

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



# Foreword

I am pleased to introduce Brent's first Children and Young People's Plan. The plan has been developed with the support and collaboration of our partners and demonstrates the commitment of the Brent Children & Young People's Strategic Partnership Board. The plan has been the subject of extensive consultation with children and young people in Brent and their views have fundamentally shaped our priorities.

It represents a significant achievement of purposeful collaboration by statutory and voluntary services together with the community itself. It is good that all the partners in Brent have agreed on a vision for the future. The plan is the first step in enabling us to integrate and improve services for children and young people so that they have the best possible opportunities for growth and development.



John Christie

Chair of Brent Children and Young People's Strategic Partnership Board and Director, Brent Council's Children and Families department

During the next few years we aim to deliver excellence and high standards for all children as well as focus on the more vulnerable to improve outcomes and narrow inequalities. We are embarking on a transformational process where service quality, accountability and consistency are at the centre of our priorities and we are working to ensure that our systems for reporting and monitoring are robust so that we learn and develop.

I believe that this single Children and Young People's Plan demonstrates the way we are putting this commitment into practice for children, young people and their families in Brent.



Working together for a safer London



Teaching Primary Care Trust



Mental Health NHS Trust



NHS Trust

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# 1. Purpose of the Single Children and Young People's Plan

- 1.1 The single Children and Young People's Plan (CYPP) is an important element of the reforms set out in the Children Act 2004. The government's intention is that all local authorities along with their partners produce a single, strategic, overarching plan for all services for children and young people in the area.
- 1.2 Currently, a wide range of plans exist that influence the delivery of services to children and young people. This single plan will replace many of these existing plans including requirements for seven statutory and ten non-statutory plans. The purpose of the plan is to avoid duplication and enhance effective and coordinated joint planning and working.
- 1.3 Brent's Children and Young People's Plan is designed to achieve an integrated approach to strategic planning. It is based on an assessment of needs and existing performance and on views expressed by children, young people and their families.
- 1.4 The Plan applies to all agencies, statutory and voluntary, whose work impacts on Brent's children and young people.

The production of a single Children and Young People's Plan is an important milestone for the following reasons:

- *It brings together in one document a vision for children and young people's services in Brent that is shared across all partner agencies.*
- *It demonstrates that all agencies working with children and young people are committed to delivering services in a joined-up way.*
- *It identifies our strengths and areas for further improvement.*
- *It focuses on the whole person/family not just on the presenting issue itself.*
- *It sets out the key joint outcomes signed up to by agencies involved with delivering services to children and young people.*
- *It provides clear direction for service improvement.*

## 2. The Brent Context

2.1 Brent is one of the most culturally diverse area in the country, and one of only two boroughs where black and minority ethnic groups are in the majority. Brent is in northwest London, and is broadly characterised by a north-south split; a more affluent north and generally more deprived south, divided by the North Circular Road. Our most famous landmark is the Wembley Stadium, currently at the centre of a massive building programme which will bring more jobs and more residents to Brent.

2.2 Wembley has a substantial history of immigration, with longstanding Jewish, Indian, Irish and Caribbean communities. In the 1970s large numbers of mainly Gujarati-speaking Indians from East Africa settled here. Since then, other groups have arrived, including Pakistanis, Iraqis, Afghanis, Tamils, Somalis, Kosovans, Angolans, Portuguese and more recently, Poles and other East Europeans. The white British population tends to be older and to have fewer children than other groups.

2.3 A high proportion of Brent's residents were born outside the UK and we are proud to have pioneered citizenship ceremonies here. We have a vibrant programme of festivals to

celebrate our diversity. Different ethnic groups tend to be concentrated in specific parts of the borough. The highest concentrations of Black Caribbean and Black African residents are in Harlesden and Stonebridge. Kilburn and Dollis Hill have the highest numbers of Irish residents. Residents of Asian origin tend to live in the north and west of Brent.

2.4 Religion is important for Brent's people: we can claim to have the highest proportion of active faith adherents in England. Our communities have built or developed many mosques, temples, gurdwaras and churches. The main religions of Brent are Hinduism, Christianity and Islam and there are also Jews, Jains, Buddhists and Sikhs. After English, the main languages spoken are Gujarati, Urdu, Arabic, Somali, Tamil, Punjabi, Farsi and Albanian.

2.5 Brent is home to many refugees, asylum seekers and economic migrants. The population of black and ethnic minority heritage is growing faster than any other group. The diversity and mobility of Brent's population is increasing.

2.6 Population forecasts and estimates of Brent's population vary. According to the Office of National Statistics, our population is 261,700 at 2005 and falling. However, the Greater London Authority estimates our population as 276,000 in 2005 and increasing. Independent evidence suggests that the Greater London Authority (GLA) information is more accurate. New housing will bring more children, with new developments in Wembley alone creating 4,000 new homes. Brent is already Outer London's most densely populated borough.

