

# Merton Council Children and Young People Overview and Scrutiny Panel



Date: 15 October 2014  
Time: 7.15 pm  
Venue: Committee rooms B & C - Merton Civic Centre, London Road, Morden SM4 5DX

## AGENDA

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**This is a public meeting – members of the public are very welcome to attend.  
The meeting room will be open to members of the public from 7.00 p.m.**

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## Children and Young People Overview and Scrutiny Panel membership

### Councillors:

Jeff Hanna (Chair)  
Linda Taylor OBE (Vice-Chair)  
Charlie Chirico  
Edward Foley  
Fidelis Gadzama  
Joan Henry  
James Holmes  
Katy Neep  
Marsie Skeete  
David Chung

### Substitute Members:

Hamish Badenoch  
Michael Bull  
Sally Kenny  
Dennis Pearce  
Peter Southgate

### Co-opted Representatives

Peter Connellan, Roman Catholic diocese  
Colin Powell, Church of England diocese  
Simon Bennett, Secondary and Special  
School Parent Governor Representative  
Denis Popovs

### Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. If members consider they should not participate because of a non-pecuniary interest which may give rise to a perception of bias, they should declare this, withdraw and not participate in consideration of the item. For further advice please speak with the Assistant Director of Corporate Governance.

### What is Overview and Scrutiny?

Overview and Scrutiny describes the way Merton's scrutiny councillors hold the Council's Executive (the Cabinet) to account to make sure that they take the right decisions for the Borough. Scrutiny panels also carry out reviews of Council services or issues to identify ways the Council can improve or develop new policy to meet the needs of local people. From May 2008, the Overview & Scrutiny Commission and Panels have been restructured and the Panels renamed to reflect the Local Area Agreement strategic themes.

Scrutiny's work falls into four broad areas:

- ⇒ **Call-in:** If three (non-executive) councillors feel that a decision made by the Cabinet is inappropriate they can 'call the decision in' after it has been made to prevent the decision taking immediate effect. They can then interview the Cabinet Member or Council Officers and make recommendations to the decision-maker suggesting improvements.
- ⇒ **Policy Reviews:** The panels carry out detailed, evidence-based assessments of Council services or issues that affect the lives of local people. At the end of the review the panels issue a report setting out their findings and recommendations for improvement and present it to Cabinet and other partner agencies. During the reviews, panels will gather information, evidence and opinions from Council officers, external bodies and organisations and members of the public to help them understand the key issues relating to the review topic.
- ⇒ **One-Off Reviews:** Panels often want to have a quick, one-off review of a topic and will ask Council officers to come and speak to them about a particular service or issue before making recommendations to the Cabinet.
- ⇒ **Scrutiny of Council Documents:** Panels also examine key Council documents, such as the budget, the Business Plan and the Best Value Performance Plan.

Scrutiny panels need the help of local people, partners and community groups to make sure that Merton delivers effective services. If you think there is something that scrutiny should look at, or have views on current reviews being carried out by scrutiny, let us know.

For more information, please contact the Scrutiny Team on 020 8545 4035 or by e-mail on [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)



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# Agenda Item 3

## CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 3 JULY 2014

7.15PM – 9:15PM

**PRESENT:** Councillor Jeff Hanna (in the chair), Councillors Linda Taylor, Dennis Pearce (substitute for Councillor Fidelis Gadzama), James Holmes, Joan Henry, Charlie Chirico, Katy Neep, Marsie Skeete, Peter Walker Co-opted members –Peter Connellan, Denis Popovs, Simon Bennett

**ALSO PRESENT:** Councillor Maxi Martin (Cabinet Member for Children’s Services) and Councillor Martin Whelton (Cabinet Member for Education)  
Paul Ballatt (Head of Commissioning, Strategy and Performance), Yvette Stanley (Director of Children, Schools and Families), Jan Martin (Head of Education), Rebecca Redman (Scrutiny Officer)

### 1 DECLARATIONS OF PECUNIARY INTEREST

None.

### 2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Fidelis Gadzama, Colin Powell and Paul Angeli.

### 3 MINUTES OF THE MEETING HELD ON 26 MARCH 2014

**RESOLVED:** The Panel agreed the minutes as a true record of the meeting.

### 4 MATTERS ARISING

Councillor Linda Taylor asked about raising the age of participation and the number of apprenticeships, as discussed at the Panel meeting on 26 March 2014. Yvette Stanley agreed to send an interim update after the Panel meeting via email.

Councillor Charlie Chirico asked what number of hard to reach families had been targeted through door knocking and other outreach work. Yvette Stanley agreed to send figures on this to the Panel via email after the meeting.

Peter Connellan asked what the outcomes were for the school leadership succession planning task group. Councillor Jeff Hanna explained that the task group’s final report and recommendations were considered by Cabinet at their meeting on 30<sup>th</sup> June 2014.

### 5 OVERVIEW OF SERVICES AND KEY CHALLENGES FOR CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT 2014-15

The Panel received a presentation from the Director of Children, Schools and Families on the department and its priorities. Councillor Maxi Martin and Councillor Martin Whelton both gave an overview of their respective portfolios and their priorities for the year ahead. These included:

- Safeguarding children;
- School standards;
- PFI Schemes and on-going negotiation;

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All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at [www.merton.gov.uk/committee](http://www.merton.gov.uk/committee).

