

**INCLUSIVE EDUCATION SERVICES - BEST VALUE REVIEW - ACTION PLAN**

<b><u>ISSUES</u></b>	<b><u>REC NO.</u></b>	<b><u>RECOMMENDATIONS</u></b>	<b><u>COST</u></b>	<b><u>RESPONSIBLE OFFICER</u></b>	<b><u>COMPLETION DATE</u></b>
<p><b><u>Policies and Procedures</u></b>                      Policies and procedures were last published in 1998. The EWS had set about updating these, but the exercise was delayed due to the cost (previously £4,700).</p>	1	To update the school attendance policy.	£2 k	EWS Manager	April 04
	2	To re-issue the updated school attendance policy.	One-Off Included above	EWS Manager	Sept 04
	3	To update the staff handbook (to include a review of safety arrangements for EWOs when home visiting)	£4.5k	EWS Manager	Sept 04
	4	To re-issue the staff handbook.	Included above	EWS Manager	April 05
<p>The EWS have developed a suite of guidance letters and booklets concerning school attendance. These are distributed to parents directly and through schools regularly.</p>	5	To continue with the distribution of school attendance guidance letters and booklets, ensuring that the policy, in a user friendly format, is given to all parents at the start of primary and secondary schools, and in year school transfers. Regular standard letters to continue to be distributed to parents where necessary.	Contain	EWS Manager	Ongoing
<p>Some primary schools do not have an attendance policy.</p>	6	EWS to target schools that do not have an attendance policy and provide encouragement and support to adopt one.	Contain	EWS Manager	Ongoing
<p>Attendance Policy advises schools to make contact on first day of absence, and to maintain a list of contact numbers. Some schools do not have up to date contact numbers.</p>	7	EWS to remind schools to maintain up to date contact lists, and target in particular those schools with out-of-date lists.	Contain	EWS Manager	May 03

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The Audit Commission have produced an “Ideas Directory”, which sets out good practice, and includes pupil attendance and other similar areas.	8	It is recommended that the Audit Commission “ideas directory” be reviewed regularly, and that any relevant good practice identified be considered for implementation.	Contain	EWS Manager	Ongoing
<b><u>Roles and Responsibilities</u></b> Need for clarity over school and EWS roles, as there is an overall lack of detailed knowledge about the scope and function of the EWS.	9	EWS to clarify the respective roles and responsibilities of EWOs and school based staff through regular newsletters and face-to-face meetings.	Contain	EWS Manager	May 03
EWS needs to regularly review and ensure that there is an effective balance between professional guidance and casework. The present balance was found to be satisfactory. There is, however, scope for repeat guidance to be issued in certain problem areas.	10	To provide "repeat" guidance to schools in certain problem areas such as parents taking their children on holiday during term time; abandoned children; and when a pupil's name can be removed from the register.	Contain	EWS Manager	October 02
	11	To continue to review annually the balance between professional guidance and casework to ensure that the balance is effective.	Contain	EWS Manager	Ongoing

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<b><u>Encouraging Pupil Attendance</u></b> There is scope to develop and expand pupil and parent attendance Reward Schemes, using best practice.	12	Schools to be given encouragement and support in developing and expanding reward schemes. This will include attendance assemblies attended by EWOs and appropriate professionals	Contain	EWS Manager	Ongoing
	13	To encourage schools to promote class recognition, and to develop individual and class award schemes such as badges, pens, bugs and certificates.	Contain	EWS Manager	Ongoing
	14	To consider the development of a sponsorship scheme for attendance to finance the rewards.	Contain	EWS Manager	May 03
	15	To consider other ceremonial events, including EWS assemblies at school events such as carol concerts (so that parents can see them as well), and events where the Mayor presents certificates to all 100%ers	Contain	EWS Manager	October 03
	16	EWOs to be positioned at school gates on regular occasions so that parents see them.	Contain	EWS Manager	Ongoing
	17	EWS to hold register weeks.	Contain	EWS Manager	Ongoing