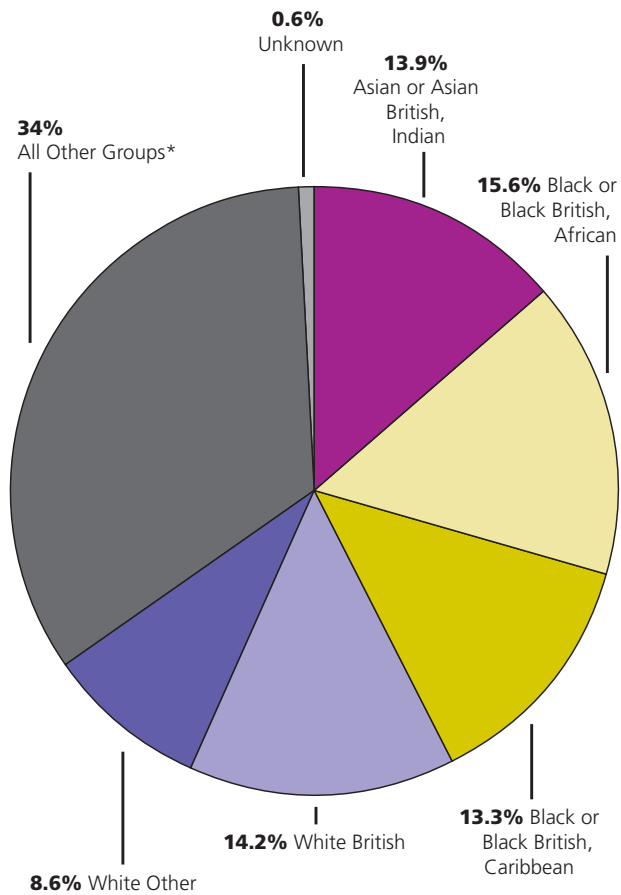


## 3. Children and Young People in Brent

- 3.1 Brent has a young population that is getting younger. Nearly 25% of local people are under 19 years of age and this proportion will increase over the next ten years. We will invest in the borough's children and young people to ensure they have the best possible life chances. We want to make sure that by the age of 19 all young people will be in full time education, work or vocational training.
- 3.2 Brent has sharp socio-economic divides, with some acute concentrations of deprivation. Nearly 15% of our population lives in some of the most deprived wards in the country. Nearly a quarter of Brent's households are classified as overcrowded. Over a third of Brent's children live in low income households in receipt of council tax benefit. Nearly a third are entitled to free school meals, and the proportion is rising. Nearly a quarter live in social housing. Over a fifth are in single adult households.
- 3.3 Three quarters of Brent's school children are of black or minority ethnic heritage, and over 130 languages are spoken by our children. The profile of Brent's young population continues to change. There has been a slight decline in the numbers of children of Indian heritage, and an increase in children of mixed heritages. The largest single group in our primary schools is now Black African, with nearly half of these children being Somali. Breakdown of Brent pupils by main ethnic groups is illustrated in Figure 1 and 2.
- 3.4 The majority of our children live in settled, moderately prosperous circumstances, often in extended families. These families are often part of close-knit communities which give children a sense of belonging and cultural identity. Many children and young people attend supplementary schools, Sunday schools or other religious and cultural groups outside their formal schooling. A significant proportion of children come from families on the move: four in ten children in Year six were not in their current school or not in this country in Year one.
- 3.5 Whatever their circumstances, most of our parents are ambitious for their children and have a strong commitment to education. Education results overall at sixteen are above national averages. The proportion of 16 to 18 year olds in education, employment or training is higher than the national average, as is the proportion going on to higher education.

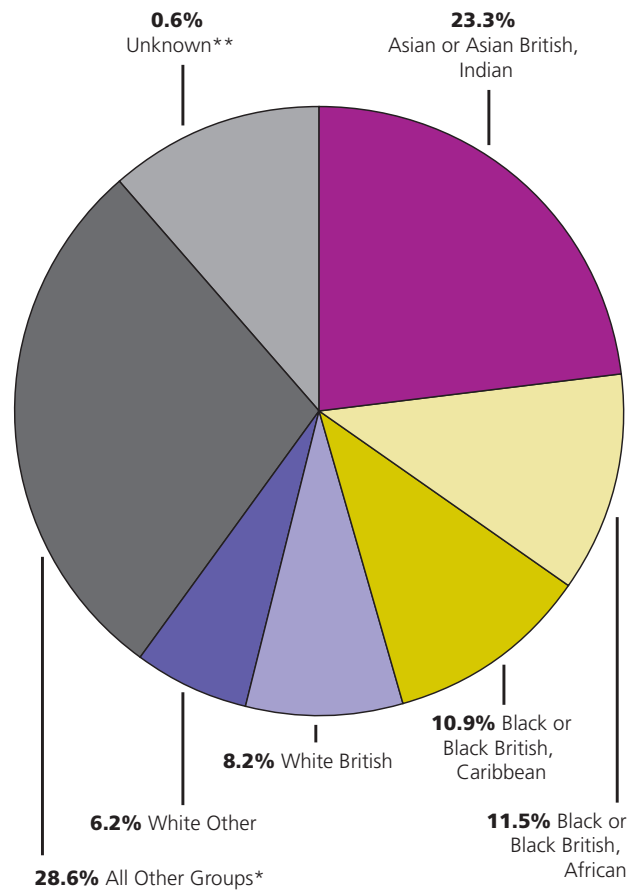


**FIGURE 1: PUPILS IN BRENT PRIMARY SCHOOLS BY MAIN ETHNIC GROUPS**



\*Bangladeshi (0.8%), Asian Other (7.4%), Pakistani (6.9%), Black Other (2.4%), Chinese (0.4%), Mixed Other (3.1%), Mixed White/Asian (1.1%), Mixed White African (1.0%), Mixed White Caribbean (2.1%), Other Minority Groups (6.2%).

**FIGURE 2: PUPILS IN BRENT SECONDARY SCHOOLS BY MAIN ETHNIC GROUPS**



\*Bangladeshi (0.7%), Asian Other (6.7%), Pakistani (6.3%), Black Other (2.9%), Chinese (0.5%), Mixed Other (1.4%), Mixed White/Asian (0.7%), Mixed White African (0.6%), Mixed White Caribbean (1.5%), Other Minority Groups (5.1%), White Irish (2.3%).  
 \*\*Information not sought (11%), Withheld (0.4%)

### FIGURE 3: NUMBER OF CHILDREN AND YOUNG PEOPLE IN BRENT

FIGURES FOR NOVEMBER 2005 (unless otherwise stated)



<sup>1</sup>ONS Mid-year estimates 2004

<sup>2</sup>2004/05 Academic Year

<sup>3</sup>2004/05 Financial Year

<sup>4</sup>Calendar Year

<sup>5</sup>As at 31st march 2005

<sup>6</sup>16-18 Year Olds

<sup>7</sup>Estimated in Brent Schools 2004

## 4. Views of children and young people in Brent

4.1 A number of participation forums established within Brent to engage with children and young people have contributed to the plan's consultation process.

Illustrated below are the Comments made by children and young people on what it's like to live in Brent and wider discussion when consulted about the plan.

"During everyday life in Brent you learn about other people's cultures and faiths which I think is a good thing."

"Vandalism is a very bad thing to see when you are going out with your mates or family, it is extremely disturbing."

"Information from us is important to the decision making of the local council because it's for the future of young people."

"We wish there was less bad publicity from the press about young people. The media usually just shows delinquents!"

"There's no point listening to us if it's not put into practice."

"We need adults to help us take action. By voicing our opinions and speaking up we can help others. ourselves."

"We don't do as much as we could for our society."

"We need to have safe areas for youths to play without hassle and complaints about it."

"What I would like most is an adventure playground with additional AstroTurf football pitch next to it so you can move from one to the other when you want."

4.2 Children and young people in Brent were also consulted on the five outcomes and a summary of their views is provided in this section. This was done most notably through

the Children's Fund participation forum and views expressed by over 200 children and young people who attended the RESPECT festival of 2005.

### **Being Healthy**

Children and young people defined 'being healthy' as:

- ✓ healthy eating- in particular school dinners
- ✓ physical health
- ✓ mental health - to be happy
- ✓ emotional health - not being stressed
- ✓ sexual health
- ✓ safety

And the barriers to 'being healthy' as:

- ✗ being lazy
- ✗ having bad eating habits
- ✗ not having parents or families provide healthy food
- ✗ not having healthy and nutritious school dinners
- ✗ lack of information about healthy lifestyles in schools

### **Staying safe**

Children and young people defined 'staying safe' as:

- ✓ staying out of trouble
- ✓ not being subject to bullying
- ✓ not leaving dangerous objects around children, e.g. knives
- ✓ not having accidents
- ✓ being able to cross roads safely
- ✓ staying away from drugs
- ✓ having more support from police
- ✓ not having abusive families and not being neglected

And the barriers to 'staying safe' as:

- ✗ lack of education
- ✗ lack of facilities and resources, e.g. better street lighting
- ✗ issues with disability and discrimination arising from disability
- ✗ other people's perceptions of your race and background
- ✗ friends - associated with certain type of friends who are in particular peer groups associated with crime, vulnerability and stigmatisation
- ✗ abuse and neglect from family
- ✗ lack of awareness among and training for teachers to deal with stereotyping, sexism, homophobia etc.

