



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

TELEPHONE: 020 8464 3333

CONTACT: Philippa Gibbs
philippa.gibbs@bromley.gov.uk

DIRECT LINE: 020 8461 7638

FAX: 020 8290 0608

DATE: 19 September 2017

To: Members of the
**EDUCATION, CHILDREN AND FAMILIES BUDGET AND PERFORMANCE
MONITORING SUB-COMMITTEE**

Councillor Neil Reddin FCCA (Chairman)

Councillor Nicky Dykes (Vice-Chairman)

Councillors Nicholas Bennett J.P., Alan Collins, Mary Cooke and Angela Wilkins

Parent Governor Members with Voting Rights

Emmanuel Arbenser

A meeting of the Education, Children and Families Budget and Performance
Monitoring Sub-Committee will be held at Bromley Civic Centre on **TUESDAY 26
SEPTEMBER 2017 AT 7.00 PM**

MARK BOWEN

Director of Corporate Services

Copies of the documents referred to below can be obtained from

<http://cds.bromley.gov.uk/>

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

In accordance with the Council's Constitution, questions to this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5pm on Thursday 21st September 2017.

**4 MINUTES OF THE MEETING HELD ON 18 JULY 2017 AND MATTERS
OUTSTANDING (Pages 3 - 16)**

5 LOCAL AUTHORITY DESIGNATED OFFICER REPORT 2016/17 (Pages 17 - 26)

- 6 SEN TRANSPORT VERBAL UPDATE**
- 7 PRIVATE FOSTERING ANNUAL REPORT (Pages 27 - 54)**
- 8 ADOPTION ANNUAL REPORT (Pages 55 - 74)**
- 9 CHILDREN'S SERVICE IMPROVEMENT UPDATE (Pages 75 - 84)**
- 10 CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2017/18 (Pages 85 - 94)**
- 11 SPENDING BY PRIMARY, SECONDARY AND SPECIAL MAINTAINED SCHOOLS IN 2016/17 (Pages 95 - 108)**
- 12 EXPENDITURE ON CONSULTANTS 2016/17 AND 2017/18 (Pages 109 - 132)**
- 13 INFORMATION ITEMS**
 - a RECRUITMENT AND RETENTION FUND UPDATE (Pages 133 - 138)**
 - b COMPLAINTS ANNUAL REPORT (Pages 139 - 160)**
- 14 ANY OTHER BUSINESS**
- 15 DATE OF NEXT MEETING**

7.00pm, Wednesday 17th January 2018

EDUCATION, CHILDREN AND FAMILIES BUDGET AND PERFORMANCE MONITORING SUB-COMMITTEE

Minutes of the meeting held at 7.00 pm on 18 July 2017

Present:

Councillor Neil Reddin FCCA (Chairman)
Councillor Nicky Dykes (Vice-Chairman)
Councillors Nicholas Bennett J.P. and Angela Wilkins

Emmanuel Arbenser

Councillor Tom Philpott, Executive Support Assistant to the
Portfolio Holder for Education, Children and Families

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Chris Pierce.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received from members of the public.

4 MINUTES OF THE MEETING HELD ON 15 MARCH 2017 AND MATTERS OUTSTANDING

RESOLVED that the minutes of the meeting held on 15th March 2017 be agreed.

5 CONSIDERATION OF RECOMMENDATIONS ARISING FROM THE EDUCATION CHILDREN AND FAMILY SELECT COMMITTEE SCRUTINY ON THE CHILDREN'S LANDSCAPE IN BROMLEY

The Sub-Committee considered the draft report and recommendations of the Education, Children and Families Select Committee which reviewed the Children's Service Landscape in Bromley at its meeting on 28th June 2017. The draft report had been circulated to all Members and Co-opted Members of the Education, Children and Families Select Committee for their consideration and comment.

In discussion, Members of the Sub-Committee agreed that they supported the draft report and recommendations. Councillor Chris Pierce had confirmed his support for the draft report and recommendations prior to the meeting of the Sub-Committee.

Councillor Nicholas Bennett JP led the Sub-Committee in thanking Philippa Gibbs, Democratic Services Officer for her excellent work in drafting the report of the review.

RESOLVED that the first report of the Education, Children and Families Select Committee for the 2017/18 municipal year be agreed.

6 REFERENCES FROM OTHER COMMITTEES

Report CSD17101

The Sub-Committee considered a report referred from the Executive and Resources PDS Committee following its meeting on 14th June 2017.

At the meeting of the Executive and Resources PDS Committee on 14th June 2017, a report was considered that detailed the provisional final accounts for 2016/17, following which the Chairman of Executive and Resources PDS Committee requested that the report be referred to the Education, Children and Families Budget and Performance Monitoring Sub-Committee to review issues identified in relation to the Recruitment and Retention Fund for Children's Social Care. The Executive and Resources PDS Committee considered that the availability of this fund could have an adverse effect on rigorous adherence to budgets in the Education, Care and Health Services Department and there was a need for Members of the Sub-Committee to identify whether this funding should continue to be held separately.

In considering the report, the Chairman noted the role of the Recruitment and Retention Fund in supporting the increased proportion of permanent staff within Children's Social Care, and highlighted the importance of ensuring rigorous scrutiny was in place.

A Member underlined the need to identify all funding being used to support recruitment and retention within Children's Social Care, and was concerned to note that this included a proportion of Tackling Troubled Families Programme funding for 2016/17. Councillor Nicholas Bennett JP confirmed that the Tackling Troubled Families Programme would be included within the 2017/18 programme of Education Select Committee reviews, and that this would include funding of the initiative.

The Chairman requested that a briefing note on the Recruitment and Retention Fund, including how it was used and any cost savings generated, as well as the difference in costs between agency and permanent staff be provided to Members of the Sub-Committee following the meeting.

RESOLVED that the report be noted.

7 BASIC NEED PROGRAMME UPDATE INCLUDING S.106 ALLOCATIONS

Report ED18015

The Sub-Committee considered a report providing an update on capital schemes within the Local Authority's Basic Need Programme with a project value of over £1M.

The Basic Need Programme was funded by the Basic Need Capital Grant which was provided to the Local Authority from the Department for Education to support the delivery of sufficient school places. A total of £77M Basic Need Capital Grant had been allocated to Bromley schemes between 2011 and 2019, which funded the creation of 1,635 temporary and 2,550 permanent school places in both mainstream and specialist settings across the Borough. The Local Authority had also received a capital allocation of £2,596,530 for Special Educational Needs which was based on projected population growth for children and young people aged 2-18 years between 2018/19 to 2020/21 and would partly be used to fund the expansion of the existing Special Educational Needs unit at Tubbenden Primary School, with the remaining funds considered as part of the High Needs Block review.

In considering the Basic Need Programme, the Head of Strategic Place Planning advised Members that works were underway to expand and refurbish the former Burwood School site to meet the needs of Key Stage 2 and 3 pupils with social, emotional and mental health needs, and that external works to the car park and play area would be undertaken during Summer 2017.

After a proposed scheme to expand Farnborough Primary School by one form of entry had failed to obtain planning permission due to concerns around the impact of the scheme on the openness of the green belt, the Head of Strategic Place Planning confirmed that consideration was being given to possible modifications within the school to accommodate two existing bulge classes. In general discussion, Members noted that there continued to be demand for a further form of entry within Strategic Planning Area 5, and specifically at Farnborough Primary School where the 2017/18 Reception class would comprise 27 sibling pupils with only 3 places available to other pupils within the community. The Sub-Committee requested that the proposed expansion of Farnborough Primary School be revisited at the next meeting of the School Places Working Group and that Appendix 1: B8: Farnborough Primary School – Description be amended to state.

“The permanent expansion of this school from 1 to 2 FE is deferred following the failure of the scheme to obtain planning permission.”

Phase 1 of the scheme to expand Bishop Justice CE Secondary School from 6 to 8 forms of entry had started, but the contractor had become insolvent and works had ceased. The Local Authority was working with the appointed administrator to recover funds and it was proposed that the remaining Phase 1 works be tendered with the remaining phases as a single package of works, with works expected to resume in 2018.

The Education, Children and Families Sub-Committee discussed the importance of publicising schemes funded through Section 106 monies, and requested that the Council's Executive consider how schemes funded by the Local Authority via Section 106 monies could be better promoted (such as through signage at the site of works). Information on the Section 106 funds held for education purposes including deadline dates would be provided to Members of the Sub-Committee following the meeting.

RESOLVED that the Council's Executive be recommended to:

- 1) Agree the updated Basic Need Programme as set out in Appendix 4 of Report ED18015, subject to Full Council approval;**
- 2) Agree the use of £2.89M of unallocated Section 106 Education monies as detailed within Appendix 3 of Report ED18015;**
- 3) Agree an increase to the Basic Need capital scheme of £2,597k to reflect the SEND Provision capital grant allocation as detailed in paragraph 3.3 of Report ED18015;**
- 4) Approve the fully costed appraisal for the new schemes at Beacon Academy (Orpington), Bishop Justus CE Secondary School, Castlecombe Primary School, St John's CE Primary School and Tubbenden Primary School in addition to the projects outlined in the previous report agreed by the Council's Executive on 2nd April 2014 and 20th May 2015;**
- 5) Authorise the Director: Education to support schools to submit planning applications in association with these works; and,**
- 6) Consider how schemes funded by the Local Authority via Section 106 monies could be better promoted.**

8 BUDGET CLOSEDOWN 2016/17

Report ED18008

The Sub-Committee considered a report outlining the provisional budget outturn position for the Education Portfolio for the 2016/17 financial year. This showed an underspend of £109k for the "controllable" element of the Non-Schools' Budget, a reduction from the last reported figure of £75k overspend based on activity at the end of December 2016. This was largely due to an underspend on staffing and running expenses for the Early Intervention Service including additional recharge of Public Health grant, as well as a small underspend on the Youth Offending Service relating to staffing and running costs. There was also an underspend of £226k on the Schools' Budget which was funded by the Dedicated Schools Grant, and would be added to £1.4M carry forward funding remaining from 2015/16, giving a total of £1.6M to be carried forward into 2017/18. A number of carry

forward requests had been agreed by the Council's Executive at its meeting on 20th June 2017, which related to either unspent grant income or delays in expenditure where cost pressures would follow through into 2017/18.

The Head of Education, Care and Health Services Finance advised Members that the Secretary of State for Education had recently announced additional funding of £1.3B for schools in England comprising £400M for 2018/19 and £880M for 2019/20 to be drawn from savings within the Department for Education budget, the free schools budget and 'healthy pupils' projects that would be provided as a 'per pupil' cash increase. From 2018/19, the new National Funding Formula would be introduced. This would initially be via a 'soft' formula that could be directed by the Schools' Forum, but from 2020/21, the National Funding Formula would be centrally-controlled and the Schools' Forum would have no input on how funding was allocated to Bromley schools. The Schools' Forum would retain a role in considering how funding should be allocated in other areas, such as the High Needs block. A briefing note on the Ministerial Statement on Schools Funding would be provided to Members of the Sub-Committee following the meeting.

In considering the provisional budget outturn position, the Chairman noted that there had been an overspend of £504k for Special Educational Needs transport for 2016/17 which was lower than projected due to increased income, and that additional funding had been agreed within the Education, Children and Families Portfolio budget for 2017/18 to ensure sufficient funding was available to meet the costs of Special Educational Needs transport.

In response to a question from a Member, the Head of Education, Care and Health Services Finance confirmed that the overspend of £95k relating to Community Vision and Blenheim nurseries was due to lower than expected take up of the places reserved for social care clients.

RESOLVED that the Portfolio Holder be recommended to:

- 1) Note the underspend of £109k on controllable expenditure at the end of 2016/17;**
- 2) Note the carry forward requests agreed at the meeting of the Council's Executive on 20th June 2017; and,**
- 3) Approve the provisional budget outturn for the Education Portfolio for 2016/17.**

9 BUDGET MONITORING 2017/18

Report ED18010

The Sub-Committee considered a report setting out the budget monitoring position for the Education, Children and Families Portfolio for 2017/18, based on expenditure to the end of May 2017.

18 July 2017

The Non-Schools budget was forecast to be in an overspend position of £627k for 2017/18, with a projected full year cost pressure effect of £1,130k for which further management action would need to be taken. This was largely due to a predicted overspend of £491k for the Children's Social Care Service as a result of an increase in placements for children, expenditure related to leaving care and staffing pressures. The Schools Budget which was funded by the Dedicated Schools Grant was forecast to be in an underspend position of £705k during 2017/18, which would be added to £1.6m carried forward funding.

Members were advised that at its meeting on 20th June 2016, the Council's Executive approved a number of carry forward requests for funding to be transferred into contingency for 2017/18. These carry forward requests which totalled £218k related to either unspent grant income or delays in expenditure where cost pressures would follow through into 2017/18.

It was requested that the Council's Executive agree the release of £800k from an earmarked reserve funded by the Bromley Clinical Commissioning Group to contribute towards the health costs of children's social care placements that comprised a one-off payment of £500k and further contributions totalling a maximum of £500k per annum for 2017/18 and 2018/19, to be utilised towards the provision of Children's Social Care for 2017/18. It was also requested that the Council's Executive agree the release of £115k from the Central Contingency for 2017/18 to fund additional staffing to meet statutory obligations in relation to transferring all existing statements of special educational needs to the new Education, Care and Health Plans by 31st March 2018.

The Head of Education, Care and Health Services Finance advised Members that plans were in place to reduce the level of spend on agency staff within Children's Social Care, with a target for agency staff to make up no more than 10% of the workforce by September 2017, and that this was being supported by a robust recruitment campaign for permanent staff. Councillor Nicholas Bennett JP outlined a number of ongoing pressures within Children's Social Care including increase in placements for children, and emphasised that the level of demand for these services should be reflected in the budget setting process for 2018/19.

In considering the reserve funded by the Bromley Clinical Commissioning Group, Members were generally concerned that £200k had been set aside to undertake a review of Hollybank, its use and funding. The Head of Education, Care and Health Services Finance confirmed that discussions were ongoing with the Bromley Clinical Commissioning Group regarding the proposed review and that final costings had not been agreed.

The Chairman noted that where waivers were agreed, contracts could be exempted from the normal requirement to obtain competitive quotations under the Council's Contract Procedure Rules, including some contracts for care placements in Children's Social Care. The Chairman requested that a redacted summary be provided in future Budget Monitoring reports for contracts costing in excess of £100k where a waiver had been agreed and this was supported by the Sub Committee.

RESOLVED that the Portfolio Holder be recommended to:

- 1) Note the latest projected overspend of £627k forecast on the controllable budget, based on information as at May 2017;**
- 2) Note the full year effect of cost pressures of £1,130k for the Education Portfolio budget for 2017/18;**
- 3) Agree the release of carry forward amounts held in contingency relating to Early Years Grant – Supporting Early Education of Disadvantaged Children, LA Conversion Academies Sponsor Support, High Needs Strategic Planning Fund, SEN Reform Grant and SEN Pathfinder Grant;**
- 4) Request the Council's Executive agree the release of £800k from an earmarked reserve provided by the Bromley Clinical Commissioning Group to contribute towards the health costs of children's social care placements which would be utilised towards the provision of Children's Social Care for 2017/18;**
- 5) Request the Council's Executive agree the release of £115k from the Central Contingency for 2017/18 to fund additional staffing to meet statutory obligations in relation to transferring all existing statements of special educational needs to the new Education, Care and Health Plans by 31st March 2018; and,**
- 6) Approve the Education Portfolio Budget Monitoring Report 2017/18.**

10 LOCAL AUTHORITY DESIGNATED OFFICER (LADO)

Report ED18014

The Sub-Committee considered a report outlining the work carried out across the Borough to manage allegations made against staff who worked with children and young people in a paid or unpaid capacity during the 2015/16 financial year. There was a statutory requirement for local authorities to have clear procedures in place for responding to allegations of harm or abuse of children by staff or foster carers within the Children's Act 2014, and the Local Authority Designated Officer had overall responsibility for managing and coordinating allegations against those who worked with children in Bromley.

During the 2015/16 financial year, a total of 193 allegations had been reported to the Local Authority which represented a 73.87% increase in the number of referrals received and recorded from all agencies across the Borough compared to the previous year. A number of factors had been identified as contributing to this increase, including the robust recording of all allegations whether or not they met the threshold for further action (which had been further supported by the

introduction of a new IT application), the delivery of regular multi-agency Allegation Management Briefings and the drive to raise awareness of allegation management procedures. Where it was identified that the threshold for harm or potential harm to a child was met or there were concerns that a professional might not be suitable to work with children, a strategy meeting was convened. In 2015/16, 112 strategy meetings were convened as a result of allegations, following which 47 referrals were made to the Police for investigation. Where the threshold for a strategy meeting was not met, referrals were passed back to employers for internal management action which might involve training, a formal warning or disciplinary management investigation.

In considering the report, the Chairman was concerned to note the low number of referrals from Health partners and the Police. The Local Authority Designated Officer highlighted that this was a common issue across local authorities, but that work was being undertaken to raise awareness of allegation management procedures with all key partners and to encourage participation in training. The Bromley Safeguarding Children Board had requested a 'deep dive' review be undertaken to investigate this issue, and was working with the Quality Improvement Service to raise awareness of 'other' agencies, such as faith groups and sports clubs. An Early Years Quality Improvement Manager and Safeguarding Lead was working to support increased reporting by the Early Years sector.

In response to a question from Councillor Nicholas Bennett JP, the Local Authority Designated Officer confirmed that the allegations management process was applicable to professionals where concerns about their personal lives raised questions about their suitability to work with children, including inappropriate physical chastisement of their own children, and that clarification on the current position in law around the physical chastisement of children would be provided to Members following the meeting. Statutory guidance setting out the role of the Local Authority Designated Officer would also be provided to Members of the Sub-Committee following the meeting, and the Local Authority Designated Officer report for the 2016/17 financial year would be provided to the next meeting of the Sub-Committee on 26th September 2017.

RESOLVED that the report be noted.

11 EDUCATION SAFEGUARDING OFFICER - TERMS OF REFERENCE AND VERBAL UPDATE

The Sub-Committee received a verbal update from Gillian Halden, Interim Head: Quality Improvement Service and Rita Dada, Local Authority Designated Officer on the role of Education Safeguarding Officer which had been introduced in Bromley in April 2017 and was funded through Dedicated Schools Grant.

The Education Safeguarding Officer was a qualified social worker based in the Quality Improvement Service who worked to enhance communications between the Local Authority and schools. This included the provision of child safeguarding information to schools and supporting schools to better understanding of the

threshold for referrals to the Multi-Agency Safeguarding Hub and Local Authority Designated Officer. The Education Safeguarding Officer had recently met with Designated Lead Officers to identify common concerns and information gaps on child safeguarding, and would be supporting schools to review their safeguarding procedures and develop robust safeguarding policies going forward. The Education Safeguarding Officer role was a model used by a number of other Local Authorities rated as 'Good' or 'Outstanding' for their children's social care services.

In response to a question from the Chairman, the Local Authority Designated Officer confirmed that feedback from schools about the Education Safeguarding Officer had been very positive and would be used to inform a six month review of the role to consider how it could be further developed.

RESOLVED that the verbal update be noted.

12 VERBAL UPDATE: HOW QUALITY ASSURANCE WORKS IN BROMLEY - QUALITY ASSURANCE OVERVIEW

The Sub-Committee received a verbal update from Gillian Halden, Interim Head: Quality Improvement Service providing an overview on how quality assurance worked within the Borough.

The Quality Improvement Service had been established in October 2016, introducing an ambitious programme of case audits to Children's Social Care which aimed to capture the quality of social work practice and measure improvement. All managers within Children's Social Care were expected to undertake case audits as part of the programme, the outcome of which was reported to the Children's Service Improvement Governance Board on a monthly basis, with over 300 case files audited since October 2016. Any case assessed as being 'Inadequate' was subject to a further audit, and managers discussed the outcomes of all case audits with social workers to support their understanding of good practice.

The Quality Improvement Service had delivered a highly successful social work practice week between 26th and 28th April 2017 which had provided a range of opportunities for Senior Leaders and managers to better understand frontline practice and observe practice in a range of service areas, and for Members to participate in their role as Corporate Parents. A similar event was planned for October 2017 which would be widened to include a range of key partners such as Health. The Quality Improvement Service also chaired Child Protection Conferences and had worked with key partners over the past year to review all Child Protection Plans and ensure that these plans were only being used where appropriate and that all children at risk of suffering significant harm had a Child Protection Plan in place.

In April 2016, there had been 360 children within the Borough who were subject to a Child Protection Plan. During the review process, it had been identified that a Child Protection Plan was not appropriate for a number of these children, for example where children had become looked after, and as at July 2017 there were

260 children within the Borough who were subject to a Child Protection Plan, which included a number of sibling groups. An emphasis had been placed on early intervention and preventative work to safeguard children with Child Protection Plans, such as by reducing any delays in legal proceedings. A robust procedure had also been introduced to keep track of vulnerable children moving into or out of the Borough, which included 'transfer in/out' conferences.

In response to a question from the Chairman, the Interim Head: Quality Improvement Service confirmed that Independent Reviewing Officers worked to review care plans for all children looked after to ensure there was no drift or delay in delivering their care plans.

RESOLVED that the verbal update be noted.

13 ANY OTHER BUSINESS

Councillor Mary Cooke had requested to join the membership of the Education, Children and Families Budget and Performance Monitoring Sub-Committee for the 2017/18 municipal year, and this was agreed by the Sub-Committee

RESOLVED that Councillor Mary Cooke be added to the membership of the Sub-Committee for the 2017/18 municipal year.

14 DATE OF NEXT MEETING

The next meeting of the Education, Children and Families Budget and Performance Monitoring Sub-Committee would be held at 7.00pm on Tuesday 26th September 2017.

The Meeting ended at 8.23 pm

Chairman

Decision Maker: EDUCATION, CHILDREN & FAMILIES BUDGET AND
PERFORMANCE MONITORING SUB-COMMITTEE

Date: Tuesday 26 September 2017

Decision Type: Non-Urgent Non-Executive Non-Key

Title: MATTERS ARISING FROM PREVIOUS MEETINGS

Contact Officer: Philippa Gibbs, Democratic Services Officer
Tel: 020 8461 7638 E-mail: Philippa.Gibbs@bromley.gov.uk

Chief Officer: Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 To provide the Education, Children & Families Budget and Performance Monitoring Sub-Committee with details of matters arising from previous meetings of the Sub-Committee.
-

2. RECOMMENDATION

- 2.1 The Sub-Committee is requested to note matters arising from previous meetings.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Not Applicable
-

Corporate Policy

1. Policy Status: Existing Policy: As part of the Excellent Council workstream within Building a Better Bromley, Policy, Development and Scrutiny Committees should plan and prioritise their workloads to achieve the most effective outcomes.
 2. BBB Priority: Children and Young People Excellent Council Supporting Independence
-

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £ 343,810
 5. Source of funding: 2017/18 revenue budget
-

Personnel

1. Number of staff (current and additional): 8 posts (7.27 fte)
 2. If from existing staff resources, number of staff hours: Maintaining the Committee's work programme takes less than an hour per meeting
-

Legal

1. Legal Requirement: None
 2. Call-in: Not Applicable: This report does not involve an executive decision
-

Procurement

1. Summary of Procurement Implications: None.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for the benefit of members of this Committee to use in controlling their work.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

- 3.1 The matters arising table, attached at **Appendix 1**, updates Members on recommendations from previous meetings of the Education, Children and Families Budget and Performance Monitoring Sub-Committee.

Non-Applicable Sections:	Impact on Vulnerable Adults and Children, and Policy, Financial, Legal, Personnel and Procurement Implications
Background Documents: (Access via Contact Officer)	None

MATTERS ARISING FROM PREVIOUS MEETINGS

PDS Minute number/title	Committee Request	Update	Completion Date
Minute 6 18 July 2017 References from Other Committees	That a briefing note on the Recruitment and Retention Fund, including how it was used and any cost savings generated, as well as the difference in costs between agency and permanent staff be provided to the Sub-Committee.	An item has been included on the agenda.	15 September 2017
Minute 7 18 July 2017 Basic Need Programme Update Including S.106 Allocations	The proposed expansion of Farnborough Primary School be revisited at the next meeting of the School Places Working Group and that Appendix 1: B8: Farnborough Primary School – Description be amended to state. <i>“The permanent expansion of this school from 1 to 2 FE is deferred following the failure of the scheme to obtain planning permission.”</i>	A meeting of the Schools Places working group had not yet been convened. This action will remain “live” until the Working Group next meets.	TBC
Minute 9 18 July 2017 Budget Monitoring 2017/18	That a redacted summary be provided in future Budget Monitoring reports for contracts costing in excess of £100k where a waiver had been agreed.	Summaries will be included in future reports.	September 2017
Minute 10 18 July 2017 Local Authority Designated Officer (LADA)	Statutory guidance setting out the role of the Local Authority Designated Officer would also be provided to Members of the Sub-Committee following the meeting, and the Local Authority Designated Officer report for the 2016/17 financial year would be provided to the next meeting of the Sub-Committee on 26 th September 2017	The statutory guidance was circulated to Members of the Committee by email on 21 July 2017. The 2016/17 LADO report has been added to the Committee’s agenda for 26.09.17	21 July 2017

Report No.
CSD17132

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR EDUCATION, CHILDREN AND FAMILIES

Date: 13 September 2017

Decision Type: Non-Urgent Non-Executive Non-Key

Title: CHILD SEXUAL EXPLOITATION SUPPORT SERVICE CONTRACT

Contact Officer: Phil White, Children's Commissioner, Children's Services
Tel: 0208 313 4643 E-mail: Philip.white@bromley.gov.uk

Chief Officer: Janet Bailey, Director of Children's Services
Tel: 0208 313 4062 E-mail: janet.bailey@bromley.gov.uk

Ward: (All Wards);

1. Reason for report

- 1.1 The current contract for support services to children at risk of sexual exploitation is currently held with Barnardo's. The contract is due to end on 30th September 2017. This report seeks authorisation from the Portfolio Holder for Education, Children and Families to award a further contract to Barnardo's for a period of twelve months and sets out the commissioning intentions for the future delivery of this service.

2. **RECOMMENDATION(S)**

- 2.1 The Portfolio Holder is recommended to approve a further award of contract to Barnardo's, via an exemption to competitive tendering, for a 12 month period with the new contract to commence on the 1 October 2017.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The service supports vulnerable children who are subject to sexual exploitation and will provide them with support and expertise they need to deal with the situation and move forward. It will have no impact on vulnerable adults.
-

Corporate Policy

1. Policy Status: Existing Policy: Further Details Safeguarding Children and Young People
 2. BBB Priority: Children and Young People:
-

Financial

1. Cost of proposal: Estimated Cost: Further Details £40,000
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: 810109
 4. Total current budget for this head: £40,000
 5. Source of funding: Council's General Fund/Tackling Troubled Families Grant
-

Personnel

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: Statutory Requirement None: Further Details Education Act 2002, Children's Act 2004, duty to safeguard and promote the welfare of children.
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications: The contract falls within the Light Touch regime of the Public Procurement Contracts Regulations 2015 and the cumulative value is well below the threshold requiring competitive tender. An exemption to competitive tendering is allowed for within the Contract Procedure Rules, subject to authorisation as per Section 13 of the Rules, authorisation required from Director of Commissioning and Director of Finance with a report of the use made of this exemption being made to Audit sub-committee on a bi-annual basis.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approximately 12 young people per month assessed as being at risk of sexual exploitation. It is estimated this figure may rise over the next 12 months.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 The Local Authority has a general statutory duty under the Education Act 2002 and Children's Act 2004 to safeguard and promote the welfare of children and to comply with relevant guidance issued by the Secretary of State (such as 'Tackling Child Sexual Exploitation 2015').
- 3.2 Child sexual exploitation (CSE) is a crime with devastating and long lasting consequences for its victims and their families. Childhoods and family life can be ruined and this is compounded when victims, or those at risk of abuse, do not receive appropriate, immediate and on-going support. The first response to children, and support for them to access help, must be the best it can be from social workers, police, health practitioners and others who work with children and their families.
- 3.3 CSE is a form of child sexual abuse and is defined as per the Governments Department for Education paper on CSE as:
- 3.3.1 *Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.*
- 3.4 CSE is a complex form of abuse and it can be difficult for those working with children to identify and assess. The indicators can sometimes be mistaken and requires knowledge, skills, professional curiosity and an assessment which analyses the risk factor and personal circumstances of individual children to ensure that the signs and symptoms are interpreted correctly and appropriate support is given.
- 3.5 The long-term consequences of any form of child abuse can be devastating and early identification and providing support as soon as problems emerge is critical. CSE damages children and can have long-lasting consequences that can impact on every part of a child's life and their future outcomes. CSE has been shown to affect:
- Physical (including sexual) and mental health and well-being;
 - Education and training and therefore future employment prospects;
 - Family relationships;
 - Friends and social relationships, current and as adults; and
 - Their relationship with their own children in the future.
- 3.6 The CSE recovery service, within Children's Social Care, provides direct support across Bromley to children and young people under 18 years of age who are at risk of being sexually exploited, and delivers awareness raising activities and training to improve knowledge and skills to help prevent child sexual exploitation and to improve support for victims.
- 3.7 This support is extended for Looked After Children up to the age of 21 and living within the M25. There is a specific focus on specialist services ensuring expert support and professionalism is provided for those children with special needs or a disability.
- 3.8 Each young person allocated a direct service will have been identified as being at risk of sexual exploitation under the London Safeguarding Children Board procedure *Safeguarding Children through Sexual Exploitation* and will be under review via multi-agency planning meetings.

Contract History

- 3.9 A contract is currently held with Barnardo's to provide a specialist programme of support, working with young people to divert them from the risk of sexual exploitation by engaging with them and reducing risk taking behaviours. The contract supports two dedicated practitioners, working four days per week (combined), for a caseload of up to 15 young people receiving the service at any one time, which includes one-to-one counselling and family support. The support workers are located at the Civic Centre, working alongside the Children's Social Care Atlas team as part of an overall service providing support to children and young people at risk of sexual exploitation. The contract also delivers training sessions to Bromley social workers as well as attendance at Multi Agency Panels.
- 3.10 The contract has been held with Barnardo's since 2012/13. In the first year of operation, the service was provided at no cost to Bromley as part of a government funded initiative to develop and improve the services on offer to prevent CSE.
- 3.11 Subsequently, the contract has continued to be placed with Barnardo's through multiple extensions and/or award of contract through exemption to competitive tender. The current contract ends on the 30th September 2017. The cumulative value of the contract, based on actual expenditure to date, is £180k. The contract has had the following extensions:
- April 2013 – March 2014 at a cost of £40k
 - April 2014 – March 2015 at a cost of £40k
 - April 2015 – March 2016 at a cost of £40k
 - April 2016 – June 2016 at a cost of £10k
 - June 2016 – March 2017 at a cost of £30k
 - March 2017 – September 2017 at a cost of £20k
- 3.12 During the period of the contract, the service has been directed, and has undertaken, to let the contract through a competitive tendering process. Although specification design and tender preparation has commenced previously, a competitive tender has yet to take place for this service.
- 3.13 In 2016, the tender process was placed on hold due to the OfSTED inspection of Children's Social Care services. It was felt at the time that it would be prudent to await the outcome of the inspection as the specification for the service may need to be redesigned.
- 3.14 The OfSTED inspection of Children's Social Care in May 2016 identified that the scope of the CSE service was too limited and it was insufficient to meet a wider range of identified service user needs. At that time the service comprised of the Barnardo's workers and two officers to assist with multi agency meetings (although this was not their primary role).
- 3.15 In light of the OfSTED inspection it was agreed that a different strategy was required to tackle CSE. This led to the formation of the Atlas Team in January 2017 which consists of police officers, a data analyst, two return home interview officers, a senior practitioner, a manager and the dedicated practitioners provided under the Barnardo's contract. This ensured a multi-agency, holistic approach to CSE, with the dedicated practitioners provided under the contract embedded into the Atlas team, integral to the process rather than being seen as an external service.
- 3.16 The Atlas team is still in the process of establishing itself, including evaluation of the demand for its services and the capacity and effectiveness of the new structure. An OfSTED monitoring visit, focusing on CSE, took place in August 2017 and the feedback on Bromley's new approach

to CSE will help to confirm whether it is on the right track and further shape the long term vision for the CSE service.

