):

- ✓ Strengthened the role of the Children and Young People Partnership Board and broaden it's membership
- ✓ Developed reference groups for practitioners, voluntary organisations and parents and carers

In future we will (2007/8):

- ⇒ Launch a child friendly poster publicising the CYPP and outcomes of the review (June 07)
- ⇒ Ensure that all of the reference groups and the youth parliament continue to be consulted and participate in key decisions
- ⇒ Hold occasional joint board meetings between the Children and Young Peoples' Partnership Board and the Crime Prevention Strategy Group

Key Structures

- *Local Safeguarding Children's Board*

Progress we have made (2006/7):

- ✓ The LSCB has been established and sub groups set up. These include: *policy and procedures, training prevention, serious case review group, safety in employment; monitoring and evaluation; E- Safety*

Key Structures

- *Local Safeguarding Children's Board*

Progress we have made (2006/7):

- ✓ The sub groups have multi-agency membership and chairs of the sub groups are members of the Board. An LSCB coordinator has also been appointed

In future we will (2007/8):

- ⇒ Appoint a Community Partnership advisor to work with community faith groups to safeguard children and young people.
- ⇒ Establish working protocol arrangements with nearby projects in neighbouring boroughs
- ⇒ Continue to work with the NSPCC on mainstreaming community workshops enabling all private and voluntary groups to have safe working policies and practices

Key Processes

- *Information sharing (ISA) and Common Assessment Framework (CAF)*

Progress we have made (2006/7) :

- ✓ Information sharing agreements have been developed for the following projects:
 - Common Assessment Framework (CAF)
 - Neighbourhood Renewal Fund (NRF)
 - As part of the Service Level Agreement for commissioning services
- ✓ Training on information sharing is delivered to practitioners as part of the wider integrated working training
- ✓ A project manager has been appointed for the IS index project (now known as Contact Point) and project structures are being put in place (steering group)
- ✓ A readiness assessment was submitted to the DfES as requested and plans are in place to report on monthly progress of the project to the DfES
- ✓ Set up electronic systems to share common assessment information as part of the Integrated Services Project

In future we will (2007/8):

- ⇒ Continue to progress with the Contact Point project especially undertake the workforce analysis for the project by July 2007
- ⇒ Continue to develop systems to create a long term solution to support the electronic enablement of CAF
- ⇒ Roll out Integrated Services throughout the borough by Summer 2008

Key Processes

- Information sharing (ISA) and Common Assessment Framework (CAF)

In future we will (2007/8):

- ⇒ Continue to deliver training sessions on information sharing, especially with Registered Social Landlords and the wider partnership

Key Processes

- Children and Young Peoples Participation

Progress we have made (2006/7) :

- ✓ Established a Youth Parliament
- ✓ Various forums are in place for engagement and consultation with children and young people:
 - Youth Matters 2
 - Brent Community Friends for LAC
 - Ability project for disabled children

In future we will (2007/8):

- ⇒ Ensure that we consult children and young people about important decisions that affect them
- ⇒ Ensure that the Brent Youth Parliament is used for consultation, engagement and influencing any high level strategic decisions affecting children and young people
- ⇒ Develop a work programme for the Youth Parliament on three issues:
 - Crime and Safety
 - Health and Wellbeing
 - Sports and Leisure

Key Processes

- Joint Commissioning

Progress we have made (2006/7) :

- ✓ Agreed a Section 31 Umbrella Agreement between Brent Council and Brent PCT to support joint commissioning and pooled budget development
- ✓ Made a decision not to pool budgets with health due to the current financial climate
- ✓ Recruited a joint commissioning manager
- ✓ Developed Joint Commissioning Strategy For Children's Centres

In future we will (2007/8):

- ⇒ Develop a joint **Commissioning Framework**
- ⇒ Continue to work with partner agencies to ensure the best use of resources
- ⇒ Commission and decommission services in a consistent manner ensuring value for money and evidence informed practice
- ⇒ Gain member and partner approval for the commissioning framework to support a consistent commissioning approach across agencies
- ⇒ Centralise the Commissioning Needs Assessment

Key Delivery Mechanisms

- Children's Centres

Progress we have made (2006/7) :

- ✓ Opened five children centres
- ✓ Agreed proposals for the second phase of Children's Centres
- ✓ Commissioned two PCT led Sure Start programmes to provide the Children's Centre Core Offer

In future we will (2007/8):

- ⇒ Open 7 new Children's Centres by March 2008

Key Delivery Mechanisms

- Integrated Service Delivery

Progress we have made (2006/7) :

- ✓ Developed a neighbourhood model for delivering preventative services drawing on lessons learned from Children's Centres, Extended Schools and integrated services pilots
- ✓ Appointed three neighbourhood coordinators
- ✓ A Centre Manager has been appointed for the new Family Centre that is currently being built.