## Enjoy and Achieve

Children and young people defined 'enjoying and achieving' as:

- ✓ do well in school e.g. extra curricular activities like school council
- ✓ achieve goals
- ✓ have a good time at school
- ✓ enjoy times with friends
- ✓ obtain good grades
- ✓ being able to manage/organise one's time/life
- ✓ have freedom
- ✓ have confidence and motivation
- ✓ have positive role models
- ✓ have a sense of well-being and inner peace

And the barriers to 'enjoying and achieving' as:

- ✗ Lack of money
- ✗ lack of self-confidence
- ✗ teachers, e.g. changing/updating quality of teaching
- ✗ misunderstanding with others
- ✗ Inability to meet family expectations
- ✗ peer pressure
- ✗ lack of positive role models
- ✗ lack of motivation
- ✗ lack of a positive, supportive neighbourhood
- ✗ issues with disability

## Making a Positive Contribution

Children and young people defined 'making a positive contribution' as:

- ✓ doing something for the community
- ✓ raising money for charities
- ✓ giving constructive criticism
- ✓ feeling good about oneself
- ✓ thinking of each other
- ✓ being trained to be peer counsellors
- ✓ volunteering
- ✓ working as a mentor
- ✓ having the opportunity to learn from one another

And the barriers to 'making a positive contribution' as:

- ✗ lack of resources
- ✗ lack of time
- ✗ pressure of exams
- ✗ other competing commitments
- ✗ lack of information
- ✗ lack of encouragement
- ✗ limited information and lack of support on diversity issues

## Achieving economic well-being

Children and young people defined 'achieving economic well being' as:

- ✓ being independent
- ✓ going to university
- ✓ exercising initiative
- ✓ having a good job
- ✓ having and being able to make connections
- ✓ being able to obtain work experience
- ✓ managing one's money
- ✓ having confidence and communication skills
- ✓ having inter-personal skills and being able to engage in team work
- ✓ having access to technology
- ✓ being able to access and participate in youth activities

And the barriers to 'achieving economic well-being' as:

- ✗ lack of education
- ✗ lack of experience
- ✗ lack of qualifications
- ✗ having children, e.g. having to look after them
- ✗ lack of opportunities in training
- ✗ limited access to transport

# 5. Shared Ambitions

## Local Strategic Partnership (LSP)

- 5.1 The Brent Local Strategic Partnership is the overarching inter-agency forum for public, private, voluntary and community sector organisations within the London Borough of Brent. Within the Partnership, the Council comes together with other public services (including the local police and fire services, the National Health Service and local training and employment agencies), representatives of local business and of community and voluntary organisations in order to better understand and serve resident's needs, priorities and preferences.
- 5.2 The Local Strategic Partnership is overseen by a cross-sector executive group called Partners for Brent; with sector-based sub-groups including the Local Public Services Board, Brent Community Empowerment Network, the Employer Partnership and a range of strategic service partnerships (see Appendix 3).

## Brent Sustainable Community Strategy

- 5.3 The Brent Sustainable Community Strategy is the result of regular consultation and engagement with local people, businesses and service users.
- 5.4 The Community Strategy is structured around the objectives of creating:

- ✓ a great place: Brent will be a great place to live and visit
- ✓ a borough of opportunities: Brent will be a prosperous and healthy place where there are opportunities for all.
- ✓ an inclusive community: Brent will be an inclusive community welcoming to all.

## Corporate Vision and Priorities

- 5.5 The goals set in Brent's Corporate Strategy 2002-06 have underpinned a period of unprecedented improvement in the performance of the Council. The Council provides effective community leadership to tackle the most pressing local concerns such as crime levels, lack of community cohesion, health inequalities and worklessness.

### Brent Sustainable Community Strategy Vision

- ✓ *Brent will be a prosperous and lively borough, full of opportunity and welcoming to all. A place that will thrive for generations to come, whose future will be determined by local people.*

### Brent Sustainable Community Strategy Values

- ✓ *We will deliver efficient, accessible and sustainable services to excellent standards.*
- ✓ *We will develop tailored solutions to meet the needs of individuals, families and communities.*
- ✓ *We will celebrate our borough's diversity and build upon our national reputation for nurturing successful community cohesion.*

## Council's Corporate Vision

'Brent will be a borough where all its communities enjoy a high quality of life and will be able to fully participate in society. Brent Council will have a reputation for good democratic accountable leadership, strong partnerships and excellent services. Brent will be a borough proud of its diversity, served by an ambitious, progressive and outward-looking council. Brent will be a home of choice for its diverse population and businesses'.

5.6 The Council's five priorities are at the heart of joint working arrangements through the Brent Local Strategic Partnership (LSP) and the Community Plan. This Children and Young People's Plan joins the Regeneration Strategy, the Crime and Disorder Reduction Strategy and the Choosing Health Strategy as part of the LSP's multi-agency plans. There are extensive partnership arrangements in place to deliver the aims of the Children Act 2004 and realise the ambition to improve the life chances of all children and young people within the borough.

5.7 The Council's Corporate Priorities are to:

- ✓ ensure all children and young people have access to the best possible life chances.
- ✓ improve the quality of the local environment and facilities for all residents.
- ✓ create a sustainable and prosperous borough through our Regeneration Strategy and reduce the gaps between Brent's most deprived communities and the rest of London through the priority neighbourhoods programme.
- ✓ make Brent a safer place for local residents, visitors and businesses by combating crime and the fear of crime.
- ✓ provide excellent public services at a price people are willing to pay.

5.8 The Corporate Strategy for 2006-2010 is being prepared, and will reflect the commitment to continuous service improvement and the Council's growing role as an effective community leader.

## Health

5.9 There is close working between the Council and the Brent teaching Primary Care Trust (tPCT) through the tPCT's Local Delivery Plan (2005-08) that emphasises the significance of addressing the needs of children as well as of the adult population. It acknowledges the importance of planning for children and young people across traditional agency boundaries with the voluntary and community sectors. To deliver this vision in line with the National Service Framework for Children, Young People and Maternity Services.

5.10 Brent PCT has committed to the following priorities:

- ✓ Reducing health inequalities by reducing infant mortality and increasing life expectancy at birth supported by uptake of breastfeeding and reducing teenage pregnancies;
- ✓ Providing a local comprehensive child and adolescent mental service for 16-17 year olds, for those with learning disabilities as well as 24 hour emergency provision;
- ✓ Local delivery of the National Drugs Strategy through expansion and improvement of drug treatment services for young people;
- ✓ Promoting healthy lifestyles for children, young people and their families; and improving access to sexual health services for young people.

## 6. Vision and Principles that Underpin the Plan

6.1 Developing a shared vision for children and young people in Brent is critical to the success of the Brent Children and Young People's Strategic Partnership Board. In order to achieve better outcomes for children and young people, the partners recognise the importance of a clear sense of direction and shared commitment to improving services.