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 3 JULY 2014**

- Being inspection ready;
- Implementing provisions in the Children and Families Act;
- Commissioning and working with the voluntary sector;
- Tackling absenteeism;
- Secondary School Provision;
- Primary school places

The Panel heard that the services provided by the department were heavily regulated and based in statute. The presentation covered the following areas:

- Statutory and legal framework;
- Budget and staffing structure of the department;
- The role of the Children's Trust and the Merton Safeguarding Children Board;
- The Merton Child and Young Person Well Being Model 2013;
- The number of children that access the various services provided by the department;
- Challenges and priorities in the early years service;
- Challenges and priorities in Education;
- Challenges and priorities in children's social care and early intervention;
- Challenges and priorities in the youth service;
- Key challenges facing CSF

Councillor Katy Neep asked officers to expand on the providers of schools. For example, Trinity High School. Councillor Martin Whelton explained that a proposal had been put forward for a secondary free school at Trinity High School. by the Chapel St Provider. In his view the DfE need to provide closer scrutiny of some proposals from well meaning organisations without a track record of success. Furthermore, all stakeholders should be consulted and all schools should be staffed with qualified teachers with providers having a track record of delivery..

Councillor James Holmes asked about the administrations view of free schools. Councillor Martin Whelton explained that a motion was agreed by full council in November 2013 and the council has a statutory duty to facilitate applications for a free school albeit that the decision making rests with the secretary of state . The council wants to work with organisations that will provide high quality education.

Councillor Joan Henry asked what methods were being used to track absentees. Jan Martin explained that most of the work done to tackle absenteeism is done by schools and

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL**

### **3 JULY 2014**

later by the Education Welfare Team. The number of prosecutions has also increased to enforce attendance issues. But some young people are persistently absent although this is a relatively smaller number and more targeted intervention is undertaken in these cases. A new team is being launched to work with families who have resisted attempts to get children into school. Year 5 primary school children are targeted and this work will start in September. This will involve targeted work with vulnerable cohorts. Jan Martin agreed that the number of children the team are working with can be reported later in the year but that figures of absenteeism have reduced year on year.

Councillor Katy Neep asked about demographic change and anticipated pressure on services. She asked if heat maps could be provided to look at the potential impact geographically and according to groups. Yvette Stanley explained that a piece of work had been undertaken by the Policy Network which has this information and can be circulated. Some of the impact is not easily predicted, for example, birth rates in the borough are not a reliable indicator of service demand as it is difficult to anticipate how many will move out of the borough.

Councillor Jeff Hanna proposed that demographic information be presented alongside reports when appropriate. This was agreed.

Councillor Linda Taylor asked if better use could be made of ICT across the department and if officers were confident that changes planned would not negatively impact the operation of existing systems. Yvette Stanley added that a range of casework systems were in place. Care First has not been fit for purpose as it uses up a disproportionate amount of practitioner time. The Council is procuring a new system for casework in CSF and adult social care. This should increase staff productivity enabling them to spend more time with clients

Councillor Peter Walker asked what specific programmes the Merton Education Partnership (MEP) were working on and also what jobs would be lost in the year ahead as part of the efficiencies that needed to be made. Jan Martin explained that 10 projects are funded each year by the MEP which will be complete in Autumn this year. A list of the outcomes of the projects can be provided to the Panel then if this is something the Panel wish to see. Further bidding for new applications is underway and a timetable has been agreed with the parameters for applications having been removed. Merton Leaders of Education have been appointed to support other schools and there has been recruitment to address the advanced skills shortage now that these teaching posts have been removed. Primary Expert Teachers are also to be recruited shortly. Jan Martin agreed to bring further information on the Merton Education Partnership alongside the school standards report that the Panel will consider as part of their work programme in February 2014.

Yvette Stanley added that the department will look at services that are substantial but present less risk. It is increasingly difficult for the department to deliver savings with the volume of work in the system, particularly in social care. There is also a reduced commissioning pot for commissioning in the youth and voluntary sector.

Peter Connellan asked if language support caused significant additional costs. Yvette

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Stanley explained that language support to engage in formal processes was a statutory requirement to enable people to participate in legal processes and access services.

Councillor Linda Taylor asked for information on lagging performance in schools. Yvette Stanley informed the Panel that this was a complex picture which was considered by the school standards committee. Paul Ballatt explained that this information is also provided to the Panel in the update report and is considered by the School Standards Committee.

**RESOLVED:** Panel noted the report, agreeing that

- i. demographic maps should be provided with future reports where relevant.
- ii. Information on school improvement work undertaken through the Merton Education Partnership should be included in the February School Standards Report..

## **6 AGREEING THE WORK PROGRAMME 2014/15**

The Panel discussed an amended draft work programme, circulated at the meeting. Councillor Jeff Hanna explained that the Wellbeing item had been brought forward to October and Marketing Merton's School had been put back to the February meeting. He also suggested that the February Main Item, School Standards, had the words "and on support provided by the local authority to Merton's schools" added in the descriptive summary.

The Panel discussed the draft scope for their short task group review of online strategies in schools, accepting it in the interim, with the additional suggestions of looking at advice to young people about online drinking games, and positive advice on the use of IT to enhance lives, aid learning and explore opportunities.

**RESOLVED:**

Panel agreed their 2014/15 work programme, with the amendments as above.

Panel agreed to a task group review of online strategies in schools and nominated the following members to sit on the task group:

Councillors Katy Neep and James Holmes as joint chairs, together with Councillor Joan Henry, Denis Popovs, and Peter Connellan.

That the Scrutiny Officer scope the Panels task group review of online strategies for schools further with the joint Chairs of the task group.

## **7 UPDATE ON DEVELOPMENTS AFFECTING CSF**

Councillor Linda Taylor asked how many school places were still empty and how many children were still waiting to be placed. Paul Ballatt confirmed that 60 children are unplaced but that these children have had offers of school places. There are 10 children that are unplaced that haven't had an offer.

Councillor Marsie Skeete asked when outstanding legal matters concerning the Dundonald expansion scheme would be resolved. Paul Ballatt informed the Panel that the hearing was held on 21<sup>st</sup> and 22<sup>nd</sup> May. The decision of the high court on this was still outstanding.

Councillor Peter Walker asked how many children going into reception had to travel more



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than a mile to get to school. Paul Ballatt stated that central offers are made to children in the west going to schools in the East.