- 3.17 Initial feedback from the visit was positive in relation to social work improvement but concerns were raised around the lack of resources around CSE as identification of issues become more apparent, along with managing more risk. Currently there is only the Barnardo's service in Bromley for victims of CSE.
- 3.18 Extending the Barnardo's contract for a further year will allow officers sufficient time to consider the comments of Ofsted, future demands on the service, the impact of the Atlas Team and how these services need to be commissioned going forward.
- 3.19 The service is seeking further continuation of the current contract arrangements with Barnardo's, via an exemption to competitive tendering, for a twelve month period. This will ensure the continuity of this service and will allow time to confirm a recommended option for the future delivery of the service, informed by full year data of the performance of the new Atlas service.
- 3.20 Potential future delivery options include the tendering of the service based on a new specification informed by the Atlas team delivery to date and the feedback from OfSTED monitoring visits; or to bring the service fully in-house. Initial enquiries on the TUPE implications of doing so indicate that TUPE would apply to at least one worker.
- 3.21 A Gateway review on the recommended future delivery options of the Child Exploitation Service will be prepared by early 2018 and reviewed by the Commissioning Board before proceeding.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Young people who are at risk of CSE are extremely vulnerable and susceptible to further risks if not engaged with or supported. Providing a one to one CSE support service will ensure these vulnerable children are supported and safe.
- 4.2 If this contract was not to continue it would place vulnerable children at risk as there would be no therapeutic support service to victims of CSE.
- 4.3 Improving the lives of vulnerable children in Bromley is at the heart of this proposal.
- 4.4 There is no impact on vulnerable adults associated with this report.

5. POLICY IMPLICATIONS

- 5.1 Ensuring the best possible future for the children and young people of Bromley with a clear focus on supporting the most vulnerable is a key objective for Children's Social Care and contributes towards *Building a Better Bromley*.

6. PROCUREMENT IMPLICATIONS

- 9.1 The services provided by Barnardo's are covered by the 'Light Touch Regime' referred to in Schedule 3 of the Public Contracts Regulations 2015. As such, contract awards, exemptions and extensions are primarily governed by the Council's Contract Procedure Rules and Financial Regulations.
- 9.2 Rule 3.2 of the Council's Contract Procedure Rules state 'where there is the need to *Waive* the requirements for Competitive *Bids* pursuant to Rule 13.1 or any other provision of these Contract Procurement Rules because of an unforeseeable emergency involving immediate risk to persons or property or serious disruption to Council services or significant damage or

potential damage to the image or reputation of the Council (including circumstances which require a Head of Service to invoke a *Business Continuity Plan*), a Chief Officer may exercise such *Exemption* or *Waiver* subject to the following:

(i) Where the value of a relevant contract (or proposed contract) exceeds **£50,000** the *Agreement* of the Director of Corporate Services shall be obtained.

(ii) Where the value of a relevant contract (or proposed contract) exceeds **£100,000** the *Agreement* of the Director of Corporate Services, *the Director of Finance* and the *Agreement* of the relevant Portfolio Holder shall be obtained. A report advising on the action taken shall be submitted to the Audit Sub Committee on a bi-annual basis.

7. FINANCIAL IMPLICATIONS

- 6.1 The service is funded from 2 separate areas of the Children’s Social Care budget, the council’s own base budget and Tackling Troubled Families (TTF) grant (subject to the drawdown being agreed by the Executive).
- 6.2 As with any service wholly or partly funded from grant, this funding will need to be reviewed when the future delivery options are looked at in 2018 to ensure current funding is still available. If this is not the case then alternate funding will have to be sought or the service discontinued.
- 6.3 The Atlas Team consists of 6 ftes and sits within the Referral and Assessment service area. In the main it is core funded (5 out of 6 posts). Additional funding was added to the budget for the team by the Council under the post inspection funding.
- 6.4 There is one post funded by SWIF where the funding ceases in 2017/18. Future funding will need to be identified. The total budget for staff is £248k.

8. PERSONNEL IMPLICATIONS

- 7.1 There are no direct Personnel Implications arising from this report as the staff engaged in currently delivering the service are not employed by the Council.

9. LEGAL IMPLICATIONS

- 8.1 The service is a “light touch” service under Schedule 3 of the Public Contracts Regulations 2015 and as the contract value is below the relevant threshold does not need to be procured in full compliance with the Regulations. As the value of the proposed new contract is below £100,000 in value there is no requirement to formally tender the Contract under the Council’s Contract Procedure Rules. However there is a requirement under Rule 8.2. to request three quotes. An exemption from such requirement can be granted under Rule 13 by the relevant Director of Corporate Services and Director of Commissioning and Director of Finance with approval of portfolio holder and report to Audit Sub-Committee.

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	[Title of document and date]

This page is left intentionally blank



London Borough Bromley Safeguarding Children Board LADO Annual Report.

Short Summary - Annual LADO Report for BSCB

**April 2016 to March 2017
Rita Dada**

Introduction and Legislative Framework

This report describes the performance of the Local Authority Designated Officer (LADO). This report has been prepared to briefly inform the Bromley Safeguarding Children Board (BSCB) of the work carried out in the London Borough of Bromley to manage allegations that have been made against staff who work with children and

young people. The report applies to allegations made against those working in either a paid or unpaid capacity with children in Bromley during the period 1st April 2016 to 31st March 2017.

The role of the LADO in Managing Allegations against Professionals and Volunteers working with children in Bromley

In accordance with Working Together to Safeguard Children 2015 the London Borough of Bromley like all Local Authorities has a designated officer with overall responsibility for managing and co-ordinating allegations made against those who work with children. All London Safeguarding Children Board (LSCBS) have a responsibility of ensuring that the correct procedures are in place for investigating allegations against adults who work with children. This role is undertaken by a Designated Officer commonly known as LADO (Local Authority Designated Officer).

Although some Local Authorities now refer to this post as Designated Officer (DO), Bromley has retained the name LADO. The LADO should be informed of all allegations and should provide advice and guidance to ensure cases are dealt with and resolved in a timely manner. The LADO post sits within the Quality Improvement team and In April 2017, a Safeguarding Education Senior Practitioner post was formed to seat within the LADO. The Education Safeguarding Senior Practitioner who is managed by the LADO serves as a link between schools and Social Care. This role is put in place to ensure that schools understand the thresholds within Children Social Care and that their safeguarding is robust and challenging.

LSCBs have a further function to monitor and evaluate the effectiveness of these multi agency policies and procedures when implemented by the local authority and partner agencies.

The role of the Local Authority Designated Officer (LADO) was established in the 2004 Children Act and provides for the management of allegations against adults who work with children. The role of the LADO is to assess such allegations and, where they meet a threshold of Harm or risk of such harm, to manage the investigation of such allegations in an unbiased, efficient and thorough manner.

The LADO must be contacted within **one working day** in respect of all cases in which it is alleged that a person who works with children has:

- behaved in a way that has harmed, or may have harmed a child;
- Possibly committed a criminal offence against or related to a child; or
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

AND OR

- Behaved in a way in their personal life that raises safeguarding concerns. This does not have to directly relate to a child.
- Closely associates/resides with another person who is disqualified because they have committed an offence included in the 2009 Regulations.

In all cases that meet the threshold, the LADO will give consideration to:

- Issues of a child protection.
- Any possible criminal investigation that may need to take place
- Any staff disciplinary process that will be undertaken
- Any complaints process that are being undertaken.

Summary:

There were a total of 223 referrals made to LADO in 2016/17. This is a significant increase compared to the 193 referrals received in 2015/16. The increase in the number of referrals is positive and in line with referrals within the London Reginal Boroughs. One of our neighbouring boroughs, Croydon had 215 referrals whilst Wandsworth and Bexley had 261 and 178 respectively.

The increase is also a reflection of the increased awareness and knowledge of the LADO process within organisations/agencies in Bromley. Organisations within Bromley appear to be having a better understanding of what the role of the LADO is and where unsure, there is evidence that that they are seeking advice and help to this regard. This has been aided by the ongoing quarterly LADO lunch time briefing as well as the LADO presentation at the Bromley Multi Agency Partnership event and many more forums.

Also, as projected and highlighted in the 2015/16 LADO report, the implementation of a new IT application designed to improve the recording of allegations data has also led to an anticipated increase in the number of referrals and more robust recordings. Referrals and allegations are recorded and acknowledged even if they do not meet the threshold for a LADO investigation.

- Of the 223 referrals, 106 cases met the threshold for a LADO Complex Strategy Investigation meeting.
- In regards to the overall outcomes of the cases referred, 2 cases were founded, 3 were substantiated, 60 were unsubstantiated, 25 were unfounded as the referrals were assessed as malicious and 16 are ongoing cases.
- 10 of those cases were sent to DBS and 41 cases involved a criminal investigation with 2 leading to conviction and caution. In the previous year, there were 2 cautions, 1 non-custodial and 2 custodial.
- It is worth noting that although 5 had an outcome of substantiated/founded outcome, the matters alleged which were founded did not necessarily meet the threshold for a DBS referral or professional bodies. In those cases, although what was alleged did occur, discussions between the LADO and relevant organisations and Human resource professionals assessed that the issues were not significant enough to require the member of staff to be barred from working with children.
- It is important to remind Bromley staff that a DBS referral is required if the subject of the allegation is dismissed as a result of the allegation and or if the subject decides to resign whilst the investigation is going on. Sometimes, there appears to be a misconception that the allegation and concern disappear once the person resigns; unfortunately, this is not the case as resignation does not prove that one is innocent if anything, it raises questions to this regard. The LADO has noted this to be more common with voluntary staff as well as support staff and or staff in the lower levels of management etc.
- The unsubstantiated outcome appears to be the highest outcome in regards to the investigations undertaken. This is usually where there is not enough evidence to substantiate the allegation even when it meets the threshold for a LADO complex Strategy Meeting.
- Out of the 223 allegations/referrals made, 106 were of a physical nature, 42 sexual, 26 emotional, 25 inappropriate behaviour and 24 fell under the category of neglect.
- The category/referrals of physical harm continue to remain the highest both in this current year and the previous. Referrals from schools mainly tend to be of physical harm and the highest numbers of referrals continue to relate to Education. 90 of the overall referrals were allegations against education staff,

23 related to secondary school staff, 47 related to primary school staff, 2 related to independent school staff, 15 to special school whilst 3 related to college staff.

- The referrals in respect of Sexual abuse and or misconduct have doubled since the last couple years. In 2015/16, there were 24 referrals and in 2014/15 there were 27 referrals. This is not unusual when compared to other boroughs and I believe this is partly down to the increased awareness in what constitutes sexual abuse/misconduct in working with children and in the personal life of professionals. A number of such referrals have come from the police /CEOP team who have been tracking online sexual exploitation. The increased use of social of social media may also be accountable for the increase in the number of referrals.
- There is a positive drive within the London Borough Bromley to increase awareness around Child Sexual Exploitation through the newly formed ATLAS team and I believe this will greatly support professionals to become more aware.
- 24 allegations were against 17 Foster Carers and there appears to have been an increase in the last two years where there were 10 referrals in 2014/15 and 19 in 2015/16. 16 of the referrals against foster carers were returned for a Standard of Care Investigation and 11 of those returned panel. The LADO has recently started to have quarterly meeting with the Fostering and placement Group Manager to identify common themes, track cases and promote positive working relationship.
- The number of referrals from the police and about police professionals are generally low in Bromley and this appears to be the same view and experience of other regional LADO's across London. In 2014/15, there was no referral from and about the police. In 2015/16, there 4 referrals and in 2016/17, there was 1 referral against the police and 3 in respect of personal life referral. On the 27th of March 2017, the LADO met with the Bromley police Safeguarding Children Manager to discuss the need for better working together and greater awareness. In addition to this, The London Borough of Bromley has been running a three monthly Multi Agency partnership event to increase awareness across all professions within Bromley.
- The health service is another area that appears to make the least referral to the LADO. The LADO continues to note a considerably low number of allegation referrals received from the Health sector overall. In 2016/17, the number of allegations received for Health professionals is 12. This slightly lower percentage than the previous year but still considerably higher than 2

years ago. However given the number of Health professionals working across the borough in hospitals, medical centres, drop in clinics, surgeries and even schools it is felt that the number of referrals remains disproportionately low. The majority of the referrals received this financial year were from health Kent House hospital. Kent House are generally proactive in making referrals and seeking advice from LADO.

- Also, where health referrals have led to a Complex Strategy meeting, it has been noted that health colleagues do not seem to fully understand the process and there appears to be a lot of gaps and uncertainties in the information they provide. Unfortunately, as like in the previous year, it is still noted that only a very small number of professionals from Health attend the Allegations Lunchtime Briefings.
- As a way forward and in acknowledgment of the concerns raised in regards to the low level and poor quality of health referrals, the LADO in conjunction with health colleagues has agreed to attend team meetings to help increase awareness and knowledge to this regard. The LADO has also communicated with the designated health safeguarding lead to agree on joint training and meeting.
- It must be noted that like with concerns raised about health and the police, a number of Bromley Local Authority Social work teams are not very timely in making referrals which can sometimes impact on the quality and level of evidence needed to reach an outcome.
- Also worth noting is referrals in respect of agencies known as “other”. The agencies classified as ‘other’ are made up of those miscellaneous agencies that do not have their own individual category on the database. This relates to agencies such as transport workers. The transport workers include the private taxi/minibus drivers, and the escorts that take children (most of whom have a disability) to and from school. The sporting organisations include tennis, football and rugby coaches.
- Most of these agencies mentioned above have little or no knowledge about the LADO and or LADO process and generally investigate matters internally. Although the LADO has made efforts to reach these agencies through the Safeguarding board and through referrals by other agencies, it is challenging to make any significant impact in attempting to address safeguarding training needs within these companies and organisations as there is no requirement for proprietors or employees of some of such firms to access safeguarding training (For example, taxi firms).

- In like manner, individual private coaches (tennis, music, drama) who run their own business are not always registered under bigger known main stream organisations that can formally regulate and monitor them. Such private companies don't generally undergo safeguarding training and are not aware of the procedure of managing allegation within Bromley and or the Local Authorities were they are based.
- The LADO has continued to ensure that professionals remain aware that a LADO referral is required if they behaved in a way in their personal life that raises safeguarding concerns. This does not have to directly relate to a child. If professionals working with children have Social Care and or police involvement in their personal life, they need to ensure they are open and honest with their employers who may need to undertake a risk assessment on the advice of the LADO. Following the ongoing awareness raising through the lunch time briefing as well as meetings and general advice, the LADO has observed an increase in the number of referrals coming through in regards to concerns in the personal life of professionals.

Raising LADO Awareness:

- The LADO continues to run a LADO quarterly lunch time briefing for all professionals in Bromley. The most recent one was on the 6th of July 2017. This increasingly becoming well attended and is a free session. In July this year 32 people attended in comparison to 15 people who were recorded to have attended last year.
- The LADO also presents at the Bromley Multi Agency Partnership event. There have been two of events this year and two more planned to take place before the end of the year.
- The LADO has recently started quarterly meetings with the Fostering and placement team and has booked in to attend team meetings across Children Social Care. The LADO has also attended team meetings outside of Children Social Care to raise awareness and offer training.

- The LADO has also undertaken training with Governors of schools in Bromley as well as other smaller sectors that have approached the LADO to this regard.
- As a result of the ongoing awareness raising, there appears to be better understanding in regards to the need to refer professionals where there has been a concern in their private life which may involve either Social Care and or the police. This is evidenced by the increase in referrals to this regard.

Quality Assurance:

- The LADO role is quality assured through practice observation and case supervision. On the 26th of April 2017, the London Borough Bromley conducted a practice week where the Deputy Chief Executive and Executive Director| Education, Care & Health Services of Bromley observed a LADO Complex Strategy meeting. Feedback following the practice observation was very positive.

Wider LADO Networks

- The Bromley LADO is a member of the Regional London LADO. The Regional LADO's meet every three months where we share practice, and case work experiences as well as reviewing interfaces and cooperation across boroughs, including identifying themes and emerging patterns. This offers significant opportunities to compare and benchmark thresholds and levels of intervention, draw on the experience of others, and consider alternative approaches. The Group also meets regularly with members from the Disqualification and Barring Service, Police, Anglican and Catholic Dioceses Safeguarding teams, and a variety of other stakeholders.
- As part of our membership of the Group, Bromley have been involved in meetings between NHS England and the LADO group across London in an attempt to increase awareness of the role of the LADO and how it can add value to disciplinary issues with NHS professional staff.

- Currently the London Child Protection Procedures are being reviewed and changes are currently out to consultation across London. The London LADO group has met on a number of occasions with the Author of Chapter 7, and have submitted amendments and changes to the proposed procedures.

National LADO Conference

- The Bromley LADO attended the Annual National LADO conference in March 2017. This was an opportunity to network with LADO's on a national basis and to hear developments at a national level. Speakers representing victim of abuse by persons in a position of trust, National research and Department of Education attended and there were opportunities to network with colleagues from around the country

Plans for the future:

- The LADO has agreed with some of the regional LADO's to form a sub audit committee to undertake peer audit. This is due to start before the end of the year.
- The LADO will also promote in house audit of at least 4 LADO cases per year. Two founded and two unfounded.
- Continue awareness raising through Lunch time briefing and Multi Agency Partnership Events. As stated the lunch time briefing has become more popular and attendance rate has doubled since last year.
- The LADO to attend team meetings within and outside of Children Social Care teams as well as quarterly meetings with heads of relevant departments to raise awareness and discuss best practice.
- The London Borough Bromley is the process of migrating to the Eclipse system and the LADO will work with the Eclipse team to ensure that relevant forms are created and added to the system.

Conclusion:

The LADO is positive about the year so far. The increased/timely level of response to LADO response in regards to allegations and enquiries has been acknowledged by many professionals across board. It has been another successful year for the LADO service and it continues to establish itself within the safeguarding network in Bromley and is seen as a positive and supportive provision. Professionals have feedback the benefits of learning and knowledge acquired as a result of working with LADO.

In addition to increasing awareness within the professionals and organisations in Bromley, the Service has expanded its sphere of influence and works with service providers and partner agencies to address not just issues of potential harm to children and young people but also to improve the standard of care enjoyed by the children of Bromley.

However, despite the progress and achievement made this year, the LADO acknowledges that there is still more work to be done and more sectors to reach within Bromley. More collaborative work needs to be done with health, the police and voluntary organisations. This can be achieved by going out directly to meet with heads of these sectors through the course of the year.

Report No.
ED18023

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR CARE SERVICES

Date: For Pre-Decision Scrutiny by the Education, Children and Families
Budget and Performance Monitoring Sub-Committee on Tuesday 26th
September 2017

Decision Type: Non-Urgent Executive Non-Key

Title: FOSTERING ANNUAL REPORT 2016/17

Contact Officer: Vicky West, Head of Service Adoption, Fostering, Connected Persons and
Resources
E-mail: Vicky.West@bromley.gov.uk

Mark Venning Group Manager, Fostering Team
Mark.venning@bromly.gov.uk

Chief Officer: Director: Children's Social Care (ECHS)

Ward: All Wards

1. Reason for report

- 1.1 The Fostering National Minimum Standards 2011 requires the Fostering Agency to produce a report on fostering activity to the Agency Executive and an updated Statement of Purpose on an annual basis.
-

2. **RECOMMENDATIONS**

2.1 **The Education, Children and Families Sub-Committee is asked to:**

- i) **Consider the content and comment upon the annual report of the Fostering Agency;**
- ii) **Recommend that the annual report be endorsed by the Portfolio Holder for Care Services**

2.2 **The Portfolio Holder for Education, Children and Families is asked to endorse the annual report**

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Children and Young People
-

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: 833120
 4. Total current budget for this head: £5,979,870
 5. Source of funding: Revenue Support Grant
-

Staff

1. Number of staff (current and additional): 18
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Statutory Requirement
 2. Call-in: Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

3.1 Standard 25.7 of the National Minimum Standards 2011, requires the Fostering Agency to produce a report on fostering activity to the Agency Executive, to:

- Receive written reports on the management, outcomes and financial state of the agency;
- Monitor the management and outcomes of the service in order to satisfy themselves that the agency is effective and is achieving good outcomes for children;
- Satisfy itself that the agency is complying with the conditions of registration.

3.2 The annual activity report of the Fostering Agency is attached as Appendix 1.

4. LEGAL IMPLICATIONS

4.1 The production of an annual report and updated statement of purpose is a statutory requirement in the Fostering Services (England) Regulations 2011

Non-Applicable Sections:	Policy, Financial and Personnel Implications
Background Documents: (Access via Contact Officer)	

This page is left intentionally blank



THE LONDON BOROUGH
www.bromley.gov.uk

Annual Private Fostering Report 2016/2017



1.	Contents	1
2.	Introduction	2
3.	Private Fostering – A Definition	4
4.	Planning on Private Fostering	4
5.	Notification Arrangements	5
6.	Safeguarding and Promoting welfare	6
7.	Practice Development	7
8.	Raising Awareness about Private Fostering	9
9.	Outcomes for Children in Private Fostering Arrangements	12
10.	Advice and Support	19
11.	Views of privately fostered children their carers and parents	19
12.	Monitoring compliance with Duties and Functions	20
15.	Action Plan - 2017/2018	21

2. Introduction

2.1 The Private Fostering Regulations apply when children or young people, aged under 16 years (18 if they have a disability) live with a person who is not a close relative for 28 days or more. The Local Authority where the arrangement takes place needs to assess the suitability of this arrangement and review it under the Private Fostering Regulations to ensure the placement is able to safeguard and promote the child's welfare.

2.2 This annual report gives an overview of activities in relation to privately fostered children in the London Borough Bromley from the 1st April 2016 to 31st March 2017. The report details how the London Borough Bromley has complied with its duties and functions in relation to Private Fostering and includes how the welfare of privately fostered children has been safeguarded and promoted over the past 12 months.

Bromley's Private Fostering Statement of Purpose has been updated and outlines the definition of Private Fostering and the expectations on the local authority to meet this. This Annual Report should therefore be read in conjunction with the Statement of Purpose for 2016/2017.

2.3 This report also outlines the activities, which have been undertaken to promote awareness of the notification requirements regarding children who are living in Private Fostering arrangements.

2.4 The London Borough of Bromley has, over the past year, continued to promote local understanding and awareness of Private Fostering and sought to improve how we meet the needs of the children and young people concerned. This includes using audits to review our own performance and to identify where improvements need to be made. Bromley gives consideration of all examples of good practice

regarding Private Fostering and demonstrates where possible innovative practice and aims to also exceed the National Minimum Standards. Bromley continues to:

- Consider its Private Fostering responsibilities with the upmost importance and senior managers continue to communicate the importance of ensuring that privately fostered children are safeguarded and seen within Statutory Timescales.
- Be proactive in identifying Private Fostering arrangements and ensure that its assessments and visits are performed in line with legislation and good practice.
- Safeguard children and escalate cases to Safeguarding and Care Planning Services where necessary.
- Promote equality, diversity and treating others with respect.
- Undertake regular Private Fostering awareness campaigns, which help to highlight Private Fostering arrangements, draw attention to the legal definition and outline the call to action when a Private Fostering arrangement is identified. Bromley will continue to develop good working relationships with its wider community and partner agencies in order to create and develop a comprehensive and systematic approach to identifying children and young people in Private Fostering arrangements.
- Maintain internal and external communication regarding Private Fostering arrangements using a wide range of publicity.

As of January 2016, the responsibility of Private Fostering moved to the Fostering Service where the role of lead professional was allocated to a Senior Practitioner in this team.

3. Private Fostering – A Definition

3.1 A Private Fostering (PF) arrangement is essentially one that is made privately (i.e. without the involvement of a local authority) for the care of a child under the age of 16 (under 18, if disabled) by someone other than a parent or close relative with the intention that it should last for 28 days or more. A person who is a close relative under the Children Act 1989 i.e. a grandparent, brother, sister, uncle or aunt (whether of full blood or half blood or by marriage) or stepparent will not be a private foster carer. However, private foster carers may be a cousin, a great aunt, friend of the family, parent of a friend of the child. The period for which the child is cared for by the private foster carer should be continuous.

3.2 Arrangements for Private Fostering were updated in the Children Act 2004 and the Children (Private Arrangement for Fostering) Regulations 2005, which set out the duties of local authorities in their arrangements for Private Fostering. The National Minimum Standards (NMS) for Local Authorities were published in 2005 alongside this.

4. Planning on Private Fostering

4.1 Standard 1 of the National Minimum Standards requires that the Local Authority has a written statement or plan, which sets out its duties and functions in relation to Private Fostering and the ways in which they will be carried out. Bromley has developed a formal 'Statement of Purpose', which is attached as **Appendix 1**. The Bromley Safeguarding Children Board BSCB plays a vital role in helping protect children who are privately fostered, exercising leadership and raising awareness of the requirements and issues around Private Fostering.

4.2 Bromley's Statement of Purpose for Private Fostering is reviewed annually alongside this annual report, in line with requirements under the National Minimum Standard (NMS) for Private Fostering. The Local Authority's Statement of Purpose

regarding Private Fostering sets out: the notification requirements; the Local Authority's duties and functions under the Children Act 1989, 2004 and the Children (Private Arrangement for Fostering) Regulations 2005; as well as the role of all professionals and agencies in Bromley and the arrangements of training for relevant staff and professionals.

4.3 This document will be made available to partner agencies, along with other Private Fostering publicity information, and will be published on Bromley's website.

5. Notification Arrangements

5.1 The Multi-Agency Safeguarding Hub (MASH) receive new enquiries and referrals regarding proposed or existing Private Fostering arrangements. The Referral and Assessment Service (RAS) then undertakes the task of assessing the suitability of Private Fostering arrangements and initial welfare visits. Once the arrangement have been assessed as a safe Private Fostering arrangement, the duty of undertaking regular home visits and the provision of support and advice transfers to the Lead Officer for Private Fostering located within the Fostering Service. The Lead Officer is Godwin Munzara, Senior Practitioner Social Worker.

5.2 Moving forward we shall be looking at the notification and assessment arrangements to streamline the process so that it becomes more effective and efficient. The current arrangement of involving three different teams at the beginning of each notification and assessment process can cause delay. We shall be arranging for the suitability assessments for Private Fostering to be completed within the Fostering Service in going forward. Private Fostering arrangement notifications can continue to go via the MASH process however instead of transferring from MASH to RAS, Private Fostering cases will then be transferred to Lead Officer for Private Fostering from MASH. The Lead Officer

will then complete the suitability assessments and will continue to support the family if there are no safeguarding concerns identified.

5.3 This will have the following benefits:

- It will lessen the number of professionals the child is involved with. Currently children will have two different social workers within a short period of time.
- It will bring streamline the assessment process and reduce potential delays in transferring cases between RAS and Fostering Service – Lead Officer for Private Fostering.
- It will free time for social workers working in front line teams and will contribute to reducing the caseload of practitioners, in line to the current Service Improvement journey.
- Responsibility and accountability will no longer be shared, but rest with Private Fostering Lead Officer.

5.4 Also during the financial year 2016 to 2017 the Lead Officers for Private Fostering have undertaken developmental work including reviewing Private Fostering forms on the new Computer Information System 'Eclipse' which goes live in October 2017, as well as ensuring that the Local Authority's Private Fostering policies and procedures are in line with statutory requirements and national guidance.

The Lead Officer has also provided advice to social workers and partner agencies on complex Private Fostering matters as well as providing training to Bromley council staff and partner agencies.

6. Safeguarding and Promoting Welfare

6.1 As mentioned, before the notifications are currently processed through Bromley MASH to RAS and then to Private Fostering. The Referral and Assessment Service's Team Managers sign off all Private Fostering arrangements when they are assessed as safe and any arrangements that do not meet this threshold are

pursued via the formal safeguarding route under the remit of the Safeguarding and Care Planning Service. Before they are being transferred to the Lead Officer, a transfer meeting is held to ensure that all parties agree that it is a viable Private Fostering arrangement. Once held with the Lead Officer, at any point that risk is identified, this is escalated and pursued through the usual safeguarding routes

6.2 Transferring cases from Private Fostering to Safeguarding and Care Planning has come with its challenges during this reporting year due to gaps in the case transfer procedures. An example of the challenges in the transfer protocol was evidenced in one particular case, where the children were eventually accommodated following a Section 47 Enquiry. Since then the transfer protocols have been reviewed and the Fostering Team have had input into this process. All transfers now go through a Case Transfer Panel to ensure that any delays in transferring cases to the most appropriate team are minimised.

7. Practice Development

Nationally:

7.1 The British Association for Adoption and Fostering (CORAMBAAF) continues to facilitate a special interest group for Private Fostering. The Lead Officer for Private Fostering attends this special interest group, which meets four times a year and enables local policy and practice to be developed in line with best practice from other authorities.

7.2 Members of the group include; CORAMBAAF, Local Authority representatives with interest in Private Fostering's matters, direct or indirect representation from the DfE, NSPCC and member agencies with personal experience of Private Fostering. The group has been supporting members by providing relevant research findings, good practice guidance and up-to-date materials in relation to Private Fostering.

7.3 CORAMBAAF co-ordinates a national annual publicity campaign for Private Fostering. This provides an opportunity for raising awareness campaigns to be coordinated within local authorities. Bromley Council has participated in the local and national Private Fostering raising awareness campaign every July in line with the local authority's action plan.

Locally:

7.4 The Private Fostering Lead Officer has continued to work closely with both internal and external agencies in raising awareness about Private Fostering and in safeguarding and ensuring the wellbeing of privately fostered children. The Lead Officer has continued to build on the close working relationship with language schools, international colleges, GP's, schools and health. Information in the form of posters and leaflets regarding Private Fostering is regularly distributed to schools, libraries, GP surgeries, residents associations and faith groups in Bromley outlining the definition of Private Fostering and the legal duties to report any known Private Fostering arrangements.

7.5 In February 2017, the Lead Officer attended a SENCOs Forum where posters and leaflets were distributed and information was shared with safeguarding officers from across the borough.

7.6 The Lead Officer jointly with the Local Authority Designated Officer provided training in July 2017 for 31 professionals including; Independent Reviewing Officers, Social Workers, Head teachers, teachers, support workers from Bromley family centers, foster carers and professionals from health. The training covered areas including current legislation, guidance and publications. It is the current Lead Officer's aim to continue to offer on-going refresher training to all Social workers across children services through team meetings and formal training offered via Learning and Development in the 2017/18

financial year. This will ensure that any new employees are informed of the current practice, legislation and critical debates in Private Fostering. This will be rolled out in September 2017 and more training will be offered to partner agencies across the borough.

7.7 National Minimum Standards (NMS) – The NMS Rolling Plan was reviewed in June 2017 to ensure we are confident we are still providing services within the National Minimum Standards. The local authority's policies and procedures in relation to Private Fostering in Bromley continue to be developed and Private Fostering Arrangement assessment forms will be integrated into the new information system 'Eclipse' which will be launched in Oct 2017. In February 2016, a new activity tool was added to Private Fostering to be able to monitor the DBS checks for private foster carers and alert us to when they need to be updated.

