



THE LONDON BOROUGH
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DATE: 20 June 2017

To: Members of the
EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE

Councillor Nicholas Bennett J.P. (Chairman)

Councillor Neil Reddin FCCA (Vice-Chairman)

Councillors Kim Botting FRSA, Alan Collins, Mary Cooke, Nicky Dykes, Ellie Harmer, Chris Pierce and Angela Wilkins

Church Representatives with Voting Rights

Mary Capon and Joan McConnell

Parent Governor Members with Voting Rights

Emmanuel Arbenser, 2 x Parent Governor Representative (vacancy)

Non-Voting Co-opted Members

Alison Regester, (Pre-school Settings and Early Years Representative)

Aaron Regisford, (Young People's Representative)

A meeting of the Education, Children and Families Select Committee will be held at Committee Rooms, Bromley Civic Centre on **WEDNESDAY 28 JUNE 2017 AT 7.00 PM**

MARK BOWEN

Director of Corporate Services

Paper copies of this agenda will not be provided at the meeting. Copies can be printed off at <http://cds.bromley.gov.uk/>. Any member of the public requiring a paper copy of the agenda may request one in advance of the meeting by contacting the Clerk to the Committee, giving 24 hours notice before the meeting.

Items marked for information only will not be debated unless a member of the Committee requests a discussion be held, in which case please inform the Clerk 24 hours in advance indicating the aspects of the information item you wish to discuss

All Committee Members are invited to the Preparation Meeting which will take place from 6.30pm in the Committee Rooms at the Civic Centre.

A G E N D A

PART 1 (PUBLIC) AGENDA

Note for Members: Members are reminded that Officer contact details are shown on each report and Members are welcome to raise questions in advance of the meeting.

STANDARD ITEMS

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 APPOINTMENT OF CO-OPTED MEMBERS 2017/18 (Pages 5 - 8)

3 DECLARATIONS OF INTEREST

4 MINUTES AND MATTERS OUTSTANDING

a MINUTES OF THE EDUCATION SELECT COMMITTEE MEETING HELD ON 23 APRIL 2017, 9 MAY 2017 & 10 MAY 2017 (Pages 9 - 28)

b MATTERS OUTSTANDING FROM PREVIOUS MEETINGS (Pages 29 - 42)

5 QUESTIONS TO THE SELECT COMMITTEE CHAIRMAN FROM MEMBERS OF THE PUBLIC AND COUNCILLORS ATTENDING THE MEETING

To hear questions to the Committee received in writing by the Democratic Services Team by 5.00pm on Thursday 22nd June 2017 and to respond. Questions must relate to the work of the scrutiny committee.

6 QUESTIONS TO THE PORTFOLIO HOLDER FROM MEMBERS OF THE PUBLIC AND COUNCILLORS ATTENDING THE MEETING

To hear questions to the Portfolio Holder received in writing by the Democratic Services Team by 5.00pm on Thursday 22nd June 2017 and to respond. Questions must relate to the work of the Portfolio.

7 PORTFOLIO HOLDER UPDATE

a PROGRESS ON IMPLEMENTING CHILDREN'S SERVICE IMPROVEMENT PLAN (Pages 43 - 62)

8 EDUCATION, CHILDREN & FAMILIES INFORMATION ITEMS

a MINUTES OF THE EDUCATION BUDGET SUB COMMITTEE MEETING HELD ON 15 MARCH 2017 (Pages 63 - 72)

b SCHOOL PERFORMANCE UPDATE (Pages 73 - 86)

- c **CHANGES TO LEGISLATION RELATING TO CHILDREN AND IMPACT ON THE LOCAL AUTHORITY** (Pages 87 - 88)
- d **30 HOURS FUNDED CHILDCARE FOR 3 AND 4 YEAR OLDS** (Pages 89 - 92)
- e **REVIEW OF HIGH NEEDS ARRANGEMENTS FOR CHILDREN AND YOUNG PEOPLE WITH SEND IN BROMLEY** (Pages 93 - 94)