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Some other Borough have developed a suite of posters to seek to encourage good school attendance	18	EWS to produce a set of posters covering various types of attendance issues. These will include punctuality, anti-bullying, not taking family holidays during term time, difficulties with school work, part-time work, and the legal school leaving date. These posters to be produced in appropriate languages, and distributed to schools for display.	£1k One-Off	EWS Manager	April 04
There is scope for targeting support to vulnerable pupils	19	To set up a pilot exercise to target vulnerable (unlikely to integrate) Yr 6s transferring to secondary school to help with integration. Work with them, help with difficult issues. Group them to make contacts, equip them, and organise trips to the new school.	Contain	EWS Manager	March 03
<b><u>Connexions</u></b> There is a need to develop clear roles and responsibilities between EWS and personal advisors within Connexions.	20	To define clearly and effectively communicate the respective roles and responsibilities between EWOs and personal advisors.	Contain	EWS Manager	November 02
	21	The Connexions services to inform the EWS Service Development Plan (SDP) for 2002-03 as it did for previous years.	Contain	EWS Manager	Ongoing
	22	To provide training, as stated in the SDP.	Contain	EWS Manager	October 03

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<p>The Education Welfare service needs to work with the Connexions Service in meeting its own aims of promoting attendance and providing educational opportunities for all young people up to the statutory school leaving age.</p>	<p>23</p>	<p>To implement the following list of areas which Education Welfare Officers and Connexions Personal Advisors can work together as partners (roles and responsibilities need to be clearly defined):-</p> <ul style="list-style-type: none"> <li>• to assist parents meet their statutory duty which is to ensure that their children of compulsory school age (5-16) receive efficient full-time education.</li> <li>• to secure and promote high levels of school attendance and provide a range of support and initiatives in order to improve punctuality.</li> <li>• to widen participation in learning for those most at risk of under-achievement and social exclusion</li> <li>• provide regular attendance checks and advice to improve approaches to the completion and monitoring of attendance registers</li> <li>• to provide advice and guidance to schools on legislation relating to school attendance for eg, punctuality, extended leave of absence, permanent and fixed-term exclusion, work experience, child employment, performance licences, school leaving date.</li> <li>• to assist schools to refer appropriate cases to other agencies including Children Services (Social Services), Family Services Unit, Child and Adolescent Mental health Services and secure agency response.</li> <li>• to assist schools generally with the management of pupil behavior that prevents attendance and continued access to education.</li> </ul>	<p>Contain</p>	<p>EWS Manager</p>	<p>December 02</p>

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Connexions (continued)	24	To provide advice on LEA policy and procedures as well as support through the Exclusion Prevention Team in its overall aim to reduce school exclusions.	Contain	EWS Manager	December 02
EWS to tap in to funding opportunities for the development of the Connexions service?	25	EWS to develop working arrangements with the Connexions service in order to:- <ul style="list-style-type: none"> <li>• support young people in mainstream education and training and prevent them moving to the margins of their communities</li> <li>• focus on securing appropriate mainstream education support, vocational opportunities, skills training and approved work experience placements for young people in the target group.</li> <li>• increase the range of options available in order for the young person to maximise education, training and employment opportunities.</li> </ul>	Contain	EWS Manager	November 02
Opportunities to undertake pro-active work with Y9 and 10 in order to prevent children from becoming dis-affected Y11s	26	That Connexions work with EWS to identify potential disaffected pupils at an earlier stage than Y11 and deliver preventative services to reduce the likelihood of their being disaffected by Y11.	Contain	EWS Manager	April 03
<b><u>Prosecutions</u></b> There is a need for a mix of meaningful support and prosecution and for in service training for magistrates (to help with consistency of treatment).	27	To continue with the current balance between meaningful support and prosecution, and in service training for magistrates.	Contain	EWS Manager	Ongoing
	28	That we continue to use prosecution as a last resort (attendance is good in comparison with other boroughs).	Contain	EWS Manager	Ongoing