In future we will (2007/8):

- ⇒ Appoint a further nine lead professionals to support integrated services
- ⇒ Appoint a further two Neighbourhood coordinators to provide strategic support to clusters of schools and children centres
- ⇒ Open the new Family Centre in July 2007

Key Delivery Mechanisms

- Extended Services

Progress we have made (2006/7) :

- ✓ Broadened work of extended services across all school clusters (April 2006).
- ✓ Facilitated local partnership working through series of workshops (2006).
- ✓ Implemented the Extended Services strategy
- ✓ Appointed a funding officer to submit funding applications on behalf of schools and Children's Centres

In future we will (2007/8):

- ⇒ 50% of primary Schools will provide access to the core offer by 2008
- ⇒ 66% of Secondary Schools will provide access to the core offer by 2008
- ⇒ Support schools to apply for funding to support extended services

11 How the Plan will be Resourced

A major priority of the Children and Young Peoples Strategic Partnership Board continues to be to progress a multi-agency approach to the management of resources. Over the past year the financial context of the local health economy has been a key feature. There have been significant planned reductions in services provided by the Health Service to children and families. The inability of Health Services to work preventatively will undoubtedly hinder progress towards integrated and holistic service delivery at a locality level. Reductions in health practitioners will reduce capacity of front line practitioners to work more collaboratively to address a range of issues. The CYPSPB and the LSCB are monitoring the effect of this.

Children and young people feature significantly in the Council's corporate strategy. There has been significant growth of £4m provided in the 2007/08 Council budget for children's services to resource a number of objectives contained in the Plan. The Police have put significantly increased resources to support this plan.

We are continuing to develop a service delivery models that focuses on prevention and early intervention. We expect to see a reduction in the number of children requiring specialist support from statutory services over the next couple of years. Additionally there has been an increase in resources to Social Care through an 'Invest to Save' strategy with the aim of diverting children and young people from the edge of care and improving placements for those that do need to be looked after. In the longer term we expect this to lead to a reduction in the number of children and young people becoming looked after and improved outcomes for those who do.

The Councils plans for aligning funding to strategic priorities continue to be:

- ⇒ To commission and de-commission services in accordance with strategic priorities and informed by an assessment of impact
- ⇒ To work with partner agencies through the Children and Young Peoples Strategic Partnership Board and the Local Strategic Partnership to align spending plans with the identified strategic priorities set out in the plan.
- ⇒ Give consideration during 2007/2008 within the Children and Families department to further integration of services

In addition, we will continue to work with our partners to identify the resources allocated to children and young people's services to develop a more strategic approach to maximising the impact of resources available.



12 Additional Duties of the CYPP

Local Authorities and schools are placed under new duties in the CYPP (England) Amendment Regulations 2007; The Education and Inspection s Act 2006; and the Childcare Act 2006. The main duties that need to be factored into the wider strategic context and how Brent has progressed is outlined below:

Secure diversity in the provision of schools and Increase Opportunities for parental choice

"The Executive of the Council has produced a strategy for the development of school places which will be the subject of consultation in 2007/8. The principles of diversity in the provision of schools and increased opportunities for parental choice are addressed in the strategy and its associated Equality Impact Assessment. Schools in Brent provide for children of all abilities and backgrounds. Secondary schools provide a variety of choice of subject specialisms at the same time as providing the full National Curriculum".

Secure access to positive activities for young persons in the authority's area

In Brent we are currently creating a directory/mapping of positive activities available in the statutory, commercial and voluntary sectors for young people in Brent. Brent Youth Service also deliver a Positive Activities for Young People Programme to young people at risk aged 8-19 throughout the year.