9 EDUCATION, CHILDREN & FAMILIES SELECT COMMITTEE WORK PROGRAMME (Pages 95 - 100)

SELECT COMMITTEE CONSIDERATION

SHORT ITEM

10 ADULT EDUCATION UPDATE (Pages 101 - 108)

SUBSTANTIVE ITEM:

CHILDREN'S SERVICES LANDSCAPE IN BROMLEY - CHILD PROTECTION, CHILDREN LOOKED AFTER & CHILDREN IN NEED

11 WRITTEN EVIDENCE:

- a **WORK OF THE BROMLEY SAFEGUARDING CHILDREN'S BOARD** (Pages 109 - 110)
- b **ROLE OF THE CHILDREN'S SERVICE IMPROVEMENT BOARD** (Pages 111 - 114)
- c **TOWARDS EXCELLENCE FOR CHILDREN IN BROMLEY** (Pages 115 - 144)
- d **THIRD OFSTED MONITORING VISIT TO BROMLEY'S LOCAL AUTHORITY CHILDREN'S SERVICES** (Pages 145 - 148)
- e **OVERVIEW OF CHILDREN'S SERVICES AND DEPARTMENT IN BROMLEY (INC STRUCTURE CHART)** (Pages 149 - 152)

12 WITNESS SESSION:

- (A) JIM GAMBLE, CHAIRMAN, BROMLEY SAFEGUARDING CHILDREN'S BOARD**
- (B) ISOBEL CATTERMOLLE, CHAIRMAN, BROMLEY CHILDREN'S SERVICE IMPROVEMENT GOVERNANCE BOARD**
- (C) ADE ADETOSOYE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR: EDUCATION CARE AND HEALTH SERVICES, LBB**
- (D) JANET BAILEY, INTERIM DIRECTOR: CHILDREN'S SERVICES, LBB**

13 COMMITTEE CONCLUSIONS AND RECOMMENDATIONS

DATES OF FUTURE EDUCATION SELECT COMMITTEE MEETINGS

17 October 2017
23 January 2018
27 February 2018

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Report No.
CSD16114

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EDUCATION SELECT COMMITTEE

Date: Thursday 15 September 2016

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

Title: EDUCATION SELECT COMMITTEE CO-OPTED MEMBERS
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

Members are asked to confirm Co-opted Membership appointments to the Education PDS Committee for 2015/16.

2. **RECOMMENDATION(S)**

2.1 That the following Parent Governor Representative appointments be made to the Education PDS Committee for 2017/18 with voting rights:

- Emmanuel Arbenser, Special School Parent Governor

NB: The positions for Primary and Secondary Parent Governor Representative are currently vacant.

2.2 Mrs Mary Capon representing the Church of England and Mrs Joan McConnell representing the Roman Catholic Church be appointed as Co-opted Members to the Education PDS Committee for 2017/18 with voting rights;

2.3 The following Education PDS Co-opted Membership appointments be made to the Education PDS Committee for 2017/18 without voting rights:

- Mrs Alison Regester as Pre-School Settings Representative
- Mr Aaron Regisford as Young Peoples Representative

Corporate Policy

1. Policy Status: Existing Policy: Co-opted Membership at relevant PDS Committees is encouraged given the added value that Co-opted Membership can bring to a PDS Committee's work
 2. BBB Priority: Children and Young People:
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £335,590
 5. Source of funding: N/A
-

Staff

1. Number of staff (current and additional): 8 posts (7.27fte)
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: Statutory Requirement: The Parent Governor Representatives (England) Regulations 2001 require the election of a minimum of two and a maximum of five Parent Governors to any Education Overview and Scrutiny Committee. DfEE Circular 19/99 contains a specific direction of the Secretary of State under section 499 of the Education Act 1996 requiring local authorities in England to appoint representatives of the Church of England and the Roman Catholic Church to their Committees dealing with education.
 2. Call-in: Not Applicable:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Not Applicable
-