Councillor Katy Neep asked if information could be shared on the successes of the transforming families programme and if these could be replicated in other services or with other families not identified for the transforming families programme. Councillor Jeff Hanna noted that an update on the transforming families programme was included on the Panels work programme.

Councillor Jeff Hanna informed the Panel that the research document referred to in the report on the take up of free school meals had been provided to him by Paul Ballatt, and that it seemed to him a worthwhile document with a good set of recommendations which might have formed the basis of a full report to Panel instead of an update item. He had circulated copies of draft leaflets for parents, and congratulated officers on the removal of much of the off-putting bureaucratic wording in previous leaflets. **RESOLVED:** Panel noted the report and

- i. thanked officers for their work on the transforming families programme.
- ii. agreed that the research report on free school meal uptake should be provided to members of the panel in full.

## **8 PERFORMANCE REPORT**

Councillor Peter Walker expressed concern about the size of font used in the printed agenda. Cllr Jeff Hanna requested that the A3 colour copy of the performance information be dispatched with the agenda as a matter of routine for future meetings.

Councillor Katy Neep asked if there could be more of a focus on the top 3 issues to help the Panel scrutinise performance data more effectively. Councillor Katy Neep asked if, at the next meeting, 3 indicators could be selected for key service areas and more detailed information provided for the Panel to consider, including service context.

The Panel requested a training session on performance monitoring.

### **RESOLVED:**

The report was noted and it was agreed that a training session should be delivered to the Panel on effective performance monitoring.

## **9 GLOSSARY OF TERMS**

**RESOLVED:** Noted.

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## Committee: Children and Young People Overview and Scrutiny Panel

**Date: 15<sup>th</sup> October 2014**

Agenda item: 7

Wards: NA

### **Subject: Marketing in Schools**

Lead officer: Jan Martin

Lead member: Councillor Martin Whelton

Forward Plan reference number: NA

Contact officer: Jan Martin

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#### **Recommendations:**

- A. Scrutiny notes the approaches taken to marketing Merton Schools since 2007
- B. Scrutiny notes the plans for further marketing of Merton Schools in 2014/15

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#### **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 To inform Scrutiny Committee of the marketing undertaken with Merton Schools and some of the impact of that work

#### **2 DETAILS**

- 2.1. In 2007 it was decided that attempts should be made to raise the profile of Merton Schools. A proposal went to tender and the contract was awarded to Grebot Donnelly School Consultants.

- 2.2. Attached in Appendix 1 is the summary of the work completed and the proposed new work being undertaken currently

#### **2.3. IMPACT**

- 2.4. It is difficult to quantify what precisely has made a difference in improving both the perceptions and the performance of Merton Schools in recent years. However the profile of Merton Schools has grown due in part to:

- the range of celebratory events that have been held
- high quality admissions brochures
- high quality promotional materials
- the individual marketing of some schools
- the overall improved performance at all key stages

- new school buildings
- new 6<sup>th</sup> forms
- the dedication and hard work of staff and students

2.5 In the most recent residents survey completed during 2013-14, perceptions of Merton schools were generally positive with 76% of respondents happy with primary education and 72% being positive about secondary schools against 65% in the previous survey.

### **3 ALTERNATIVE OPTIONS**

NA

### **4 CONSULTATION UNDERTAKEN OR PROPOSED**

4.1. NA

### **5 TIMETABLE**

5.1. NA

### **6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

6.1. The DSG funding for marketing is agreed annually through Schools Forum.

### **7 LEGAL AND STATUTORY IMPLICATIONS**

7.1. NA

### **8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

NA

### **9 CRIME AND DISORDER IMPLICATIONS**

9.1. NA

### **10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

10.1. NA

### **11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

Appendix 1 Marketing Merton Schools 2008 – present

## APPENDIX 1

### Marketing Merton Schools: 2007 – Present

**The marketing challenge:** A key challenge for Merton was originally to stem the flow of out-borough movement and improve the retention of Merton pupils in its secondary schools. Grebot Donnelly commenced working with the local authority in July 2007 and the marketing objectives were clear from the outset: (i) support the authority in improving student retention across Merton at transfer to secondary education; (ii) improve overall perceptions of secondary education in the borough; and (iii) to support targeted individual schools (primary, secondary and special) to improve their reputations and raise their profiles within their particular local communities.

**The Approach:** An extensive survey of the perceptions of the borough's secondary schools was undertaken in 2007 with parents of primary aged children. The findings of the survey were used to inform a borough-wide Marketing and PR strategy, complemented by a bespoke strategy at individual school level. Channels of communications were identified and partnerships with primary schools took centre stage.

The strategy has been refined over the years and currently includes termly activities on an annual cycle as follows:

Autumn term	Spring/summer terms
<ul style="list-style-type: none"> <li>• Production of primary admissions brochure (now available in digital format)</li> <li>• Top achievers' photo-call with Mayor (secondary and special schools) + post event follow up</li> <li>• Celebration of Success evening (secondary and special schools) + post event publicity</li> </ul>	<ul style="list-style-type: none"> <li>• Good news publication (featuring all secondary and special schools)</li> <li>• Open event promotional campaign (secondary)</li> <li>• Secondary admissions brochure</li> </ul>
<b>Ongoing support across the academic year</b>	
<ul style="list-style-type: none"> <li>• PR/media support and preparation for exam results day</li> <li>• Updating of promotional display stand</li> <li>• Targeted individual school support (as requested – primary, secondary and special schools)</li> <li>• Review of national data and KPIs that support the marketing strategy</li> <li>• Termly strategic meetings with Head of Education</li> </ul>	

#### Previous projects

1. **Marketing workshops** for school staff and governors on student recruitment, front of house/customer service, general marketing and teacher recruitment/retention techniques (primary, secondary and special schools).
2. **Branding:** Merton Education Partnership, Chaucer Centre.