Improve outcomes for young children through integrated early childhood services that include assessment of childcare provision and securing sufficient provision.

Initial research on levels of childcare provision across sectors was completed during 06-07. This included an assessment of available hours of early education and childcare per child within 0.5 km of the child's home address within each of Brent's five localities. We are currently developing a

baseline assessment of provision in 07-08, and a system of consulting parents, carers and children about the provision available.

To broaden the scope of information provided to parents

The Children's Information Service (CIS) is developing a directory of services for children and young people aged 0-19. Brent Children and Families department are streamlining the provision of information to children and young people so that there is one point of access. The CIS are looking at expanding its remit to cover information provision and signposting to all services for children and young people aged 0 - 20. The CIS are currently providing a wider range of information including leisure, youth and employment information in outreach sessions.

12.1 Rationale/explanation for the proposed changes to the objectives underpinning the strategic priorities for 2007/08

As part of the review/refresh of the Plan, we have revisited the objectives specified to enable us to meet the 6 Strategic Priorities. This has been done in order to both refine how our objectives are stated and performance managed, and to introduce some new objectives. The six priorities and the slightly amended revised objectives appear on the next page.

6 Strategic Priorities:

32 objectives

FIGURE 5

<p>1. Creating the conditions in which Children and Young People thrive</p>	<p>1a) <i>To improve employment levels by 'removing barriers into work'</i> 1b) <i>To work with partners to provide appropriate housing for families and independent young people</i> 1c) To support safe and secure neighbourhoods 1d) <i>To sustain strong and positive relationships between people from different backgrounds in the workplace, in schools and within neighbourhoods</i> 1e) To provide accessible and safe play, sport, culture and leisure 1f) To support effective parenting</p>
<p>2. Early Years development</p>	<p>2a) To improve Foundation Stage provision 2b) To increase available, accessible, affordable childcare 2c) To ensure all childcare is of good quality 2d) To provide readily available and accessible parenting and healthcare support</p>
<p>3. Education Achievement & School Improvement</p>	<p>3a) To accelerate the rate of improvement of under-achieving groups, narrowing and eliminating gaps. 3b) <i>To reduce permanent exclusions from maintained secondary schools</i> 3c) To ensure all schools provide an education which is at least good as defined by Ofsted 3d) To raise standards at key stages 1, 2 & 3 to match or exceed national averages 3e) <i>To ensure sufficient secondary and primary school places</i> 3f) To ensure disabled children and young people are able to access the same wide educational and life opportunities as others 3g) <i>Increase the proportion of learners making at least expected progress at the end of each key stage</i></p>
<p>4. Support for Young People and Teenagers</p>	<p>4a) <i>To secure access to positive activities for young people</i> 4b) <i>To provide information advice and guidance on significant matters and services available to young people</i> 4c) To raise 'value added' scores in all subjects by all providers for 16-19 year olds 4d) To work with employers to improve access to work experience and employment opportunities for targeted groups 4e) <i>To ensure advice on health and relationships and substance misuse is available to all young people</i> 4f) <i>To increase the progression rate of young people to higher education by aged 19</i></p>
<p>5. Focus on Excluded and Vulnerable groups</p>	<p>5a) To reduce teenage conception rates 5b) To reduce the number of Looked After Children, and for children who become Looked After, to increase the rate of adoption, to increase the stability and overall number of placements in Brent 5c) To increase family support for children in need, including those with disabilities 5d) <i>To reduce youth re-offending and support reintegration</i> 5e) <i>To improve support to children, young people and families experiencing domestic violence</i> 5f) <i>To support the specific needs of refugee and asylum seeking children, young people and their families</i></p>
<p>6. Safeguarding, Health & Well Being</p>	<p>6a) To ensure there is strong inter-agency collaboration to improve all aspects of safeguarding for all children and young people 6b) To ensure robust arrangements to safeguard children and young people in need of protection 6c) To reduce bullying in schools 6d) To reduce young people's involvement either as victims or perpetrators of crime 6e) <i>To improve health and fitness: ensuring emotional, physical and mental wellbeing</i> 6f) To reduce acute admissions to hospitals</p>

Key to changes Objectives in blue have been reworded, those in orange have been moved, pink objectives are new ones