Ward Councillor Views

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

3. COMMENTARY

Co-opted Membership for 2017/18

- 3.1 Under the terms of DfES Circular 19/99 both the Church of England and the Roman Catholic Church are entitled to representation on any Committee which exists to oversee and scrutinise the Executive's education decisions. Mrs Mary Capon will represent the Church of England Rochester Diocesan Board of Education and Mrs Joan McConnell will represent the Roman Catholic Archdiocese of Southwark Commission for Schools and Colleges.
- 3.2 Under the terms of the Parent Governor Representatives (England) Regulations 2001, the Council must provide for the election of a minimum of two and a maximum of five Parent Governors to any Education Overview and Scrutiny Committee. Following a School Governor Election in July 2016, Mr Emmanuel Arbenser was elected as Parent Governor Representatives on the Education Children and Families Select Committee for a term of two years. No nominations were received for the position of Secondary School Representative. The Primary Parent Governor Representative elected in July 2016 had to stand down when her school converted to academy status. No new nominations have been received to date.
- 3.3 Mrs Alison Regester has been asked if she is willing to serve a further term as the Pre-School Settings and Early Years Representative for a term of one year.
- 3.4 Bromley Youth Council has nominated Mr Aaron Regisford as the representative for Young People on the Committee for a term of one year.

Role of Co-opted Members

- 3.5 Co-opted Members bring their own area of interest and expertise to the work of a PDS Committee. Co-opted Members often represent the interests of key groups within a Portfolio and co-option to a Committee can ensure that their views are taken into account on issues. They broaden the spectrum of involvement in the PDS process and make the intrusion of party politics into scrutiny proceedings more difficult.

Non-Applicable Sections:	Policy Implications, Financial Implications, Legal Implications, Personnel Implications
Background Documents: (Access via Contact Officer)	Not Applicable

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EDUCATION, CHILDREN & FAMILIES SELECT COMMITTEE

Minutes of the meeting held at 7.00 pm on 23 March 2017

Present:

Councillor Nicholas Bennett J.P. (Chairman)
Councillor Neil Reddin FCCA (Vice-Chairman)
Councillors Kathy Bance MBE, Kim Botting FRSA,
Mary Cooke, Judi Ellis and Chris Pierce

Emmanuel Arbenser and Tajana Reeves

Also Present:

Councillor Peter Fortune, Portfolio Holder for Education and Children's Services
Councillor Tom Philpott, Executive Support Assistant to the Portfolio Holder for Education and Children's Services

34 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Alan Collins.

Apologies for absence were also received from Mary Capon, Joan McConnell and Alison Regester.

35 DECLARATIONS OF INTEREST

No additional declarations of interest were made.

36 MINUTES OF THE EDUCATION SELECT COMMITTEE MEETINGS HELD ON 17 JANUARY 2017 AND 15 FEBRUARY 2017 AND MATTERS OUTSTANDING FROM PREVIOUS MEETINGS

RESOLVED that the minutes of the meetings held on 17th January 2017 and 15th February 2017 be agreed and that matters outstanding be noted.

37 QUESTIONS TO THE SELECT COMMITTEE CHAIRMAN FROM MEMBERS OF THE PUBLIC AND COUNCILLORS ATTENDING THE MEETING

No questions had been received.

38 QUESTIONS TO THE PORTFOLIO HOLDER FROM MEMBERS OF THE PUBLIC AND COUNCILLORS ATTENDING THE MEETING

No questions had been received.

39 PORTFOLIO HOLDER UPDATE

The Portfolio Holder gave an update to Members on work being undertaken across the Education Portfolio.

Inspections of the Bromley Adult Education Service and the Youth Offending Service had recently taken place. The provisional feedback from these inspections was that significant progress had been made and that although there was still a need for improvement, services were now well-placed to move forward. The second Ofsted monitoring visit of children's services had taken place in February 2017, and provisional feedback suggested that improved practice and pace had been identified and that in respect of the cases reviewed, no children were unsafe in Bromley. Work was now being undertaken to identify how children's services could best be represented through the Council's Portfolio arrangements from the 2017/18 municipal year. The Chairman led Members in thanking the Director: Education and the Head of Service: Adult Education for their excellent work in the reorganisation of the Bromley Adult Education Service and requested that the Head of Service: Adult Education provide an update to the next meeting of the Committee. In response to a question from a Member, the Portfolio Holder confirmed that he was a member of the Youth Offending Service Board and that measures had been introduced to support Board Members in better understanding the pathway for young people entering the service. The inspection reports for these services would be provided to the Committee when they were published.