3. **6<sup>th</sup> Form marketing strategy:** new branding, prospectus, marketing training for Heads of 6<sup>th</sup> Form.
4. **Individual schools' marketing strategies:** including Raynes Park, Ursuline/Wimbledon College 6<sup>th</sup> Forms, St Mark's Academy, Rutlish, Ricards, Melrose and Perseid.

**New initiatives**

1. **6<sup>th</sup> Form marketing strategy:** short term marketing project launching new borough initiative (outline plan in formation).
2. **Merton teacher recruitment strategy:** currently in discussions with Headteacher representatives on a bespoke strategy for the LA to launch in spring term 2015 (outline plan in formation).

## **Cabinet: Children and Young People Scrutiny Panel**

**Date: 15<sup>th</sup> October 2014**

### **Agenda item: 7**

#### **Subject: Executive Response and Action Plan – School Leadership Succession Planning Task Group**

Lead officer: Jan Martin

Lead member: Councillor Martin Whelton

Contact officer: Jan Martin

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#### **Recommendations:**

- A. Scrutiny agree the Action Plan attached as an outcome of the Scrutiny Task Group on School Leadership succession planning.
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#### **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. The CYP Task Group set up to review school leadership succession planning completed their review in summer 2014. The resulting action plan based on the recommendations made and agreed by Cabinet is attached in Appendix 1.

#### **2 DETAILS**

- 2.1. See attached Appendix 1.

#### **3 ALTERNATIVE OPTIONS**

- 3.1. NA

#### **4 CONSULTATION UNDERTAKEN OR PROPOSED**

- 4.1. These processes are set out in the full report

#### **5 TIMETABLE**

- 5.1. NA

#### **6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 6.1. Some financial implications are noted in the action plan.

#### **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. NA

#### **8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

- 8.1. The action plan will be considered by the Council and CSF Equalities Group

#### **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. NA

- 10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**
- 10.1. NA
- 11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**
- Appendix 1
- 12 BACKGROUND PAPERS**
- 12.1. NA



## SCRUTINY REVIEW OF SCHOOL LEADERSHIP SUCCESSION PLANNING

### ACTION PLAN

RECOMMENDATIONS	ACTIONS	BY WHOM	MILESTONES	OUTCOME MEASURES
1. That Cabinet develop a council policy on succession planning which includes a number of principles and support mechanisms available to schools to support them in developing their individual school policies.	<p>Schools ask to share any existing policies on succession planning</p> <p>Draft succession planning policy to be developed with schools and sent to Governing Bodies.</p>	SIS	October has HTs meetings MEP Board meeting October Merton Governors Association meeting in November.	By March 2015 schools have developed their own policy or adopted the Merton proposed policy.
2a. That Cabinet ensure that the corporate communications team run a campaign, as part of their work programme, which shares the good news stories from schools, profiling Headteachers and their experiences, communicating how worthwhile the role is to prospective candidates.	My Merton editorial team to plan in school articles for 2015-2016	Comms	By July 2015 at least two articles with good news school stories have been published in My Merton.	Academic year 2015-2016 further good news stories published

<p>2b. The communications team should also seek to promote and publicise the range of development programmes and resources available to schools to support leadership development, alongside the campaign.</p>	<p>The SAMs CPD website promoted Merton Education Partnership (MEP) recruitment materials to be published when ready.</p>	<p>MEP Comms</p>	<p>Articles contain links to relevant training to develop opportunities</p>	<p>Monitored by MEP Board as part of the QA programme</p>
<p>3. That Cabinet include ensuring diversity in school leadership as a key commitment in the corporate equality scheme.</p>	<p>Corporate Equalities and CSF equalities plan include diversity within leadership as an action</p>	<p>CS</p>	<p>New plans include school leadership and diversity</p>	<p>Actions plans monitored through corporate procedures</p>
<p>4. That Cabinet consult schools and the Merton Education Partnership on setting up refresher raining for heads and governors, at appropriate intervals, on streamlining diversity in schools succession planning policies.</p>	<p>Scope opportunities and costing's for diversity training for heads and Governors  Produce Draft model of succession planning policy</p>	<p>SIS</p>	<p>Current training offer includes courses and all schools have succession planning policies by Dec 2015</p>	<p>Monitored through MEP Board</p>

<p>5. That Cabinet, in consultation with the Merton Education Partnership, establish a mentoring and coaching programme and confidential forum for teachers, aspiring heads and Headteachers to support career progressions and succession planning, in particular that female and BME coaches and mentors be employed to support aspiring heads in these groups and that any barriers be identified to progression.</p>	<p>Develop existing mentoring and coaching programmes for aspiring leaders to include BME participants</p>	<p>SIS</p>	<p>The MEP offer continues to include mentoring and coaching for aspiring Leaders</p>	<p>Survey of the staff and evaluations demonstrate positive outcomes of the programme</p>
<p>6. That Cabinet commission the ISN to undertake a survey of female and BME teachers to identify issues and gaps to better support career progression and professional development opportunities for women and BME candidates.</p>	<p>Commission a survey of BME staff</p>	<p>SIS</p>	<p>July 2014- first draft report October 2014- Final report</p>	<p>Recommendations considered and included in appropriate plans. Monitored through MEP Board.</p>