6.2 Our approach to service delivery places children and young people at the centre of all activity. We aim to provide services in a way which:

- ✓ Values and empowers families, communities and wider networks to support children and young people.
- ✓ Ensures services are fair, inclusive and sensitive to the values and cultures of local communities.

6.3 By working across traditional boundaries, identifying needs early and tailoring services to children's individual circumstances, we believe that we can make a positive difference to the life chances of children and young people in Brent.

6.4 The Children and Young People's Strategic Partnership Board's guiding principles are to:

- ✓ consistently question and challenge the unacceptable
- ✓ look to establish firm building blocks that will ensure sustained improvements in the long term
- ✓ target resources at those most at risk/most vulnerable
- ✓ focus on the whole person/family NOT just on the presenting issue itself
- ✓ maximise opportunities for working together in an integrated and creative way - both in the way we plan and in the way we deliver and monitor services
- ✓ involve children, young people and their families, parents and carers in our work as well as working with a full range of professional stakeholders including all our staff
- ✓ provide clear leadership and direction for service improvement.

The Children and Young People's Strategic Partnership Board has committed to focusing specifically on those children who are getting the hardest deal and who are most at risk.

● ***Our mission***  
*to deliver the kind of services for children and young people in Brent which we would want for our own children*

● ***Our vision***  
*for children and young people in Brent to be able to realise their dreams and live up to their true potential*

● ***Our aims***  
*to make a positive and sustained difference by creating a legacy for improvement that is owned and endorsed by children and young people so that they become custodians for future generations*

## 7. The Six Strategic Priorities

- 7.1 The Children and Young People's Strategic Partnership Board have identified six broad priority areas for Brent over the next three years.
- 7.2 Our agreed priorities are based on a thorough analysis of the needs of our communities. (see appendix 1). Priorities and objectives have also been established through the self assessment process drawing on performance data, judgments from inspections and consultation with children and young people.
- 7.3 Each of these priority areas is broken down further into specific objectives in order to achieve the agreed priorities, as shown in Figure 4.

- 1. Creating the conditions in which children and young people thrive***
- 2. Early years development***
- 3. Education achievement and school improvement***
- 4. Support for young people and teenagers***
- 5. Focus on excluded and vulnerable groups***
- 6. Safeguarding, health and wellbeing***



## 6 Strategic Priorities:

## 32 objectives

<p><b>1.</b> Creating the conditions in which Children and Young People thrive</p>	<p><b>1a)</b> To secure decent income through employment.  <b>1b)</b> To deliver more affordable family sized homes.  <b>1c)</b> To support safe and secure neighbourhoods.  <b>1d)</b> To encourage cohesive communities.  <b>1e)</b> To provide accessible and safe play, sport, culture and leisure.  <b>1f)</b> To support effective parenting.</p>
<p><b>2.</b> Early Years development</p>	<p><b>2a)</b> To improve Foundation Stage provision.  <b>2b)</b> To increase available, accessible, affordable childcare.  <b>2c)</b> To ensure all childcare is of good quality.  <b>2d)</b> To provide readily available and accessible parenting and healthcare support.</p>
<p><b>3.</b> Education Achievement &amp; School Improvement</p>	<p><b>3a)</b> To accelerate the rate of improvement of under-achieving groups, narrowing and eliminating gaps.  <b>3b)</b> To improve educational outcomes for Looked After Children to match or exceed national average.  <b>3c)</b> To ensure all schools provide an education which is at least good as defined by Ofsted.  <b>3d)</b> To raise standards at key stages 1, 2 &amp; 3 to match or exceed national averages.  <b>3e)</b> To ensure sufficient secondary school places.  <b>3f)</b> To ensure disabled children and young people are able to access the same wide educational and life opportunities as others.</p>
<p><b>4.</b> Support for Young People and Teenagers</p>	<p><b>4a)</b> To implement the recommendations from the recent Youth Service inspection.  <b>4b)</b> To reduce numbers of 16-19 year olds not in education, employment or training (NEET).  <b>4c)</b> To raise 'value added' scores in all subjects by all providers for 16-19 year olds.  <b>4d)</b> To work with employers to improve access to work experience and employment opportunities for targeted groups.</p>
<p><b>5.</b> Focus on Excluded and Vulnerable groups</p>	<p><b>5a)</b> To reduce teenage conception rates.  <b>5b)</b> 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  <b>5c)</b> To increase family support for children in need, including those with disabilities.  <b>5d)</b> To reduce youth offending and support reintegration.  <b>5e)</b> To reduce permanent exclusions from maintained secondary schools.  <b>5f)</b> To improve integrated service delivery for disabled children and young people.</p>
<p><b>6.</b> Safeguarding, Health &amp; Well Being</p>	<p><b>6a)</b> To ensure there is strong inter-agency collaboration to improve all aspects of safeguarding for all children and young people.  <b>6b)</b> To ensure robust arrangements to safeguard children and young people in need of protection.  <b>6c)</b> To reduce bullying in schools.  <b>6d)</b> To reduce young people's involvement either as victims or perpetrators of crime.  <b>6e)</b> To improve health and fitness: ensuring emotional, physical and mental wellbeing and promoting healthy lifestyles.  <b>6f)</b> To reduce acute admissions to hospitals.</p>

## Performance Management

7.4 Embedding an effective performance management culture within the Council was one of our six improvement priorities agreed with the audit commission in January 2003. Since then, the council has undertaken a fundamental overhaul of our performance management arrangements, through a systematic programme to redefine all structures, processes and management practices that impact on all performance levels.

7.5 We intend to work closely with our partners and put in place a robust performance management framework to deliver and monitor progress on the Children and Young Peoples Plan. This includes:

- ✓ identifying a set of critical performance indicators which reflect our six strategic priorities
- ✓ reviewing our monitoring systems to ensure robust systems are in place to collect accurate and reliable data
- ✓ regularly seeking the views of children and young people and parents and carers to assess the impact of services.

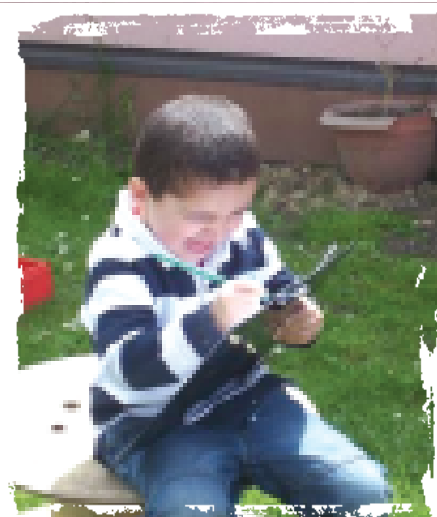
7.6 Specific performance indicators and targets have been set against each of the six priorities. (see Appendix 2). These performance indicators have been drawn from the Every Child Matters Outcomes Framework, Public Service Agreement (PSA) targets, Local Area Agreement (LAA) targets, recommendations from the draft Joint Area Review report and from our local needs analysis.

## Monitoring and Evaluation

7.7 It is recognised that the Performance indicators may need to evolve to more accurately measure the impact on desirable outcomes. Therefore, the performance indicators will be subject to continuous monitoring and review.