The SHaW Futures Academy, which was an innovative 11-19 school specialising in science, health and wellbeing, was working closely with all partners to resolve any issues relating to its permanent site at Westmoreland Road, Bromley and was planning to open in September 2019. Planning applications for two other secondary schools had been considered by Development Control Committee at its meeting on 25th January 2017, at which planning permission had been granted for Eden Park High School, Beckenham. Following a vote by Members, planning permission for the proposed Bullers Wood School for Boys, Bickley had been refused by a narrow margin and the school's management was considering whether to appeal the decision or submit an amended planning application.

The Portfolio Holder had met with representatives of the Roman Catholic Archdiocese of Southwark to continue discussions around the possibility of establishing a Catholic secondary school in the Borough to open in September 2018. A site had been identified that would require minimal capital

works, and the Chairman requested that the Director: Education contact the Archdiocese for an update on the proposed scheme. A Member requested that the Portfolio Holder also work with James Dixon Primary School around the need to meet an expected increase in the demand for school places in relation to a large residential development in the Crystal Palace area. The Portfolio Holder had met with Nick Gibb, Minister of State at the Department for Education to discuss funding pressures in the High Needs funding block for schools. The Chairman requested that the Portfolio Holder send a letter to Head Teachers, Governors and Members of the Council outlining the current position on the proposed national funding formula for schools which was likely to reduce the funding received by some primary schools, although the immediate impact of this would be mitigated by the minimum funding guarantee.

With regard to progress within the schools' academisation programme, the Portfolio Holder reported that there were nine primary schools, one secondary school and three special schools that had not yet become academies. The Local Authority continued to support schools to move towards academisation, including a recent event to promote the benefits of joining a multi-academy trust at which standalone academies and smaller multi-academy trusts had also been encouraged to consider joining a larger multi-academy trust. St John's Church of England Primary School was part of the Aquinas Trust and following a recent inspection by Ofsted, significant improvement had been identified at the school that was now rated as 'Requires Improvement'. The Chairman requested that an information item on the Ofsted ratings of Bromley schools be reported to the next meeting of the Committee, and that the papers for future meetings of the School Partnership Board be provided to the Chairman and Vice-Chairman. The Chairman noted that St Olave's and St Saviour's Grammar School was the sole remaining Local Authority Maintained secondary school and requested that the appointment of the Local Authority representative to St Olave's Governing Body be progressed.

Lord John Nash had responded to the Leader's letter raising issues identified with elective home education through the review of the Education Select Committee on Alternative Education. In discussion, Members generally felt this response did not address the safeguarding issues raised and the Leader of the Council would be sending a further letter to highlight key concerns.

RESOLVED that the Portfolio Holder update be noted.

40 EDUCATION INFORMATION ITEMS

The Committee noted the minutes of the meetings of Education Budget Sub-Committee held on 31st January 2017 and 15th March 2017.

41 EDUCATION SELECT COMMITTEE WORK PROGRAMME

Report CSD17050

The Chairman advised Members that the meeting of the Education Select Committee due to take place at 7.00pm on Tuesday 27th June 2017 would now be held at the later date of Wednesday 28th June 2017. It was proposed that this meeting focus on the theme of child protection and the significant increase in the number of children looked after since May 2016. Possible witnesses could include the Chairman of the Bromley Safeguarding Children's Board, the Chairman of the Bromley Children's Service Governance Board, the Executive Director: Education, Care and Health Services and the Interim Director: Children's Services.

The Chairman proposed that an additional meeting of the Education Select Committee be held in May 2017 to consider the work programme for the 2017/18 municipal year and this was generally agreed by the Committee.

RESOLVED that the Education Select Committee Work Programme be noted.

42 THIRD REPORT OF THE EDUCATION SELECT COMMITTEE

Report CSD17051

The Committee considered the third report of the Education Select Committee that had been drafted following the meetings on 17th January 2017 and 15th February 2017. The theme of the enquiry had been to examine the reasons why some groups of pupils underperformed and what might be done to improve performance.