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<b><u>Truancy Sweeps</u></b> Truancy sweeps need to be less time consuming, better targeted and overall more effective. Alternative methods of identifying truants need to be developed and implemented.	29	To develop a truancy watch strategy - to include liaison with for example, swimming pools, Willesden Green Library, Park Wardens, Binmen and other Council employees (Manchester Binmen are asked to report youngsters suspected of playing truant - but not to approach them) and use of CCTV.	Contain	EWS Manager	September 03
	30	To introduce use of truancy watch stickers.	Contain	EWS Manager	September 03
	31	To seek to develop liaison with link police officers for schools, with the police officers having certain remits concerning pupil attendance (there would need to be regular liaison between EWS and the link officers).	Contain	EWS Manager	September02
	32	To implement the Government's initiative for the 2-week truancy patrol with the police and to undertake a detailed analysis of its effectiveness.	Contain	EWS Manager	September 02
	33	To increase publicity following sweeps that take place.	Contain	EWS Manager	September 02
LGA found that in police sweeps, 80% of children discovered playing truant were with their parents at the time.	34	To develop a strategy to target parents' attitudes to truancy to improve school attendance.	Contain	EWS Manager	Ongoing
<b><u>Staff and Organisational Issues</u></b> Staff Key Result Areas (KRAs) need to be reviewed, to include current generic and individual KRAs.	35	To review current generic KRAs.	Contain	EWS Manager	September 02
	36	To develop individual KRAs for staff, to be discussed and agreed on individual basis.	Contain	EWS Manager	September 02

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There are limited opportunities for staff to gain professional qualifications. Resources, both time and money, are obstacles.	37	That all EWOs (say one per year) be supported to gain a professional qualification (Education Welfare Studies), possibly from the University of the West of England.	£1.5k p.a	EWS Manager	August 07
There is a need for training to cover: presentation skills; management development; legislative changes; new initiatives; and Best Practice. Some of this is already happening. This links well with the improving Brent Programme.	38	To continue to develop options for staff training on presentation skills, management development, legislative changes, new initiatives and best practice. This should be reflected in the Unit's Training and Development Plan.	Contain	EWS Manager	Ongoing
Scope for best use of training resources	39	An EWO to attend seminars and then feedback as part of staff meetings to others. Also to provide advice on certain areas e.g. child protection.	Contain	EWS Manager	Ongoing
The equality action plan training should be provided to all staff. This is being done and key staff have been trained on this.	40	That all EWS staff attend the EAP training.	Contain	EWS Manager	Ongoing
EWOs are experiencing increasing problems in parking when on home and school visits.	41	EWS manager to liaise with Environmental Services in order to seek parking permits for EWOs.	Contain	EWS Manager	September 02



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EWS staffing is very low by comparison to other similar Local Authorities. The EWS are only able to provide low level support for Primary Schools. Primary schools are not getting the level of support that they would like - they are only guaranteed one visit per month. An additional EWO in this area would result in more visits, more initiatives, more effective links with other agencies, would make the EWS more visible to parents, and would provide for more effective casework. This would lead to improved punctuality and attendance.	42	To recruit an additional EWO in order to increase the support for Primary Schools in order to target and increase attendance and punctuality levels.	£35k pa	EWS Manager	April 04
The review team considered the 5-day response time. This was challenged and the target remains because a rapid response is essential.	43	To continue with the 5-day response time.	Contain	EWS Manager	Ongoing
The review team considered the Duty Desk Officer. This was challenged and it is considered that it should remain to ensure constant phone cover, given the nature of the work.	44	To continue with the duty desk.	Contain	EWS Manager	Ongoing
The review has concluded that the Unit's title "Education Welfare Service" is misleading. However a change in title could lead (in the short to medium term) to further but alternative confusion. On balance, the review team felt that an exercise should be undertaken to look at the options for a name change.	45	That the EWS manager and staff consider options for a new title for the Education Welfare Service, and to recommend and implement a new title (if appropriate).	Name change will incur publicity and stationery costs.	EWS Manager	April 04