<p>7. That Cabinet, in consultation with schools, explore the possibility of establishing a Future Leaders Programme for aspiring Headteachers which may be match funded by schools or facilitated through other funding sources, for example, from the National College of teaching and leadership or the Merton Education Partnership. This programme could act on a scholarship basis with the most talented prospective heads approached or nominated by schools across the borough to participate, offering a fast track programme to enable outstanding teachers to apply for headship sooner.</p>	<p>Individual schools will be able to consider this option.</p> <p>There will be no core funding available.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
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<p>8. That Cabinet encourage workforce information be collected more frequently and shared across SWLSEP and Merton schools to aid succession planning. In particular, talent spotting and opportunities for progression.</p>	<p>Formal collection of data is not practical as many schools have their own HR providers not linked to the council so any data would be partial and not likely to be helpful. Informally talent spotting opportunities are already used and will be encouraged.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>9. That Cabinet invest in publicity materials to attract graduates and those who may be pursuing teaching as a second career to Merton. Promoting the borough as a great place to live and work, with investment in career development and progression opportunities.</p>	<p>MEP to commission web—based information badging Merton as an excellent place to work and setting out career development opportunities</p>	<p>MEP</p>	<p>Draft marketing scoping discussions- July 2014 draft website content- October 2014</p>	<p>MEP monitoring of use of the site Quantity /Quality of applicants</p>

<p>10. That Cabinet work with schools to encourage more BME candidates to take up school governor posts to work towards addressing under-representation of women and BME governors and that a comprehensive induction programme be offered to better prepare governors for the role.</p>	<p>Almost all Governing bodies need to reconstitute during 2014-2015 and this could include consideration of the make up of the GB to reflect/represent their community</p>	<p>Merton and Sutton Governor Services</p>	<p>All Governing Bodies reconstituted by Sept 2015</p>	<p>Chairs committed to gauge whether GB are representative of their communities. Findings considered by MGA Board by Dec 2015</p>
<p>11. Bespoke training for governors to refresh when appointment of a new Head-teacher is coming up.</p>	<p>Governor training is available to all schools that buy into the Service Level Agreement. Only 2 schools do not and they could not spot purchase.</p>	<p>SIS</p>	<p>Schools supported through recruitment process</p>	<p>Successful appointments made</p>
<p>12. That Cabinet produce and share guidelines with schools to ensure governing bodies are thinking about representation and diversity when appointing Headteachers and undertaking succession planning.</p>	<p>Existing guidance to be reviewed in the autumn term</p>	<p>SIS</p>	<p>Representation and Diversity issues evidenced in succession planning policies</p>	<p>Appointment panels confirm to full GBs that appropriate issues considered at all stages of recruitment</p>



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## **Committee: Children and Young People Overview and Scrutiny Panel**

**Date: 15<sup>th</sup> October 2014**

Agenda item: 8

Wards:

### **Subject: Update on Developments Affecting Children, Schools and Families Department**

Lead officer: Yvette Stanley, Director of Children, Schools and Families Dept

Lead members: Cllr Maxi Martin, Cllr Martin Whelton

Forward Plan reference number: N/A

Contact officer: Paul Ballatt, Head of Commissioning, Strategy and Performance

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#### **Recommendations:**

A. Members of the panel note the contents of the report.

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#### **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. The report provides members of the panel with information on key developments affecting Children, Schools and Families Department since the panel's last update report in July 2014.

#### **2 DETAILS**

- 2.1 In the primary schools admissions round for September 2014, the council received 111 additional on-time first preference applications compared to the previous year. However, additional classes provided at Singlegate and Poplar Primary Schools (permanent arrangement), bulge classes at Garfield, Joseph Hood and West Wimbledon, and the late decision by the DfE to open the Park Community ("Free") School in temporary premises for September 2014 has meant that the council has been able to provide sufficient reception year places with some surplus. Although there are some pupils still officially "unplaced" all have been offered a place and they are not yet of statutory school age.
- 2.2 The council's projections are that there will be about 60 additional children in September 2015 compared to this year, but due to the uncertainty of the exact position, as in previous years, officers will wait until applications are received in January before making any further decisions on extra classes. It has been confirmed that Dundonald Primary School will provide 60 places in September 2015, a rise of 30 compared to last year.
- 2.3 With regard to Dundonald Primary School, on 12 September 2014 all legal challenges against the council were exhausted so the council appointed the contractor for the phase 1 works immediately and site set up for the construction works commenced on 22 September. The phase 1 works relate to the external works in the recreation ground, before the building can be constructed.
- 2.4 Good progress continues to be made on the council's other major primary school expansion schemes. The only project scheduled for completion for September was Cranmer Primary School, which completed on time to be fully

open for the children at the start of term. Work continues as planned at Singlegate, Poplar, Merton Abbey, Pelham, St. Mary's and Hillcross Schools.

- 2.5 Provisional GCSE and A level results for 2014 have been pleasing. Provisional GCSE results saw sixty-six per cent of Merton students achieve 5+ A\* - C grades, including English and maths, up four per cent on 2013 and 14% over the last four years. This year also saw 95% of students gain five A\* - G grades. In September 2013 the Secretary of State for Education announced that only a pupil's first entry in a particular subject will count towards a school's performance tables and not the student's best results. This rule took effect from this summer and applies to English, maths, science, humanities, and languages results this year and then all subjects in 2015. This has resulted in a significant variation of results across the country and may result in some adjustment from Merton's provisional results when official results are published. Official statistical releases and comparisons will be available at the end of year and reported to CYP scrutiny panel in the annual School Standards report.
- 2.6 Provisional A-Level results saw 72.4% of Merton students achieving A\*-C grades against 76.2% in 2013. Results showed 98% of pupils achieving A\* to E, up 1% on 2013. Official validated results will also be reported in the annual School Standards report.
- 2.7 Members of the panel will be aware of central government's initiative to provide universal free school meals to KS1 pupils. The council has utilised the £600k DfE grant across community and VA schools to improve about one-third of the kitchens which were identified as priorities to enable the additional meals to be prepared. With one or two exceptions all the works were completed during the summer holidays. One hall extension scheme, at The Sherwood school, is required to provide sufficient dining capacity for the additional meals served. This will be undertaken later this academic year. All primary schools (and special schools with KS1) are now offering the universal free school meals. The uptake has increased rapidly over the first four weeks of term and over half the schools have already met the 85% take up target, with most of the other schools also moving close to it. Officers will be meeting the school meals catering contractor shortly to identify issues where schools are not meeting the target with a view to agreeing an action plan.
- 2.8 The project to increase those pupils registered for free school meals on the basis of parental income and eligible, as a result, for Pupil Premium funding has continued since the last panel report. Schools have engaged well with the project and, to date, 206 pupils have been identified as eligible since specific promotional activities began in July 2014. Thus far, Merton schools will benefit from additional Pupil Premium funding of over £255,000 and promotional work will continue over the autumn term prior to the January 2015 school census used by the DfE to calculate the council's next Designated Schools Grant.
- 2.9 Five further Ofsted school inspection reports have been published since the last panel meeting. Ofsted rated Sacred Heart, Stanford, St Peter and St Paul, Malmesbury and Liberty schools as all requiring improvement. Follow up HMI monitoring visits to three of these schools have already been held, however, with inspectors noting good progress by the schools in addressing deficits and