RESOLVED that the third report of the Education Select Committee be reported to Council to be referred to the relevant Portfolio Holders for consideration and response.

43 YOUTH OFFENDING SERVICE UPDATE

The Committee welcomed Ms Betty McDonald, Head of Youth Support and the Youth Offending Service who had joined the Local Authority in November 2016 after a number of years working as the Head of the Tri-borough Youth Offending Service for the Boroughs of Hammersmith and Fulham, Westminster, and Kensington and Chelsea to the meeting.

The Head of Youth Support and the Youth Offending Service was pleased to report that following the recent full joint inspection of the Youth Offending Service led by Her Majesty's Inspectorate of Probation, the inspectors had given positive feedback around progress made in improving the service over the past 15 months and the management capability to support continued progress, although it was identified that a number of issues still needed to be addressed. A range of work to drive improvement across the service was underway, including the development of staff and a continued focus on

making a difference for young people. The inspection report would be published in April 2017.

With regard to staffing, the Head of Youth Support and the Youth Offending Service reported that there were 25 staff within the Youth Offending Service, which included 12 frontline practitioners. A number of staff members were inexperienced, particularly around the theoretical elements of their role, and work to recruit qualified social workers would continue. A Member queried if the introduction of the 'Caseload Promise' within Children's Social Care services which aimed to allocate no more than 12-15 cases per social worker would assist recruitment. The Head of Youth Support and the Youth Offending Service explained that caseloads worked differently in the Youth Offending Service, but that lower caseloads would be helpful in promoting the Local Authority as a good place to work.

In response to a question from the Chairman, the Head of Youth Support and the Youth Offending Service confirmed that the Youth Offending Service worked closely with the National Probation Service as young people transitioned to adult services, but that there was a need to develop stronger links with the London Community Rehabilitation Company which had undergone a number of changes to its operational delivery model and had recently stopped providing the unpaid work service for the Youth Offending Service.

A Co-opted Member queried how data was used by the Youth Offending Service. The Head of Youth Support and the Youth Offending Service explained that due to the process for analysing and authenticating reoffending data there was a delay of approximately 18-24 months before this information was provided to the Local Authority. To address this, the Youth Offending Service was gathering 'live' data to track the existing cohort young people within the Youth Offending Service to better understand their activity and identify effective interventions. The Youth Offending Service supported young people aged 10 to 18 years. In considering current caseloads, the largest group was young people aged 17 years, but young people aged 10 to 13 years currently made up 20% of the cohort which was a concern, and early intervention work was being undertaken to divert these young people away from offending.

With regard to the issue of parenting orders, the Head of Youth Support and the Youth Offending Service confirmed that parenting orders were still pursued where appropriate, but that the Youth Offending Service preferred to refer parents to early intervention services or parenting classes that could provide the required support outside the Court system.

The Chairman requested that a further update be provided to the Committee at its meeting on 17th October 2017.

RESOLVED that the update be noted.

44 SEND UPDATE

The Committee welcomed Ms Debi Christie, 16-25 Commissioning Manager (SEND) to the meeting.

The 16-25 Commissioning Manager (SEND) gave a presentation to the Committee outlining the new SEND Ofsted and Care Quality Commission Framework that had been introduced by the Department for Education in April 2016 to evaluate how well local areas were implementing the reforms of the Children and Families Act 2014. Inspections under the Framework would concentrate on how the local area identified, assessed and met the needs, and improved the outcomes of children and young people with SEND from birth to 25 years. Of the inspections completed so far, 20 local area outcomes letters had been published, five of which required their local areas to produce a written statement of action on how performance would be improved, and there was an expectation that improvement plans would be developed by all local areas to maintain and develop the strengths identified through an inspection and to address any weaknesses.

The Local Authority and its partners had participated in a pilot inspection programme in October 2015 to support the Department for Education and its partners in refining the Framework. Preparations were now underway for the local area's formal inspection under the Framework which was expected to take place shortly. A proposed structure had been developed to support the governance of SEND provision which included the establishment of the SEND Reforms Governance Board that would be chaired by the Deputy Chief Executive and include representation from key partners from across the local area including the Bromley Clinical Commissioning Group, schools, the voluntary sector and parents and carers.