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Move to term time only - for some existing staff?	46	To develop proposals for some EWS staff to move to term time only. There is a clear need to consult with existing staff on this issue, and as this would result in lower remuneration for staff, it should only be pursued for existing staff with their individual agreement. There will also be a need to ensure that the service is partially-staffed over holiday periods. If successful, this would free resources enabling more support or additional staff to be employed.	Contain (this may result in savings which could be re-invested in the Service)	EWS Manager	April 03
Move to term time only - for new staff?	47	To consider employing new staff on a term time only basis, where this suits the requirements of the service. Where the new staff are replacing existing staff, this would result in savings. Where any new staff are growth to the establishment, costs would be lower than recruiting full time.	Contain (this may result in savings over time, which could be re-invested in the Service)	EWS Manager	September 03
Develop a parent friendly office/interview room.	48	To consider options for a parent friendly office/interview room.	Costs to be identified as part of the options review.	EWS Manager	September 04
Improve safety arrangements for EWOs when home visiting.	49	To ensure that there are arrangements for continual improvements to protect staff. This should include an update of the staff handbook (see policy and procedures above). It should also be reiterated that EWOs do not have to visit individually and that other staff (within EAL and outside) are on hand to assist where necessary.	Contain	EWS Manager	Ongoing

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Some EWOs do not have access to a mobile phone for work purposes. Given their role, addressing health and safety issues and in order to enhance effectiveness, this is considered necessary.	50	That all EWOs should have access to a mobile phone to receive and make work calls. This can be either:-provide a mobile phone to each EWO with private calls to be paid by EWO (possible use of economy of scale with existing Corporate agreement with One 2 One) or, alternatively, develop and agree an arrangement for re-imburement of calls to EWOs on their existing mobile.	Contain	EWS Manager	September 02
The review team felt there was scope to enhance the EWS publicity strategy.	51	To expand the publicity strategy. Self-promotion to be enhanced but targeted (beware this may lead to increase in demand for service for which resources are not currently available).	Contain	EWS Manager	Ongoing
Make good use of hardware and software to enable EWS staff to be more effective.	52	Unit Head to consider benefits of issuing all staff with Personal Digital Assistants (PDAs) which are capable of synchronising with their work based PC's.	Contain	EWS Manager	April 03

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<p><b><u>Inclusive Education Services</u></b>                      The review team found that some Inclusive Education Services are not effectively integrated. Some separate components of the organisation are not effectively working together. Links with between the EWS and EMTAP (and in particular the Travellers' Team and the Education Refugee Worker) were found to be almost non existent. The fact that EMTAP is located in a different Division of the Education Service (ESS) may be hindering effective integration.</p>	53	To review the working arrangement of the service and develop closer links with other inclusion services, to include:- <ul style="list-style-type: none"> <li>• considering incorporating EMTAP within the SNIE Division;</li> <li>• effective reporting lines;</li> <li>• effective communication links;</li> <li>• sharing of information (local and national initiatives);</li> <li>• development of understanding of overall problems;</li> <li>• integrated casework including work in schools, support for new non-British parents, and liaison with ethnic groups to identify particular issues and needs relating to pupils and their families; and</li> <li>• further integration of the work in relation to refugees.</li> </ul>	Contain	Director of Education	September 03
<p><b><u>EMTAP</u></b>                      Need to strengthen multi-agency working - develop protocols/SLAs. Scope to develop multi-agency workshops around IES.</p>	54	To strengthen multi agency working - develop protocols/SLAs.	Contain	Travellers Consultant	June 03
<p><b><u>Brent Education and Tuition Service (BETS)</u></b>                      EWS need to maintain involvement in cases that are referred to BETS, in particular for re-integration back into school (case meetings and package of support).                      Responsibility for school phobic needs to be clearly defined (between EWS and BETS).</p>	55	To develop and implement a joint protocol between BETS and EWS.	Contain	EWS Manager	September 02