strong and effective support being provided by the local authority to the schools concerned.

- 2.10 Ofsted's inspection of Acacia Children's Centre took place in July with the centre rated as outstanding against all judgement areas. Inspectors noted the effectiveness of the centre in targeting and engaging families most in need of support; the excellent progress made by children attending the centre; outstanding leadership at all levels and the very able support provided by the local authority.
- 2.11 Brightwell Children's Home was also inspected in July achieving an overall rating of good. Inspectors found outcomes for children and young people to be good; the quality of care to be outstanding; the home good at keeping children and young people safe and good leadership and management.
- 2.12 Merton is putting arrangements in place to implement central government's 'Staying Put' policy to enable looked after young people to remain in foster placements up to their 21<sup>st</sup> birthdays should they wish to do so. For some young people, this policy will mean a greater level of support will be able to be provided than historically and their transition to independence informed by their own wishes rather than the needs of the service. Professionally, this is to be welcomed wholeheartedly. However, while the council has received a small annual grant to fulfil the new duties, there will be inevitable additional pressures on looked after children placement budgets as a result and a need to increase the recruitment of fostercarers at further cost.
- 2.13 Following the recent Jay Report into child sexual exploitation in Rotherham, and at the prompting of both the Independent Chair of Merton's LSCB and the council's Chief Executive, agencies in Merton are reviewing the effectiveness of local arrangements to identify children at risk and to intervene robustly with both victims and perpetrators of child sexual abuse. At a national level, Ofsted has recently begun a bespoke programme of sample thematic inspections on this issue with two London boroughs so far included. The inspectorate has announced that future inspections of local children in need, looked after and safeguarding services will all include specific enquiry into the arrangements for responding to child sexual abuse.
- 2.14 Merton's Transforming Families programme continues to perform strongly with, to date, 51% of families worked with having been 'turned around' against set criteria compared to 45% nationally and 42% in London. In total 16 local authorities including Merton are performing above the national average and have been designated 'early starters' for the next phase of the national programme which involves expanding the range of problems/issues which render families eligible to enter the programme and making more flexible the success criteria used by local authorities to claim 'payment by results'.

### **3 ALTERNATIVE OPTIONS**

- 3.1. None for the purposes of this report.

### **4 CONSULTATION UNDERTAKEN OR PROPOSED**

- 4.1. None for the purposes of this report.

**5 TIMETABLE**

5.1. N/A

**6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

6.1. No specific implications.

**7 LEGAL AND STATUTORY IMPLICATIONS**

7.1. No specific implications.

**8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

8.1. No specific implications.

**9 CRIME AND DISORDER IMPLICATIONS**

9.1. No specific implications.

**10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

10.1. No specific implications.

**11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

- N/A

**12 BACKGROUND PAPERS**

12.1. None

**Committee:** Children and Young People Overview and Scrutiny Panel

**Date:** 15 October 2014

Agenda item: 9

Wards: All wards

**Subject:** Performance monitoring

Lead officer: Paul Ballatt, Assistant Director of Commissioning, Strategy and Performance, Children Schools and Families

Lead member(s): Councillor Maxi Martin; Councillor Martin Whelton.

Forward Plan reference number: n/a

Contact officer: Naheed Chaudhry, Service Manager Policy, Planning and Performance.

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**Recommendations:** That the Children and Young People's Overview and Scrutiny Panel

A. Note the current level of performance as at August 2014 for the reporting year 2014/15

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## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1. To provide the Children and Young People's Overview and Scrutiny Panel (CYP panel) with a regular update on the performance of the Children, Schools and Families Department and key partners. Data provided is as at the end of August 2014, at the point of publishing this report the September 2014 data had not yet been validated (report due to be published 6 October 2014).

## 2. DETAILS

- 2.1. At the Children and Young People Scrutiny Panel meeting on 5<sup>th</sup> June 2007 it was agreed that the Children Schools and Families department would submit a regular performance report on a range of key performance indicators. This performance monitoring report would act as a 'health check' for the Panel and would be over and above the more detailed performance reports scheduled to the Panel which relate to specific areas of activities such as the annual Schools Standards report, MSCB annual report etc.
- 2.2. Appendix one presents the performance dataset for 2014/15 comments are provided below on exception only for those indicators reporting as Red or Amber.
- 2.3. **Line 2 Percentage of Single Assessments completed within the statutory 45 days (Year to Date) – Amber.**
- 2.4. As at the end of August 89% of all Single Assessments had been completed on time - this equates to 646 of 726 assessments. Although below our ambitious target of 92%, management action taken during 2013/14 has resulted in sustaining timely assessment completion rates for the majority of families. Management oversight continues to focus on individual teams to improve our overall performance further.
- 2.5. National comparator data for the timely completion of Single Assessments will not be available until the DfE publish the statistical release relating to the Children in Need (CIN 2013/14) statutory census at the end of 2014.