In response to a question from a Member, the 16-25 Commissioning Manager (SEND) confirmed that the 'local area' as defined within the Framework referred to the Borough's geographical area, and that should the local area be issued with a written statement of action to improve performance, the Local Authority and Bromley Clinical Commissioning Group would have joint responsibility for addressing the identified weaknesses. The Chairman underlined the need to identify best practice from high performing local areas, and requested that an update be reported to the Committee following the local area's formal inspection.

RESOLVED that the update be noted.

45 NEET UPDATE

Report ED17043

The Committee considered a report providing an update on the Borough's performance relating to support for young people not in education, employment or training (NEET) or at risk of becoming NEET and the

strategies in place to increase the participation of young people in education, employment and training (EET).

The Education and Skills Act 2008 introduced a duty on all young people to participate in EET until their 18th birthday. Within this requirement, young people were able to choose from three options comprising full-time education (including school, college or home education), work-based learning with training (such as an apprenticeship) or employment, self-employment or volunteering with accredited training.

In Bromley, the NEET figures for 2016/17 demonstrated a significant improvement on the previous year for both the NEET and the 'Not Known' categories. The percentage of young people within this age group who were NEET had decreased from 1.8% to 1.7% between 2015/16 and 2016/17, and the percentage of young people whose EET status was 'Not Known' figure had reduced from 3.5% to 1.8% during the same period. The percentage of young people within this age group who were either NEET or whose EET status was 'Not Known' had reduced from 5.3% to 3.4% between 2015/16 and 2016/17.

RESOLVED that the update be noted.

46 REVIEW OF SELECT COMMITTEE PROCESSES

The Committee considered an evaluation of Education Select Committee questionnaires which had been provided to all Members of the Select Committee, the Portfolio Holder for Education and Children's Services and the Executive Support Assistant for Education and Children's Services in March 2017, and aimed to assess the success of the Education Select Committee model which had been trialled for the 2016/17 municipal year. Questionnaires had also been provided to witnesses to the Select Committee, as well as to the Director: Education and the Clerk to the Committee.

The Chairman thanked Members who had responded to the questionnaire and requested that all other Members return their completed questionnaires by 5th April 2017. The Chairman requested that a further paper copy of the questionnaire be provided to witnesses to the Select Committee for their response.

RESOLVED that Members' comments be noted.

A CHILDREN MISSING EDUCATION WITNESS SESSION

The Committee had been provided with written evidence in advance of the meeting that included a report giving an overview of children missing in education in Bromley and a briefing note on court action pursued by the Local Authority concerning children missing education. A written submission was

also received from the Bromley Youth Council providing their views on why young people may not be attending school.

The Chairman was pleased to welcome Ms Jenny MacDonald, Senior Education Welfare Officer, Ms Linda King, Youth Support Programme Manager (Universal) and Ms Stella Marshall, NEET Support Programme Officer to the meeting.

Jenny MacDonald, Senior Education Welfare Officer

The Senior Education Welfare Officer advised Members that there were a number of reasons for children missing education, including families frequently changing addresses. There were currently 300 Bromley families in temporary accommodation, many of whom were housed out-of-Borough, and work was being undertaken to develop a dual registration scheme with schools in the area where families were housed to support children in maintaining their education.

In response to a question from a Member about a tragic case in another local authority where a mother had hidden her deceased child for over a decade, the Senior Education Welfare Officer reported that there was no single database system that brought together information from all key partners to track children from birth to school age. An IT system that provided this safeguarding functionality had been decommissioned by the Government in 2010, and the Member underlined the need to develop a similar information sharing system for Bromley. Once a child had entered formal education there were systems in place to monitor their activity and a new requirement had been introduced from 1st September 2016 for all schools to work more closely with the Local Authority in tracking pupils as they moved schools, including where families were moving overseas. Additional discretionary powers had also been provided to the Local Authority to require the same information from schools about standard transition points, such as when a pupil left school at the end of their final year.