7.8 A new App for Private Fostering Awareness which will be available to download from iTunes is currently been designed and this will be launched within this financial year. This is a significant step forward in our awareness campaign as it is one of the most effective and efficient ways to achieve this objective.

We shall also be raising awareness by sending messages via twitter through the Bromley Corporate page. Bromley's website was updated in 2016 to ensure it was more streamlined. The majority of Private Fostering information can now be accessed online.

8. Raising Awareness about Private Fostering

8.1 The Children Act 2004 includes a paragraph (7A) in Schedule 8 of the Children Act 1989, which places a duty on local authorities to promote Private Fostering public awareness in their area of the notification requirements.

8.2 It is a legal requirement to promote public awareness however it continues to be concerning that 91% of the UK adult population do not know what Private Fostering is according to the research commissioned by the British Association for Adoption and Fostering (CORAMBAAF (2015)).

8.3 Bromley recognises the importance of promoting Private Fostering public awareness in planned and organised ways. Outcomes of these activities in the past have made little difference in terms of increasing notifications and we are aware that the most effective awareness raising campaigns focus primarily on the council's own staff, GP's, school admissions and language colleges.

8.4 The data from 1st April 2015 to 31st March 2016 showed that the number of notifications received increased significantly to 19, compared to 12 from the previous reporting year. The notifications received in the year 2016/2017 decreased to 12. What continues to be significant is that professionals who were unrelated to language schools referred a large number of these notifications. We are aware that there is still more work to do and Bromley will continue to build on these campaigns this coming year.

8.5 In order to meet that commitment and increase the number of Awareness campaigns in the coming year we shall ensure that the Lead Officer for Private Fostering is a full time role. Currently this role has been undertaken on a part time basis with the Lead Officer also having responsibility for supervising carers alongside this. In making the role full time and streamlining the notification and assessment process this will allow the Lead Officer to focus on raising awareness activities within the community and providing a more focused support service to children living in Private Fostering arrangements.

8.6 Bromley has this year undertaken the following strategies to raise awareness:

- 1) The Lead Officer has continued to provide in-depth training and advice to the children's workforce practitioners. However, this work needs to be extended to

include attending team meetings and arranging regular training throughout the year to ensure that social workers, new social workers to Bromley and newly qualified social workers keep informed and updated on their role in Private Fostering.

- 2) We have continued to develop our database of organisations in the borough including Churches, Mosques, Community centres, Resident associations, Cultural Organisations, schools, GP's, Children Centre's and Public Libraries. Letters, posters and leaflets have been sent highlighting the need to notify us of any Private Fostering arrangements they are aware of.
- 3) All educational establishments in Bromley including Early Year's provisions were sent a circular from the local authority's education department emphasising the need for notifying the local authority about any Private Fostering arrangements they are aware of.
- 5) Ongoing publications were undertaken in 2016/17 through the internal newsletter "In Touch" and the BSCB Newsletter. Both newsletters reach a wide audience and are circulated across the borough. They have been useful in disseminating messages and raising awareness.
- 6) In February 2017, the Lead Officer attended the SENCO Forum organised by BSCB where he distributed a guide for professionals as part of raising awareness activities. This was a large and diverse audience with a multiagency presence representing professionals with a large amount of involvement with children and families. We have also promoted Private Fostering awareness by attending various meetings with different organisations and partner agencies.

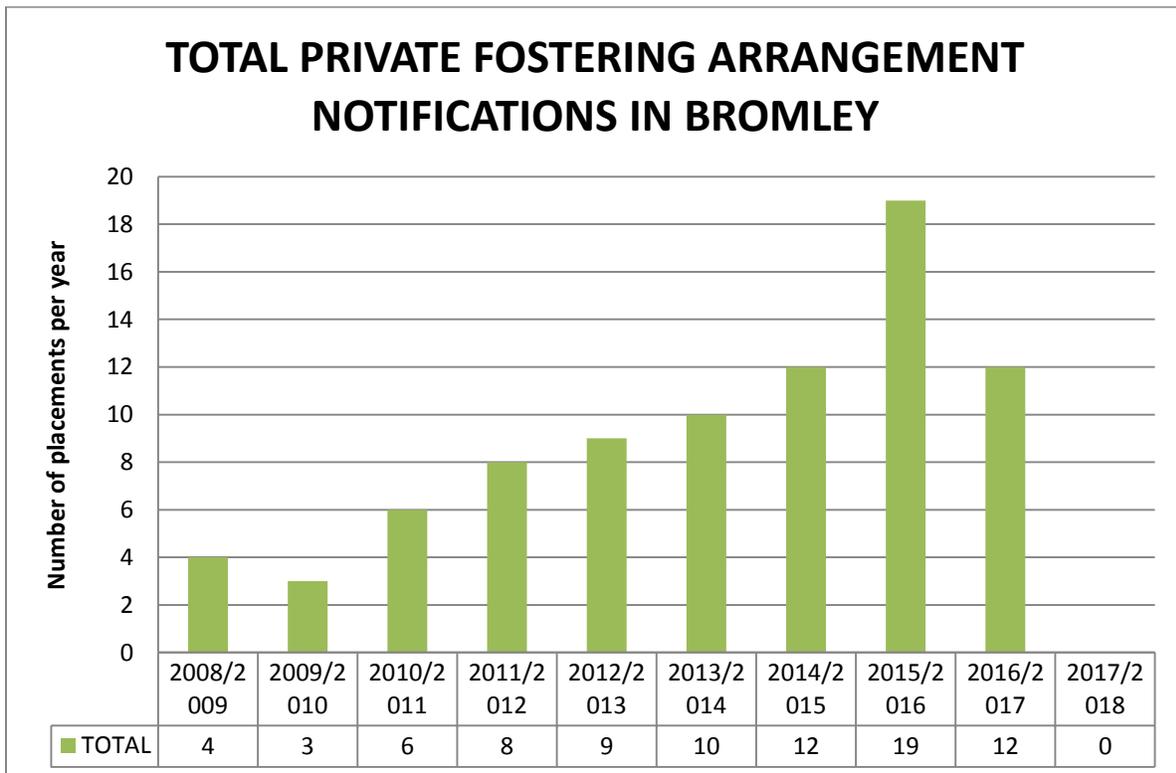
8.6 The Bromley Safeguarding Children's Board (BSCB) continued to provide a leadership role in Private Fostering and contributed to raising awareness through their internal newsletter and conferences as well as supporting the Lead Officer with Private Fostering.

8.7 Bromley Corporate Website has been updated to reflect Private Fostering and it signposts the reader to the Bromley Mylife online Portal

(<https://bromley.mylifeportal.co.uk/privatefostering/>, last accessed 23.08.2017)

9. Outcomes for children in Private Fostering arrangements.

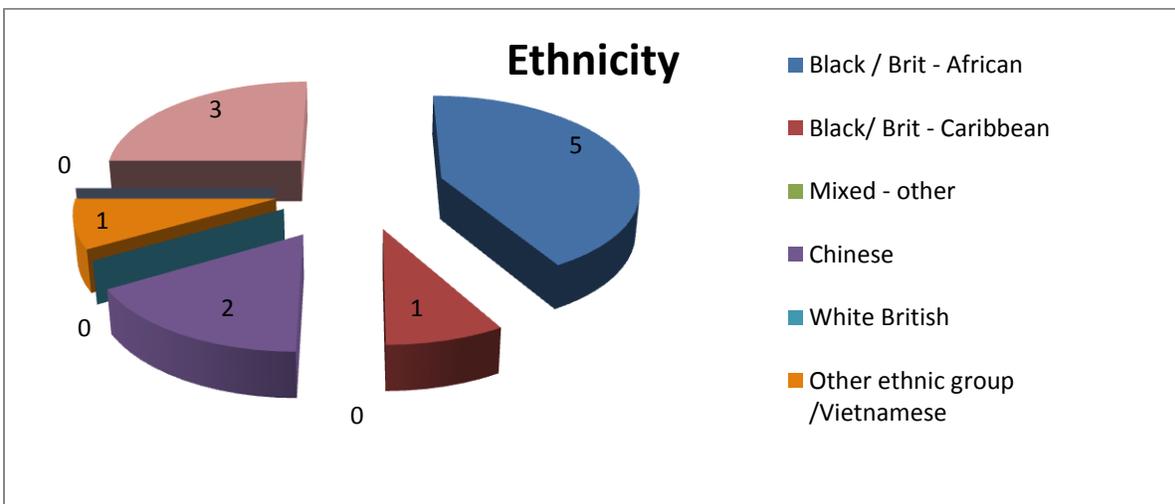
Graphic analysis of Notifications



9.1 The chart above provides summary figures showing key Private Fostering notification activity in Bromley over the last 9 years. It is clear from the graph that the notifications have continued to increase over years. The 2015/16, reporting year indicates a marked increase in notifications recorded in 7 years. This may have been due to the implementation of the Private Fostering Awareness Campaign, which launched in 2013/2014.

9.2 There has been a decrease in the number of Private Fostering notifications between 1st April 2016 and 31st March 2017. The numbers of notifications have decreased from 19 in the previous reporting year to 12 in this reporting year. Although the awareness campaign activities have continued on the trend of the previous year, the reasons for this decrease is not apparent. These statistics would be discussed at the next CoramBAAF Private Fostering Special Interest Group to analyse this in comparison with other authorities.

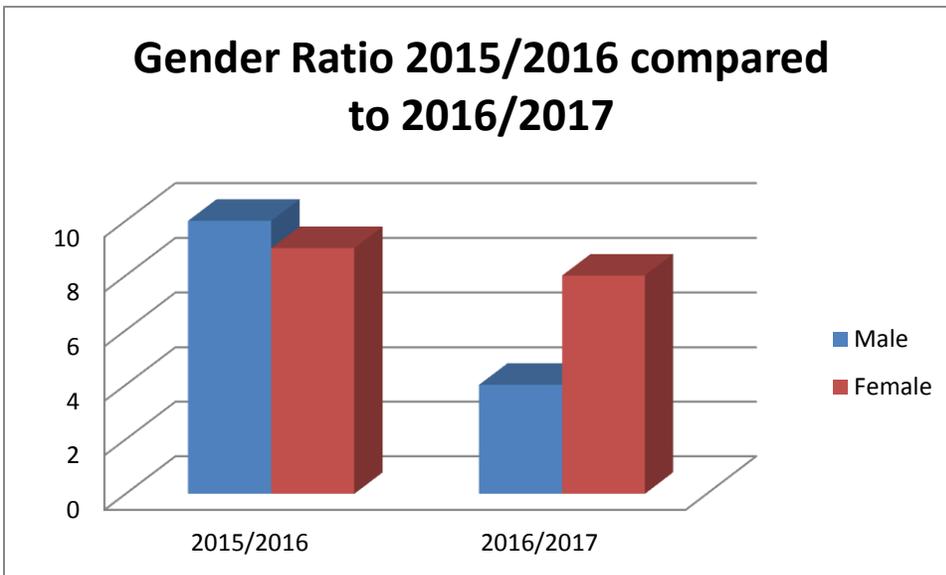
From the 12 notifications received in the last year, 5 of them were from language schools, this leaves 7 notifications from other sources. For the first time notifications for non-students have been more than for student notifications.



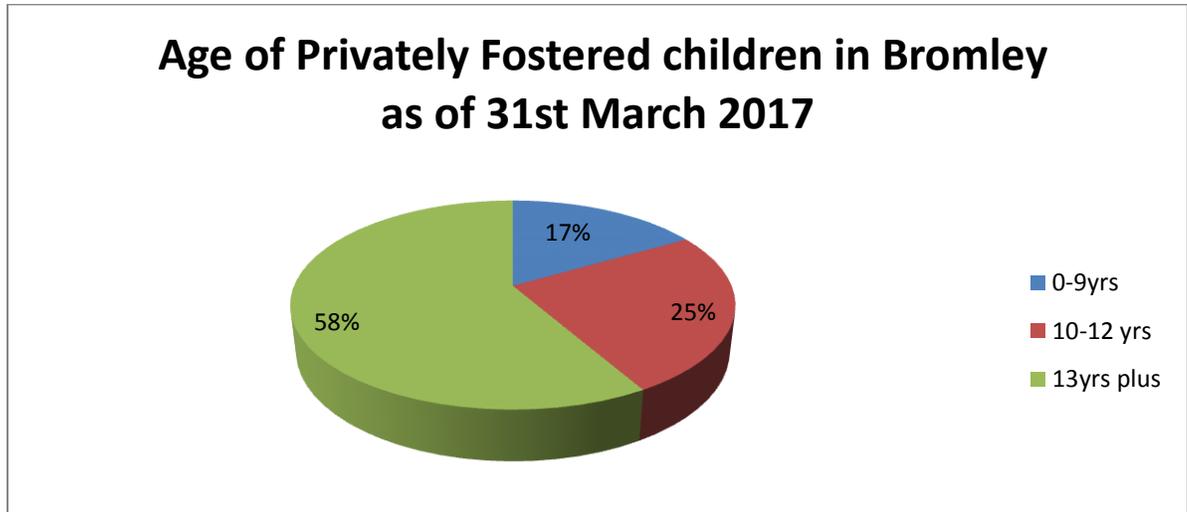
9.3 Out of the 12 notifications, 5 children were classified as Black British-African, 3 were White European, 2 were Chinese, 1 was Black British-African-Caribbean, and 1 was Vietnamese. It is encouraging to see that there continue to be more of a mix of ethnicities from the last reporting year and continued on to this reporting year. This may be an indication that the Awareness Campaign is reaching a diverse audience and different communities.

9.4 Bromley has and will continue to develop the Private Fostering communication plan, forming new relationships with other professionals to widen the impact of raising awareness activities. Bromley will also look at these statistics and use them to analyse and build on the effectiveness of our campaigns.

Privately Fostered Children by Gender – Reporting Period of Notifications 1st April 2015 – 31st March 2017

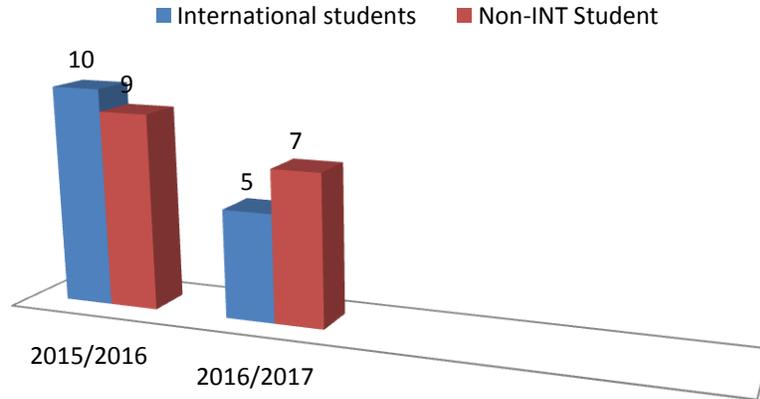


9.5 Out of the 12 notifications, 9 were female and 3 were male. In the year 2015/2016 there were more (10) boys Private Fostering notifications compared to girls (9), however in the year 2016/2017 the notifications for boys dropped significantly. This figure also informs us that overall, there was a downtrend on notifications in 2016/2017.

Age of Privately Fostered children in Bromley as of 31st March 2017

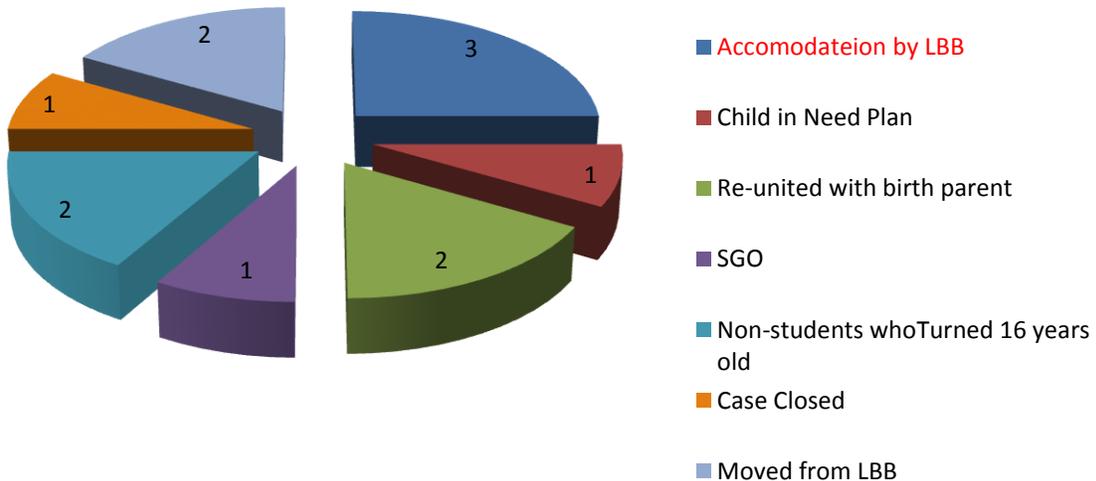
9.6 This table demonstrates that as of 31st March 2017, there were two children under 9 years old who were subject to Private Fostering arrangements as compared to the year 2015/16 where there were no children in the 0- 9 years range. There has been an increase in the number of children within the age range 13-16 by two compared to last year and the children aged 10-12 years have also increased from 3 to 4.

INTERNATIONAL STUDENT NON-STUDENTS RATIO



In the 2016/2017 period we have also noticed an upwards trend in notifications from non- international students as compared to the 2015/2016 period where there were more notifications from international students.

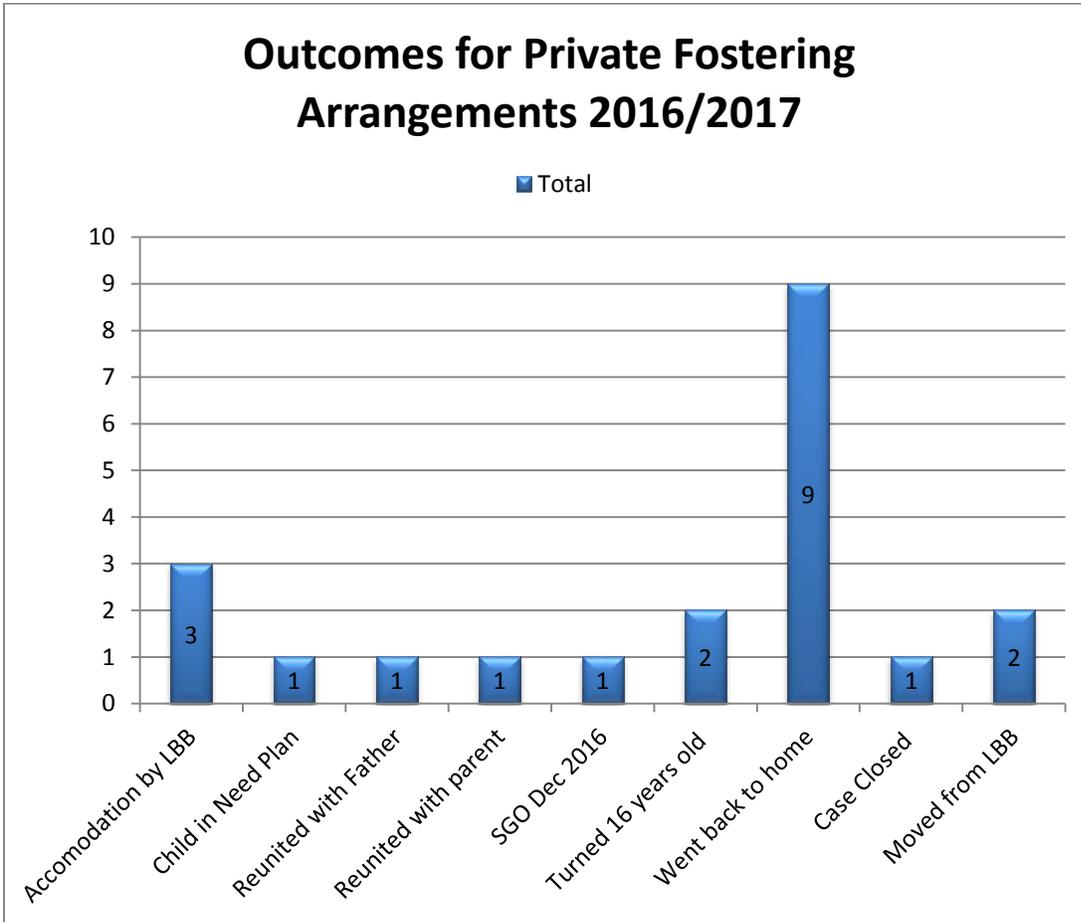
Outcomes for Private Fostering Arrangements 2016/2017



9.7 During this reporting year, the Local Authority has accommodated two children from a Private Fostering Arrangement, under Section 20 of the Children Act 1989. The children were placed with an in-house foster carer and the cases remained within Private Fostering, until the Local Authority were granted Interim Care Orders in respect of the two children. While the case was managed in Private Fostering, assessments were carried out including; Risk and Viability assessments for family members as well as the CLA process.

9.6 Out of the 12 Private Fostering arrangements that ceased:

- a) three children were accommodated by the Local Authority and were placed with in-house foster carers. The Local Authority obtained Interim Care Orders in respect of two of the children and they are currently thriving in the foster placement.
- b) In one case permanence has been achieved for the young person through a Special Guardianship Order;
- c) one case was transferred to the Safeguarding and Care Planning Team under a Child in Need Plan;
- d) two children were reunited with their birth parents;
- e) two turned 16 years old when the Private Fostering arrangement monitoring ended in accordance to the Private Fostering Regulation 2005 and
- f) two moved away from the London Borough of Bromley area to another Local Authority.



10. Advice and Support

- 10.1 The Referral and Assessment service and the Lead Officer for Private Fostering ensure that private foster carers, parents and their children receive appropriate advice and support in all areas including advice on benefits and housing.
- 10.2 Where possible, the Lead Officer for Private Fostering will continue to offer support to private foster carers in matters of immigration or signpost them to appropriate Legal Service available, in relation to the children or young people subject to Private Fostering regulations.
- 10.3 Private foster carers are offered support and receive appropriate information if they wish to seek a Special Guardianship or Child Arrangement Order. This

has occurred with a private foster carer recently and she has been supported by both Lead Officers to apply for an SGO for the child that she is caring for.

- 10.4 The Lead Officer for Private Fostering has been available to offer support and advice to colleagues who require clarification on Private Fostering matters. This has included answering email and phone queries from professionals from schools and other areas who are working with families.
- 10.5 The Lead Officer seeks advice and support from the safeguarding team and has escalated cases to a child in need and child protection level where necessary.

11. The views of privately fostered children, their parents and carers

- 11.1 The Private Fostering service is attempting to offer a service user centred approach through gaining feedback from privately fostered children, their parents and carers to better meet their needs and priorities. Bromley has been encouraging privately fostered children, their carers and parents to feedback. At the end of his studies in the UK, one international student expressed that *“Although I didn’t really need to see a social worker every month, it was reassuring to know that you have someone in authority looking out for you”*
- 11.2 The previous Lead Officer ensured that social workers received appropriate training focused on helping them to understand the importance of gathering feedback for further analysis. This will continue through the year and social workers will be encouraged to report feedback to the Lead Officer.

12. Monitoring Compliance with Duties and Functions

The reporting period performance assessed against previous return figures

(Table 1)

Indicators	2013/14	2014/15	2015/16	2016/17
Number of notifications of new Private Fostering arrangement received during the year	10	8	20	12
Number of cases where action was taken in accordance with the requirements of Regulation 4 (1) and 7 (1) for carrying out visits	10	8	20	9
Of these the number of cases where this action was taken within 7 working days of receipt of notification of the Private Fostering arrangement	8	6	15	5
Number of new arrangements that began during the year	10	8	19	12
The number of Private Fostering arrangements that began On or After 1 April 2016 where visits were made at intervals of not more than 6 weeks	5	4	17	7
The Number of Private Fostering arrangements that began BEFORE 1st April 2016 that were continuing on 1st April 2017	3	8	4	6
The number of Private Fostering arrangements that began before 1 April 2016 that were continuing on 1 April 2016 where scheduled visits were	3	5	4	0

completed in the requested timescale				
Number of Private Fostering arrangements that ended during the year	4	11	15	13
Number of children under Private Fostering arrangements as of 31 st March 2017	13	6	9	8

13. Action Plan for 2017/2018

1. The Local Authority's Statement of Purpose in relation to Private Fostering continues to be reviewed annually, every July.
2. The Group Manager will arrange for the role of the Lead Officer for Private Fostering to become a full time post.
3. Arrangements will be made to streamline the notification and assessment process so that the Lead Officer undertakes the initial assessments following a notification to MASH.
4. There was coordinated raising awareness activities in July 2017 as outlined in the Communication Plan. The Lead Officer for Private Fostering will monitor the effectiveness of raising awareness and report to management of its outcomes or challenges.
5. The Lead Officer for Private Fostering will review the NMS-Rolling plan for the reporting year 2016-2017 by October 2017 to ensure that we remain in line with National Minimum Standards.
6. The Lead Officer for Private Fostering will continue to review the Local Authority's Communications Plan in relation to raising awareness about Private Fostering in line with the OFSTED recommendations and good practice undertaken by other Local Authorities.
7. The Lead Officer will continue to work with language schools and agencies providing host families for overseas students attending language school, to

ensure they fully brief their host families on both their responsibilities and those of the local authority's in relation to the assessment and most importantly the on-going monitoring of such arrangements.

8. The Lead Officer for Private Fostering will continue to provide appropriate training for children workforce practitioners and partner agencies by working closely with Learning and Development and Business Manager for BSCB.
9. The Lead Officer for Private Fostering will continue to attend the Private Fostering Specialist Interest Group (PFSIG) run by CORAMBAAF and use this as mechanism to disseminate any lessons learnt or share examples of best practice from other Local Authorities.
10. The Lead Officer for Private Fostering will ensure that leaflets/information for privately fostered children and their parents and carers are translated into different languages, which will include Cantonese and Mandarin. The young people who have originated from abroad to study English have in 2016-2017 spoken very good English and providing paperwork for them in their own language has not often been necessary. It has also been noted that the school have very good relationships with the parents and speak to them often. Good communication with the schools will remain a priority as this can then continue to be used as another base for communication.
11. The Lead Officer for Private Fostering will liaise with the local authorities website and Twitter administrators to ensure that information which supports raising awareness of Private Fostering, is maintained and regularly updated through social media throughout the year. This includes leading on the development and implementation of the Private Fostering App for Bromley.
12. The Lead Officer for Private Fostering will develop processes to ensure that all privately fostered children, their parents and carers express their views about the services they have received and use the feedback forms to inform the team to enable ongoing service change and development.

13. The Lead Officer will ensure that privately fostered children who do not have an adult who holds parental responsibility for them will be assessed to ascertain and inform the best outcome for their situation.
14. The Lead Officer will ensure that all DBS certificates for private foster carers and their children over 16 years old are up to date and clear.
15. The Lead Officer for Private Fostering will continue to work with the Business Manager for Bromley Safeguarding Children's Board (BSCB) in regards to raising awareness about Private Fostering in Bromley.
16. The Lead office for Private Fostering to continue liaising with Bromley's Schools Principal Admissions Officer to ensure that completed forms are checked for potential Private Fostering arrangements.
17. The Lead Officer for Private Fostering to ensure that privately fostered young people who turn sixteen will be referred to the 16plus Service for support and advice following discharge from Private Fostering service if required.

Written By:

Godwin Munzara, Senior Practitioner Social Worker - Lead Officer for Private Fostering

Date: **03.08.2017**

Mark Vening, Group Manager, Family Placements, Fostering Team

Date: **16.08.2017**

Report No.

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Portfolio Holder for Education, Children and Families

Date: For Pre-Decision Scrutiny by the Education, Children and Families Budget and Performance Monitoring Sub-Committee on Tuesday 26 September 2017

Decision Type: Non-Urgent Executive Non-Key

Title: ADOPTION ANNUAL REPORT 2016/17

Contact Officer: Vicky West, Head of Service Adoption, Fostering, Connected Persons and Resources
E-mail: Vicky.West@bromley.gov.uk

Ana Parr, Group Manager, Adoption Team
E-mail: Ana.Parr@bromley.gov.uk

Chief Officer: Director: Children's Social Care (ECHS)

Ward: All Wards

1. Reason for report

- 1.1 To provide Members of the Education, Children and Families Budget and Performance Monitoring Sub-Committee with an overview of the work of the Adoption service in compliance with legislation.
-

2. **RECOMMENDATIONS**

2.1 **The Education, Children and Families Budget and Performance Monitoring Sub-Committee is asked to:**

- i) Consider and comment upon the annual report of the Adoption Agency;
- ii) Recommend that the annual report be endorsed by the Portfolio Holder for Education, Children and Families

2.2 **The Portfolio Holder for Education, Children and Families is asked to endorse the annual report**

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Children and Young People:
-

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: 833110
 4. Total current budget for this head: £1,251,680
 5. Source of funding: Revenue Support Grant
-

Staff

1. Number of staff (current and additional): 15
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Statutory Requirement
 2. Call-in: Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 Bromley is a registered Adoption Agency. Adoption agencies are subject to the Adoption Agencies Regulations (AAR) 2005 (updated 2011) and the Adoption Agencies (Panel and Consequential Amendments) Regulations 2012; Adoption Agencies (Miscellaneous Amendments) Regulations 2013 and are subject to the National Minimum Standards (2014) which accompany the Regulations. Standard 25.6 of the National Minimum Standards requires the Adoption Agency to produce a report to be received by the agency Executive.
- 3.2 The activities of the adoption service reflect the ongoing agenda of Central Government which is to ensure that children looked after achieve permanence in a timely manner and that adoptive families receive the support they need.
- 3.3 The annual report is attached as Appendix 1.

4. LEGAL IMPLICATIONS

- 4.1 Please see paragraph 3.1

Non-Applicable Sections:	Policy implications Financial implications Personnel implications
Background Documents: (Access via Contact Officer)	

This page is left intentionally blank



THE LONDON BOROUGH
www.bromley.gov.uk



Annual Report on Adoption Activity

2016-2017

- 1. Key Messages & Introduction**
- 2. Children with an Adoption Plan**
- 3. Children Made Subject to Adoption Orders**
- 4. Children Placed for Adoption in 2016/2017**
- 5. Adoption Panel**
- 6. Disruptions, Complaints & Allegations**
- 7. Adopters Approved & Waiting**
- 8. Adoption Timescales**
- 9. Adoption Consortium**
- 10. Recruitment and Preparation of Adopters**
- 11. Adoption and Post Adoption Support Services**
- 12. Future Developments for 2017/18**

1. Key Messages

The number of children placed for adoption is declining significantly over the last 2 years, with 8 children placed for adoption in 2016/17 compared to 18 placed in 2015/16, which represents a 44% decrease. However there has been an increase in Adoption Orders granted over the same period, with 20 Adoption Orders granted in 2016/17 versus 15 in 2015/16.

The number of prospective adopters approved is reducing with 9 approved in 2016/17 compared to 11 in 2015/16. This is reflective of the national picture with the changing profile of children placed for adoption.

There have been significant developments within the national landscape of adoption over the last 12 months. In March 2016, the Department of Education (DfE) published a paper - *Adoption, A Vision for Change* which sets out planned reforms to the adoption system to avoid unnecessary delay in the adoption process and to increase the support available to children and their families.

A number of initiatives are currently in progress which include:

- Increase in the Adoption Support Fund (ASF) and a pledge to increase year on year until 2018
- Extending ASF support to Special Guardians caring for children who were previously looked after and Inter Country Adoption
- Increasing support for adopted young people up to the age of 21

A significant development and announcement in the Queen's Speech of June 2016, is a requirement that all Councils combine their adoption functions within the next 2 years. Bromley is currently reviewing their adoption service in response to the transition to a regional adoption agency by 2018.