7.8 The plan will be updated on an annual basis. It will be subject to six monthly review by the Children and Young People's Strategic Partnership Board and yearly review by the:

- Brent Council Children and Families Scrutiny Panel
- Brent Council Executive
- Local Strategic Partnership.
- Brent tPCT Board



# 8. Towards Integrated Services in Brent

## Partnership arrangements

8.1 In order to achieve our vision, we know that we need strong foundations in place which will support successful multi-agency working. We have a history of successful partnership working to build upon. There is a real commitment from all partners to working together to meet the diverse needs of Brent's children and young people.

8.2 The Children and Young People's Strategic Partnership Board in Brent was established in January 2005. It is the driving force for change, with representation at the highest level. It has a strategic leadership function and is responsible for ensuring effective service integration to better meet the needs of children and young people. The Board has agreed the vision and strategic priorities for Brent. Brent's formal partnership arrangements are set out in Appendix 3.

## Participation of children and young people

8.3 The Strategic Partnership Board has adopted a statement of commitment to involve children, young people and their families to participate in the development, design and evaluation of services they use.

8.4 The statement of commitment is based on the 'Hear by Rights' standards (see Appendix 4). The 'Hear by Rights' standards is a model developed by the National Youth Agency for good practice for children and young people's participation. The commitment to participation is at the heart of the new arrangements.

The Strategic Partnership Board has made the following commitments:

- ✓ Principles and practice of participation will be visible at all levels.
- ✓ A culture of participation will be reflected in strategic planning, delivery, and commissioning of services.
- ✓ We will create structures to promote the engagement of children and young people.

## Workforce development

8.5 The Council together with its partner agencies have acknowledged that the key to delivering an integrated model of care will be to enable and empower staff and volunteers across statutory and voluntary agencies to meet the holistic needs of children and young people. The children's workforce reform strategy will build on strong foundations of multi-agency, multi-disciplinary team work to ensure that staff from different professional backgrounds work effectively together to identify and meet the diverse needs of children and their families.

## Brent Levels of Need Framework

8.6 Our developing approach to improving outcomes for children and young people is based on a conceptual model, the Brent Levels of Need Framework. The framework has been agreed by practitioners across health, education, social care and community agencies. It identifies three levels of need as illustrated in Figure 5.

8.7 This framework is being used as the basis for the integrated services pilot project and we plan to develop and adapt this model, learning from the experiences of the pilot project.

8.8 There are indications from research that up to 30% of children nationally fall into levels 1 and 2 with up to 15% in level 2. The Brent Levels of Need Framework is designed to aid a common understanding of risk by determining thresholds for intervention, in identifying accurately, the number of children who would benefit from the provision of preventative services. The Framework will be refined through use by participants in the Integrated Services Project. Features and possible indicators of the three levels of need are described in figure 6.



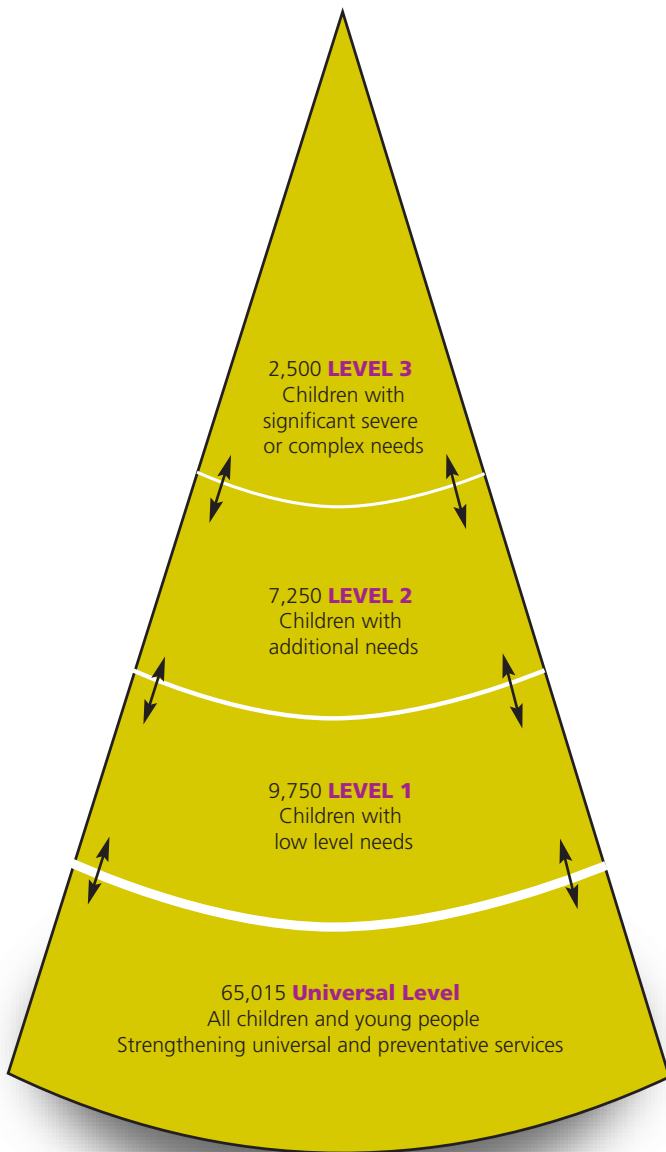
8.9 The overall aims of our arrangements are to:

- ✓ prevent children and young people moving up the levels through preventative services which build their resilience and address their needs at the earliest possible stage
- ✓ provide co-ordinated interventions which have had a long-term impact and enable children and young people to move down through the levels.