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<p><b><u>Links with Other Agencies</u></b>                      There is a general lack of formal working agreements with other agencies and a greater thrust to work together is required. There is a need to work strategically and in partnership with Key Agencies. Although this is focused at present, there is significant scope for heightened work here, but impossible because of low staffing. Without additional support, the service cannot effectively carry out all of its key statutory functions (for example, Child Protection, and working together with Social Services).</p>	56	To recruit one additional EWO in order to work strategically and in partnership with key agencies, developing more effective partnerships through SLAs or protocols with other agencies (to include reasonable response times).	£35k pa	EWS Manager	April 04
<p><b><u>Links with Childrens Services (Social Services)</u></b>                      The review found that existing links with Childrens Services were poor.</p>	57	To provide training about EWS to Childrens Services, for induction of new Social Workers.	Contain	EWS Manager	Ongoing
	58	To provide all Social Workers with a copy of the EWS Roles & Functions (including key responsibilities), an EWO staff list (including telephone numbers) and list of link schools.	Contain	EWS Manager	March 03
<p>Six schools (chosen because they have lots of referrals or looked after kids) have a link social worker. Purpose is for schools to contact them for advice.</p>	59	EWS to find out which schools have a link Social Worker and to develop liaison with those Social Workers.	Contain	EWS Manager	November 02

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Childrens Services have re-organised into two teams. An East Team and a West Team. EWS referrals do not reflect the revised structure.	60	EWS to liaise with Childrens Services to establish the area covered by each of the Childrens Services teams. EWS to send future referral forms to appropriate Childrens Service Team Manager. Referral forms to be updated to include EWO contact details. If no response, EWS to take up with Asst Director (Childrens Services).	Contain	EWS Manager	September 02
Roles and responsibilities need to be clarified.	61	EWS and Children’s Services to communicate clearly regarding the "roles and responsibilities" around casework issues.	Contain	EWS Manager	March 03

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There is a clear need to develop awareness within Childrens Services (Social Services) of the role of the EWS staff, and visa versa.	62	To organise training for Childrens Services. To include EWS role & function.	Contain	EWS Manager	September 03
	63	Childrens Services to provide training to EWS, to include types of referral, information required on a referral (eg evidence and facts).	Contain	EWS Manager	September 03
	64	Assistant Director (Children’s Services) to write to her managers to remind them to write explanation when case is closed.	Contain	Asst Director - Children’s Services	September 02
	65	EWOs to discuss child protection referrals with designated teacher.	Contain	EWS Manager	September 02
	66	EWS Manager needs to develop liasion with area team Managers, and in particular Yashi Shah, who is the lead on Education issues, in order to achieve maximum response to referrals and cases of concern.	Contain	EWS Manager	September 02
	67	To invite Yashi to come and talk to EWS and visa versa.	Contain	EWS Manager	December 02
Needs to be effective process for monitoring attendance of Looked After Children	68	Children’s Services to provide EWS with full list of Children Looked After with contact Social Worker at the beginning of each school year.	Contain	Quality Protects Education Co-ordinator	November 02
	69	EWS to update Children’s Services regularly with attendance data of Looked After Children, to include link EWO	Contain	EWS Manager	July 03

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<b><u>Housing</u></b> Temporary Accommodation (for homeless families) is occasionally allocated away from schools. Parents often can't afford transport to get pupils to school. There is also a need to develop better communication links with Housing and for Housing to notify EWS on new accommodation, families, wardens, council tax and benefits.	70	One EWO to be given this responsibility, especially for link with Housing. To develop and implement proposals to improve links with Housing to ensure appropriate and timely exchange of relevant information.	Contain	EWS Manager	September 02
	71	Obtain regular listing of families in B&B and Temp Accommodation and follow up (need an improved protocol for this.	Contain	EWS Manager	December 02
<b><u>Missing the Net</u></b> The review team was unable to locate an up to date record that sets out a definitive list of children out of school in Brent, categorised into reasons. Work is now progressing to complete this listing.	72	To produce a regular listing of children out of school categorised into reasons. This listing to be circulated to all interested units and agencies - for action!	Contain	Head of Communication And Student Support <b>or</b> Principal Admissions Officer	September 03
There is no referral mechanism for children who are out of school and waiting for a place at a specific school. (This is a difficult problem - for example, Brent has had an influx of young people moving into the Authority and there is limited availability of places currently in Year 10 and Year 11. There has been much work from the Admissions Section to address this difficult issue, on an individual case level and through projects such as the initiative at John Kelly Girls School and Willesden High).	73	To implement a referral mechanism so that the EWS are notified of children who are out of school and awaiting a place at a specific school, and for the EWS to take appropriate action.	Contain	Head of Communication and Student Support <b>or</b> Principal Admissions Officer	September 03