Introduction

The purpose of the document is to report on the activity of the adoption service, fulfilling obligations in the Adoption National Minimum Standards (2011) and Adoption Service Statutory Guidance (2011) to report to the executive side of the local authority. It will include performance and developments in Bromley's delivery of adoption services; how the Council is compliant with key national minimum standards and the service offered to those seeking to adopt and those affected by adoption through the provision of adoption support. This report details the work of Bromley Council Adoption Service from 1st April 2016 to end of March 2017.

Adoption is one of the most important and significant decisions that can be made for a child. Bromley Children's Services wants every child to grow up in a safe, stable and loving home. For those young children who cannot remain or return safely to their birth families, adoption offers them the best opportunity to experience a warm and loving family environment throughout life.

The adoption of children from care has a high profile nationally, with 2016 highlighting key adoption reforms being implemented. *Putting Children First: delivering our vision for excellent children's social care* (July 2016), sets out the programme of reforms to children's social care over the next four years. A critical development is that all Councils are required to combine their adoption function by 2018. This changing and challenging landscape will see Bromley form part of a Regional Adoption Agency within the next couple of years.

The Adoption Service is responsible for recruitment, assessment, approval and support of adopter's pre and post-order, family finding for looked after children with an adoption plan, post-adoption support services. The team provides a duty service for prospective adopters and offers consultancy on adoption matters to social workers from the Referral & Assessment, Safeguarding and Children in Care Teams. The team also manages domestic, inter-country and step parent adoptions; birth parent counselling; post placement and post adoption support and a range of intermediary services.

The Adoption Agency Advisor is the Adoption Group Manager who plays a key role in ensuring the effective running of the Adoption Panel, providing a quality assurance role in relation to reports being prepared for panel and for providing specialist advice to staff within Safeguarding and Children in Care Teams in relation to adoption work.

2. Children with an Adoption Plan

2.1 There were 21 children with an Agency decision for adoption in 2016/17, of which 13 were male and 8 were female. Of this cohort, there was 1 sibling group of 2 to be placed together and three sibling groups of 3; with 2 groups to be placed together and 1 group to be placed as 2 and 1 respectively.

The ALB adoption returns confirm that as of 31.3.17, 1 child had been adopted, 2 were placed for adoption, 2 had been matched, 1 child had not yet entered care and 15 were waiting to be matched, with active family finding in progress.

The ages of this cohort of children when an adoption decision was made were as follows:-

Age	Number
0	8
1	4
2	1
3	1
4	2
5	4
6	1

2.2 There was a decrease in the number of (ADM's) Adoption decisions granted, with 21 ADM's in 2016/17, compared to 23 in 2015/16.

2.3 There is a noted increase in the number of sibling groups requiring a placement together in 2016/17, with only 1 sibling group of three requiring an adoption together in 2015/16. Bromley undertake a comprehensive Together or Apart assessment in circumstances where separation of siblings may be required to determine the best permanence option.

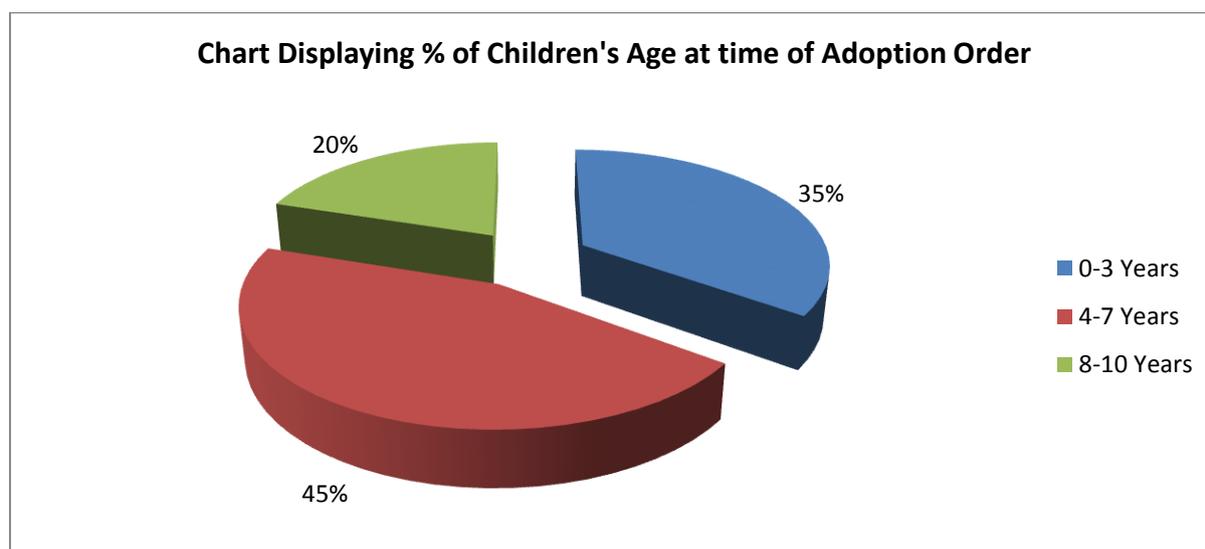
3. Children Made Subject to Adoption Orders

3.1. 20 children were made subject to Adoption Orders in 2016/2017. This is 12% of children ceasing to be looked after, with 1% more than last year, but below the national average of 15%.

Out of the 20 children subject to an Adoption order:

- 13 children were aged 2 to 5 years
- 7 children were older than 5 years which reflects the national picture where older children (above 3 years) are being placed for adoption.

Chart Displaying % of Children's Age at Adoption Order

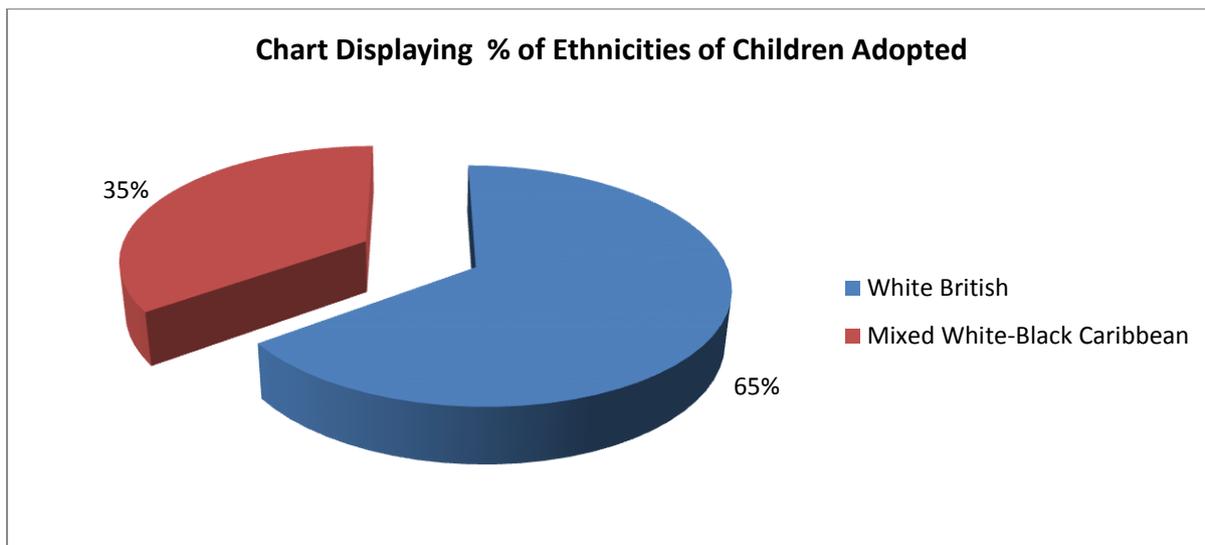


Out of the 20 children, the eldest child was aged 8 years at the time the Adoption order was granted and the youngest child was aged 21 months. It is worth noting that the eldest child adopted in this cohort was an 8 year old female placed with a voluntary adoption agency. There was considerable delay for this child from the time the child had an adoption decision to the time she was placed with her adopters and latterly formerly adopted. The contributory factors to delay were her age and the fact she was originally placed with her sibling which required a reassessment to determine separation.

3.2 Of the 20 cohort, there was 1 sibling group of three and 2 sibling groups of 2 adopted together, plus 13 individual children. 9 of the children were adopted by Bromley adopters, 7 by Voluntary Adoption Agencies and 4 by other Local Authorities under the inter agency arrangement.

3.3 In terms of children's ethnic background, out of the 20 children:

- 13 were of White British heritage
- 0 Black / British – Other Black
- 0 of Black British Caribbean heritage
- 7 of Mixed – White/ Black Caribbean
- 0 of Mixed – White/ Black African



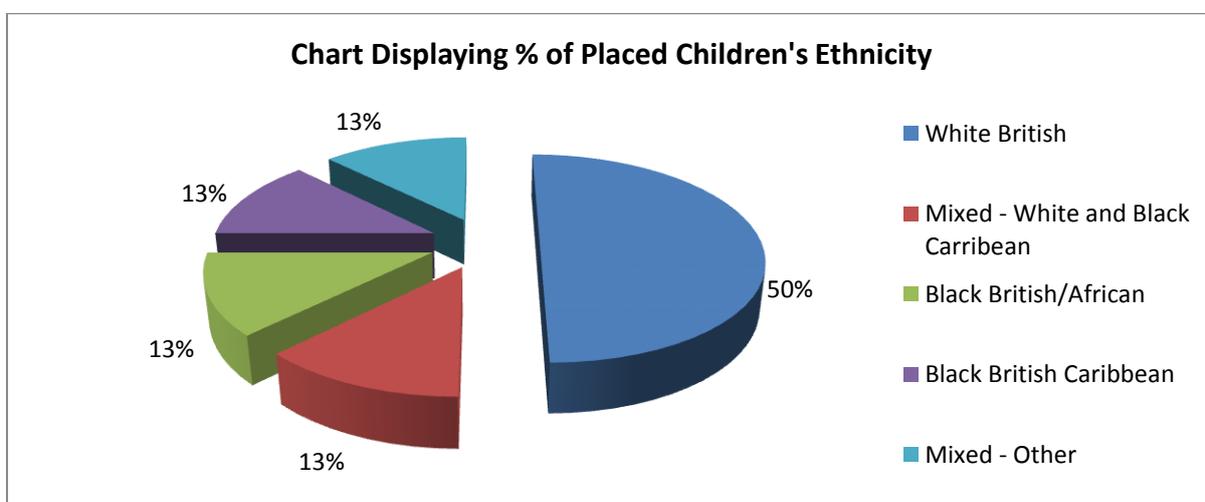
4. Children Placed For Adoption in 2016/2017

4.1 There were 8 Bromley looked after children placed individually with prospective adopters during the year, compared to 18 in 2015/16. In this cohort there were no siblings groups and 2 of the 8 were also adopted in 2106/17 and included in the cohort of 20 children adopted last year.

Of the 8 children placed, 3 were placed with Bromley adopters, 4 with Voluntary Adoption Agencies and 1 was placed with another Local Authority under the inter agency arrangement.

4.2 In terms of ethnicity out of the 8 children placed:

- 4 were of White British heritage
- 1 of mixed White and Black Caribbean heritage
- 1 of Black British/African heritage
- 1 of Black British/Caribbean heritage
- 1 Mixed – Other



5. Adoption Panel

- 5.1 Bromley Adoption Panel recommends prospective adopters for approval as adopters; matches of approved adopters with specific Bromley children; and the suitability of relinquished children for adoption. The final decision, in all of these cases, based on the panel's recommendation is made by the Agency Decision Maker, the Director of Children's Social Care.

The Agency Advisor is the Group Manager for Adoption and is responsible for effective operation of the Adoption Panel, agenda setting, the quality assurance of panel papers and takes a lead in the recruitment of panel members. Panel contributes significantly to the positive work of the Safeguarding and Social Care Division in planning for children and providing a key quality assurance role.

- 5.2 Bromley adoption Panel meets on a monthly basis, though the frequency does increase if required. Panel Members meet once a year to review panel performance and development. Between 2016/2017, panel met on a total of 10 occasions and made recommendations on a total of 19 cases of which there:

8 adopter approvals

1 refusal (subsequently approved by the ADM following appeal)

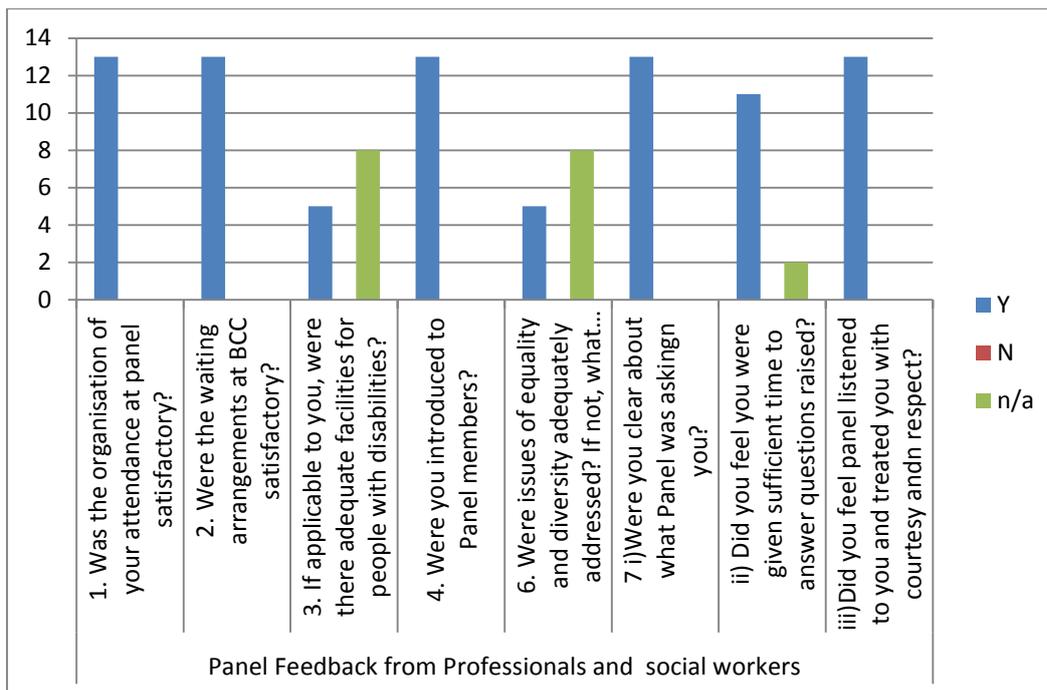
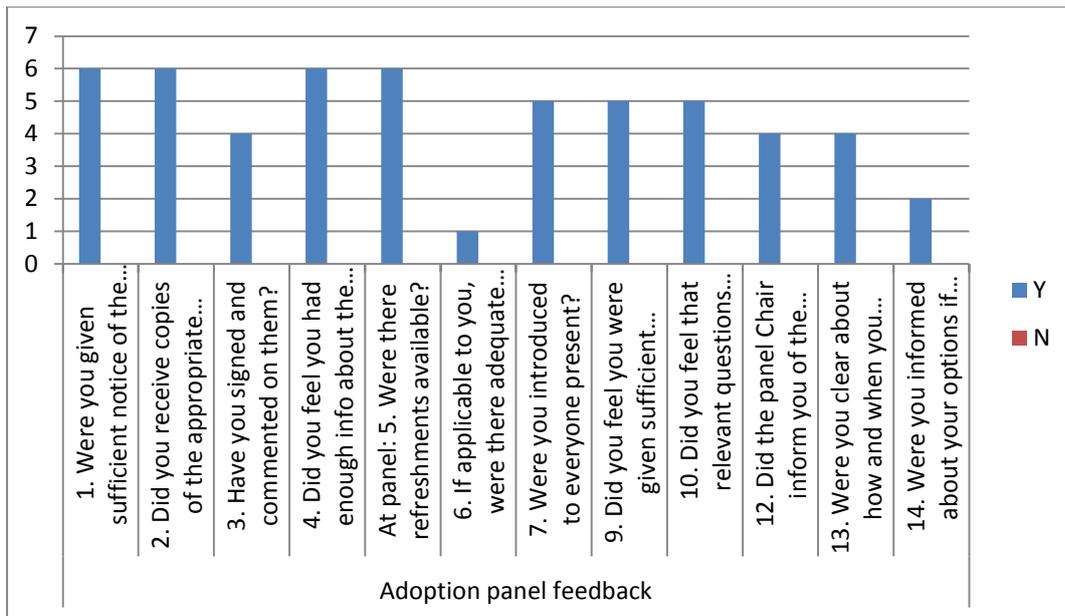
10 matches of which includes 1 foster to adopt

0 Inter Country adoption approvals

0 adopter deregistration

- 5.3 The adoption panel have a quality assurance role to support and challenge performance within the adoption service. Quarterly meetings will commence in 2017/18 with the management group, independent chair and vice-chairs as well as other key staff to facilitate good communication between the panel and the agency to focus on continuing improvement.

The first chart below captures adopters' feedback, with second chart representing feedback from professionals presenting at adoption panel within the last year.



These are a sample of comments collated by the adoption chair on the positive aspects of adoption panel:

- Appropriate questions. Good feedback for adopters.
- Making the adopters feel welcome which made them feel relaxed.
- Positive feedback about the report that fully represented the couple.
- Questions indicated panel had grasped relevant issues.

- Panel showed real appreciation of child's needs and genuine interest.
- Their acknowledgement of the work the foster carers had done with the child being placed for adoption.

Aspects of panel which were more challenging:

- Large panel member group 11 panel members and 2 observers
- Waiting to go into panel
- Talking about the child

5.4 Updating the adoption panel leaflet remains an area of development carried over from previous year.

6. Disruptions, Complaints & Allegations

6.1 No placement disrupted during 2016/17 and 2015/16.

6.2 There was a slight increase in complaints with 3 in 2016/17, compared to 2 in 2015/16.

Adoption quarterly returns data confirms there were no allegations in 2016/17, compared to three in 2015/16.

A record of compliments was not maintained in the last year, however anecdotally there have been noted compliments from some adopters.

7. Adopters Approved and Adopters Waiting

7.1 There was 9 adopter households approved in this year whom had 12 children placed for adoption from the following Local Authorities: Southwark, Brighton & Hove, Greenwich, Hackney, Kent, Cambridgeshire, Bradford and Wokingham.

The average assessment timescale for Bromley to complete Stage 1 and 2 is 7 months, which is higher than the adoption scorecard. The breakdown on timeliness of the 9 cohort is as follows:

- 3 households waited between 0-6 months between commencing Stage 1 to the date the approval decision was ratified
- 6 households waited between 6 - 9 months between commencing Stage 1 to the date the approval decision was ratified
- Of the 9 approved adopter households, 4 were heterosexual and 4 were same sex couples

7.2 As of 31st March 2017, there were 8 approved adopter households waiting of which:

1 Bromley foster to adopt child was being placed with adopters

Matching process for 1 child underway with adopter

Linking of 1 Bromley child with an approved adopter

Annual review of 1 adopter household

Reassessment of 1 adopter with new partner

Matching panel scheduled for 1 Bromley child with adopter household

1 Bromley child linked and panel scheduled for end of July

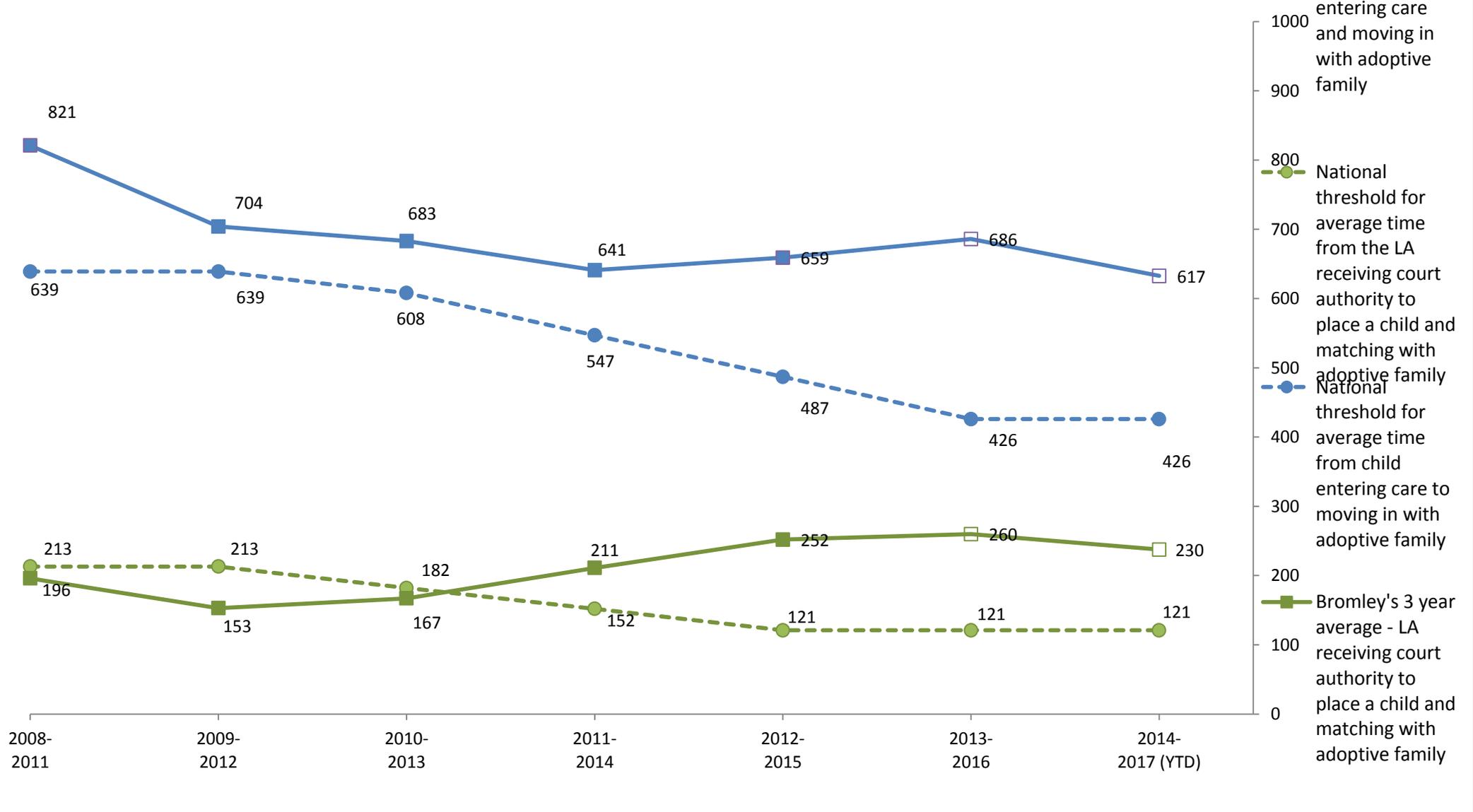
Active family finding for 1 newly approved adopter household

8. Adoption Timescales

Bromley Adoption is required to monitor its performance against timescales which relate to the decision to place a child for adoption, assessing and approving prospective adopters and the proposal to place a child with particular adopters.

Adoption Scorecards were introduced as part of an approach to address delays in the adoption system, as set out in *'An Action Plan for Adoption: Tackling Delay'*. These scorecards allow local authorities and other adoption agencies to monitor their performance and compare it with statistical neighbours.

Adoption Scorecard indicators for Bromley, against the national thresholds



Page 76

Indicator	Accumulation of data	Bromley 2014/15	Bromley 2015/16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Year to Date 2016/17	DoT	2016/17 Target	National Average 2014/15
Adoption																			
Children (newly) placed for adoption	In Month	22	18	1	1	1	0	1	1	0	1	1	0	1	0	8			
Children Waiting to be placed (panel decision for adoption but not yet placed)	Snapshot	12	15	14	15	14	18	18	18	13	10	10	13	16	19	19			
Children adopted from CLA	In Month	20	15	4	2	0	3	0	2	3	2	0	0	0	4	20			
SGO's granted from CLA	In Month	23	13	1	0	1	6	1	1	1	3	3	1	0	5	23			
Days between child entering care and moving in with adoptive family (single year)	YtD	623	849	328	356	356	366	366	374	442	442	442	442	442	436	435.5	↓		
Days between child entering care and moving in with adoptive family (3 year average)	3YtD	659	686	680	667	667	648	648	637	641	633	633	633	633	617	616.6	↓	426	593
Days between LA receiving court authority to place a child and matching with adoptive family (single year)	YtD	290	212	133	142	142	137	137	149	163	171	171	171	171	159	158.5	↓		
Days between LA receiving court authority to place a child and matching with adoptive family (3 year average)	3YtD	252	262	250	247	247	240	240	239	238	238	238	238	238	230	230.0	↓	121	223
Children waiting less than 14 months between entering care and moving in with adoptive family	YtD	16 months 42%	37%												44%	44.4%	↑		47%

The two main adoption scorecard indicators for 2016/17 are moving in the right direction with improved performance from 2015/16. The published scorecard reviews data over the last 3 years which will continue to be affected by legacy cases and a specific long adoption timeframe of a 15 year old in 2015/16.

Adoption timeliness is improving and requires consistent review and management oversight to maintain appropriate pace and challenge for children and adopters. However the Department for Education thresholds have not yet been met.

As of 1 April 2017 the approach to Early Permanence Adoption tracking is now covered across 4 categories which allow for greater scrutiny to understand where drift and delay can occur:

1. Early Family Finding - ADM agreement of adoption plan
2. ADM to Placement Order
3. Placement Order to adoptive placement
4. Adoptive placement to Adoption Order

2017/18 will see the adoption diagnostic assessment being undertaken by Coram to ascertain Bromley's adoption performance and benchmark against other LA's. The purpose of this review will be to put the spotlight on areas that require improvement i.e. early permanence for young children, pace and timeliness of adoption placements.

The challenge remains to further reduce timescales in line with the targets set by Government. 2017/18 will see two adoption workers forming part of the children looked after service to ensure consistent and efficient case responsibility for children with adoption plans.

9. Adoption Consortium

- 9.1 The South London Consortium comprises of seven local authorities Bromley, Croydon, Wandsworth, Greenwich, Lewisham, Lambeth, Southwark and four voluntary agencies Coram, Mosaic, Diagrama and TACT. The consortium aims to maximise placement choice for children and to minimise delay in family finding across the consortium authorities by sharing prospective adopters. We are working closely with each other and sharing joint meetings, for example "While We Wait" as well as the recruitment of adopters, including those from different ethnic backgrounds.
- 9.2 The quarterly management meetings attended by the Adoption Group Manager are used to clarify and develop policy and practice issues across the consortium. The sharing of local practice guidance and procedures facilitates good working relationships and avoids duplication of work across the consortium.
- 9.3 Approved adopters are added to national database Link Maker under our the consortium section thus ensuring that family finding workers have access to a wider pool of adopters for the children they are finding families for.
- 9.4 A steering group has been established to develop the foster to adopt scheme, along with training and support groups available to foster to adopt carers and led by Coram BAAF.

10. Recruitment and Preparation of Adopters

- 10.1 There have been 157 adoption enquiries in the last year, which represent a reduction from the previous year. Enquiries are defined as a person contacting Bromley to discuss their interest in becoming an adopter. Telephone enquiries are managed by the adoption team.

Information sessions and Preparation Groups for adopters were held regularly throughout the year in partnership with two South Adoption Consortium partners Greenwich and Lewisham.

Bromley's experienced adopters continue to contribute delivering these sessions, offering prospective adopters an opportunity for individual discussion and learning from their adoption experience.

- 10.2 The number of approved adopters has decreased in 2016/17, with 9 approved last year compared to 11 in 2105/16. Of the 9 adopters approved, 12 children are placed on inter agency arrangements with the following Local Authorities: Southwark, Brighton & Hove, Greenwich, Hackney, Kent, Cambridgeshire, Bradford and Wokingham.

Bromley have improved their performance with the number of adopter approved and waiting as 8 for 16/17 compared to 12 in 15/16. However our need to recruit and develop adopters able to adopt harder to place children remains crucial, which include older children and sibling groups.

- 10.3 Our Recruitment Strategy needs to be refreshed to increase and maintain a pipeline of adopters to reflect service need. 2016/17 will see the development of a foster to adopt scheme for children and will be incorporated in the recruitment strategy for the year ahead.

Intercountry Adoption

The Adoption Team is responsible for providing a service to people living within the borough that wish to consider inter-country adoption. Through membership of the Inter-country Adoption Centre (IAC) additional information on inter-country adoption; preparation groups for first and second time adopters and training is are provided.

There has been more activity in inter country adoption last year with 1 child matched via inter country, 2 children placed and 1 Adoption Order granted.

The service is also responsible for providing support to applicants waiting for a match, which last year included children being matched and adopted from Nigeria, Bangladesh and India.

11. Adoption and Post Support Services

- 11.1 The post adoption support team delivered 6 developmental workshops for 36 adoptive parents between 2016/17, in addition to an educational workshop for adopted parents facilitated by Bromley virtual head, 6 adopters attended. Funding from the Adoption Support Fund enabled Bromley commission a three day parenting workshop titled the "Great Behavioural Breakdown" for 22 adopters which was

positively received. This led to a group of adopters accessing therapeutic family work with therapists who delivered the training via the ASF fund.

The workshop programme for 2016/17 has included a range of topics and themes:

- Playful communication with children using Theraplay and play therapy techniques
- Sharing difficult and traumatic histories with children
- Keeping your child safe on social media
- Managing challenges in adolescence
- Managing transitions
- Contact

11.2 In 2016/2017, the service received 45 requests for post adoption support which resulted in 44 full adoption support assessments being conducted. This resulted in 19 successful Adoption Support Fund applications, all of which were and successful in funding private therapeutic resources to support families with complex needs.

Of the 19 cohort, the resources purchased comprised of a range of strategies with therapeutic parenting course being the most in demand. Family therapy, specialist assessments, sensory integration programme, therapeutic parenting courses, family mediation provisions, play therapy, music therapy, young people's workshop provision and child psychotherapy. In addition the post adoption support team provided family mediation, Theraplay, therapeutic life history work, family work and direct work with children.

11.3 A successful annual picnic event was held in the summer of 2016; attended by 76 adults and 62 children from adoptive families. Feedback from the event was extremely positive with adoptive parents having an opportunity to network and children engaging and participating with other adopted children. This event allows direct contact between adopted siblings in a safe and playful environment.

Education Support

Educational support to adopters is provided by Bromley's Head Teacher of virtual school for Looked After Children. The Virtual Head supports adoption via workshops and consultations with adoption service to support adopters in accessing the right educational provision for Looked After Children.

Additionally the Adoption Support Fund has been used to provide play therapy resources in schools and this has reduced the need to access Pupil Premium Plus fund being used.

Post Adoption Contact

The letterbox arrangements are managed as part of the post adoption support duty system which operates three days a week currently. At 31st March 2017, 494 letterbox contact arrangements were in operation with 683 exchanges for 218 children. The adoption support duty social worker provides the initial point of contact for information, advice and support to all those involved in indirect contact between adopted child and their birth families. If counselling or intensive support is required a designated social worker will be allocated for further work.

There were 59 children in adoptive placements with direct contact arrangements in place with birth families members in 2016/17. The contact was mostly with siblings, but there is an increase in the number of direct contact arrangements involving both birth parents and grandparents. Each child will have one, two or more direct contacts annually with one or more parties. The total currently is 91 contacts. These arrangements continue until the child is 18 or until either party requests a review of the arrangement.