In considering attendance at school, the Senior Education Welfare Officer confirmed that schools were expected to notify the Local Authority of any child that failed to attend school for ten consecutive days who they were unable to trace. Schools were also required to notify the Local Authority on a termly basis where a pupil had attendance of 90% or below, including authorised leave. The Local Authority took action when needed to ensure that parents were held to account around their children's regular attendance at school, and had previously issued penalty notices for non-attendance where schools reported that unauthorised leave had been taken. The Education Welfare Service worked to support improved attendance at schools in the Borough; however academy schools could choose to buy in their own independent educational welfare provider and were not required by law to make referrals to the Local Authority where concerns were identified. Some parents who had been subject to court action by the Local Authority with regards to their child's attendance had subsequently chosen to electively home educate their child. This had been challenged by the Local Authority in Court for some cases on

the grounds that there was no evidence that suitable education was being provided.

The Virtual Head Teacher closely monitored the school attendance of all children looked after. There were currently four children looked after who were missing from education which was due to recent changes to their placements and the need to identify specialist education provision, and one-to-one tuition was provided to all children looked after missing from education for up to 15 hours per week.

Ms Linda King, Youth Support Programme Manager (Universal)

The Youth Support Programme Manager (Universal) advised Members that all young people were classified as being NEET where they were not in education, employment or training up to the end of the academic year in which they turned 18 years, including young parents.

The NEET Support Programme worked with young people on a one-to-one basis to identify an appropriate route into education, employment or training; however, the Participation Formula used by the Department for Education to identify NEET status did not take young people's personal circumstances into account and young people accessing short courses or in part and full-time employment where the accredited training requirement was not met were classified as being NEET.

Young people were provided with a range of targeted services to support them in moving into education, employment and training including access to the Bromley Youth Employment Scheme, Bromley Education Business Partnership and work experience opportunities. Where appropriate, young people were also given the opportunity to participate in a mentoring arrangement.

Ms Stella Marshall, NEET Support Programme Officer

The NEET Support Programme Officer advised Members that the participation status of 'Not Known' within the NEET statistics applied to young people who had been recorded as being within the Borough in academic year in which they turned 17 and 18 years old, but whose current whereabouts were unknown. The NEET Support Programme worked with partners to locate these young people but could not remove them from Bromley's NEET cohort until their new address had been confirmed, and there were 90 young people classified as 'Not Known' in Bromley in January 2017. The 'Not Known' classification regarding EET status, was entirely different to children identified as being missing from home whose cases was taken forward as a priority by the multi-agency Atlas Team.

The Local Authority was performing in the top fifth of London Boroughs in supporting young people into education, employment and training and was in the top two-fifths for identifying the status of 'Not Known' young people, but as

the NEET cohort grew smaller it would be more difficult to deliver this continual reduction.

The Chairman thanked Ms Jenny McDonald, Ms Linda King and Ms Stella Marshall for their excellent contribution to the Children Missing Education witness session.

RESOLVED that the witness session be noted.

47 COMMITTEE CONCLUSIONS AND RECOMMENDATIONS

The Committee agreed that a further meeting of the Committee be arranged once the minutes had been published to enable Members to contribute to the report that would be presented to the next meeting of the Council.

The Meeting ended at 9.17 pm

Chairman

EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE

Minutes of the meeting held at 7.00 pm on 9 May 2017

Present:

Councillor Nicholas Bennett J.P. (Chairman)
Councillor Neil Reddin FCCA (Vice-Chairman)
Councillors Kathy Bance MBE, Kim Botting FRSA,
Mary Cooke, Ellie Harmer and Chris Pierce

Emmanuel Arbenser

Also Present:

Councillor Peter Fortune, Education and Children's Services Portfolio
Holder
Councillor Tom Philpott, Education Executive Assistant
Councillors Angela Wilkins

48 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Alan Collins, Alison Regester (Pre-School Settings and Early Years Representative), and Mary Capon (Church of England Representative).

49 DECLARATIONS OF INTEREST

There were no additional declarations of interest.