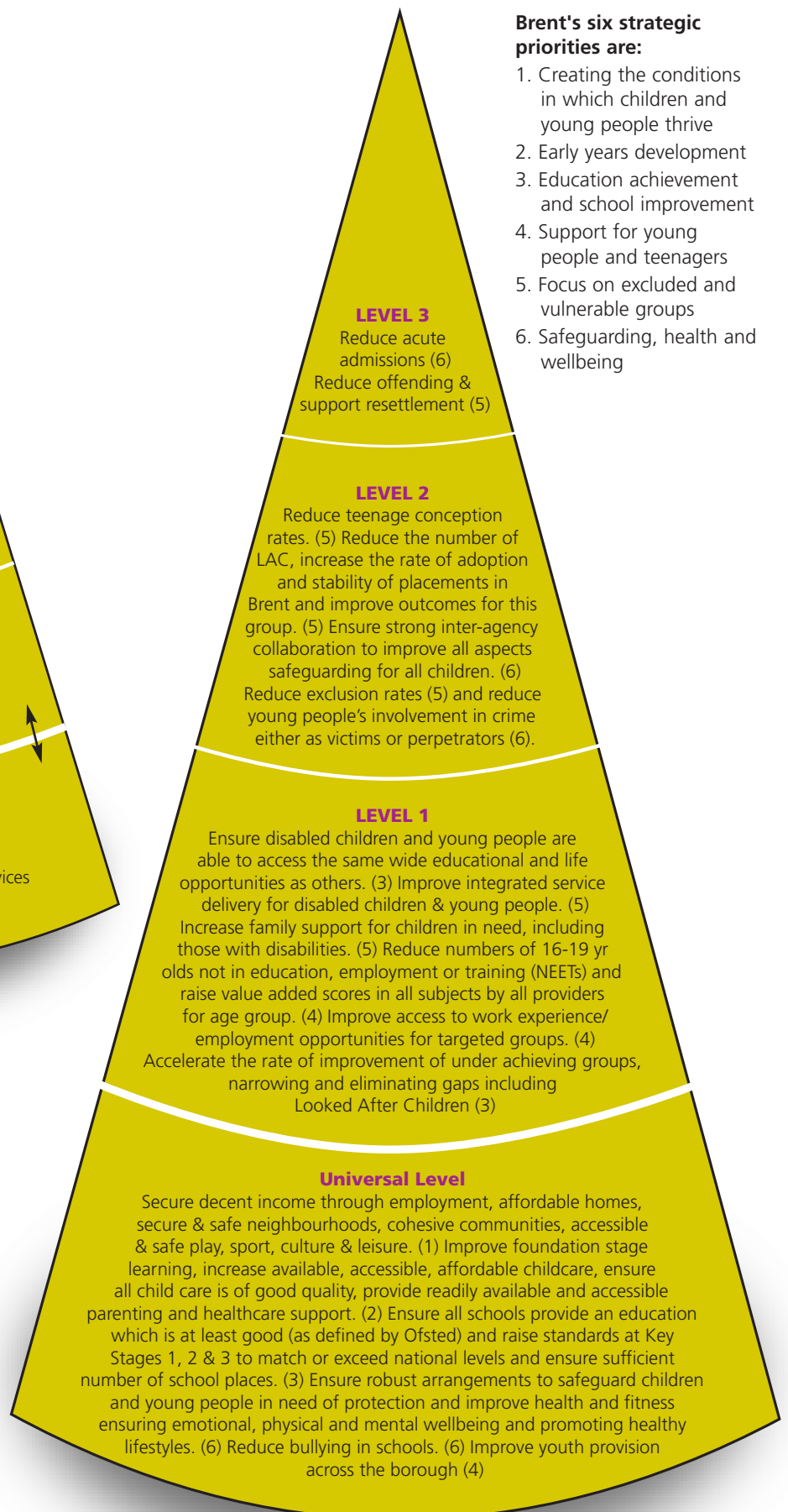
8.10 Key features of the model are:

- *Universal services such as early years settings, schools and primary healthcare provision have an essential role to play in our preventative strategy. Provision of high quality services accessible for all children and young people is the foundation of our strategy for improving outcomes. The needs of most children and young people in Brent can be met through universal service provision.*
- *Universal services have a key role in*
  - *Tailoring their provision to respond to children's individual needs and circumstances*
  - *Identifying children and young people likely to require additional help*
  - *Working with other agencies on targeted prevention activities*
- *The needs of children and young people at level 1 and level 2 will be met locally through targeted work from statutory and/or voluntary services. The needs of children at level 3 will be complex and severe and the lead responsibility is likely to be taken by statutory services.*

**FIGURE 5: BRENT LEVELS OF NEED FRAMEWORK**



**FIGURE 5A – BRENT STRATEGIC PRIORITIES (IDENTIFIED IN BRACKETS) ACCORDING TO THE LEVELS OF NEEDS FRAMEWORK**



**Brent's six strategic priorities are:**

1. Creating the conditions in which children and young people thrive
2. Early years development
3. Education achievement and school improvement
4. Support for young people and teenagers
5. Focus on excluded and vulnerable groups
6. Safeguarding, health and wellbeing

**FIGURE 6: LEVELS OF NEED FEATURES & POSSIBLE INDICATORS**

**Level 1 Children with low level needs**

**Features:**

- Children from households where parents/carers are under stress which may affect their parenting capacity
- Children whose health or development may be adversely affected without the intervention of preventative services from within one agency

**Possible Indicators:**

- Children in isolated families/carers where support is problematic
- Children of parents/carers with mental, emotional or physical health difficulties
- Children involved in family breakdown
- Young carers
- Children at risk of getting involved in anti-social activities
- Children of parents/carers who are having difficulty parenting
- Children starting to have unauthorised absences from school
- Children requiring extra support in school
- Children experiencing bullying
- Children in families where there is poor hygiene
- Children beginning to experiment with drugs/substances
- Children with language difficulties
- Children living in poor environments
- Children experiencing self identity/image difficulties

**Level 2 Children with additional needs**

**Features:**

- Children who would be unlikely to enjoy a reasonable standard of health or development and are at risk of negative outcomes without the provision of co-ordinated services
- Children at risk of offending
- Children missing from education

**Possible Indicators:**

- Children regularly absent from school
- Children with moderate disability requiring ongoing support
- Homeless young people
- Children previously on the child protection register or a sibling of a child on the register
- Children and/or their parents/carers involved in regular substance misuse
- Children and/or their families with history of anti-social / offending behaviour
- Children whose parents/carers, through extreme poverty or circumstance are unable to meet their needs
- Children in families where a single incident of domestic violence has occurred or the incident is assessed as less serious
- Teenage parents
- Children with chronic ill-health
- Children with emotional/behaviour difficulty
- Asylum seeking / refugee children

**Level 3 Children with significant, severe or complex needs**

**Features:**

- Children who have suffered, or are at risk of suffering significant harm
- There are serious concerns about a child's health and or development

**Possible Indicators:**

- Children with severe complex learning and developmental difficulties
- Children who are beyond parental control and engaging in dangerous or risk-taking behaviour
- Young people engaged in prostitution
- Permanently excluded children.
- Children who have been abandoned
- Children with no person with parental responsibility/ Looked After Children
- Immediate action is required in order to maintain the family as a unit and prevent the breakdown of care arrangements
- There is serious family dysfunction putting the child at risk of harm
- Children who disappear or who regularly go missing from home for long periods
- Children and/or their parents/carers receiving treatment for serious drug or alcohol misuse or for severe mental health problems
- Children who are experiencing frequent and severe domestic violence
- Children who are at risk from harmful cultural practices

*The term 'children' is used to refer to all children and young people*

## Building blocks

8.11 We have identified critical building blocks which are essential to achieving our vision of integrated services, working preventatively and being sensitive to the individual needs of children and young people (see Figure 7).

8.12 Our building blocks identify key structures, processes and delivery mechanisms to achieve our goals, and will enable us to

- ✓ provide a needs-led personalised service
- ✓ deliver integrated services for children with similar needs
- ✓ coordinate the work of stakeholders to achieve the five outcomes.