Contact arrangements require a great deal of time and sensitivity from the service. The post adoption social worker prepares adoptive family members and birth family members to ensure the best possible outcomes from these contacts. The contacts are emotional and require sensitivity and empathy on the part of the adoption support social worker. Direct contacts are an important piece of work for the child as it assists identity formation, reinforces important attachments made to significant people and promotes the cultural identity. Direct contacts continue until the child is 18 or until either party requests a review to either increase or changing contacts arrangements to better meet the needs of the child.

Work with Birth Families

It is the responsibility of local authority adoption agencies to ensure that birth families affected by adoption have access to independent advice, information and support when the plan for the child becomes adoption. This is provided in Bromley through referral to the adoption support team. We offer a counselling service to birth parents affected by adoption to help assist them with loss and separation. As part of this work we offer advice with letter writing and at the end of the continuum, preparation for direct contact should there be a plan for this to occur when the adopted young adult reaches majority.

The Adoption and Children Act 2002 introduced the provision of an access to information and intermediary service for birth relatives of adopted adults (to complement that existing for adult adoptees) which would trace the adoptee and seek their views on contact. The Adoption Team have limited resources to meet the needs of this service but they have successfully reunited three adopted adults with their birth family members in 2016/17.

Any birth relative who requests an intermediary service is provided with support and advice and their details are added to the allocation list. There were 4 such enquiries in 2016/2017.

Birth Records Counselling

The Local Authority has a legal responsibility to provide a birth records counselling service, and an Access to Information (ATI) service, which may lead to an intermediary service and possible reunion. There were 35 new referrals from adopted adult's during 2016/17. This is a very important part of the continuum of the adoption process and for many adopted people (particularly for those who were adopted before 1975) as they were informed that they would never have contact with their birth family members. Often this group of people are not even aware of their birth name nor have even seen a photo of their birth parents. This part of the service is a life changing and emotional journey for individuals who have been separated for many years without contact since early childhood.

The waiting time has significantly reduced to immediate allocation for this service. People adopted before 1975 are given priority because of the possible age of their birth parents if they wish to locate them. The adoption support team take the lead role in providing this service.

Adoption Allowances

The Adoption Team have reviewed 59 adoption allowances in 2016/2017. This was primarily to pay regular adoption allowance payments in relation to adopted children. There were in addition to one-off payments made towards the costs of introductions and settling in allowance.

This payment is reviewed annually, and is means tested. We have recently moved over to the DFE rates, as our base. This will lead to a reduction in allowance, as it is lower, than previous rates (BAFF) we had used. These reviews are undertaken by a social worker and overseen by the Adoption Team Manager.

12. Future Developments

- ✓ Participate in Adoption diagnostic assessment to enhance improvements with pace and timeliness of adoption performance.
- ✓ Contribute to London wide projects in preparation for Regionalisation so that Bromley adoption is ready to implement the changes required.
- ✓ Initiate early family finding to commence as soon as adoption is confirmed as the plan.
- ✓ Formalise and publicise “early permanence consultation offer” with childcare colleagues to ensure adoption is considered at earliest opportunity.
- ✓ Develop and implement a foster to adopt scheme enabling children to be placed early.
- ✓ Be creative in utilising and engaging adopters waiting to support adoption activities
- ✓ Plan and implement transition of two adoption workers to relocate within the CLA team to support adoption timeliness and afford better management oversight.
- ✓ Maintain a pipeline of adopter recruitment by assessing adopters that are reflective of service need.
- ✓ Devise an Adoption recruitment strategy that incorporates a clear foster to adopt scheme
- ✓ To devise and implement a clear Quality Assurance framework for adoption panel to improve its quality assurance potential that offers challenge and support to adoption performance.
- ✓ Annual review of Statement of Purpose and children’s guide to be completed in line with standard 18.3 of the National Minimum Standards.

Report No.
ED18020

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EDUCATION, CHILDREN AND FAMILIES BUDGET AND PERFORMANCE MONITORING SUB-COMMITTEE

Date: Tuesday 26 September 2017

Decision Type: Non-Urgent Non-Executive Non-Key

Title: CHILDREN'S SERVICE IMPROVEMENT UPDATE

Contact Officer: Janet Bailey, Interim Director: Children's Social Care
Tel: 020 8313 4779 E-mail: Janet.Bailey@bromley.gov.uk

Chief Officer: Interim Director: Children's Social Care (ECHS)

Ward: (All Wards);

1. Reason for report

The purpose of this report is to provide an update on the progress of the Children's Service Improvement Plan.

2. **RECOMMENDATION(S)**

Members of the Education, Children and Families Budget and Performance Monitoring Sub-Committee are invited to comment on the contents of this report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Summary of Impact: The full content of this report impacts on the needs of vulnerable children and the required actions necessary to improve the services delivered.
-

Corporate Policy

1. Policy Status: Not Applicable:
 2. BBB Priority: Children and Young People Excellent Council
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre:
 4. Total current budget for this head: £
 5. Source of funding:
-

Personnel

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Statutory Requirement:
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Estimated number of users/beneficiaries (current and projected): Approx 300 CLA, 230 subject to a child protection plan and 2000 children in need
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

3.1 Background

The Council's services for children in need of help and protection and children looked after were inspected by Ofsted between 11 April and 5 May 2016. Ofsted also carried out an inspection of the Bromley Safeguarding Children Board at the same time. The inspection report published on 27 June 2016 found that the service was '*Inadequate*' in all judgement areas and that the Bromley Safeguarding Children Board (BSCB) '*Requires Improvement*'.

Children's Commissioner

In June 2016 the Secretary of State under the provisions of Section 497 A appointed Frankie Sulke CBE as a Children's Commissioner to assess and make recommendations on how to improve children's services in Bromley. The Commissioner worked alongside children's services colleagues and partner agencies to complete her assessment. The [report](#) which recommended that a DfE Commissioner undertake a further six months scrutiny of the service was shared with Ministers in September 2016. Frankie was then appointed again for a further six months to complete her assessment of the service. In May 2017 Frankie submitted her final report with recommendations to Ministers. This report which was published on 12 September 2017 made a strong case for the council to continue to run Children's services rather than a transfer to an external trust. The Children's Commissioners final report can be viewed [here](#). The Department for Education responded to the Children's Commissioners report and issued a new [direction](#) to the Council on 12 September 2017.

Ofsted Monitoring Visits

Authorities judged as 'inadequate' across all judgement areas are subject to further inspection and monitoring activity from Ofsted. To date, inspectors have carried out four monitoring visits of Bromley's Children's Services. The first was on Tuesday 8 and Wednesday 9 November 2016, the second took place on Wednesday 22 and Thursday 23 February 2017 and the third was on Tuesday 9 and Wednesday 10 May 2017.

The most recent monitoring visit took place on Tuesday 8 and Wednesday 9 August 2017. Feedback from this visit was published on Friday 8 September 2017, see monitoring visit feedback [letter](#).

The service is now currently working towards the next monitoring visit which will take place on Monday 30 and Tuesday 31 October 2017.

National Social Care Director Visit

On Wednesday 6 September 2017, the service hosted Eleanor Schooling CBE, the National Social Care Director. Although this visit was not part of the statutory inspection process, Eleanor used the time to meet with Senior Managers and Elected Members to discuss the progress of improvements being made in the service.

3.2 Progress made against Children's Services Improvement Plan

The Children's Services Improvement Plan which was developed in conjunction with partner agencies was submitted to Ofsted in September 2016. The plan which has 10 priorities covers the 23 Ofsted report recommendations with 306 actions.

For the period covering 1 May 2016 to 31 August 2017 a total of 298 actions were due to be completed which is 97% of all actions outlined in the plan.

As at 31 August there are a total of 23 actions (8%) RAG rated 'Red', 142 actions (48%) RAG rated 'Amber' and 133 actions (44%) RAG rated 'Green'. The 23 actions (8%) RAG rated 'Red'

are highlighted in the monthly 'Exemption report' due to be discussed at the next Children's Services Improvement Governance Board (CSIGB) on Friday 22 September 2017.

Three priorities out of the 10 have no RAG rated 'Red' actions – (priority 2- *Management oversight and quality assurance*, priority 3 - *Bromley Children Safeguarding Board* and priority 10 - *Legal services*). The priority with the highest number of RAG rated 'Red' actions is *priority 5 – Children Looked After* with 9 actions.

3.3 Key Achievements May 2016 – August 2017

The service has introduced a range of improvements following the Ofsted inspection in April 2016 these include those listed below.

Leadership and Management

In November 2016, the CSIGB appointed an independent Chair Isobel Cattermole – a freelance consultant with wide experience in Adult and Children's Social Care to take over the leadership of the group. Monthly meetings include regular focus and scrutiny on practice improvement and performance related issues.

In December 2016, the council appointed a permanent Deputy Chief Executive & Executive Director of Education Care and Health and Interim Director of Children's Social Care to lead on the improvement agenda.

In January 2017, Jim Gamble QPM was appointed to the role of Independent Chairman of Bromley's Safeguarding Children Board. Jim was awarded the Queen's Police Medal for distinguished service in a former role and is currently independent chair of the City and Hackney Safeguarding Children Boards. The City of London under Jim's leadership, is the first and only Local Safeguarding Children Board to be judged outstanding by Ofsted.

Member's responsibilities have been realigned so that the Portfolio holder for Education also holds responsibility for Children's Services.

A comprehensive training and development programme for members has been developed, circulated and commenced. The contact details of the Children's Social Care senior management team has been circulated to members for ease of access.

The Council commissioned an experienced external consultant from the Local Government Information Unit to undertake member development training to support them in their role. The consultant has observed a Care Services PDS and reported back initial observations from this. A training and support package and dates are being developed for the autumn.

Following the outcome of the inspection, recruitment and retention of quality and experienced staff was recognised as a priority for the department. The Executive demonstrated its commitment to this by approving the drawdown of additional funding to support the implementation of the improvement plan and the service set up a Recruitment and Retention Board to focus on this area of work.

Extra capacity within the Children's Social Care senior management team has been created in order to provide clear lines of responsibility, accountability and oversight. When Ofsted inspected the service in May 2016 there were 4 Heads of Service reporting to the Director for Children's Social Care which has now increased to 7 (excluding a time limited project manager post). 6 out of 7 of these appointments are permanent.

Funding has also been used to realign the current departmental structure and recruit additional 'Team Manager' posts. These posts have been created to identify additional management capacity with the skills and experience to support practitioners within the department.

In November 2016, the service introduced additional capacity to the Referral and Assessment Service by realigning the FAST Team as a fifth Referral and Assessment Duty Team to help improve the operational functionality of front door work. A second Group Manager and sixth RAS team was introduced from February 2017.

Two specialist teams have been created (Court Team in September 2016) and (Atlas Team in January 2017) in order to ensure that the service has dedicated, experienced and skilled resources available to respond to care proceedings cases and where children are at risk of child sexual exploitation and/or missing.

The service held its first Corporate Parenting Fun Day on Sunday 30 July. The event aimed at creating a sense of a Corporate Family, gave children and young people and foster carers an informal opportunity to meet officers, managers and elected members. The event was very well attended and good feedback was received about the day.

Quality Improvement Framework

The Quality Improvement Team introduced a robust monthly auditing schedule in September 2016, with the first audits completed in October 2016. This activity continues to be well supported across the service with feedback and learning from all audit activity regularly disseminated. The monthly audit and improvement programme also includes a number of thematic ‘deep dive’ audits covering specific areas agreed by the Director of Children’s Social Care.

In December 2016, three Practice Consultants commenced a programme of audits of live cases to quality assure decision making in real time, provide feedback to front line staff and to facilitate continuous improvement and learning. The process called ‘Triple lock’ is a systemic approach which supports line managers in good decision-making, whether this is dealing with children in need, child protection or children looked after. This process does not replace the existing line management responsibilities and decision making points rather working in parallel with current processes. Auditors have been monitoring themes, and have been co-ordinating benchmarking of practice which they feedback.

The BSCB recruited an external auditor to undertake a short programme of multi-agency audits. The first focussed on neglect and the second audit on Child Sexual Exploitation (CSE).

In April 2017 the Quality Improvement service held its first practice development week for members of the senior management team, including the Chief Executive, Leader and Portfolio Holder. This included 33 activities and observational opportunities including *Review Child Protection Conferences*, LADO (Local Authority Designated Officer) *Strategy Meetings*, *CLA (Child Looked After) Review*, *Child in Need Meeting*, *CSE MAP (Multi Agency Planning) Meeting*, *Team-Based Discussions and Live Audits*. The feedback from those who attended has been very positive and a second practice week has been scheduled for 9 – 12 October 2017.

Scrutiny and challenge around practice

The service has set up a number of Panels at key decision making points to provide further overview and scrutiny of practice. These include:

<i>Placement Panel</i>	to facilitate discussion and approval of placements and funding arrangements within Children’s Social Care (CSC) and with partner agencies
<i>Public Law Outline</i>	sets out what should happen before care proceedings are issued
<i>Legal Gateway Panel</i>	is responsible for hearing all new cases and providing management oversight and scrutiny of all cases where a Legal Planning Meeting has been requested by CSC

<i>Pre-Proceedings Tracking Meeting</i>	to ensure that all cases in pre-proceedings are monitored and that all the assessments and other agreed tasks on the cases are progressing to the agreed deadlines
<i>Early Permanency Panel</i>	focuses on children and young people entering care in Bromley to scrutinise care plans and to ensure that all aspects of care arrangements, permanency and contingency plans are in place
<i>Care Leavers' Placement Panel</i>	is responsible for ensuring care leavers are in suitable accommodation, have the appropriate level of support and clear transition plans into adulthood
<i>Long Term Fostering Permanency Surgery</i>	reviews and tracks permanency plans for all young people who are not yet matched and secured in long term fostering placements
<i>Child in Need Panel</i>	focuses on cases that have been subject to Child in Need for over nine months, whether the plan is purposeful or if the case should be stepped up, down or closed
<i>Transfer Panel</i>	case transfer meetings focus on ensuring the effective and efficient transfer of cases between Bromley Children Services

In February 2017, the service introduced a series of quarterly seminars entitled 'Getting to Good'. The seminars are open to all practitioners, managers and group managers from across all service areas and highlight learning from auditing and practice improvement.

The service has reviewed and simplified the Escalation process which is regularly monitored and reviewed by Senior Managers at SMT and performance data is included in the monthly Risk Management Matrix. Cases that are not resolved within agreed timescales are referred to the Director of Children's Social Care for resolution.

The service has recruited a specialist Children in Need (CIN) chair to independently review CIN cases. The purpose of this role is to make sure that all CIN get the right help at the right time to reach their full potential.

Partnership working

Since taking up the role in Bromley in January 2017, the Independent Chair has reconfigured the structure and sub groups of the Board to ensure that the constitution, terms of reference and set of standards are appropriately set up to enable critical enquiry and challenge. As part of this reconfiguration, the previous CSE/Missing/Gangs working group has become a formal sub group of the BSCB and is called the Vulnerable Adolescents Sub Group (VASG). Terms of Reference have been agreed and is chaired by Deputy Borough Commander, Trevor Lawry. The VASG coordinates and ensures the effectiveness of the partnership's strategic response to adolescent vulnerability and has a primary focus on ensuring robust and effective arrangements are in place for the following three priority areas of risk: CSE; Children missing from home, care and education and; children and young people exposed to risk through gang involvement or association.

Work continues to take place in progressing the Housing action plan with updates being provided to CSIGB on 20 January 2017 and 26 May 2017.

In January 2017 the service launched a programme of three Multi Agency Partnership Events designed to provide partner agencies with information and advice to support their work to ensure the safety and wellbeing of the children and young people in Bromley. The events run as a set of three sessions through the year and cover: -

- Event 1 - Understanding Safeguarding; it's everybody's business!
- Event 2 - Emerging Issues; Who's in the lead?
- Event 3 - Aspirations for all our children and young people; Especially the vulnerable

A Leaving Care Hub has been set up at Downham Youth Centre offering young people the option of where they want to access help, support and training in life skills including holding tenancies and managing finances. The hub is a 'one-stop-shop' for multi-agency partners to support our care leaving population.

The Children's Executive Partnership has been set up and held its inaugural meeting in March 2017. The partnership whose membership includes the police, schools, health, parents and carers and the voluntary sector will be monitoring and reviewing the Children and Young People plan which is currently being developed.

Support to the existing workforce

In December 2016, the Deputy Chief Executive and Executive Director Education, Care and Health Services organised a series of sessions to launch the Communication Roadmap 'Line of Sight', 'Training Programme', 'Practice Standards' and 'Caseload Promise'.

Frontline staff are also encouraged to attend the monthly 'Listening to you sessions in order to ascertain views from all staff. The Interim Director of Children's Social Care holds monthly 'Tell me' sessions to enable staff to discuss any issues or concerns regarding the service in an informal manner. In addition the Deputy Chief Executive & Executive Director of Education, Care and Health and Interim Director of Children's Social Care both undertake regular 'floor walking' in all areas of the service so they are visible and accessible to staff. A staff survey is scheduled to take place in September to gather further intelligence.

Email updates from the Chief Executive and Senior Management continue to inform members of staff about key changes and developments within the service including the ongoing monthly ECHS Staff Surgery.

A comprehensive Practice Development Plan commenced in January 2017 for members of staff including mandatory training modules. The Practice Development Plan is reviewed quarterly.

The Threshold document has been reviewed, updated and launched by the Bromley Safeguarding Board.

The service continues to progress work streams to support the implementation of the new IT management system Eclipse scheduled in October 2017.

The Quality Improvement Service commissioned an external consultant to review the effectiveness of Independent Reviewing Officers, Child Protection Chairs and Signs of Safety within the organisation. The final report and recommendations were discussed at CSC Senior Management Team on 7 September 2017. A supporting action plan is being finalised before being shared with the Deputy Chief Executive and Executive Director, Education, Care & Health Services and Interim Director for Children's Social Care.

All social workers have access to a laptop to facilitate mobile working arrangements. This has enabled staff to access and update records following visits rather than needing to return to the office to access IT which is a less efficient way of working.

Feedback from staff consultation and engagement sessions to the Deputy Chief Executive & Executive Director of Education, Care and Health identified concerns over confusing salary bandings across the division. From 1 April 2017 the Recruitment and Retention Board

implemented a 'pay equalization' scheme giving staff clarity on minimum and maximum pay and retention bonuses in salary bands based on the grade that people are employed as.

In January 2017 the Deputy Chief Executive & Executive Director of Education, Care and Health set up the Social Work Practice Development Group, a group of frontline practitioners who act as an advisory function on a wide range of professional practice developments; and whose members act as the champions of quality outcome-focused practice in Bromley. This group which meets monthly and has a forward work plan. which has included the compilation of the Resource Directory (a central reference guide outlining all the Council's services which support vulnerable children and their families), assisting with defining the progression pathway for social workers and launching a 'Break Out' resource room for practitioners.

In June 2017 the service formally launched the reviewed and updated Career Progression Pathway for Social Workers which demonstrates how the service values staff and wants to recognise and support those with the skills and expertise required to shape the service.

Following a review and revision of the London Borough of Bromley Children's Social Care processes and procedures, the new Procedure Manual has been developed in collaboration with Tri.x and will be formally launched on Monday 17 July 2017. To compliment this the services internal sharepoint pages are being reviewed and updated to reflect what practitioners need to see to help them in their role.

3.4 Areas for further development over the next six months

Work streams that will be prioritised over the coming months include:

- Development of the Children and Young People's plan in conjunction with partner agencies.
- Independent assurance test of the DCS role including the 'line of sight' framework.
- Recruit a Principal Social Worker.
- Undertake a service review of Children and Family Centres.
- Review children's commissioning contracts to assess the effectiveness of the help and support provided, and that they are delivering against the key objectives.
- Review support given to children and young people who are NEET and develop tailored action plans.
- Respond to the external consultant's review of IRO/CPC service and implement recommendations.
- Review areas where there are service gaps following outcome of Adoption Diagnostic.
- Review the outcome of the Market Testing exercise for the Fostering service and implementing recommendations.
- Development of Care Leavers Local Offer.
- Full implement of Eclipse IT system.
- Recruit permanent members of staff to facilitate with the delivery of the caseload promise.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

The full content of this report impacts on needs of vulnerable children and the required actions necessary to improve the services delivered.

5. POLICY IMPLICATIONS

All actions within the improvement action plan are set in the context of the Building a Better Bromley Key Priorities for 2016-2018 by being ambitious for all our children and young people though:

- Fulfilling our duty of care to ensure the health, wellbeing and achievements of our vulnerable children
- Provide the best possible service to deliver appropriate support to all children and young people.

By ensuring the best possible future for the children and young people of Bromley, with a clear focus on supporting the most vulnerable through:

- Safeguarding children and young people within schools and the community.
- Listening to the views of children and young people to influence the decisions that are made about them.
- Encouraging excellent educational opportunities from the early years through to further and higher education for all Bromley children and young people including those with Special Educational Needs.

6. LEGAL IMPLICATIONS

On the 12 September 2017, the Secretary of State under section 497A(4B) of the Education Act 1996 Act issued the following direction to the Council.

- To comply with any instructions issued by the Department for Education on behalf of the Secretary of State in respect of the improvement of children’s social care functions;
- To ensure that the independent Chair of the Council’s Improvement Board reports in writing to the Secretary of State at quarterly intervals on the progress being made in securing improvements to the discharge of children’s social care functions, and provides any information which the Secretary of State requests, with the first such report to be provided by 01/10/2017.
- To ensure that the Deputy Chief Executive of the Council’s focus is directed exclusively towards improved delivery of children’s social care functions until agreed otherwise by the Secretary of State.

Non-Applicable Sections:	Financial, Personnel and Procurement Implications.
Background Documents: (Access via Contact Officer)	

This page is left intentionally blank

Report No.
FSD17072

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EDUCATION CHILDREN AND FAMILIES BUDGET AND PERFORMANCE MONITORING BUDGET SUB-COMMITTEE

Date: 26th September 2017

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2017/18

Contact Officer: James Mullender, Principal Accountant
Tel: 020 8313 4292 E-mail: james.mullender@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 19th July 2017, the Executive received the 1st quarterly capital monitoring report for 2017/18 and agreed a revised Capital Programme for the four year period 2017/18 to 2020/21. The report also covered any detailed issues relating to the 2016/17 Capital Programme outturn, which had been reported in summary form to the June meeting of the Executive. This report highlights in paragraphs 3.2 to 3.6 changes agreed by the Executive in respect of the Capital Programme for the Education Portfolio. The revised programme for this portfolio is set out in Appendix A, detailed comments on scheme progress as at the end of the first quarter of 2017/18 are shown in Appendix B and details on the 2016/17 outturn are included in Appendix C.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to note and confirm the changes agreed by the Executive on 19th July 2017.

Corporate Policy

1. Policy Status: Existing Policy: Capital Programme monitoring is part of the planning and review process for all services. Capital schemes help to maintain and improve the quality of life in the borough. Effective asset management planning (AMP) is a crucial corporate activity if a local authority is to achieve its corporate and service aims and objectives and deliver its services. For each of our portfolios and service priorities, we review our main aims and outcomes through the AMP process and identify those that require the use of capital assets. Our primary concern is to ensure that capital investment provides value for money and matches the Council's overall priorities as set out in the Community Plan and in "Building a Better Bromley".
 2. BBB Priority: Excellent Council
-

Financial

1. Cost of proposal: Total increase of £6.8m over the 4 years 2017/18 to 2020/21, mainly due to £3.4m re-phased from 2016/17 underspends, and £2.6m increase in Basic Need for SEND Provision.
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £47.0m for the Education Portfolio over four years 2017/18 to 2020/21
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

1. Number of staff (current and additional): 1 fte
 2. If from existing staff resources, number of staff hours: 36 hours per week
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Not Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
-

Ward Councillor Views

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

3. COMMENTARY

Capital Expenditure- variations agreed by the Executive on 19th July 2017

3.1 A revised Capital Programme was approved by the Executive in July, following final outturn figures for 2016/17 and a detailed monitoring exercise carried out after the 1st quarter of 2017/18. The base position was the revised programme approved by the Executive on 8th February 2017, as amended by variations approved at subsequent Executive meetings. All changes on schemes in the Education Programme are itemised in the table below and further details are included in paragraphs 3.2 to 3.6. The revised Programme for the Education Portfolio is attached as Appendix A. Appendix B shows actual spend against budget in the first quarter of 2017/18, together with detailed comments on individual schemes. Appendix C includes details of the final outturn for 2016/17.

	2017/18	2018/19	2019/20	2020/21	TOTAL 2017/18 to 2020/21
	£000	£000	£000	£000	£000
Programme approved by Executive 08/02/17	32,869	7,068	172	10	40,119
Section 106 receipts from developers (Executive 20/06/17)	77	0	0	0	77
Approved Programme prior to Q1 Monitoring	32,946	7,068	172	10	40,196
<u>Variations approved by Executive 19/07/17</u>					
Basic Need: (see para 3.2)					
Addition of £2,597k to Basic Need for SEND Provision	0	867	865	865	2,597
Transfer of £2,890k from Education Section 106 unallocated	Cr 2,890	0	0	0	Cr 2,890
Transfer of £2,890k to Basic Need from S106 unallocated	1200	1690	0	0	2,890
Section 106 receipts from developers (See para 3.3)	776	0	0	0	776
Addition of £31k for a 30 Hours Funded Childcare IT Solution scheme (see para 3.4)	15	16	0	0	31
Net underspendings in 16/17 rephased into 17/18 (see para 3.5)	3,428	0	0	0	3,428
Schemes re-phased from 17/18 into 18/19 (see para 3.6)	Cr 5,000	5,000	0	0	0
Total amendments to the Capital Programme	Cr 2,471	7,573	865	865	6,832
Revised Education Capital Programme	30,475	14,641	1,037	875	47,028

3.2 Basic Need (£2,597k increase) and transfer from Education Section 106 unallocated balance into Basic Need scheme (£2,890k)

On 19th July 2017 Executive approved a Basic Need Programme Update report, which was subsequently approved by Council on 25th July. The report requested a £2,597k increase to the Basic Need scheme for the new grant allocation Bromley has received for SEND capital provision from DfE. The report also requested an allocation of £2,890k of Section 106 receipts from the uncommitted Education balance to transfer into Basic Need scheme.

3.3 Section 106 receipts from developers (uncommitted balance) (£776k increase in 2017/18):

In July 2015, the Executive agreed that the Capital Programme budget should reflect the total of S106 receipts available to fund expenditure. In July 2017 the Executive agreed an increase of £776k (of which £3k interest) in the Capital Programme budget for Section 106 to match the total funding available (from a balance of £2,890k in the June Executive report to £3,663k in the July Executive report). The approved S106 budgets for the Education Capital Programme are illustrated in the table.

	Total Approved S106 Budget £'000	Actuals up to FY16/17 £'000	Budget FY17/18 £'000	Budget FY18/19 £'000
Basic Need	3,596	706	1,200	1,690
Uncommitted balance (as at Jul 2017)	773	0	773	0
Education Total	4,369	706	1,973	1,690

3.4 30 Hours Funded Childcare IT Solution scheme (£31k increase):

The new national 30 hours funded childcare entitlement comes into force on 1st September 2017, and all Local Authorities are required to secure sufficient early years places to meet local demand through the funding of places within early years settings. Staff will be required to check eligibility and process claims for the new entitlement alongside existing funded provision for 2, 3 & 4 year olds. In support of the scheme, the Department for Education (DfE) has announced technology funding available to Local Authorities to implement digital systems that will administer and manage the scheme. In July 2017, the Executive approved the addition of £31k for 30 Hours Funded Childcare IT Solutions scheme to the capital programme.

3.5 Net underspend in 2016/17 re-phased into 2017/18:

The 2016/17 Capital Outturn was reported to the Executive on 20th June 2017. The final capital outturn for the year for Education Portfolio schemes was £12,629k compared to a revised budget of £16,067k approved by the Executive in February, an underspend of £3,438k. This is mainly due to a £2,810k underspend on the S106 Education unallocated balance. After allowing for minor adjustments, a total of £3,428k has been re-phased into 2017/18. Details of the 2016/17 outturn for this Portfolio are set out in Appendix C.

3.6 Schemes re-phased from 2017/18 into 2018/19:

As part of the 1st quarter monitoring exercise, £5m has been re-phased from 2017/18 into 2018/19 to reflect revised estimates of when expenditure on Education schemes is likely to be incurred. This is itemised in the table below and comments on scheme progress are provided in Appendix B.

Capital Expenditure – Rephasing in Q1 monitoring	2017/18 £000	2018/19 £000
Basic Need	Cr 5,000	5,000
Total Education Programme rephasing	Cr 5,000	5,000

Post-Completion Reports

3.7 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in prior years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme's non-financial objectives. No post-completion reports are currently due for the Education Portfolio, but this quarterly report will monitor the future position and will highlight any further reports required.