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Some children are not in school because there are no appropriate secondary places available. Measures are being taken to address this, including from September 2003, the new City Academy and the Wembley High expansion. Another school is also reporting spare capacity.	74	To note the proposed expansion of secondary places.	Contain	EWS Manager	Ongoing
Agreement has been brokered with all but one Secondary school to take up to three previously excluded pupils - even if this takes the school over role. It is suggested that this could be widened to include vulnerable children.	75	To consider including "vulnerable pupils" in the secondary schools' "excluded pupils" agreement.	Contain	Asst Director of SNIE	September 03
Some parents apply for a school place, but subsequently the child does not turn up at the school. These cases get referred to the EWS and are often very time-consuming to investigate. As a result of the limited staff resources, these time-consuming cases tend to be treated as a low priority within EWS. The review was concerned that these cases may not be followed up.	76	To review and confirm the policy for following up cases where a child offered a place does not turn up at school.	Contain	Asst Director of SNIE	September 03
The Case Management Group meets regularly to consider excluded pupils. There may be scope for extending the remit of this group to include all pupils out of school.	77	To consider extending the remit of the Case Management Group to include all pupils who are out of school.	Contain	Asst Director of SNIE	September 03
To learn from the recommendations of the Climbie inquiry. Protocols are now in place to link with hospitals since this case. This was done recently (between BETS and EWS).	78	To ensure that the recommendations of the Climbie inquiry are considered by IES.	Contain	Asst Director of SNIE	To be determined

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The Review Team was concerned to find that some children moving into the Borough (new arrivals) are not coming to the immediate attention of the Education Service. This is because not every new arrival will present themselves to the Education Service and will remain "unknown" until a problem arises or until they identify themselves to a service.	79	To develop further liaison with key services such as Social Services, Careers, Health and Housing to ensure that these services immediately inform Education of any recently arrived families with children of school age. Notifications should be directed to the Admissions Officer, Education Department, who would then provide advice about schools with options, and further advise the Education Welfare Service so that effective follow-up can take place.	Contain	Head of Communication and Student Support <b>or</b> Principal Admissions Officer	September 03
There is a need to expand alternative options for Year 11 pupils not entered in exams including increasing vocational opportunities. A pilot scheme at Wembley High was developed whereby children attended alternative training and were therefore prevented from truanting.	80	To refer "the need to expand alternative options for Year 11 pupils not entered in exams including increasing vocational opportunities" to the 14-19 forum.	Contain - although options produced may have cost implications	Asst Director of SNIE	September 03
<b><u>Out of Borough</u></b> The review team found that there was scope for significant improvement in this area. The problem affects exclusions and placements, as well as non-attendance. All Local Authorities are affected. The devolution of funding to schools in many authorities has led to a worsening of communication links between authorities. There are protocols with some but not all relevant authorities.	81	To review, develop and implement effective cross-border protocols (both ways) with all bordering Authorities so that every Authority (and its schools and EWS services) will notify, in writing, the Director of Education in the Authority in which a pupil is domiciled about any case of exclusion or non-attendance.	Contain	EWS Manager	September 03
<b><u>Service Delivery – Equalities</u></b> Support for new non-British parents to help understand British schooling system.	82	To provide further support for new non-British parents to help them to understand the British schooling system.	To be determined	Asst Director of SNIE and Ed Refugee Worker	September 04