8.13 The progress that we have made in each of these critical areas is summarised in Figures 8, 9 and 10.

FIGURE 7- BUILDING BLOCKS

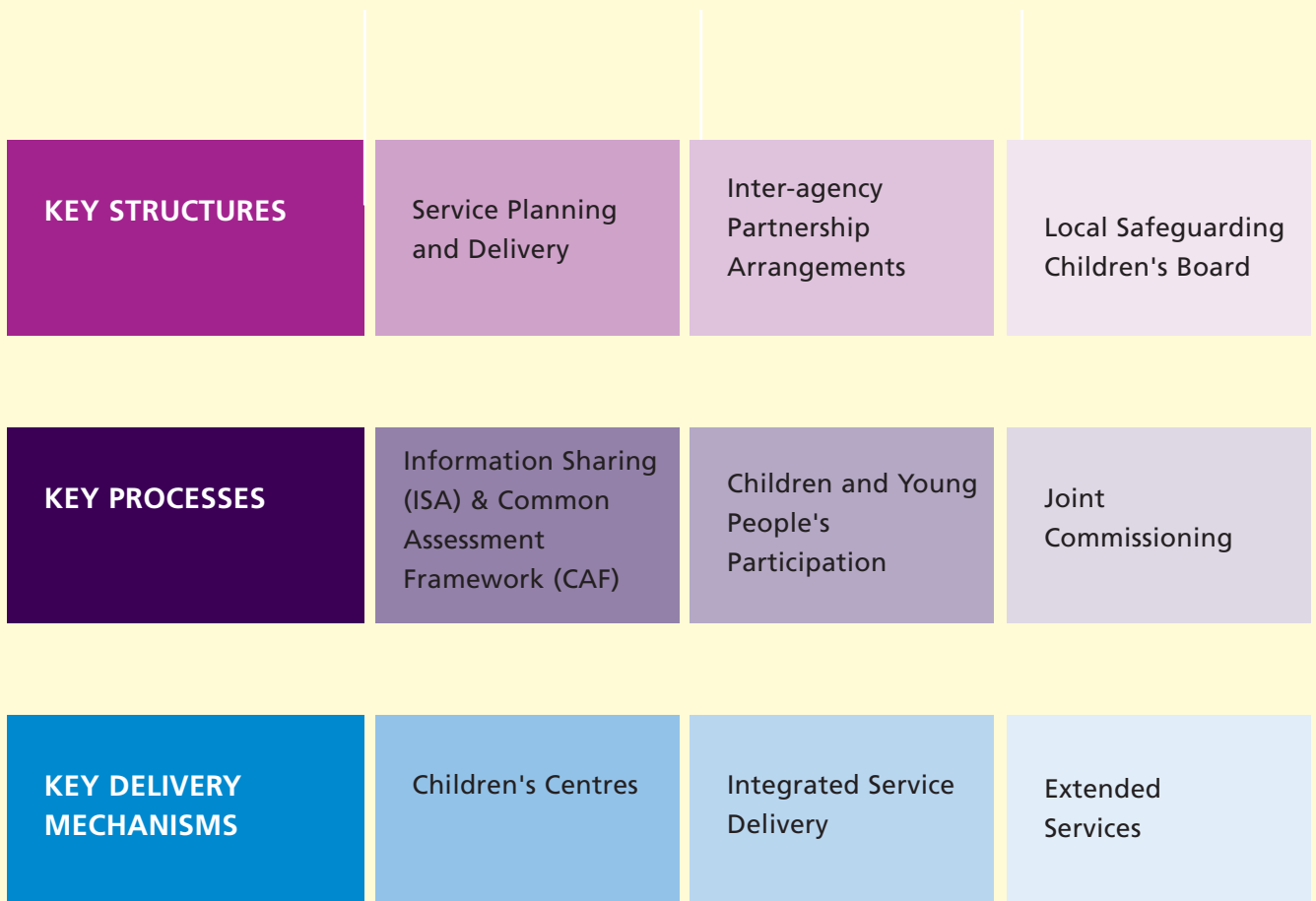


FIGURE 8 - KEY STRUCTURES

**Key Structures: Service planning and delivery**

**Progress we have Made:**

- ✓ Brought together the Council's Education and Social Care functions into a single Children's and Families Department (July 2005)
- ✓ Appointed a Director of Children and Families and a Lead Member (July 2005)
- ✓ Connexions have been brought into the Children and Families Department (July 2005)

**We will:**

- Consider the further integration of education and social care functions (by end of 2006)
- Develop proposals on the development of an integrated service for children with disabilities (by April 2006)

**Key Structures: Inter-agency partnership arrangements**

**Progress we have Made:**

- ✓ Established the Children's Strategic Partnership Board (in January 2005)
- ✓ Agreed a common vision and priorities with all partners represented at the Board (in September 2005)
- ✓ Agreed inter-agency structures for ensuring that plans are put into practice (in March 2005).
- ✓ Developed reference groups for children and young people, the voluntary sector as well as external providers and employers.

**We will:**

- Consult widely on the Children and Young People's Plan and produce a final plan endorsed by all parties (by March 2006)
- Develop reference groups for practitioners and parents and carers (September 2006)

**Key Structures: Local Safeguarding Children's Board**

**Progress we have Made:**

- ✓ Established a Local Safeguarding Children's Board (in December 2005)
- ✓ Appointed a LSCB Administrator (in November 2005)

**We will:**

- In the first year we will establish the Board's core business and sub-groups, then develop a strategy to implement the broader safeguarding agenda in Brent



FIGURE 9 - KEY PROCESSES

**Key Processes:**  
**Information sharing & Common Assessment Framework (CAF)**

**Progress we have Made:**

- ✓ *Agreed an overarching information sharing protocol with all key agencies and disseminated it widely (in June 2005)*
- ✓ *Appointed a project manager to lead on implementation of the Integrated Children's System (September 2005)*
- ✓ *Developed on line directory of services (November 2005)*
- ✓ *Introduced the Common Assessment Framework and role of lead professionals through the Integrated Services project in Kingsbury (February 2006)*

**We will:**

- *Develop service specific information sharing agreements where appropriate to support integrated service delivery.*
- *Implement IS Index system once further national guidance is received (by 2008)*
- *Test electronic systems to share common assessment information as part of the Integrated Services Project (early 2006)*
- *Set up an Integrated Services Project in Stonebridge (May 2006)*
- *Evaluate the Integrated Services Project both in Kingsbury and Stonebridge (April 2007)*

**Key Processes:**  
**Children and Young People's participation**

**Progress we have Made:**

- ✓ *Agreed a Statement of Commitment for children and young peoples participation (September 2005)*
- ✓ *Adopted 'Hear by Rights', principles (September 2005)*
- ✓ *Established a Children's and Young Person's reference group as part of the new partnership arrangements (September 2005)*

**We will:**

- *Establish a Youth Parliament (September 2006)*
- *Develop a robust strategy to support all service providers to actively engage children and young people with the design and planning of service developments (October 2006)*
- *Develop and implement a coherent participation and consultation structure to promote a representative approach (September 2006)*

**Key Processes:**  
**Joint Commissioning**

**Progress we have Made:**

- ✓ *Established a Joint Commissioning post, funded jointly by the council and PCT (October 2005)*
- ✓ *Undertaken a comprehensive needs analysis that enabled identification of priorities and inform our approach to service delivery (April 2005)*