4. POLICY IMPLICATIONS

4.1 Capital Programme monitoring and review is part of the planning and review process for all services.

5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 19th July 2017. Changes agreed by the Executive for the Education Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Approved Capital Programme (Executive 19/07/17) Capital Outturn report (Executive 20/06/17) Q1 monitoring report (Executive 19/07/17) Basic Need Programme Update (Executive 19/07/17)

This page is left intentionally blank

EDUCATION PORTFOLIO - APPROVED CAPITAL PROGRAMME 19 JULY 2017									
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Responsible Officer	Remarks
		£'000's	£'000's	£'000's	£'000's	£'000's	£'000's		
SECONDARY SCHOOLS									
907558	Langley Park Boys School - BSF (Building Schools for the Future)	38,738	38,735	3	0	0	0	Rob Bollen	BSF One School Pathfinder; government grant £35,800k; LBB contribution £2,006k re: enhanced performance space; £316k t/f from Secondary Investment Strategy. Further £400k from DSG.
	TOTAL SECONDARY SCHOOLS	38,738	38,735	3	0	0	0		
PRIMARY SCHOOLS									
907564	Primary Capital Programme 2.7								DCSF capital grant; £800k allocated to Riverside ASD scheme
907564	Bickley Primary - expansion	1,463	1,463	0	0	0	0	Rob Bollen	£1,395k Primary Capital Programme (PCP) grant; £24k from Access initiative; £50k from extended services; £6k t/f to Highway
907564	Princes Plain Primary - expansion	1,270	1,270	0	0	0	0	Rob Bollen	£1,114k PCP, £250k S106' £94k t/f to Highway
907564	The Highway Primary - partial rebuild	5,418	5,305	113	0	0	0	Rob Bollen	£2,620k PCP, £500k Children & Family Centre grant, £300k Early Years, £600k planned maint; £93k schools capital maint in 11/12; £140k revenue cont in 11/12, £94k from Princes Plain; £434k from other PCP schemes.
907564	Other schemes funded by Primary Capital Programme	3,186	3,186	0	0	0	0	Rob Bollen	Balance of PCP grant after allocations to Bickley, Princes Plain, Highway and Riverside ASD; £100k from maintenance re Pickhurst Infants; £144k for Crofton Juniors from School kitchens funding; £428k t/f to Highway
	TOTAL PRIMARY SCHOOLS	11,337	11,224	113	0	0	0		
SPECIAL SCHOOLS									
907976	Glebe School expansion	4,880	4,085	795	0	0	0	Rob Bollen	Approved by Full Council 14/04/14
	TOTAL SPECIAL SCHOOLS	4,880	4,085	795	0	0	0		
OTHER EDUCATION SCHEMES									
906691	Formula Devolved Capital 2.1a	5,604	5,118	162	162	162	0	David Bradshaw	100% government grant
906695	Seed Challenge Fund	2,464	1,958	506	0	0	0	Rob Bollen	£300k "suitability" funding in 2011/12; £11k for Farnborough scheme
911211	Schools Access Initiative	1,390	1,118	272	0	0	0	Rob Bollen	DDA requirement; £150k p.a from schools' revenue budget; £24k to Bickley PCP
906718	Security Works	1,170	978	192	0	0	0	Rob Bollen	
907549	Children and Family Centres	6,662	6,612	50	0	0	0	Rachel Dunley	100% DfES grant; £500k for Highway scheme, £750k for Hawes Down Co-location, grant cut by £802k; £297k revenue cont c/f from 12/13
906725	Suitability / Modernisation issues in schools	1,672	1,233	439	0	0	0	Rob Bollen	Now funded by 11/12 capital maintenance settlement; £46k from suitability surveys; £350k to Farnborough Primary
906726	Capital maintenance in schools	10,183	9,464	719	0	0	0	Rob Bollen	100% government grant - 2011/12 settlement; £300k to seed challenge; £150k to security works; £150k to suitability/modernisation settlement; £80k to Hawes Down Co-Location & £93k to The Highway in 11/12; £161k t/f from modernisation fund
907974	Basic Need	84,455	43,111	25,161	14,453	865	865	Rob Bollen	100% government grant
907977	Universal free school meals	387	361	26	0	0	0	Rob Bollen	100% government grant
907975	Early Education for Two Year Olds	894	187	707	0	0	0	Carol Arnfield	100% government grant. Further additions to the £558k in the Early Education for Two Year Olds scheme; £150k contribution from revenue (DSG), and £186k for the London Childcare Grant (Approved in Executive 26/11/14)
907980	30 Hours Funded Childcare IT Solution Scheme	31	0	15	16	0	0	Carol Arnfield	Approved by Executive 19/07/17 100% government grant
907979	Beacon House Refurbishment	3,577	3,088	489	0	0	0	Rob Bollen	£3m funded from DSG and £0.577m funded from Basic Need (Executive 09/09/15)
907000	Feasibility Studies	40	0	10	10	10	10	Rob Bollen	
907556	Phoenix Pre-School SEN service - Council contribution	292	252	40	0	0	0	Rob Bollen	Approved by Executive 02/12/15 (scheme re-instated)
907548	Youth centres - Capital improvements	72	69	3	0	0	0	Linda King	Youth Capital Fund grant £72k
951000	S106 - Education (unallocated)	773	0	773	0	0	0	Rob Bollen	S106 Receipts
	TOTAL OTHER EDUCATION SCHEMES	119,666	73,549	29,564	14,641	1,037	875		
	TOTAL EDUCATION PORTFOLIO	174,621	127,593	30,475	14,641	1,037	875		

Page 9 of 38

EDUCATION PORTFOLIO - APPROVED CAPITAL PROGRAMME 2017/18 - 1ST QUARTER MONITORING					
Code	Capital Scheme/Project	Approved Estimate Feb 2017 £'000's	Actual to 17.08.17 £'000's	Revised Estimate Jul 2017 £'000's	Responsible Officer Comments
	SCHOOLS				
	SECONDARY SCHOOLS				
907558	Langley Park Boys School - BSF (Building Schools for the future)	0	0	3	Final payment and retention to main contactors paid. Other minor outstanding cost includes consultancy cost.
	TOTAL SECONDARY SCHOOLS	0	0	3	
	PRIMARY SCHOOLS				
907564	Primary Capital Programme 2.7				Scheme completed. Awaiting outstanding final payment for consultancy cost, and other legal issues. Once all outstanding invoices are paid (and dispute on the outstanding consultancy cost with Frankham is resolved), any funding that may remain can be returned to Basic Need as allocations were made from this funding source to underpin this scheme.
907564	The Highway Primary - partial rebuild	117	0	113	
	TOTAL PRIMARY SCHOOLS	117	0	113	
	SPECIAL SCHOOLS				
907976	Glebe School expansion	219	50	795	Scheme approved by Council 14/04/14. Total Glebe works is £4.88m of which £4.8m in the capital programme is funded from DSG and Glebe school is contributing £80k to fund the multi-use games area (MUGA) (Exec. 11/02/16). The scheme is now in defect period, final accounts to be agreed.
	TOTAL SPECIAL SCHOOLS	219	50	795	
	OTHER EDUCATION SCHEMES				
906691	Formula Devolved Capital 2.1a	162	10	162	In and out to Schools
906695	Seed Challenge Fund	500	13	506	£100k additional allocation from DfE as reported in Executive 18/05/16. Works are managed by Schools and it is anticipated to be spent in FY17/18.
911211	Schools Access Initiative	128	24	272	Officers are looking at expanding number of places of hygiene room in schools. Works at Charles Darwin and Valley schools have completed. Works at Tubbenden, Balgowan, and Crofton is carrying out Summer'17. As part of the savings required to balance the 16/17 Schools Budget (DSG), the Direct Revenue Financing for Schools Access Initiative has been ceased. (Executive 20/07/16).
906718	Security Works	180	27	192	Ad hoc security works for schools. Works at Beacon Academy (Fencing & Maglock), Oakland and Worsley Bridge are completed. Works are currently taking place at Churchfield, Redhill, and Balgowan.
907549	Children and Family Centres	50	0	50	Works are managed by Operational Property and it is anticipated that works to be completed soon.
906725	Suitability / Modernisation issues in schools	400	11	439	£350k additional allocation from DfE (Exec. 18/05/16). The funding will be used to Health and Safety works at school (in discussion with the Commissioning Board). Works are anticipated to be carried out in FY17/18.
906726	Capital maintenance in schools	265	Cr 3	719	£458k additional allocation from DfE (Exec. 18/05/16). Works are managed by Operational Property, and it is anticipated that the works will be completed in this FY. The remaining balance relates to retention and service contract (2 years) in which will be used during 17/18
907974	Basic Need	30,014	2,780	25,161	A full detailed report on the various projects within the Basic Need Programme was reported to Executive on 23 Mar 16. This includes works at Trinity (now completed), Castlecombe (work started Feb'17), Bishop Justus (delays at contractors and will be reviewed), Edgebury (completed), Poverest (to start in Jun'17), Stewart Fleming (due to complete around Oct'17), and Leasons (to start in Jul'17), St George (due to complete around Oct'17). Requested to rephase £5m into FY17/18
907977	Universal free school meals	15	6	26	The works is anticipated to be completed soon.
907975	Early Education for Two Year Olds	706	0	707	Works at Poverest continues until December 2018. Works are part of a larger project for school expansion, cost of nursery works expected to be £400k. Works at Leasons, also part of larger school expansion project. Work started 24 July 2017. Works on nursery build expected completion date of April 2018. Costs from this budget £225K.
907980	30 Hours Funded Childcare IT Solution Scheme	0	0	15	Executive 19/07/17 - The new national 30 hours funded childcare entitlement comes into force on 1 September 2017. All LA's are required to secure sufficient early years places to meet local demand through the funding of places within early year's settings. Staff will be required to check eligibility and process claims for the new entitlement alongside existing funded provision for 2, 3 & 4 year old. In support of the scheme, the Department for Education (DfE) has also announced technology funding available to local authorities to implement digital systems that will administer and manage the scheme. It is anticipated £5k cost on software development, £10k for implementation during 17/18, and a further £16k cost on implementation during FY18/19.
907979	Beacon House Refurbishment	63	19	489	£3m of unspent DSG and remaining balance £0.577m from Basic Need. Details of expenditure are reported to Executive on 09/09/15. Additional allocation from Basic Need. Project currently on time and within budget. Scheme completed and Defects Liability Period to run for 12 months to Sep 17.
907000	Feasibility Studies	10	0	10	Block capital - Not expected to use the money this year on feasibility studies
907556	Phoenix Pre-School SEN service - Council contribution	40	0	40	Re-instated - approved by Executive 02/12/15. A payment of £160k was made to NHS.
907548	Youth centres - Capital improvements	0	0	3	Likely to complete this year.
951000	S106 - Education (un-allocated)	0	0	773	Drawdown are subject to Members approval.
	TOTAL OTHER EDUCATION SCHEMES	32,533	2,887	29,564	
	TOTAL EDUCATION PORTFOLIO	32,869	2,937	30,475	

EDUCATION PORTFOLIO - CAPITAL PROGRAMME OUTTURN 2016/17					
Capital Scheme/Project	Actual to 31.03.17	2016/17 OUTTURN			Comments / action taken
		Approved Estimate Feb 2017	Final Outturn	Variation	
	£'000's	£'000's	£'000's	£'000's	
SCHOOLS					
SECONDARY SCHOOLS					
Langley Park Boys School - BSF (Building Schools for the future)	38,735	9	6	Cr 3	2016/17 underspend rephased into 2017/18
TOTAL SECONDARY SCHOOLS	38,735	9	6	Cr 3	
PRIMARY SCHOOLS					
Primary Capital Programme 2.7					
Bickley Primary - expansion	1,463	0	0	0	
Princes Plain Primary - expansion	1,270	0	0	0	
The Highway Primary - partial rebuild	5,305	0	4	4	2016/17 overspend met from 2017/18 budget
Other schemes funded by Primary Capital Programme grant	3,186	0	0	0	
TOTAL PRIMARY SCHOOLS	11,224	0	4	4	
SPECIAL SCHOOLS					
Glebe School expansion	4,085	3,254	2,678	Cr 576	2016/17 underspend rephased into 2017/18
TOTAL SPECIAL SCHOOLS	4,085	3,254	2,678	Cr 576	
OTHER EDUCATION SCHEMES					
Formula Devolved Capital 2.1a	5,118	162	162	0	
Seed Challenge Fund	1,958	110	104	Cr 6	2016/17 underspend rephased into 2017/18
Schools Access Initiative	1,118	319	175	Cr 144	2016/17 underspend rephased into 2017/18
Security Works	978	69	57	Cr 12	2016/17 underspend rephased into 2017/18
Children and Family Centres	6,612	2	2	0	
Suitability / Modernisation issues in schools	1,233	25	Cr 14	Cr 39	2016/17 underspend rephased into 2017/18
Capital maintenance in schools	9,464	678	224	Cr 454	2016/17 underspend rephased into 2017/18
Basic Need	43,111	6,512	7,565	1,053	2016/17 overspend met from 2017/18 budget
Universal free school meals	361	0	Cr 11	Cr 11	2016/17 underspend rephased into 2017/18
Early Education for Two Year Olds	187	41	40	Cr 1	2016/17 underspend rephased into 2017/18
Beacon House Refurbishment	3,088	2,063	1,637	Cr 426	2016/17 underspend rephased into 2017/18
Feasibility Studies	0	10	0	Cr 10	Budget not required in 2016/17 and not rephased into 2017/18
Phoenix Pre-School SEN service - Council contribution	252	0	0	0	
Youth centres - Capital improvements	69	3	0	Cr 3	2016/17 underspend rephased into 2017/18
S106 - Education (unallocated)	0	2,810	0	Cr 2,810	2016/17 underspend rephased into 2017/18
TOTAL OTHER SCHEMES	73,549	12,804	9,941	Cr 2,863	
TOTAL EDUCATION PORTFOLIO	127,593	16,067	12,629	Cr 3,438	#

£3,428k of total net underspend rephased into 2017/18

This page is left intentionally blank

Report No.
ED18026

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **Schools' Forum**

Date: **21st September 2017**

Decision Maker: **Education, Children and Families Budget and Performance Monitoring Sub-Committee**

Date: **26th September 2017**

Decision Type: Non-Urgent Non-Executive Non-Key

TITLE: SPENDING BY PRIMARY, SECONDARY AND SPECIAL MAINTAINED SCHOOLS IN 2016/17

Contact Officer: Mandy Russell, Head of Schools' Finance Team
Tel: 020 8603 3572 E-mail: amanda.russell@liberata.com

Chief Officer: Jane Bailey, Director of Education

Ward: Boroughwide

1. Reason for report

- 1.1 This report provides information on all revenue and capital balances held by Primary, Secondary and Special Maintained Schools as at 31 March 2017, and also provides a comparison to the balances held at the same time in the previous year.

2. **RECOMMENDATION(S)**

- 2.1 **The Committee is invited to consider the financial position of Primary, Secondary and Special Maintained Schools at the end of the 2016/17 financial year and to identify any matters for specific comment and referral to the Portfolio Holder.**
- 2.2 **The Schools' Forum is asked to note the balances for information.**

Corporate Policy

1. Policy Status: N/A
 2. BBB Priority: Children and Young People
-

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A
 3. Budget head/performance centre: Dedicated Schools Grant 2016/17
 4. Total current budget for this head: £265m
 5. Source of funding: DSG
-

Staff

1. Number of staff (current and additional) – N/A
 2. If from existing staff resources, number of staff hours – N/A
-

Legal

1. Legal Requirement: Non-statutory - Government guidance:
 2. Call in: Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected) - N/A
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments:

3. COMMENTARY

3.1 This report highlights the financial position of Primary, Secondary and Special Maintained Schools as at 31 March 2017 the end of the 2016/17 financial year.

3.2 Balances are reported in accordance with the DfE Consistent Financial Reporting (CFR) Regulations. This is a framework for reporting income and expenditure and balances. It provides schools with a benchmarking facility for comparison between similar schools to promote self-management and value for money. A CFR return is produced for all schools maintained by the Local Authority as at 31 March 2017.

3.3 The CFR framework consists of six balances, which provide an overall picture of a school's resources available from one year to the next, and gives information on balances carried forward. The balances are categorised as follows:

BO1 Committed Revenue Balances

BO2 Uncommitted Revenue Balances

BO3 Devolved Formula Capital Balances

BO5 Other Capital Balances

BO6 Community Focused Extended Schools Balances

Nb BO4 Other Standard Fund Capital Balances has been deleted as standards funds no longer exist.

3.4 The average level of revenue balances (BO1 and BO2) both committed and uncommitted for Maintained Primary School stands at 10% of School Budget Shares compared to 11% at the end of 2015/16, which is a decrease of 1%. Secondary school balances have also increased by 1% to currently stand at 10%. Special School balances remain constant at 7%.

3.5 A comparison of the levels of school balances as at 31 March 2016 to the previous year is shown in the table below.

	Primary Schools £000	Secondary Schools £000	Special Schools £000
Revenue balances only as at: 31.03.17			
Committed Revenue Balances (BO1)	320 (2%)	40 (1%)	66 (0.6%)
Uncommitted Revenue Balances (BO2)	929 (8%)	461 (9%)	717 (6.6 %)
	1,250 (10%)	501 (10%)	783 (7.2%)
Revenue balances only as at: 31.03.16			
Committed Revenue Balances (BO1)	63 (0.5 %)	0 (0%)	86 (1 %)
Uncommitted Revenue Balances	1,359 (10.5	461 (9%)	588 (6 %)

(BO2)	%		
	1,422 (11%)	461 (9%)	674 (7%)

- 3.6 Full details of schools balances can be seen at **Appendix 1**
- 3.7 All schools with balances in excess of 8% have been asked to complete a proforma detailing the reason for holding a high balance and their plans for reducing the balance in year. One Primary school has ended the financial year with a deficit and has been asked to provide a deficit recovery plan.
- 3.7 The DFE also require further analysis to be undertaken in relation to this data. LAs are required to provide information on how they are proposing to address the issue if an:
- A:** LA has overspent its Dedicated Schools Grant by 2% or more (i.e. it is 2% or more in deficit)
 - B:** LA has underspent its Dedicated Schools Grant by 5% or more (i.e. it is 5% or more in surplus)
 - C:** LA has 2.5% of its schools that have been in deficit of 2.5% or more for the last 4 years and their individual deficit must have been at least £10,000 each year. We will only ask LAs for more information where at least three schools in the LA meet the criteria
 - D:** LA has 5% of schools that have had a surplus of 15% or more for the last 5 years and their individual surplus must have been at least £10,000 each year. LAs will only be asked for more information where at least three schools in the LA meet the criteria.

Schools that would fall into these categories have been highlighted on the table at **Appendix 2** – for 2016/17 no schools fall into this category.

- 3.8 This report also provides information on those schools with a deficit revenue balance. As at 31 March 2017, one primary school has a deficit balance.
- 3.9 In accordance with DfE requirements the Schools Finance Team (SFT) will work with schools with high balances to ensure that they are being used effectively. Schools are advised that revenue funding is allocated on an annual basis to support the cost of education for their current pupils and therefore it is not acceptable for schools to retain high levels of revenue funding to protect against possible funding reductions in future years.
- 3.10 **Appendix 3** shows a statement from each of the schools with large uncommitted surplus balances outlining the reasons for this and the management action to be taken to reduce the balances to a reasonable level.

4. FINANCIAL IMPLICATIONS

- 4.1 Whilst this report provides details of school balances, there are no financial implications to be considered.

Non-Applicable Sections:	Policy, Legal, Procurement and Personnel Implications
Background Documents: (Access via Contact Officer)	With the Schools Finance Team

This page is left intentionally blank

	2016-17		Total Balances 31/03/17	B02 Rev Bal as % of 2017/18 SBS	B01 & B02 Rev Bal as % of 2017/18 SBS	School Budget Share 2017-18	B03 Devolved Formula Cap Balances	B05 Other Capital Balances	B06 Community Focussed Ext Schools	Appendix 1 Total Balance C/fwd as at 31-Mar-17	2015-16								
	BO1 Committed Revenue Balances	BO2 Uncommitted Revenue Bal 31/03/17									BO1 Committed Revenue Balances	BO2 Uncommitted Revenue Bal 31/03/16	B02 Rev Bal as % of 2016/17 SBS	BO1 & B02 Rev Bal as % of 2016/17 SBS					
Primary Schools																			
Bickley Primary	129,354	71,699	201,053	4%	12%	1,651,241				201,053			211,532	13%	13%				
Blenheim Primary		140,419	140,419	12%	12%	1,127,791				140,419			71,521	6%	6%				
Bromley Road Primary	31,091	298,943	330,034	35%	38%	857,338	21,833			351,867		14,299	306,714	31%	33%				
Churchfields Primary		-46,702	-46,702	-3%	-3%	1,681,749				-46,702			104,048	5%	5%				
Downe Primary		658	658	0%	0%	479,247		4,911		5,569			21,322	4%	4%				
Edgebury Primary		82,699	82,699	8%	8%	1,010,858				82,699			165,309	16%	16%				
Poverest Primary	157,634	90,529	248,163	7%	18%	1,385,217			4,823	252,987		37,475	196,613	12%	15%				
Southborough Primary	2,393	176,854	179,247	10%	10%	1,777,977		12,074		191,321		2,729	146,677	8%	8%				
St Anthony's RC Primary		32,666	32,666	3%	3%	958,508		1,389		34,055		8,685	83,960	9%	9%				
St Pauls Cray Primary		81,954	81,954	6%	6%	1,271,943				81,954			51,310	4%	4%				
Sub-total	320,472	929,720	1,250,192	8%	10%	12,201,869	21,833	18,374	4,823	1,295,222	63,188	1,359,006	10%	11%					
Secondary Schools																			
St. Olaves	40,000	460,677	500,677	9%	10%	5,036,287				500,677		0	460,919	9%	9%				
Sub-total	40,000	460,677	500,677	9%	10%	4,926,506	0	0	0	500,676.75	0	460,919	9%	9%					
Special Schools																			
Glebe		178,440	178,440	6%	6%	2,948,762	962		40,490	219,892			182,762	7%	7%				
Marjorie McClure	66,273	107,303	173,576	4%	7%	2,406,793				173,576		85,798	51,049	2%	6%				
Riverside		431,123	431,123	8%	8%	5,479,138		0	776	431,900			354,630	7%	7%				
Sub-total	66,273	716,866	783,139	7%	7%	10,834,693	962	0	41,266	825,367.71	85,798	588,441	6%	7%					
TOTAL	426,745	2,107,263	2,534,008	8%	9%	27,963,068	22,795	18,374	46,089	2,621,266	148,986	2,408,366	8%	9%					

This page is left intentionally blank

Appendix 2

	2016/17 BO1 & B02 Combined Rev Bal	BO1 & B02 Rev Bal as % of 2017/18 SBS	2015/16 BO1 & B02 Combined Rev Bal	BO1 & B02 Rev Bal as % of 2016/17 SBS	2014/15 BO1 & B02 Combined Rev Bal	BO1 & B02 Rev Bal as % of 2015/16 SBS	2013-14 BO1 & B02 Combined Rev Bal	BO1 & B02 Rev Bal as % of 2014/15 SBS	2012-13 BO1 & B02 Combined Rev Bal	BO1 & B02 Rev Bal as % of 2013/14 SBS
Primary Schools										
Bickley Primary	£201,053	12%	£211,532	13%	£211,532	13%	£149,009	11%	£118,210	10%
Blenheim Primary	£140,419	12%	£71,521	6%	£71,521	6%	£12,947	1%	-£27,664	-3%
Bromley Road Primary	£330,034	38%	£321,013	33%	£321,013	31%	£85,312	8%	£94,962	10%
Churchfields Primary	-£46,702	-3%	£104,048	5%	£104,048	5%	£125,795	8%	£121,452	8%
Downe Primary	£658	0%	£21,322	4%	£21,322	4%	£42,901	10%	£39,013	9%
Edgebury Primary	£82,699	8%	£165,309	16%	£165,309	16%	£76,555	10%	£83,968	10%
Poverest Primary	£248,163	18%	£234,088	15%	£234,088	12%	£172,861	15%	£116,315	10%
Southborough Primary	£179,247	10%	£149,406	8%	£149,406	8%	£252,806	15%	£255,465	15%
St Anthony's RC Primary	£32,666	3%	£92,645	9%	£92,645	9%	£110,767	15%	£84,603	11%
St Pauls Cray Primary	£81,954	6%	£51,310	4%	£51,310	4%	£104,046	10%	£82,720	8%
Secondary Schools										
St. Olaves	£500,677	10%	£460,919	9%	£460,919	9%	£837,518	18%	£563,678	13%
Special Schools										
Glebe	£178,440	6%	£182,762	7%	£182,762	7%	£255,879	6%	£177,518	7%
Marjorie McClure	£173,576	7%	£136,847	6%	£136,847	2%	£90,514	2%	£90,706	5%
Riverside	£431,123	8%	£354,630	7%	£354,630	7%	£400,292	8%	£331,569	7%

This page is left intentionally blank

Primary Schools over 8%

Blenheim Primary School **Balance at 31/3/17 £140,419**
12%

Reason for High Balances:

Low numbers in current year 2 due to the school taking a bulge class in reception 2014. Bulge funding was given to the school to make up the numbers while the pupils were in KS1. As they move to KS2 in September 2017 the bulge class funding ceases.

Description of planned expenditure to reduce balances

Funding to support current Year 2 class as they move to Year 3 In September 2017	£32,074
To support bulge class in 2018/19	£54,984

Management Comment

The school is holding balances to the bulge class with low numbers after the LA funding ceases in September 2017. The school is planning to convert to Academy status early in the Autumn term.

Bromley Road Primary School **Balance as at 31/3/17 £298,943**
35%

Reason for High Balances:

Late delivery of LBB window project and delays to academy conversion have delayed some planned expenditure in 2016/17 – particularly IT, playground, group room refurbishment. The school was also unable to pursue alternative options to reduce the surplus further due to insufficient time before year end.

Description of planned expenditure to reduce balances

The initial 2017/18 draft budget takes into account the delayed activities from 2016/17. However, as part of the acadamisation process, the surplus balance will be incorporated into the revised 2017/18 budget setting discussions for the school under the new MAT agreement. This will take effect from 1/9/17.

Management Comment

The school has been holding high balances for a number of years while it transitions from a 3 form entry infant school to a 1 form entry primary school. The school is planning to convert to Academy status early in the Autumn term.

Southborough Primary School

Balance as at 31/3/17 £176,854
10%

Reason for High Balances

During 2016/17 it became apparent that our budget share for 2017/18 would be reduced by approximately £60,000. Therefore we took the strategic decision to reduce expenditure on non-essential items in order to preserve staffing numbers in 2017/18.

Description of planned expenditure to reduce balances

Use of balances to support planned in year deficit in 2017/18 £115,592

Management comment

The school has been advised that the reliance on balances to support current staffing levels is not sustainable in the long term.

Secondary Schools over 8%

St Olaves Grammar School

Balance as at 31/3/17 £460,677
9%

Reason for High Balances

Historical reserves have been slightly inflated by current year surplus of £40,000. This year's surplus was a direct result of being unable to convert to Academy status and thereby saving at least £40,000 in conversion costs. Government funding continues to be below the cost of running the school and without parental donations and contributions from the foundation totalling £151,400 in 2015/16 and PA donations of £47,600 in 2016/17 the reserves would be significantly lower.

Description of planned expenditure to reduce balances

Estimated 1.2%payrise for all staff	£50,500
Apprenticeship levy	£1,500
Training costs of Schools Direct Training scheme for 4 trainee teachers not covered by grant	£24,000
Refurbishment of two main IT suites	£40,000
Higher Utility costs	£10,000
Roof repairs – Main School building	£50,000
Cover of sixth form funding loss, lagged by one year due to high number of leavers after census	£27,000
Governors 10% contribution of LCVAP funding	£25,000
Professional fees for site development	£30,000
Total Planned Expenditure	£258,000

Management Comment

If all planned expenditure is achieved then 2017/18 balances should be well below the 8% threshold.

Schools in Deficit

Churchfields Primary School

Balance as at 31/3/17 £-46,702

-3%

Reason for Deficit

Combination of overstaffing (relative to budget) and period during the year without a school business manager has meant that the financial control and monitoring were not as tight as they might have been

Management Action to achieve Recovery Plan

- Reorganisation /realignment of staffing including reducing the number of specialist teachers in relation to classroom teachers
- Very careful recruitment in terms of cost of new staff
- Line by line analysis of expenditure to ensure best value in all areas
- New SBM to review and renegotiate all contracts
- Afterschool club to be run in house to increase income
- Review charging policy for breakfast club and all extra- curricular activities

Management Comment

The School has produced a deficit recovery plan showing a full recovery of the deficit in 201/18 – this is currently being reviewed by the LA. The school is expected join a MAT trust during the Autumn term at which point the outstanding deficit will be repaid to the LA by the DfE.

This page is left intentionally blank

Report No.
CSD17136

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EDUCATION, CHILDREN AND FAMILIES BUDGET AND PERFORMANCE MONITORING SUB-COMMITTEE

Date: Tuesday 26 September 2017

Decision Type: Non-Urgent Non-Executive Non-Key

Title: EXPENDITURE ON CONSULTANTS 2016/17 AND 2017/18

Contact Officer: Philippa Gibbs, Democratic Services Officer
Tel: 020 8461 7638 E-mail: Philippa.Gibbs@bromley.gov.uk

Chief Officer: Director of Corporate Services

Ward: (All Wards);

1. Reason for report

- 1.1 At its meeting on 7th September 2017, the Executive and Resources PDS Committee considered the attached report on expenditure on consultants across all Council departments for both revenue (appendix 2) and capital (appendix 3) budgets. The Committee requested that the report be considered by all PDS Committees.

2. **RECOMMENDATION(S)**

- 2.1 That the Committee considers the information about expenditure on consultants relating to the Education and Care Services Portfolios contained in the attached report, and considers whether any further scrutiny is required.

Impact on Vulnerable Adults and Children

1. Summary of Impact: N/A
-

Corporate Policy

1. Policy Status: Not Applicable:
 2. BBB Priority: Not Applicable:
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: £N/A
 5. Source of funding:
-

Personnel

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable: Further Details
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 Revenue expenditure on consultants in the Education and Care Services Portfolio is set out in Appendix 2, and is focussed on (i) one-off specialist advice, no-one with specialist skills and (ii) insufficient in-house skills/resources. Expenditure within the Education Portfolio amounted to £84,958 in 2016/17 and £24,750 in 2017/18 to date. Expenditure within the Care Services Portfolio amounted to £62,442 in 2016/17 and £0 in 2017/18 to date.
- 3.2 Capital expenditure on consultants in the Education and Care Services Portfolio is set out in Appendix 3. Appendix 3A covers expenditure in 2015/16 (Care Services - £38,861.27, Education - £949,622.84), and Appendix 3B covers the first quarter of 2016/17 (Care Services £10,000.00, Education - £293,622.61).
- 3.3 Please note that the Care Services Portfolio will include expenditure relating to Adult Social Care.

Non-Applicable Sections:	Impact on Vulnerable Adults and Children/Policy/Financial/Personnel/Legal/Procurement
Background Documents: (Access via Contact Officer)	None

This page is left intentionally blank

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 7 September 2017

Decision Type: Non-Urgent Non-Executive Non-Key

Title: Expenditure on Consultants 2016/17 and 2017/18

Contact Officer: Claire Martin, Head of Finance
Tel: 020 8313 4286 E-mail: claire.martin@bromley.gov.uk
David Bradshaw, Head of Finance
Tel: 020 8313 4807 E-mail: david.bradshaw@bromley.gov.uk
Tracey Pearson, Chief Accountant
Tel: 020 8313 4323 E-mail: tracey.pearson@bromley.gov.uk

Chief Officer: Peter Turner, Director of Finance

Ward: N/A

1. Reason for report

Members of ER PDS requested a full report on Consultant expenditure be submitted each year. Officers have therefore looked at total expenditure in 2016/17 and expenditure to date for 2017/18 for both Revenue and Capital Budgets.

2. **RECOMMENDATION(S)**

Members to:-

2.1 Note the overall expenditure on Consultants as set out in this report.

2.2 Refer this report onto individual PDS Committees for further consideration

Impact on Vulnerable Adults and Children

1. Summary of Impact: Any issues concerning vulnerable adults and children should be considered within each individual project brief.
-

Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Not Applicable
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: All one-off expenditure met from allocated budgets
 3. Budget head/performance centre: Consultants
 4. Total current budget for this head: £N/A
 5. Source of funding: Revenue & Capital
-

Personnel

1. Number of staff (current and additional): N/A – one-off costs
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: None
 2. Call-in: Not Applicable
-

Procurement

1. Summary of Procurement Implications: Consultants should be appointed in accordance with CPRs 8.2 and 8.6. IR35 Tax implications also need to be considered.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 ER PDS members requested information on the Councils expenditure on Consultants be reported each year. To do this officers have looked at the total expenditure in 2016/17 and also the expenditure for this financial year as at the end of June 2017. This work covered both Revenue and Capital expenditure.
- 3.2 The basic reason for the use of consultants is that at times the Council requires that specialised work is undertaken for specific projects. This is particularly valid when consultants are engaged to work on large scale projects. For completeness expenditure on Architects, Engineers, Surveyors and other consultants commissioned to work on Capital Projects have been included as these generally meet the definition of one-off projects. Proposed expenditure on Capital Projects will have been approved by Executive before being included in the Capital Programme.
- 3.3 The Councils Contract Procedure rules sets out the procurement process to be followed when appointing a consultant and there is also guidance available to staff about what needs to be included in the formal agreement when engaging a consultant, which as a minimum needs to confirm the overall cost, project deliverables, clear brief and reporting arrangements. Appendix 1 provides this in more detail.
- 3.4 There is an element of subjectivity as to what constitutes a “consultant” as a number of services could fall within this definition, however it is generally defined as “a person brought into the Council to carry out a specific job” which is not on-going. For the purposes of this report expenditure on medical fees, counsel and legal fees have been excluded as these are considered to be professional fees rather than consultants.
- 3.5 In looking at consultants, members need to be minded that officers will use them to carry out work on the Council’s behalf when:-
- There is no one internally with the relevant skills or experience
 - There is no capacity/resources available to undertake this work
 - Specialist skills are required
- 3.6 It is important when recruiting a consultant that the project brief sets out the reasons for the use of consultant, that officers have consider any alternative options and also to evaluate the effectiveness of the work undertaken by consultants within the authority.
- 3.7 The benefit of employing consultants is that the Council makes a saving in relation to employer National Insurance and pension contribution. Also in employing consultants the Council is under no obligation to pay consultants for days when they are not working for the Council e.g. sickness and holiday and they are only engaged for a specific period of time – however offsetting this is that these staff are often more expensive.
- 3.8 The risk in not using consultants is that the Council would have to recruit a more substantial and specialised workforce at a greater expense, and thus creating an employment relation or a “contract of service with the associated diversity of employment rights including unfair dismissal and redundancy payment rights, etc.
- 3.9 This report provides a detailed breakdown of all costs officers believe are consultants, broken down over Portfolio’s and service areas. This is shown in Appendix 2 (revenue) and Appendix 3 (capital). It also examines the procurement arrangements associated with engaging the consultants as part of that process.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Any issues concerning vulnerable adults and children should be considered within each individual project brief.