- 2.6. **Line 6 Percentage of children that became the subject of a Child Protection Plan for the second or subsequent time (NI 65) – Amber.**
- 2.7. 12% of children subject of a child protection plan were the subject of a plan for the second or subsequent time - this indicator relates to 11 of 88 CYP with previous plans (new child protection plans started). A second plan is established where concerns which led to the original plan re-occur or where new concerns arise. It should be noted that this indicator is significantly impacted by sibling groups being subject to a second or subsequent plan - 7 of the 11 children are accounted for in three sibling groups. This indicator is in line with the national average of 14.9% (CIN 2012/13).
- 2.8. **Line 12 Stability of placements of Children in Care (length of placement) – Amber.**
- 2.9. This length of placement indicator refers to a small cohort of children under the age of 16 who have been in care for 2 and a half years or more and have been in their current placement for 2 years or more.
- 2.10. Of the total number of children in care only 37 children meet these criteria, 59% of these relevant children had been in a single stable placement lasting two years or more years - this equates to 22 of 37 children.
- 2.11. Fifteen children have not been in their placements for longer than 2 years. This small cohort of children and can be skewed by sibling groups. There were various reasons for the placement disruptions including planned placement changes to better meet the needs of the children. This indicator is in line with the national benchmark of 67% (LAC 903 2012/13).
- 2.12. **Line 14 Percentage of children in care participating in their reviews – Amber.**
- 2.13. 79% of children in care participated in their reviews in the year to date through a variety of methods; this indicator excludes children under the age of 4 and therefore refers to 106 of 135 children. Where children and young people feel they need support to represent their views we provide that support through an independent advocacy service. Jigsaw4U, our commissioned advocacy and independent visitor service for looked after children and those subject to a child protection plan or Family Group Conference reported that in quarter 1 the service undertook 19 individual case reviews with child/young person/parent/family; 14 cases were successfully closed in the period; and 67% of total new referrals to the service engaged with the service.
- 2.14. Our looked after children continue to be represented by the Children in Care Council (CICC) which is regularly consulted on how to improve the support they receive. CICC continues to meet monthly. Agenda items this year have included – developing the new website for children in care and care leavers; buddy scheme; housing; gym membership; Jigsaw 4U advocacy service and discussions on 'What makes a good [social work] visit'. In addition two representatives from the Children in Care Council made a presentation to the Merton Safeguarding Children Board in May. This is part of an initiative to strengthen links to enable looked after children's voices to inform the work and priorities of senior managers and executive leads.
- 2.15. **Line 33 Percentage of Statements issues within 26 weeks with and without exceptions - Red**
- 2.16. 87% of all SEN statements were issued in 26 weeks (with and without exceptions - this relates to 55 of 63 children). Statutory assessment completion with exceptions continues to be challenging due to our reliance on health professionals for reports as part of the statutory process. Our performance remains above the national average for this indicator which is 86% and the London average which is 79%

(2012/13 figures). As of 1 September 2014 the service has gone live with assessments for EHC plans (Education, Health and Care plans) as per the requirements of the Children and Families Act. The completion of outstanding SEN statements will run in parallel with new EHC plans for the next few months. The service will also begin a process of transferring existing SEN statements to EHC plans over the next three years as per the requirements of the new legislation.

**3. ALTERNATIVE OPTIONS**

3.1. The Panel's scrutiny work programme is determined by the members of the Panel.

**4. CONSULTATION UNDERTAKEN OR PROPOSED**

4.1. The Panel have agreed to consider the performance report on an annual basis.

**5. APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

Appendix 1: CYPP performance dataset 2014/15 (August 2014)

**6. BACKGROUND PAPERS**

6.1. None.

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Children and Young People Overview and Scrutiny Panel - Performance Index 2014/15