**We will:**

- *Consider pooling of budgets between education, health and social care for children and young people with exceptional needs (April 2007)*
- *Develop a commissioning framework to ensure all service procurement aligns to the priorities in this plan (Autumn 2006)*
- *Agree a Section 31 Umbrella Agreement between Brent Council and Brent PCT to support joint commissioning and pooled budget development (Autumn 2006).*

FIGURE 10 - KEY DELIVERY MECHANISMS

**Key Delivery Mechanisms: Children's Centre**

**Progress we have Made:**

- ✓ *Opened two Children's Centres*
- ✓ *Established an operational model building on best practice in Sure Start local programmes and nursery schools*

**We will:**

- *Open a further three children centres by March 2006*
- *Agree proposals for the second round of Children's Centres (April 2006)*
- *Mainstream 2 PCT- led Sure Start Local Programmes into the Children and Families Department (2006)*

**Key Delivery Mechanisms: Integrated Service delivery**

**Progress we have Made:**

- ✓ *Developed excellent innovative practice through Sure Start local programmes, Children's Centres and On Track*
- ✓ *Produced a local preventative strategy (Autumn 2004)*
- ✓ *Established an inter-agency project group to develop options for integrating services for children with LDD (January 2005)*

**We will:**

- *Develop a neighbourhood model for delivering preventative services drawing on lessons learned from Children's Centres, Extended Schools and integrated services project (end of 2006)*
- *Open a Family Centre in February 2007 in partnership with Barnardos*

**Key Delivery Mechanisms: Extended services**

**Progress we have Made:**

- ✓ *Established a full service extended school which has been recognised by Ofsted as an example of good practice.*
- ✓ *Agreed an approach to developing extended school provision across clusters of schools which is being piloted in three areas.*

**We will:**

- ✓ *Extend work across other school clusters (April 2006)*
- ✓ *Facilitate local partnership working through series of workshops (2006)*
- ✓ *Consult widely on our extended services strategy (February 2006)*



## 9. How the plan will be resourced

9.1 A key priority of the Children and Young People's Strategic Partnership Board will be to develop a multi-agency approach to the management of resources for children and young people. Our proposed service delivery model will aim to shift funding to meet needs through earlier intervention and prevention. Investment in early intervention at level 2 will, in the long term, reduce the numbers of children and young people with greater needs who require support from level 3 specialist services. We will need to undertake a detailed mapping exercise of partnership services and resources against the tiered model of need. This will provide the basis for medium and long term financial planning for the Board, alongside the performance management system which will measure the impact of our investments.

9.2 Work has begun on the identification of all budgets across the partnerships that are spent on services for children and young people, as defined by the Children Act 2004. This is a complex task, as many services are not defined in terms of 'adults' and 'children' and financial accounting requirements do not always easily enable such a split. As an initial statement the resources allocated to schools and available to the Council's Children and Families Department are attached in Appendix 5.

The Council's plans for aligning funding to strategic priorities will be to:

- ✓ commission and de-commission services in accordance with strategic priorities and evaluation of impact of work undertaken
- ✓ work with partner agencies through the Children and Young People's Partnership Board and the local Strategic Partnership to align spending plans with the identified strategic priorities set out in the Plan
- ✓ give consideration during 2006/7 within the Children and Families department to further integration of services and pooled budget arrangements to ensure that existing resources are used to best effect

9.3 In addition, funding has been identified from within the Children Services Grant to help support Common Assessment Framework project in the Kingsbury and Stonebridge areas.

9.4 Over time the providers of children and young people's services will increasingly work together to plan long term resource strategies and to commission services which could be based on pooled budgets. The Children and Young People's Plan establishes a shared assessment of need, and reflects a shared set of priorities.

# Appendices

## **PLEASE NOTE:**

The appendices listed here are attached in a separate document to this Plan. Hard copy published version of the Plan does not include the appendices.

However, both the Plan and the appendices document are available to download from Brent council's website,

**[www.brent.gov.uk/childrenandfamilies](http://www.brent.gov.uk/childrenandfamilies)**

Or you can contact us to receive a copy in the post.

- 1. Needs Analysis**
- 2. Performance Indicators and Targets**
- 3. Arrangements for Partnership Working**
- 4. Children and Young People's Participation**
- 5. School's and Council's Children and Families Department Resources**
- 6. Relationship between Plans**
- 7. Process of consulting on the Plan**
- 8. Equality Impact Needs/Requirement Assessment**

# Community languages

Brent Council is committed to providing translation and interpreting services for its residents. If you would like any part of this document translated into your own language please telephone 020 8937 3127.

Ju lutemi të na kontaktoni nëse këto informacione i dëshironi të përkthyer në një gjuhë tjetër ose keni nevojë për një përkthyes që të ju lexojë informacionet e bashkangjitura.

Albanian

إذا رغبت في الحصول على هذه المعلومات مترجمة إلى لغة أخرى أو إن كنت بحاجة لمترجم يقوم بالترجمة لك ليتسنى لك بواسطة فهم المعلومات المرفقة فيرجى الاتصال بنا.

Arabic

اگر لازم است اطلاعات زیر را دیگری چاب شود یا یک نفر خدمات ترجمه در اختیار شما قرار دهد تا به اطلاعات فرستاده شده دسترسی پیدا کند لطفاً با ما تماس بگیرید.

Farsi

જો તમને આ સાથે આપેલી માહિતી બીજી કોઈ ભાષામાં માહિતી આપેલી જોઈતી હોય અથવા તમે તે મેળવી શકો તે માટે તમને કોઈ દુ:ખાધિયાની સેવા પૂરી પાડે એમ ઈચ્છતા હો, તો કૃપા કરીને અમારો સંપર્ક કરો.

Gujarati

Haddii aad u baahantahay macluumaad ku daabacan luqad kale ama cid kuu tarjunta macluumaadka si aad u fahamto macluumaadka halkan ku lifaaqan, fadlan nagala soo xidhiidh.

Somali

நகரில் இவ்வொரு மொழியில் அச்சிடப்படுதல் உங்களுக்குத் தேவையா? இல் அல்லது இத்தகு-னுள்ள தகவலை நீங்கள் பெற்றுக்கொள்ள மொழியொயர்ப்புச் சேவைகள் அளிப்பதற்கு ஒருவர் தேவையா? இல், தயவுசெய்து எங்களைத் தொடர்புகொள்ளவும்.

Tamil

یہ معلومات انگریزی کے علاوہ اگر آپ کو کسی دوسرے زبان میں درکار ہوں، یا اس معلومات کو سمجھنے کے لیے ترجمان (انٹریپرٹر) کی خدمات حاصل کرنا چاہیں تو براہ مہربانی ہم سے رابطہ کریں۔

Urdu

This document is available in large print and audio CD format.

**Every Brent**  
**Child** *Matters*

[www.brent.gov.uk/childrenandfamilies](http://www.brent.gov.uk/childrenandfamilies)

## Contact for further information

**Kokila Patel**

Brent Council

Children and Families department

Strategy and Partnerships division

Chesterfield House, 4th floor

9 Park Lane, Wembley

Middlesex HA9 7RW

**Tel: 020 8937 3127**

**E Mail: [kokila.patel@brent.gov.uk](mailto:kokila.patel@brent.gov.uk)**