5. FINANCIAL IMPLICATIONS

- 5.1 Included in the body of the report.

6. LEGAL IMPLICATIONS

- 6.1 There is a considerable amount of legislation affording specific employment rights such as paid holiday, maternity leave and pay, entitlement to redundancy payments, minimum notice periods and protection from unfair dismissal, to name but a few to employees. In general terms Self-employed individuals consultants, on the other hand, are not entitled to these enhanced statutory rights or protections, because, arguably, they are not employees in the strict legal sense. However, given the distinction between an employee and a worker, in light of the recent high profile cases including the Uber and the Pimlico Plumber cases some self-employed individuals may be classified as workers with legal entitlement to paid holiday, national minimum wage, etc.
- 6.2 In addition to statutory rights, an employer/employee relationship also implies a duty of trust and confidence between the parties concerned and suggests that neither should act in such a way as to undermine it. This notion introduces the idea of reasonableness into the way in which employers treat their employees. But the relationship between an organisation and a self-employed consultant does not have the same implied duties, with the consultant's protection relying largely on the contractual terms in place.
- 6.3 Describing a role as a consultant will not provide a definitive position and as a starting point, there are three key areas that should be evaluated:
- (i) a requirement for personal service
 - (ii) the existence of mutuality of obligation
 - (iii) the level of control that the council has over an individual.
- 6.3.1 **Personal service** - Is the individual personally required to perform services for the company? An employee is someone who is employed under a contract of service, that is, a contract that requires them to personally turn up for work and carry out the duties requested of them. A consultant, on the other hand, is engaged under a contract for services, that is, a contract under which they agree to provide the company with particular services. But, while they are obliged to ensure that these services are provided, they are not necessarily required to carry out the work personally.
- 6.3.2 **Mutuality of obligation** - Are employers obliged to offer individuals work under their agreed contract? Equally, if an employer offers an individual work, are they obliged to accept it? If they are, it could indicate an employment relationship.
- 6.3.3 **Control** - How much control does the employer have over an individual? Who decides what work needs to be done, how it should be done and when?
- 6.4 HMRC uses different, albeit similar, criteria when determining individual's employment status or otherwise. This means that an individual could be considered an employee for tax purposes and yet remains a consultant from an employment perspective. As stated above, the

processes relating to the engagement of consultants is being tightened with the appropriate checks and balances, taking in account the impact of IR35 regulations. These will reduce or eliminate the obvious employment law risks including the accrual of the statutory protection rights set out in para 5.1 above. HR advice should be sought to ensure that each assignment/engagement is not likely to give rise to employment or "contract of services. Ultimately, who is an employee or a worker, or self- employed individual for employment law purposes is a matter for the court to decide.

7. PROCUREMENT IMPLICATIONS

7.1 Consultants should be appointed in line with CPR 8.6 which requires a detailed project brief to be included with specific outcomes identified. Chief Officers are responsible for ensuring that project briefs are in place and that no payments are made until the specific outcomes have been achieved.

8. POLICY IMPLICATIONS

8.1 Consultants may be used to assist officers in meeting the Council’s key priorities as set out in the updated “Building a Better Bromley 2016-18”.

Non-Applicable Sections:	Personnel Implications
Background Documents: (Access via Contact Officer)	Held in Finance teams

This page is left intentionally blank

CONSULTANT

Coding for Consultants/Agency/Temp Staff

The difference between agency/temporary staff and consultants is often confused and wrongly coded on Oracle. For clarity the difference is explained below:-

➤ Agency staff – Revenue Funded (0104)*

People appointed to cover vacant posts – and paid either by LBB or via comensera. Anyone that we employ but we pay as a company will need to be separately identified and for the purposes of LBB classified as working under a consultancy basis (see below).

➤ Temporary Staff – Revenue Funded (0104)*

People that are employed for less than 3 months to do a specific urgent piece of work, where no post exists, so a supernumerary post is allocated and virement rules apply. Once the post exceeds 3 months a post creation form will need to be set up (back dated to when the post commenced working with the council) and justification and funding identified.

➤ Consultants – Revenue/Capital (1708)**

Consultants should be used to undertake one-off projects, where there is no one internally with the relevant skills. There should be transparency around funding of the post which should be on a fixed fee and clear deliverable, which should be reviewed at the end of the project.

* 0104 codes – there may be a basket of temporary codes so please check the FCB

** 1708 codes – unless there is a good reason, at all times this is the code that should be used.

In general terms a **Consultant** is viewed as being: -

Someone employed for a specific length of time to work to a defined project brief with clear outcomes to be delivered, which brings specialist skills or knowledge to the role, and where the council has no ready access to employees with the skills, experience or capacity to undertake the work.

A Consultant should be engaged on a fixed price contract and would not normally be employed on a day rate (this will ensure VFM).

Further details on these requirements and advice on the employment of Consultants can be found in the Council's Contract Procedure Rules (CPR 8.1 & 8.5) and the accompanying Practice Notes /Contract Document on the employment of Consultants, which can be found in the Procurement Toolkit.

Employing the Consultant

Audit Commission research has indicated that most consultancy work was not usually let on the basis of lowest price, although few authorities held records to justify their decisions. You must always take account of the available budget.

You should prepare a formal agreement before a consultancy assignment commences. This may range from a letter to a formal legal contract. As a minimum the agreement should:

- confirm agreed total costs (fixed price arrangements are usually preferable),
- description of all project deliverables
- make reference to the brief
- make reference to the consultant's submission
- confirm invoicing and payment arrangements
- set out termination and arbitration arrangements
- set out reporting arrangements

You must also ensure that sufficient provision is made for any necessary Insurances and Indemnities required to protect the Council's position. This includes a need to establish the tax position of the Consultant to ensure payments made under any commission placed are correctly treated.

Requirement for a Consultant

The initial requirements around the commissioning of Consultancy Services should include consideration of how service requirements are met and other approaches which might be used. For example can the requirement be met through the completion of work via Agency Staff, the employment of an interim manager (via a direct/temporary contract of employment with the Council), or Secondment arrangements. Only once the best "fit" has been identified should work be commissioned. The arrangement should also be subject to periodic review as, for example, an initial urgent requirement placed with a Consultant might not be better completed at a later date via a temporary contract of employment

There needs to be a clear **accountable** officer responsible for commissioning the consultants work, who monitors progress and delivery and ensures VFM is delivered at all times. The consultant would not normally manage any staff directly or be responsible for authorising spend.

Procurement – Competition Requirements (contract procedure rule 8.1) now incorporates the tender procedures for consultants with effect from September 2016.

8.2 Procurement – Competition Requirements

8.2.1 Where the Estimated Cost or Value for a purchase is within the limits identified in the in the first column below, the Award Procedure in the second column must be followed. Shortlisting shall be done by the persons specified in the third column.

Estimated Cost (or Value)	Tender procedure	Shortlisting
Up to £5,000 (£25,000 for Consultancy Services)	One oral Quotation (confirmed in writing where the Estimated Cost or Value exceeds £1,000) using the Using the Council's "Local Rules" Process where possible and other Approved Lists where Authorised	Officer
£5,000 - up to £25,000	3 written Quotations using the Council's "Local Rules" Process where possible and other lists as Agreed with the Head of Procurement.	Officer
£25,000 – £100,000	Request for Quotation using the Council's "Local Rules" Process where possible and other lists as Agreed with the Head of Procurement., to at least 3 and no more than 6 Candidates. If for whatever reason, a Request for Quotation is made using a Public Advertisement, the opportunity must also be included on "Contract Finder", with all Suitable Candidates responding, being considered. In both cases use must be made of the Council's E Procurement System, unless otherwise agreed by the Head of Procurement.	Officer and Line Manager
£100,000 up to the EU Threshold for Supplies and Services (applies to all activities)	Invitation to Tender making use of a Public Advertisement. The opportunity must also be included on "Contract Finder", with all Suitable Candidates responding, being considered. No Prior Qualification process is permitted Use must be made of the Council's E Procurement System, unless otherwise agreed by the Head of Procurement.	Officer, HOS and Head of Procurement, Head of Finance
Above EU Threshold for Supplies and Services (applies to all activities) and / or £500,000 arrangements.	The appropriate EU / Public Contract Procedure or, where this does not apply, Invitation to Tender by an Appropriate Notice /Advertisement to at least five and no more than eight Candidate.	As above + in Consultation with the Director of Corporate Services and Customer Services and Director of Finance – see Rules 7.2.3 & 8.1.4

Note – Where an intended arrangement is for the provision of Consultancy Type Service, including those for Construction related activity and the estimated value of the intended arrangement is above **£50,000** the relevant Portfolio Holder will be Formally Consulted on the intended action and contracting arrangements to be used.

8.2.2 Where it can be demonstrated that there are insufficient suitably qualified Candidates to meet the competition requirement, all suitably qualified Candidates must be invited.

8.2.3 An Officer must not enter into separate contracts nor select a method of calculating the Total Value in order to minimise the application of these Contract Procedure Rules or the Public Contract Regulations.

8.2.4 Where a Public Contract Regulations 2015 applies, the Officer shall discuss with the Head of Procurement and Consult with the Director of Corporate Services and Director of Finance to determine the arrangements to be used for the completion of the Procurement. In any case the Final Contract Documentation shall be available for viewing, via the internet, from the date of publication of any required Contract Notice, unless otherwise agreed.

8.6 The Appointment of Consultants to Provide Services

8.6.1 Consultant architects, engineers, surveyors and other professional Consultants shall be selected and commissions awarded in accordance with the procedures detailed within these Contract Procedure Rules as outlined above.

8.6.2 The engagement of a Consultant shall follow the preparation of a brief that adequately describes the scope of the services to be provided and shall be subject to completion of a formal letter or contract of appointment, using the Council's Standard Form of Consultancy Contract, unless otherwise agreed by the Director of Corporate Services.

8.6.3 Records of Consultancy appointments shall be kept in accordance with Rule 6.

8.6.4 Consultants shall be required to provide evidence of, and maintain professional indemnity insurance policies to the satisfaction of the relevant Head of Finance for the periods specified in the relevant agreement. The officer commissioning the employment of a Consultant and/or responsible for the Approval of their employment shall ensure that the Consultants tax arrangements or company structure are properly considered and do not result in any tax liability to the Authority.

It should be noted that Standard documents have now been amended to reflect IR35.

Category / Supplier Name	Division / Serv. Area	16-17	17-18	DSG/RSG / OTHER	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
One-off specialist advice, no one with relevant specialist skills								
KEEGANS LTD	Educ	14,051	0	DSG	Provision of Multi Disciplinary Lead Design Services on the project to refurbish Beacon House in line with LBB Brief and LCP Framework Agreement. Suppliers selected via Framework, all suppliers within relevant 'lots' were invited to quote. Some work may be capitalised.	Tendered via a framework	See Description	11/02/2015
CROYDON COUNCIL	Educ	30,000	0	RSG	Joint SEN Commissioning Programme with Croydon Council who are responsible. Programme involves Consultancy which has been brought in by Croydon and Bromley is sharing the cost.	See Description		
ENFIELD COUNCIL	Educ	0	6,000	OTHER	Programme joint with Enfield Council who provide support to LBB which include bespoke support, case studies, attend Pathfinder Champion meetings, provide and deliver training at Delivery Partner workshops. Funded from SEND Pathfinder Grant.	See Description		
BROMLEY PARENT VOICE	Educ	13,350	3,750	OTHER	SEND Reform project management. Procured for the lifetime of the Pathfinder (one year in first instance) then waivers obtained over the last two years as the grant funding has continued.	Single quote under CPR 8.5.1 - Waiver Obtained	1	
TL SERVICES LTD	Educ	100	0	DSG	An additional sum to provide additional work as discussed and agreed in advance with Senior Teacher of the PPS.	Single quote under CPR 8.5.1	1	
ETRE CONSULTING LTD	CSC	10,265	0	RSG	Delivery of training	Exemption and Award Paper Signed	1	
RRC (RRCONSULTANCY) LTD	CSC	560	0	RSG	Advocate to represent young person in secure care	Single quote under CPR 8.2.1	1	
DAVID GOOSEY T/A THE CHANGE AGENCY	CSC	0	15,000	RSG	Child Protection Chair / IRO service reviews	Single quote under CPR 8.2.1	1	
One-off specialist work total		68,326	24,750				7	
Insufficient in-house skills / resources								
M. P	Educ	8,240	0	DSG	Only supplier available. Highly specialised. Mobility Officer for Visual Impairment. Exemption obtained last year and will be renewed for 15/16. There are very few skilled VI mobility officers available and M provides excellent value for money.	Single quote under CPR 8.5.1		
BTME CONSULTANCY LTD	CSC	563	0		Social Care Innovation. Funding provided by DfE for one year project to include 'discover, design and test' innovative solutions for changes to the assessment processes for short breaks for disabled children	3 quotes under CPR 8.2.1	3	
Insufficient in-house skills total		8,803	0				1	
Training								
CLIVE ATKINS CONSULTANCY	Educ	5,000	0	RSG	Bromley EBP delivers the LBB Educational Visits Programme as a sold service to provide support, training and guidance for educational visits undertaken by Bromley primary and secondary schools. We have a statutory duty for the schools under our control and also offer the package wider to academies. In January 2015 we lost a key member of staff with experience and knowledge of the law and guidance on EV and sought to commission the services of a consultant. At that time we several organisations were contacted to see if they could provide the service.	Three quotes under CPR 8.5	1	
P. P	Educ	1,200	0	RSG	Various training course for School Governors.	Single quote under CPR 8.5.1	1	
G. H	Educ	200	0	RSG	Various training course for School Governors.	Single quote under CPR 8.5.1	1	
MR K. B	Educ	240	0	RSG	Various training course for School Governors.	Single quote under CPR 8.5.1	1	
ROBBINS TRAINING AND CONSULTANCY LTD	Educ	789	0	RSG	Various training course for School Governors.	Single quote under CPR 8.5.1	1	
P. S	Educ	250	0	RSG	Various training course for School-based Staff.	Single quote under CPR 8.5.1	1	
RE CONSULTANT LTD	Educ	150	0	RSG	Various cost relating to teaching the new syllabus course June 2014.	Single quote under CPR 8.5.1	1	
Training total		7,829	0				1	
GRAND TOTAL		84,958	24,750					

This page is left intentionally blank

Category / Supplier Name	Division/ Serv. Area	16-17 £	17-18 £	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
One-off specialist advice, no one with relevant specialist skills							
BACKSTAY CONSULTING LTD	Strategy	154	0	0 Speaker/Facilitator for BSAB 28/9/16	Single quote under CPR 8.2.1	1	
BALTIMORE CONSULTING GROUP	Strategy	8,550	0	0 Temporary cover for BSAB managers post	Single quote under CPR 8.2.1	1	
CACI LTD	Strategy	23,996	0	0 Temporary cover for post within the Youth Offending team (post required to cleanse the YOT data, make their annual statutory returns, and cover the YJB inspection visit)	Contract variation to current contract.	1	
AV OUTCOMES LTD	Strategy	9,500		Work on the Children's Services Improvement Plan and to put the Triple Lock process in place	Single quote under CPR 8.2.1	1	Reported to the Leader, Chief Exec and Portfolio Holder and agreed as part of the improvement plan
GARASUE LTD	Strategy	9,000		Work on the Children's Services Improvement Plan and to put the Triple Lock process in place	Single quote under CPR 8.2.1	1	Reported to the Leader, Chief Exec and Portfolio Holder and agreed as part of the improvement plan
KM MANAGEMENT AND CONSULTANCY LTD	Strategy	8,581		Work on the Children's Services Improvement Plan and to put the Triple Lock process in place	Single quote under CPR 8.2.1	1	Reported to the Leader, Chief Exec and Portfolio Holder and agreed as part of the improvement plan
One-off specialist work total		59,781	0				
Insufficient in-house skills / resources							
ANNIE CALLANAN ASSOCIATES LTD	Strategy	850	0	0 Independent Chair for Adults Safeguarding Board	Single quote under CPR 8.2.1	1	
Insufficient in-house skills total		850	0				
Training							
STEVE CHAMBERLAIN SOCIAL CARE LTD	Strategy	750		Delivery of training - safeguarding adults - quality assuring mental capacity assessments	Request for quotations	3	
ANDY GALE HOUSING CONSULTANCY	Strategy	1,061		Training on new Homelessness prevention agenda and approved options toolkit (developed by the trainer) adopted by DCLG.	Single quote under CPR 8.2.1	1	
Training total		1,811	0				
GRAND TOTAL		62,442	0				

This page is left intentionally blank

Capital Consultants - 2016/17

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members
	Care Services	Education	Environment	Renewal & Recreation	Resources					
Architects										
AECOM INFRASTRUCTURE & ENVIRONMENT UK LTD				221,725.55		221,725.55				
				219,439.55		219,439.55	Crystal Palace park - Alternative Management Options	All suppliers on the framework were invited to quote	HCA technical panel framework	Report to 13 January 2016 meeting of the Executive
				2,286.00		2,286.00	Crystal Palace park - Alternative Management Options	All suppliers on the framework were invited to quote	HCA technical panel framework	Report to 13 January 2016 meeting of the Executive
EAST ARCHITECTURE LANDSCAPE URBAN DESIGN			12,391.00	1,760.00		14,151.00				
				1,760.00		1,760.00	Orpington Town Centre - Walnut Centre & New Market infrastructure	All suppliers within the relevant Lot were invited to quote	GLA/TFL Framework mini competition	
			12,391.00			12,391.00	Beckenham Town Centre Improvements	n/a	Waiver to extend commission	R&R PDS - September'16
KINNEAR LANDSCAPE ARCHITECTS LTD				17,825.57		17,825.57				
				5,104.57		5,104.57	Crystal Palace Park Improvements	All suppliers within the relevant Lot were invited to quote	ADUP Framework	
				646.00		646.00	Crystal Palace Park Subway	All suppliers within the relevant Lot were invited to quote	ADUP Framework	
				12,075.00		12,075.00	Penge Town Centre	All suppliers within the relevant Lot were invited to quote	GLA/TFL Framework mini competition	R&R PDS 27/10/2015
MOXLEY ARCHITECTS LTD		2,736.94				2,736.94				
		2,736.94				2,736.94	Basic Needs	4 Suppliers invited from relevant list.	Rotational EXOR List.	
PICK EVERARD		45,774.98				45,774.98				
		45,774.98				45,774.98	Glebe expansion works feasibility	The framework requires all suppliers within the relevant Lot to be invited to quote.	Construction Related Consultancy Services 2012 Framework	
ROBIN LEE ARCHITECTURE				143,642.00		143,642.00				
				143,642.00		143,642.00	Biggin Hill Memorial Museum	All suppliers within the relevant Lot were invited to quote	ADUP Framework	
Sub total - Architects	0.00	48,511.92	12,391.00	384,953.12	0.00	445,856.04				
Surveyors										
CAD MAP LTD			4,500.00			4,500.00				
			4,500.00			4,500.00	LIP Formula Funding	3	Mini competition	
RIVERSIDE ENVIRONMENTAL SERVICES LTD		20,130.00				20,130.00				
		20,130.00				20,130.00	Capital Maintenance in Schools	3	Tender	
RPS HEALTH SAFETY & ENVIRONMENT					1,575.00	1,575.00				
					1,575.00	1,575.00	Investment Fund - Property Acquisition	1	Single quote under Contract Procedure Rule 8.5.1	
Sub total - Surveyors	0.00	20,130.00	4,500.00	0.00	1,575.00	26,205.00				
Multi disciplinary consultant										
AECOM LTD		547.01	102,106.55			102,653.56				
			78,164.55			78,164.55	Maintenance	TfL Framework	TfL Framework (mini-tender)	Report to 16th June 2010 meeting of Executive (report ES 10081)
			23,942.00			23,942.00	LIP Formula Funding	TfL Framework	TfL Framework (mini-tender)	Report to 16th June 2010 meeting of Executive (report ES 10081)
		547.01				547.01	BSF (Building Schools for the Future)	TfL Framework	TfL Framework (mini-tender)	Report to 16th June 2010 meeting of Executive (report ES 10081)
ARCADIS CONSULTING (UK) LTD			4,225.07			4,225.07				
			4,225.07			4,225.07	LIP Formula Funding	3	Mini competition	

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members
	Care Services	Education	Environment	Renewal & Recreation	Resources					
ATKINS LTD			5,795.00			5,795.00				
			4,695.00			4,695.00	Flexi Lane (TfL funded)	3	Mini competition	
			1,100.00			1,100.00	LIP Formula Funding	4	Mini competition	
BAILEY PARTNERSHIP		508,483.85				508,483.85				
		506,625.35				506,625.35	Basic Needs	Appt made via Lewisham Consultants Framework	Tender	
		1,858.50				1,858.50	Security Works - Standards Fund	1	Construction Related Consultancy Services 2012 Framework	
BAILY GARNER LLP		123,438.58				123,438.58				
		123,438.58				123,438.58	Basic Needs	Appt made via Lewisham Consultants Framework	Tender	
BT GLOBAL SERVICES					13,387.50	13,387.50				
					13,387.50	13,387.50	Review of Corporate Customer Services I.T Systems	n/a	extension to the existing contract with BT	yes reported Executive 10/02/16 and follow up Executive 14/09/16
COLLIERS INTERNATIONAL UK PLC		920.00			68,966.50	69,886.50				
		920.00				920.00	Glebe expansion works feasibility	3 Suppliers invited	Quotes under Contract Procedure Rule 8.1	
					68,966.50	68,966.50	Acquisition - Properties Acquisition	3	ESPO Framework - 2700 Estate management Services, lot 5A	
DESIGNED BY GOOD PEOPLE LTD				4,950.00		4,950.00				
				4,950.00		4,950.00	Penge Town Centre	1	Single quote under contracts Procedure Rule 8.5.1	
FOURTH STREET PLACE CONSULTANTS				20,000.00		20,000.00				
				20,000.00		20,000.00	Crystal Palace park - Alternative Management Options	1	Single quote confirmed in writing	
FRANKHAM CONSULTANCY GROUP LTD		1,837.50		1,715.64		3,553.14				
		1,837.50				1,837.50	BSF (Building Schools for the Future)	Appointed 2007	LAs Framework Consultants	
				1,715.64		1,715.64	Central Library & Churchill Theatre - chillers & controls	The framework requires all suppliers within the relevant Lot to be invited to quote.	Mini competition under Construction Related Consultancy Services 2012 Framework	
IG9 LIMITED		19,704.80				19,704.80				
		19,704.80				19,704.80	Basic Needs	5	LCP Construction Related Consultancy Services 2012 Framework	
KEEGANS LTD		82,905.01				82,905.01				
		25,469.19				25,469.19	Beacon House Refurbishment	5	LCP Construction Related Consultancy Services 2012 Framework	
		47,378.32				47,378.32	Basic Needs	All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	
		5,087.94				5,087.94	Schools Access Initiative	All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	
		4,969.56				4,969.56	Glebe expansion works feasibility	All suppliers within the relevant Lot to be invited to quote.	Construction Related Consultancy Services 2012 Framework	
LIBERATA UK LIMITED					13,857.00	13,857.00				
					13,857.00	13,857.00	Review of Corporate Customer Services I.T Systems	n/a regulation 32 applies	additional work existing contract	Report to 14th September 2016 meeting of Executive
M&S TRAFFIC LTD			10,890.00			10,890.00				
			10,340.00			10,340.00	LIP Formula Funding	3	Mini competition	
			550.00			550.00	Beckenham Town Centre Improvements	3	Mini competition	
MONTAGU EVANS LLP	38,500.00					38,500.00				
	38,500.00					38,500.00	PIL - Housing Zone Bid and Site G	GLA's London Development Panel OJEU Notice 2012/S 69-113942	Waiver to extend commission	Report to 8th February 2017 meeting of Executive (report DRR 17/009)
ODGERS CONSERVATION CONSULTANTS LTD				2,650.00		2,650.00				
				2,650.00		2,650.00	Crystal Palace Park Improvements	1 (Single quote confirmed in writing)	Single quote under contracts Procedure Rule 8.5.1	

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members
	Care Services	Education	Environment	Renewal & Recreation	Resources					
PELLINGS LLP	361.27	83,393.74				83,755.01				
		78,260.81				78,260.81	Basic Needs	All suppliers within the relevant Lot to be invited to quote.	Construction Related Consultancy Services 2012 Framework	
		4,307.93				4,307.93	Schools Access Initiative	Appt made via Lewisham Consultants Framework	Tender	
	361.27					361.27	Social Care Grant (Department of Health)	All suppliers within the relevant Lot to be invited to quote.	Mini competition, LCP Framework Lot 1	
		825.00				825.00	Security Works - Standards Fund	1	Single quote under contracts Procedure Rule 8.5.1	
PINNACLE ESP LTD		33,005.78				33,005.78				
		22,935.69				22,935.69	Basic Needs	Appt made via Lewisham Consultants Framework	Tender	
		10,070.09				10,070.09	Universal Free School Meals	Appt made via Lewisham Consultants Framework	Tender	
PLAYLE & PARTNERS LLP		26,744.65				26,744.65				
		7,629.55				7,629.55	Beacon House Refurbishment	All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	
		19,115.10				19,115.10	Basic Needs	All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	
REDMAN PARTNERSHIP LLP				81,686.00		81,686.00				
				30,101.00		30,101.00	Relocation of Exhibitions - Bromley Museum	2 received	Tender through Due North (twice, only two tenders received, Chief Officer approval to proceed). All tenders evaluated on price and quality using CIPFA model	
				51,585.00		51,585.00	Biggin Hill Memorial Museum	2 received	Tender through Due North (twice, only two tenders received, Chief Officer approval to proceed). All tenders evaluated on price and quality using CIPFA model	
REGENERIS CONSULTING LTD				4,968.00		4,968.00				
				4,968.00		4,968.00	Bromley North Village Public Realm Improvements	1	Single quote under contracts Procedure Rule 8.5.1	R&R PDS 26/01/2017
Sub total - Multi disciplinary consultant	38,861.27	880,980.92	123,016.62	115,969.64	96,211.00	1,255,039.45				
Grand total consultants	38,861.27	949,622.84	139,907.62	500,922.76	97,786.00	1,727,100.49				

Capital Consultants - Quarter 1 2017/18

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members
	Care Services	Education	Environment	Renewal & Recreation	Resources					
Architects										
AECOM INFRASTRUCTURE & ENVIRONMENT UK LTD				5,683.09		5,683.09				
				5,683.09		5,683.09	Crystal Palace park - Alternative Management Options	All suppliers on the framework were invited to quote	HCA technical panel framework	
ROBIN LEE ARCHITECTURE				75,620.50		75,620.50				
				75,620.50		75,620.50	Biggin Hill Memorial Museum	All suppliers within the relevant Lot were invited to quote	ADUP Framework	
Sub total - Architects	0.00	0.00	0.00	81,303.59	0.00	81,303.59				
Surveyors										
RPS HEALTH SAFETY & ENVIRONMENT					650.00	650.00				
					650.00	650.00	Investment Fund - Property Acquisition	1	Single quote under contracts Procedure Rule 8.5.1	
Sub total - Surveyors	0.00	0.00	0.00	0.00	650.00	650.00				
Multi disciplinary consultant / Other Consultants										
AECOM LTD			67,721.86			67,721.86				
			58,483.32			58,483.32	Maintenance	TfL Framework	Mini tender undertaken within TfL Framework	Report to 16th June 2010 meeting of Executive (report ES 10081)
			9,238.54			9,238.54	LIP Formula Funding	TfL Framework	Mini tender undertaken within TfL Framework	Report to 16th June 2010 meeting of Executive (report ES 10081)
ATKINS LTD			31,720.00			31,720.00				
			31,720.00			31,720.00	LIP Formula Funding	4	mini competition	
BAILEY PARTNERSHIP		221,231.33				221,231.33				
		221,231.33				221,231.33	Basic Needs	Appt made via Lewisham Consultants Framework	Tender	
COLLIERS INTERNATIONAL UK PLC					2,500.00	2,500.00				
					2,500.00	2,500.00	Acquisition - Properties Acquisition	3	ESPO Framework - 2700 Estate management Services, lot 5A	
KEEGANS LTD		17,656.02				17,656.02				
		17,269.02				17,269.02	Basic Needs	All suppliers within the relevant Lot were invited to quote	Construction Related Consultancy Services 2012 Framework	
		387.00				387.00	Glebe expansion works feasibility	All suppliers within the relevant Lot were invited to quote	Construction Related Consultancy Services 2012 Framework	
MONTAGU EVANS LLP	10,000.00					10,000.00				
	10,000.00					10,000.00	PIL - Housing Zone Bid and Site G	GLA's London Development Panel OJEU Notice 2012/S 69-113942	Waiver extension	Report to 8th February 2017 meeting of Executive (report DRR 17/009)
PELLINGS LLP		20,188.55				20,188.55				
		6,749.19				6,749.19	Basic Needs	All suppliers within the relevant Lot were invited to quote	Construction Related Consultancy Services 2012 Framework	
		13,439.36				13,439.36	Schools Access Initiative	Appt made via Framework (Lewisham Consultants, approved by Exec)	Framework tender via mini-competition	
PINNACLE ESP LTD		29,393.65				29,393.65				
		23,769.06				23,769.06	Basic Needs	Appt made via Lewisham Consultants Framework	Tender	
		5,624.59				5,624.59	Universal Free School Meals	Appt made via Lewisham Consultants Framework	Tender	
PLAYLE & PARTNERS LLP		5,153.06				5,153.06				
		5,153.06				5,153.06	Beacon House Refurbishment	All suppliers within the relevant Lot were invited to quote	LCP Construction Related Consultancy Services 2012 Framework	

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members
	Care Services	Education	Environment	Renewal & Recreation	Resources					
REDMAN PARTNERSHIP LLP				9,486.12		9,486.12				
				1,194.00		1,194.00	Relocation of Exhibitions - Bromley Museum	2 received	Tender through Due North (twice, only 2 tenders received, Chief Officer approval to proceed). All tender evaluated on price and quality using CIPFA model	
				8,292.12		8,292.12	Biggin Hill Memorial Museum	2 received	Tender through Due North (twice, only 2 tenders received, Chief Officer approval to proceed). All tender evaluated on price and quality using CIPFA model	
Sub total - Multi disciplinary consultant	10,000.00	293,622.61	99,441.86	9,486.12	2,500.00	415,050.59				
Grand total Consultants	10,000.00	293,622.61	99,441.86	90,789.71	3,150.00	497,004.18				

This page is left intentionally blank

London Borough of Bromley

PART 1 - PUBLIC

Briefing for Education, Children and Families Budget and Performance Monitoring Sub-Committee Tuesday 26 September 2017

RECRUITMENT AND RETENTION FUND UPDATE

Contact Officer: David Bradshaw, Head of ECHS Finance
Tel: 020 8313 4807 E-mail: David.Bradshaw@bromley.gov.uk

Chief Officer: Deputy Chief Executive & Director of Education, Care and Health Services

1. Summary

- 1.1. The Education, Children and Families Budget and Performance Monitoring Sub Committee requested information regarding the costs of recruitment and retention in Children's Social Care, its use and the benefits of such a fund.