No.	Performance Indicators	Frequency	Merton 2013-2014	Benchmark National Average 2012-2013	Benchmark London/SN	Target 2014-15	Polarity	% Deviation	BRAG Rating (latest Outcome Period)	Apr-14	May-14	Jun-14 / Q1	Jul-14	Aug-14	Sep-14 / Q2	Oct-14	Nov-14	Dec-14 / Q3	Jan-15	Feb-15	Mar-15 / Q4	
<b>Children's Social Care</b>																						
1	Number of CASA's	Quarterly	707	n/a	n/a	n/a	n/a	n/a	n/a			91										Quarterly (Time lag in collating CASAs from partner agencies)
2	% of Single Assessments completed within the statutory 45 days (Year to Date)	Monthly	76%	n/a	n/a	92%	High	3%	Amber	64% (92%)	61% (90%)	59.6% (88%)	57.7% (88%)	58.0% (89%)								YTD
3	% of Children subject of a Child Protection Plan with an allocated Social Worker	Monthly	100%	n/a	not av	100%	High	0%	Green	100%	100%	100%	100%	100%								Monthly
4	% of reviews completed within timescale for Children with Child Protection Plans (NI 67)	Monthly	96%	96%	not av	n/a	High	n/a	n/a	92%	86%	90%	92%	93%								YTD
5	% of Children subject of a Child Protection Plan who had a 4 weekly CP visit in timescale (child seen)	Monthly	84%	n/a	not av	n/a	High	n/a	n/a	92%	94%	95%	93%	93%								Monthly
6	% of Children that became the subject of a Child Protection Plan for the Second or subsequent time (NI 65)	Monthly	12%	14.9%	not av	10%	Low	20%	Amber	8%	16%	13%	13%	12%								Cumulative YTD
7	% of Children in Care with an allocated Social Worker	Monthly	100%	n/a	not av	100%	High	0%	Green	100%	100%	100%	100%	100%								YTD
8	Children in Care rate per 10,000	Monthly	33.33	60	not av	n/a	n/a	n/a	n/a	31.9	35.0	34.1	34.6	35.0								End of the month snapshot
9	Number of children who ceased to be Looked After Children who were adopted	Monthly	15	n/a	not av	13	High	34% (1 CYP)	Green	0	0	0	2	2								Cumulative YTD
10	Number of agency special guardianship orders granted	Monthly		n/a	not av				n/a	1	1	4	5	5								
11	Stability of placements of Children in Care - number of moves (3 or more moves in the year) (NI 62)	Monthly	13%	11%	not av	15%	Low	2%	Green	1%	3%	4%	5%	6%								YTD
12	Stability of placements of Children in Care - length of placement (NI 63)	Monthly	58%	67%	not av	75%	High	5%	Amber	54%	53%	56%	62%	59%								End of the month snapshot
13	Children in Care cases which were reviewed within required timescales (NI 66)	Monthly	97%	91%	not av	100%	High	10%	Green	100%	100%	100%	100%	99%								YTD
14	% of Children in Care participating in their reviews in month	Monthly	76%	not av	not av	90%	High	10%	Amber	87%	93%	88%	82%	79%								Monthly with Quarter YTD
15	Timeliness of adoption placements post best interest decision (NI 61)	Monthly	40%	n/a	not av	n/a	n/a	n/a	n/a	n/a	n/a	100%	100%	100%								YTD
16	Rate of proven re-offending by young people in the youth justice system (NI 19)	Quarterly	1.1	tbc	tbc	1.1	n/a	n/a	n/a			1.11										Quarterly
17	First Time Entrants (FTEs) to the Youth Justice System aged 10-17 (Cumulative)	Monthly	88	n/a	not av	80	Low	% (1CYP)	Green	4	12	14	23	27								YTD
18	Young Offenders NEET rate (Not in Education, Employment or Training)	Quarterly	3.6% 9cyp	not av	not av	n/a	n/a	n/a	n/a			4.8% 11 cyp										Quarterly March 16 - 18 NEET - supervised YOTS
20	Youth Justice Caseload per worker	Quarterly	8.3	not av	not av	n/a	n/a	n/a	n/a			8.2										Monthly
<b>Education</b> *For Attendance and Exclusion indicators the Merton 2012-2013 relates to academic year 2011-2012; National & London benchmarks may for previous academic years.																						
1	Youth service participation rate	Annual	2032	not av	not av	2,000	High	0%	n/a													Annual Measure
2	Secondary School Persistent absence (LA) 15% threshold	Annual	6.0%	not av	not av	n/a	n/a	n/a	n/a													Annual Measure 2.5 terms, internal data, 5 schools
2	Secondary persistent absenteeism (15% absence)	Annual	5.8%	7.4%	6.1%	8%	n/a	n/a	n/a													Annual Measure 2.5 terms DfE Published SFR maintained and academies
23	Secondary fixed term exclusions (percentage of pupils on roll)	Annual	9.36%	7.49% (AY 2011-2012)	7.85% (AY 2011-2012)	10%	Low	2%	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
24	% of BAME Pupil Exclusions Fixed - Secondary	Annual	7.86%	not av	not av	n/a	n/a	n/a	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
25	Primary fixed term exclusions (percentage of pupils on roll)	Annual	0.83%	0.91%	0.75%	0.6%	Low	0.5%	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
26	% of BAME Pupil Exclusions Fixed - Primary	Annual	0.77%	not av	not av	n/a	n/a	n/a	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
27	Secondary permanent exclusions (Number YTD Acad. Yr)	Monthly	12 (Academic Year 2012-2013)	4370	780	19	Low	4 children per quarter	Green	2	2	2	5	5								August End of Acad. Yr YTD. September start of the new Acad. Yr.
28	Number/% of BAME Pupil Exclusions Permanent - Secondary	Annual	0.17% (8/12)	not av	not av	n/a	n/a	n/a	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
29	Primary permanent exclusions (Number YTD Acad. Yr)	Monthly	0 (Academic Year 2012-2013)	610	60	0	Low	1 child	Green	0	0	0	0	0								August End of Acad. Yr YTD (August data interim until November). September start of the new Acad. Yr.
30	Number/% of BAME Pupil Exclusions Permanent - Primary	Annual	n/a	not av	not av	n/a	n/a	n/a	n/a													
31	Number of managed moves - Primary	Quarterly	0	not av	not av	n/a	n/a	n/a	n/a			1										Cumulative YTD Academic Year
32	All SEN statements issued in 26 weeks (without exceptions)	Monthly	89%	93%	90%	n/a	High	n/a	n/a	100%	96%	97%	94%	95%								Cumulative YTD Academic Year
33	All SEN statements issued in 26 weeks (with and without exceptions)	Monthly	89%	86%	79%	95%	High	5%	Red	100%	83%	85%	85%	87%								Cumulative YTD Academic Year
34	Education, Health and Care plans issued within timescale (20 weeks)	Monthly	n/a	new measure	new measure	TBC	High	TBC	new measure													Cumulative YTD Academic Year, from 1 September 2014 only to be reported in January 2015.
35	SEN Statements Issued	Quarterly	44	not av	not av	n/a	n/a	n/a	n/a			87										Cumulative YTD, up until 1 September only
35b	Education, Health and Care plans issued	Quarterly	new measure	new measure	new measure	n/a	High	n/a	n/a													Cumulative YTD, from 1 September 2014
36	% outcome of all Children Centre Ofsted inspections good or outstanding	Quarterly	100%	70%	77%	100%	High	0%	n/a			100%										Cumulative YTD
37	% of total 0-4 year estimated ACORN estimated population from areas of deprivation (IDACI 30%) whose families have accessed children's centre services	Quarterly	77.7%	not av	not av	75%	High	n/a	Green			39.2%										Cumulative YTD
<b>Road Accidents</b>																						
38	CYP Road accidents - reported incidents Fatal/Serious/Slight	Annual	2013 TBC (Fatal/Serious/Slight)	n/a	n/a	n/a	n/a	n/a	n/a													Calendar Year annual measure. 2014 data available circa April 2015.



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