<b><u>ISSUES</u></b>	<b><u>REC NO.</u></b>	<b><u>RECOMMENDATIONS</u></b>	<b><u>COST</u></b>	<b><u>RESPONSIBLE OFFICER</u></b>	<b><u>COMPLETION DATE</u></b>
Liaise with leaders of ethnic groups to identify particular issues relating to pupils and their families	83	To liaise with leaders of ethnic groups to identify particular issues relating to pupils and their families.	Contain	Asst Director of SNIE and Ed Refugee Worker	September 04
The review found that "home school" agreements are not printed in different appropriate languages in all schools.	84	To develop proposals so that home school agreements are available in appropriate languages in all schools.	To be determined	Asst Director of SNIE	September 04
The guidance letters and booklets distributed by EWS are only printed in English	85	EWS to produce school attendance guidance and information in other appropriate languages.	Could be quite expensive (£3 to 5k)	EWS Manager	July 05
<b><u>Training for Schools</u></b> Consideration of training opportunities for schools.	86	EWS to be part of INSET programme to schools for new teachers etc	Contain	EWS Manager	September 02
	87	EWS to provide training on attendance issues to new headteachers and heads of years as part of induction	Contain	EWS Manager	September 03
	88	Organise one-to-one training sessions for key school staff, group work, attendance workshop (half-day sessions, example in Harrow) or promoting attendance seminars	Contain	EWS Manager	September 03
Develop/Expand parenting classes, compulsory in some cases. It is not possible to make these compulsory unless through a Parenting Order in the courts.	89	EWS to develop options for parenting classes (to include linking up with other key services that provide support to parents).	Contain	EWS Manager	Ongoing

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<p><b><u>Licences</u></b>                      Twenty-nine Chaperone licences were issued 2001-02; 154 Entertainment licences were issues in 2001-02; 7 Employment licences were issues in 2001-02. The Review Team felt in particular that the number of employment licences (part-time employment) was low. EWS staffing is very low in comparison to other similar Local Authorities. The EWS does not have the staff to fulfil its statutory responsibility in carrying out regular site checks.</p>	90	To recruit an additional EWO to develop a regular programme of site visits to employers likely to be employing children without a licence, making sure that legislation in terms of health and safety, child protection and licences are enforced.	£35k pa	EWS Manager	April 04
	91	To consider liaison and joint working arrangements with other Council Services who may already be undertaking site visits, such as Environmental Services (licences), in order to avoid duplication.	Included in above sum	EWS Manager	November 03
	92	There is scope for visiting the seven employers that have been given licences.	Included in above sum	EWS Manager	November 03
	93	To develop options for encouraging a significant increase in the take up of employment licences. This to include further targeting information to employers and parents using existing available mediums such as the Brent Magazine.	Included in above sum	EWS Manager	November 03
	94	To promote Employment licences in the EWS link with Personal Advisers in the new Connexions Service. Each child aged between 13-19 will have a personal adviser who will offer advice, guidance and support to enable the young person to access education and work opportunities.	Contain	EWS Manager	November 02

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There is scope for introducing charges for entertainment licences.	95	It is recommended that proposals to charge for entertainment licences be developed and considered for implementation.	To be determined (increase in income)	EWS Manager	September 02
<b>IT</b> The review found that there is a significant lack of integration amongst key education databases. Monitoring is undertaken on individual settings/databases. The Education Service is developing proposals for an integrated database with a short-term implementation plan for September 2002. Wider development is scheduled for September 2003.	96	To note and strongly endorse the proposals to develop an integrated Education database.	Costing considered elsewhere in EAL	Asst Director of SNIE	April 03
	97	To consider including electronic interfacing between schools and the integrated education database.	To be determined	Asst Director of SNIE	April 03
A bid has been made to DFES for funding for electronic registration for three Secondary Schools.	98	To review the scope for other schools to benefit from electronic registration and bid to DfES for further funding where appropriate.	To be determined in the review	EWS Manager	September 02
There may be scope to transfer data electronically from schools to the Education Welfare Service.	99	To investigate whether it would be viable and effective to transfer data electronically from certain or all schools to the EWS.	To be determined in the investigation.	EWS Manager	May 03