2. **THE BRIEFING**

Background

- 2.1 The Recruitment and Retention (R&R) reserve was set up in 2010/11. Since then over £1.5m has been spent on various R & R initiatives. Appendix one gives the detailed breakdown of the use of the fund.
- 2.2 The fund has, in the majority of the financial years, not been used as there has been sufficient funding within the Children's Social Care divisions staffing budget, due to in year underspends which have offset the costs. Only in 2010/11 and in the most recent financial year (2016/17) has there been a call on the reserve.
- 2.3 During the closedown of the accounts in 2016/17, Executive agreed to transfer £495k to this reserve from other existing reserves, leaving a current balance of just over £855k.
- 2.4 As mentioned in paragraph 2.1, over £1.5m has been spent on R & R. The main areas of expenditure are for annual retention payments and market premiums which accounts for over 77% of the overall expenditure. The table below shows the amounts spent in these areas together with the number of staff receiving the payments. This analysis is for 2016/17 only.

	<u>Golden Hellos</u>	<u>Annual Retention Payments</u>	<u>Market Premium</u>
	£	£	£
Cost	18,750	172,071	37,706
Number of staff	17	94	10
Average payment	1,103	1,831	3,771

Permanent staff costs compared to Agency Staff costs

2.5 The table below compares permanent and agency staff across four different social worker grades:-

PERMANENT		AGENCY			Difference
Annual salary with on-costs		Bromley rates through the Memorandum of Cooperation with the majority of the London Boroughs There is no formal distinction between pay rates for the different teams			
Job title	Top of scale	Role	Maximum Hourly Rate per hour	48 week year	
	£		£	£	£
Social Worker	45,373	Experienced Social Worker	32	55,296	9,923
Senior Practitioner	49,250	Senior Social Worker (Senior Practitioner)	35	60,480	11,230
Deputy Manager	52,932	Assistant Team Manager (Practice Manager)	38	65,664	12,732
Team Manager	52,932	Team Manager	42	72,576	19,644

2.6 From the table above it can be seen that there is a significant difference in the total costs of agency staff compared to permanent staff, with the differential ranging from £9k to £19k per worker. Not all of the R & R payments go to all workers. However it can be seen that even if one worker received all three payments the agency costs would still be higher than the permanent costs plus the R & R package.

Savings

2.7 Staffing budgets in Children's Social Care are not assumed at the higher agency rates, but are calculated on a permanent basis. Therefore the R & R fund is a cost avoidance mechanism rather than a savings mechanism as such. The budgets need to be tightly managed and controlled as employing a lot of temporary staff in place of permanent staff can lead to significant overspends. To this end the Department have undertaken recruitment drives which have seen significant decreases in the use of agency staff and therefore the costs. The Department are also managing the use of agency staff in a better way in order to keep costs

with the budget envelope for each individual post wherever possible.

Non financial benefits

- 2.8 There are obvious non financial benefits of this fund. A steady and stable workforce, with a lower churn of staff should lead to a more effective service.

This page is left intentionally blank

RECRUITMENT AND RETENTION OF SOCIAL WORK STAFF									
	£	Recruitment & Retention payments to Social Workers				Other Recruitment and retention payments			
		Golden Hello	Annual Retention Payments	Market Premium	Finders Fee	Permanent Placement Fees	Social Work course Fees	Overseas recruitment project	
Funding agreed by Executive 2nd February 2010	817,200								
Movement in 2010-11									
2010-11 full R&R package costs for year	-220,589	28,000	73,042	44,527	0	11,390	44,530	19,100	
Balance available at 31st March 2011	596,611								
Movement in 2011-12									
2011-12 full R&R package costs for year	-179,767	15,000	83,687	44,798	0	13,360	13,860	9,063	
2011-12 costs met by underspends within CYP department	179,767								
Balance available at 31st March 2012	596,611								
Movement in 2012-13									
2012-13 full R&R package costs for year	-178,069	20,048	126,367	31,654	0	0	0	0	
2012-13 costs met by underspends within ECS department	178,069								
Balance available at 31st March 2013	596,611								
Movement in 2013-14									
2013-14 full R&R package costs for year	-180,473	23,750	47,062	109,037	625	0	0	0	
2013-14 costs met by underspends within EC&HS department	180,473								

London Borough of Bromley

PART 1 - PUBLIC

Briefing for Education, Children and Families Select Committee

26 September 2017

Contact Officer: Aileen Stamate, HOS Strategic Safeguarding, Complaints & Quality Assurance
Tel: 020 8313 4753 E-mail: aileen.stamate@bromley.gov.uk

Chief Officer: Ade Adetosoye, Deputy Chief Executive, Executive Director of ECHS
Tel: 020 8313 4652 E-mail: Ade.Adetosoye@bromley.gov.uk

1. Summary

- 1.1 The Children Act 1989 Representations procedure (England) regulations 2006 s.13(3) and Local Authority Social Care and Health National Service Complaints (England) regulations 2009, s.18 (1),(3) place a duty on the Council to prepare an annual report each year. The Regulatory Reform (Collaboration etc. between Ombudsmen) Order 2007 amended the 1974 Act and clarified the powers of the Local Government Ombudsman and the Parliamentary and Health Service Ombudsman. This report is available to any person on request. The Local Government and Social Care Ombudsman (LG&SCO) has changed their name following feedback from their annual survey.
- 1.2 Approval was granted to change the Corporate Complaints Procedure at the General Purposes and Licensing Committee on 6 February 2017. There were no changes made to the children social care complaints procedure.
- 1.3 The annual report 'Getting It Right,' content provides an overview of the ECHS Department, the Chief Executive's Department and all Local Government Ombudsman enquiries to the Council from 1 April 2016 to March 2017.
- 1.4 The highlights of the report are the Department received 525 complaints; three less than last year, of which 145 (28%) were partially or fully upheld. A slight reduction in complaints and a variance of 2% of complaints upheld when compared to preceding year. The number of compliments received by the Department has increased to 234 (222:15/16).
- 1.5 During this period, there has been a sharp increase in cases referred to us from the Ombudsman to investigate. Eighty cases were referred to the Council to investigate and of these 56 were for ECHS Department, an increase of 22 (34:15/16) cases on the preceding year. Housing and both adult social care and children services received more cases to investigate. However, local resolution remains at 90% and the percentage rate of cases escalated to LG&SCO remains at 10%.

- 1.6 The majority of cases settle without a financial remedy; however, on occasion it is the most appropriate decision. The Council made payments of £8,200 in this period (£7,450:15/16). Precisely £800 was paid from Children Care Services to one complainant and no compensation payments were made on behalf of education services.
- 1.7 This year the complaints service commissioned one stage two independent investigation, as children care services were unable to resolve the case locally. Supported by the advocacy service the young person took their complaint further to a stage 3 review panel where the matter was finalised.

2. Getting it Right! Annual Report 2016-17

- 2.1 The annual report (Appendix 1) details compliments, and complaints information received by the Education, Care & Health Services Department.

	Complaints			Compliments			MP Enquiries		
	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
Adults	186	267	245	26	45	50	23	46	16
Children	76	87	96	59	48	25	15	14	11
Education	23	39	26	12	18	6	9	2	9
Housing	110	135	126	35	111	146	78	116	83
CEX			32			0			3

- 2.2 In Children Social Care, there is a slight increase in the number of complaints made related to the quality of service and attitude of staff. There were fewer complaints received over this period for concerns related to disputed decisions and we received a small number of concerns about how we communicate with families who use our services. One specific example was the Council had refused financial assistance to enable the complainant to care for her nephew; did not give her clear information about the long-term care options and failed to ensure the child had suitable educational provision. Although no fault was found, the advice provided to the complainant by a social worker as to the legal options and procedures available was not correct and led to delay.
- 2.3 A case referred to the Local Government and Social Care Ombudsman (LG&SCO) noted that the Council made its decision to reduce its Fostering Allowance following the correct process and committee approvals. Mrs X complained that from 2012 the Council failed to keep to an agreement made in 2003 to pay her the full Residence Order Allowance for caring for three of her grandchildren. The Council had agreed to reinstate the full Residence Order Allowance rate from 1 March 2016, but refused to backdate payments to 2012. Mrs X claimed this had caused her a significant financial loss. The LGO's investigator analysed the record of payments made to the complainant by the Council and established that overall, she had suffered no disadvantage and the Council was not at fault.

2.4 Education only received 26 complaints and nearly half related to SEN provision and one-third of these were upheld. The SEN Transport team had half of their complaints upheld. Complaints involving SEN matters may not be the most numerous, but are amongst the most complex and time-consuming matters to investigate and consider.

3.Supporting Documents

3.1 Appendix 1. Getting It Right, Annual Report 2016/17

This page is left intentionally blank

Getting it Right!

Education, Care & Health Services

Complaints

Comments

Compliments

Annual Report

April 2016 to March 2017

Contents



Introduction	3
Adult Social Care Services	4
• What we did	4
• Our performance	5
• What this means	6
• Lessons we have learnt	6
Children’s Social Care Services	7
• What we did	7
• Our performance	8
• What this means	9
• Lessons we have learnt	9
Education Services	10
• What we did	10
• Our performance	11
• What this means	12
• Lessons we have learnt	12
Housing Services	13
• What we did	13
• Our performance	14
• What this means	15
• Lessons we have learnt	15
Chief Executive’s Department	16
• What we did	17
• Our performance	18

Introduction



This report looks at the impact on people when things go wrong and when we get it right. At the heart of any complaint or compliment is a story of how someone or their family was affected. The range of services and legislation the Council manage is vast and often complex and confusing for people who need our help. Its important for us to get it right when dealing with our customers.

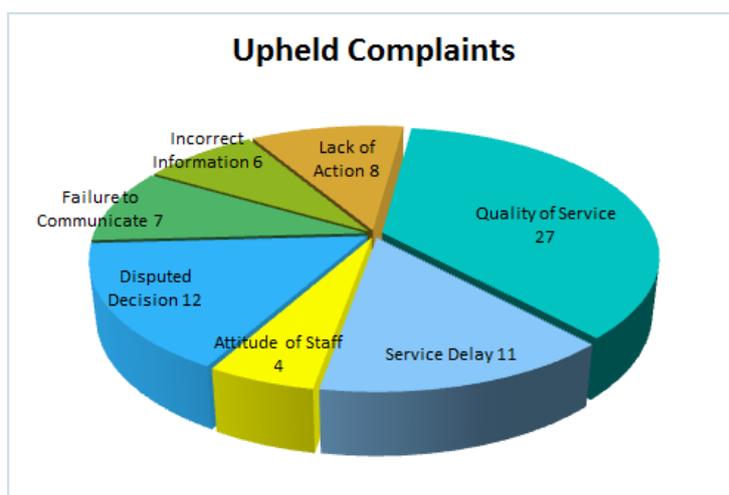
The overview of the compliments, complaints and enquiries handled over the year April 2016 to March 2017, covers services in adult and children's Social Care, housing, education, public health and the Chief Executive's Department.

It is important that those who use our services are supported in letting us know what they think. The Council has a dedicated team who record compliments, handle contacts received through our website and support those who wish to complain. We use the lessons learnt from complaints to change the way we do business.

Over the year we received 525 complaints across the services, just three less than last year. Most divisions showed a drop in complaints, with Housing Services receiving the most compliments. Most of the complaints (70%) we receive are submitted by email or through our website. We monitor MP or local councillor enquiries and always encourage customers to complain to us first to avoid delays.

Some complaints, particularly those involving social care, can be complex to investigate and require extra time to reply to. We aim to respond to at least 75% of standard complaints within 20 working days, but this year we have struggled to meet that target and as such we will be working to improve our response times.

Overall, 28% of the complaints we received were upheld. The most common issues related to quality of service, which can range from poor customer service to not receiving quality of care.



Learning from complaints is important in moving forward and finding solutions, so last year we aimed to put in place a number of measures as part of our learning. We improved our website **My life** with clear and up-to-date information to help people make informed choices about their care. We have introduced an online form to make homeless applications easier for families to complete.

Each year the Council receives an annual review letter from the Local Government & Social Care Ombudsman (LGSCO). They have advised us that they are revising the way they monitor compliance with their recommendations and this will produce more detailed reports and closer scrutiny for all Councils in the future.

A report they published in July this year looks at mental capacity, and in 2016/17 the LGSCO investigated 1,212 adult social care complaints in detail. They estimate that up to 20% of these concerned mental capacity. Following investigation, they upheld 69% of these cases.

Adult Social Care Services



Areas covered:

- Assessments of care needs for older people and adults with a disability
- Assessments of need for people with caring responsibilities
- Safeguarding vulnerable adults
- Supporting vulnerable people when they are discharged from hospital
- Services to support people to remain in their own home and to live within a care home and extra care housing

What we did

Between April 2016 and March 2017 we:



assessed the needs of

5,454

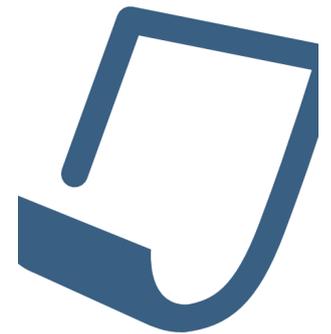
clients



assessed the needs of

1,007

people with caring responsibilities



provided

5,374

adults with social care services

“Thank you to all the wonderful reablement staff who visited my mother after her fall. Not only was the assistance they provided invaluable but the advice was essential towards recovery.”



Our performance



Compliments

2014-15

26

2015-16

45

2016-17

50



Complaints

2014-15

186

(64 partially or fully upheld)

2015-16

267

(89 partially or fully upheld)

2016-17

245

(75 partially or fully upheld)



Enquiries from Members of Parliament

2014-15

23

2015-16

46

2016-17

16



Enquiries from Ombudsman

2014-15

14

(5 partially or fully upheld)

2015-16

19

(5 partially or fully upheld)

2016-17

26

(12 partially or fully upheld)



56%

complaints responded to within
20 working days

"... the system worked very well for me when I made a safeguarding alert. Often feedback about social workers is negative around safeguarding but I have found the service to be excellent and wanted to share this feedback with as many people as possible."



What this means

We received fewer complaints about adult social care services this year and we are helping more people. The main concerns our service users have told us about are quality of service and out of the 75 we received, 13 were upheld and out of 66 received for disputed decisions, 9 were upheld.

Care and support provided to people in their homes is an important part of the services we provide, often supplied by external agencies, but overseen by us. Complaints about domiciliary care agencies were fewer compared to last year but exactly half were upheld. Each of those complaints potentially represents a vulnerable person not being cared for properly and we take that very seriously.

The daughter of an elderly lady with dementia complained that her domiciliary care agency had missed a number of visits. One such failure to attend had led to her mother being left alone for six hours, during which she had no medication or support, she became increasingly distressed and fell over. Following an investigation, the agency discovered their member of staff had cancelled the visits without permission. This matter was so serious that her agency dismissed her.

We know that financial issues are a major concern for families and more than a third of our

disputed decisions involved charges. We were prompted on a number of occasions this year about the importance of giving people proper and timely information about the charges that can apply for the support we provide.

One such complaint was that the Council's bill failed to explain what services were being charged for, which meant service users could not tally their bills because it did not show the number of hours of care provided per day. It also highlighted the importance of promptly resolving any incorrect charges applied to an account.

When an elderly couple complained that they were being charged more for their monitoring service than they had expected. We realised they had not been properly informed of all the charges because our original assessment was inaccurate and their personal budget had been miscalculated which accounted for the disparity.

We are working on avoiding human error that can have a significant effect on those we are trying to help.

“Thank you for the caring service my daughter received on her return from hospital. The ladies were cheerful and helpful, providing her with confidence to improve.”



Lessons we have learnt

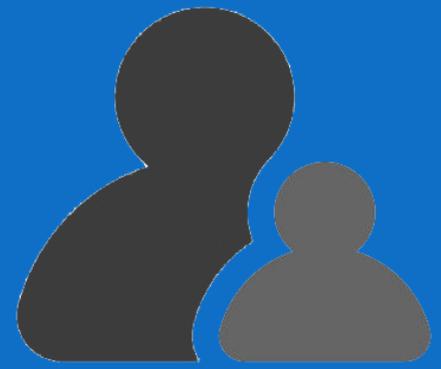
From April 2017 we will:

Seek to minimise disruption caused by any delay in agreeing plans with the local Clinical Commissioning Group

Provide ongoing support and training for those social workers on the frontline

Operate a refresher and reminder system to counter claims of a lack of action

Children's Social Care Services



Areas covered:

- Keeping children safe from harm and abuse
- Supporting children in foster care families, care homes and other support settings
- Supporting children to move into stable adoptive families
- Services for young people who need support to the gain skills needed for adulthood
- Services for parents and carers of children who need extra support and advice

What we did

Between April 2016 and March 2017 we:



handled more than

9,200

Multi-agency Safe-guarding Hub (MASH) enquiries



completed

2,700

social work assessments



helped

288

children in care to live in foster care and other accommodation



supported

342

children subject to a child protection plan

"Thank you for making my mum much calmer and sweet. You've made our mummy much better. We are a happy family again."



Our performance



Compliments

2014-15

59

2015-16

48

2016-17

25



Complaints

2014-15

76

(16 partially or fully upheld)

2015-16

87

(24 partially or fully upheld)

2016-17

96

(30 partially or fully upheld)



Enquiries from Members of Parliament

2014-15

15

2015-16

14

2016-17

11



Enquiries from Ombudsman

2014-15

4

(1 upheld)

2015-16

6

(2 upheld)

2016-17

9

(2 upheld)



40%

of complaints were responded
to within 20 working days

The maternal grandparents described the social worker as a “breath of fresh air... her work has gone some way to holding our family and preventing our grandchild from going into care”



What this means

When we receive complaints regarding children social care, the Council must adhere to statutory complaints procedures. We must ensure the voice of the child and issues are central to the complaint. This year there was a slight increase in complaints received, 9 more than last year. Some issues related to quality of service and 40% of these were upheld.

Child protection is an essential part of our work and something we take extremely seriously. Sometimes, the enquiries we need to make can be time consuming but it is important to reach a correct decision whilst minimising the impact on the families involved. To do so often requires effective liaison with our partners but sometimes they may wish to complain as well. We then have to be clear about our respective responsibilities.

A hospital doctor complained that when they called our duty team about an autistic child in their A&E department, they were advised to keep him whilst the police and the child's mother were contacted, but then heard nothing further from children's services. Both mother and child became distressed and ended up leaving the hospital without waiting for a formal discharge. This case demonstrates to us the importance of keeping everyone properly informed throughout.

Referrals to the Multi-Agency Safeguarding Hub increased substantially this year, making effective channels of communication even more important. We allocated Heads of Service a cluster of schools each to oversee, after the Deputy Head of a school complained about inconsistency in a particular case, the time taken to make decisions

and the attitude of the social workers involved. The new arrangements are working very well.

High standards in producing reports and assessments are central to good social work. If standards are not upheld then the consequences for the families we support can be life-changing. In one case a mother complained about the quality of a report on her family, and the manager of the team concerned arranged a meeting to discuss those concerns face-to-face. From this we realised that the report had a number of inaccuracies because the mother had not been given sufficient time or support to enable her to raise her concerns to us. As a result, social care staff have been reminded to give families time to comment on their reports.

It is important that children themselves are enabled to make their own complaints, often supported by an independent advocate. It is important that we listen to the child themselves, focusing on what they want, and doing our best to support and enable them to achieve it wherever possible.

"I wanted to thank your team for the changes in my son's transport this year!... I thought I would let you know what a positive impact the changes from last year have had on my child! "



Lessons we have learnt:

From April 2017 we will:

Continue to improve our communication with their families who use our services

The importance of confidentiality and working together agreements are valid and fair

Involve families and give them time to comment on things that affect them

Education Services



Areas covered:

- Requests for a Statutory Assessment of Special Educational Needs (SEN)
- Admissions to primary, secondary and special schools
- Transport to school for children with a Special Educational Need
- Education Welfare
- Services for children who have challenging behaviour
- Adult learning through the Bromley Adult Education College
- School Standards
- Virtual Schools

What we did

Between April 2016 and March 2017 we:



supported

1154

children with Education,
Care & Health Plans



Processed applications

9,424

for
admission to
Bromley schools



Additional

585

school places created

“My daughter’s driver and carer are amazing as is the transport company, who are efficient. All involved have provided her with such a positive experience.”



Our performance



Compliments

2014-15

12

2015-16

18

2016-17

6



Complaints

2014-15

23

(5 partially or fully upheld)

2015-16

39

(7 partially or fully upheld)

2016-17

26

(10 partially or fully upheld)



Enquiries from Members of Parliament

2014-15

9

2015-16

11

2016-17

9



Enquiries from Ombudsman

2014-15

4

(None upheld)

2015-16

2

(None upheld)

2016-17

2

(None upheld)



62%

of complaints were responded
to in 20 working days

“Thank you for all the support
this year for both KS1 & KS2 –
you have all been very
supportive and on the ball.”



What this means

We received fewer complaints for Education Services this year. The highest number related to quality of service (15) of which 5 were upheld, and we received a number about disputed decisions of which 2 were upheld.

Nearly half of our complaints related to children with Special Educational Needs and 2 out of 3 of those concerns were not upheld. Whilst there are few in number, they are amongst the most complex and time consuming matters to investigate and consider.

A recent complaint highlighted an issue with our IT system. A parent got in touch with us saying that she had accepted her daughter's offer of a school place online and received an automated response. She then received a phone call from the school who said the Council had informed them she had not in fact accepted the place. We looked at the concerns and found that the software had created an error, which meant that the Council and school's records had not matched up. We were able to resolve this administrative error quickly and confirmed the school place.

Poor communication can sometimes result in dissatisfaction. A parent felt her only option was to complain when her attempts to challenge a panel decision were hindered. Her daughter's

assessment was declined and in an attempt to agree a way forward, mediation was agreed but delayed and further impeded because of pressure of work. Delays such as this are unacceptable and we must work to minimise the impact on families and promote their right to appeal a decision. The family were offered a review of the decision.

We process a lot of confidential information that flows between professionals and families every day. Whilst it is uncommon for us to make a mistake, we received a complaint when a parent was sent someone else's information caught up in their correspondence. We reported what is called a data breach to the Information Commissioner's Office and issued revised guidance to staff.

We aim to work with families to reduce delays in reaching a resolution and not to prolong an outcome of a complaint. This year we have not met our own standards and are working hard to improve this.

"Thank you for all the support you have been giving to our schools this year... My staff have greatly appreciated your briefings and it has made them feel more confident about making judgements."



Lessons we have learnt:

From April 2017 we will:

Keep parents better informed of the progress of their applications

Provide staff with refresher training on data protection procedures

Work with families to limit complaints relating to SEN children

Housing Services



Areas covered:

- Providing the Bromley Housing Register
- Supporting people to find appropriate homes through the Home seekers service
- Preventing people from becoming homeless
- Supporting vulnerable adults and children with their housing needs
- Supporting people to find private rented accommodation

What we did

Between April 2016 and March 2017 we:



managed

3777

people on the
Housing Register



processed

1157

applications for
people who are
homeless



placed

1439

households in temporary
accommodation



helped

2177

households avoid
homelessness

“I would like to take this opportunity to thank the London Borough of Bromley for homing my daughter and I at this otherwise horrible and difficult time. The Options Officer really did save us and we are so grateful that you then took on board our evidence of domestic abuse and kept us safe and secure.”



Our performance



Compliments

2014-15

35

2015-16

111

2016-17

146



Complaints

2014-15

110

(22 partially or fully upheld)

2015-16

135

(41 partially or fully upheld)

2016-17

126

(30 partially or fully upheld)



Enquiries from
Members of
Parliament

2014-15

78

2015-16

116

2016-17

83



Enquiries from
Ombudsman

2014-15

13

(6 partially or fully upheld)

2015-16

7

(2 partially or fully upheld)

2016-17

19

(6 partially or fully upheld)



52%

of complaints were responded
to in 20 working days

"In my time of need, I appreciate the
patience and effort you and your
entire housing team have given me
from the very first day."



What this means

The number of complaints about Housing Services was slightly less this year despite the significant increase in demand for their services. Encouragingly, we received significantly more compliments this year from people who used the service.

Providing temporary accommodation and moving families to permanent housing is challenging, however there are guidelines we must follow. We received a complaint from a family the Council had placed and they said they had been in their temporary accommodation for considerably longer than the statutory guidance permitted. Staff were reminded to monitor the time people spend in temporary accommodation and refer customers to the appeal process.

People often approach housing in crisis so it is important we meet both our own customer standards and the expectations of our customers. A couple complained about how they were treated and that their first appointment was cancelled and they were kept waiting for 2 hours at their second appointment. They were then told their application was not on the system and when they called their calls were not returned. When they came to the Council offices to collect the keys to their temporary accommodation, they were told to return later as the member of staff was unavailable. The poor services they received has been addressed with the member of staff being re-trained in customer service standards.

Offers of accommodation can be complex and it is important that these are properly explained to applicants. Another client complained that she was being held responsible for monies owing on a property that she never in fact moved into. The Council accepted that her original offer of housing was confusing, and that there had been errors in how the situation had been dealt with. The offer was marked as withdrawn and the rent account closed. The client was reassured that no monies were owed and received an apology for the distress and inconvenience.

Housing services are working hard to minimise complaints by preparing for the Homelessness Reduction Act 2017. They are doing this in a number of ways but one in particular is the introduction of a new online housing advice form. This has contributed to significantly reduced waiting times for interviews and advice sessions.

"I cannot thank you enough for the support yourself and the temporary housing team have given my client in finding her this accommodation...I wish you a fantastic weekend, knowing you have made a big difference to this vulnerable woman's life."



Lessons we have learnt:

From April 2017 we will:

Continue to develop available options for temporary accommodation

Train visiting officers to address concerns about accommodation

Offer the public access to staff trained to provide benefits and debt advice

Chief Executive's Department



Areas covered:

- Overseeing the running of the Council
- Corporate communications
- Financial control and audit
- Human resources
- Administering Council Tax and Housing Benefit
- Customer Services
- Blue Badges and Freedom Passes

What we did

Between April 2016 and March 2017 we:



managed

20,287

claims for benefits



processed

19,223

emails



helped

63,485

visitors to Reception



handled

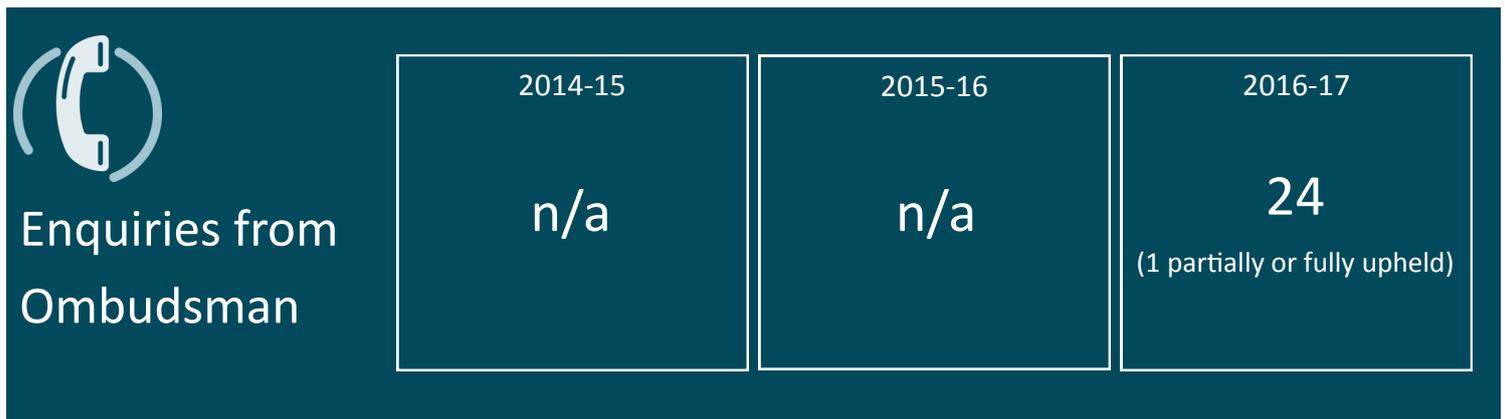
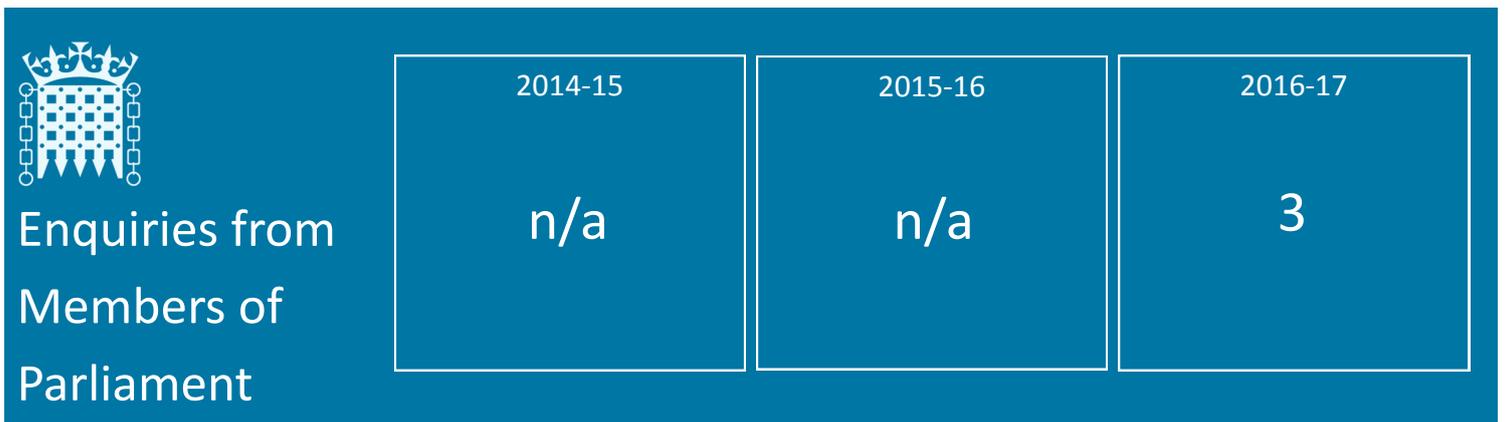
680,293

telephone calls

As mobile technology advances and 24 hour access to information is demanded, we are responding to our customers. We expect our website to help them resolve their queries quickly and efficiently and we have a dedicated team to keep information up to date and services online.

Considerable changes have occurred in both housing benefit and council tax support and we have been able to respond to our customers' concerns helping them cope, however sometimes we don't quite get it right. A parent complained to us that we were asking for too much supplementary information to support her application for a council tax disregard, whilst her daughter was attending university. The Council accepted that she had been asked for too much information, apologised and issued a corrected Council Tax account.

Our performance



Benefits and Planning each account for roughly one-third of Chief Executive Department complaints, which is not surprising given that they both represent areas which can have a significant impact on the public. Electoral Services whilst managing the Referendum did have an increase in residents contacting them, but no formal complaints were made.

We saw over 63,000 residents visit our receptions this year and we received very few complaints about our staff, however when standards are not met by our staff, retraining in customer service standards is mandatory.



Education, Care and Health Services

Civic Centre

Stockwell Close

Bromley

BR1 3UH

Tel: (020) 8313 4491

Email: socialcarecomplaints@bromley.gov.uk

<http://bromley.mylifeportal.co.uk/gettingitright>