50 COMMITTEE CONCLUSIONS AND RECOMMENDATIONS FOLLOWING REVIEW OF CHILDREN MISSING EDUCATION

In advance of the meeting the Chairman had circulated a draft report for the Committees consideration. At the start of the meeting the Chairman explained that the majority of the draft report was descriptive, reflecting the statistical, written and verbal evidence that had been gathered at the meeting on 23rd March 2017.

In addition to the minutes of the meeting held on 23rd March 2017, and the skeleton draft report, the Select Committee also had before it two further documents: (1) written evidence from Bromley Youth Council setting out the Youth Council's view on why young people were not attending school; and (2) a report from the Head Teacher, Bromley Virtual School detailing information surrounding the 16+ CLA NEET Cohort.

The Education Select Committee considered the recommendations that it would like to put forward following its meeting on 23rd March 2017.

Turning to page 2, Paragraph 3.3, in relation to caseloads within the Youth Offending Service (YOS), a Member queried whether 12-15 cases per practitioner was considered to be a suitable caseload. The Executive Director for Education, Care and Health Services responded that in his opinion, this level of caseload was very good. The YOS had recently undergone an inspection and the Inspectors had not raised caseloads as an issue. In response to a question from the Chairman surrounding the quality of staff employed within the YOS the Portfolio Holder for Education and Children's Services explained that following the previous Inspection in 2015, when the YOS had been judged inadequate, there had been a process of churn however the quality of staff within the Service was now improving and the Service was once again travelling in the right direction.

Members noted that the Education, Children and Families Select Committee would receive an update on the YOS at its meeting on 17th October 2017.

In relation to paragraph 6.8, timescales for reporting poor attendance and the removal of pupils from school rolls, the Chairman queried whether there should be a recommendation that the Local Authority was alerted more quickly when levels of absence initially caused schools concern. It was noted that the current requirement was for absences to be reported when they reach 10 consecutive days or at the end of the year when attendance was below 90%. One of the problems with these timescales was that a pupil could have a significant number of days off throughout the year, well below 90%, without actually reaching 10 consecutive days trigger meaning that the Local Authority may not be made aware of any potential safeguarding or child protection issues. Whilst agreeing with the points raised by the Committee, the Executive Director for Education Care and Health Services (ECHS) stressed that any recommendation would carry with it a resource implication in terms of ensuring that there was sufficient capacity to respond to and follow up on the likely increase in referrals to the Local Authority if timescales were shortened.

Members felt that it was important that data surrounding poor and irregular attendance was collected and analysed by the Local Authority in order to help shape future policy. Members also recognised that in order to encourage schools to provide data to the Local Authority it was important that the data was actively used to shape policy and initiatives to support schools in improving levels of attendance across the Borough.

Recognising that there would be resource implications which should be set out in any response to the Committee's recommendations, the Committee agreed that the following recommendation would be made in respect of paragraph 6.6:

Recommendation 1: That schools across the Borough be encouraged to alert the Senior Education Welfare Officer where a child's sporadic and irregular attendance becomes a cause for concern.

Members considered paragraph 6.11 of the draft report which addressed children moving into different London Boroughs. The Executive Director for ECHS explained to Members that a London Protocol was in place whereby Local Authorities notified each other when children known to Children's Social Care moved from one Local Authority to another. Compliance with the Protocol varied across London and whilst Bromley did notify other Boroughs when families moved this was not always reciprocated.

The Committee agreed its second recommendation as follows:

Recommendation 2: That the Chairman of the Education, Children & Families Select Committee write to the Department for Education (DfE) to encourage exercise of its powers through the regular to ensure that all London Authorities comply with the London Protocol and provide notification when families move from one Local Authority area into another.

The Committee considered and discussed paragraph 6.12, the Integrated Children's IT system, in detail. A Member expressed concern that there was no IT system in place and that this meant that children and young people could easily slip through the net and go missing. In response, the Executive Director ECHS explained that once children entered the formal education system, now in some cases from 3 years old, there was a system for tracing them as records followed young people as they moved. The challenge for the Local Authority was where children were not in the formal education system (i.e those under 3 years old and those in Elective Home Education). Unless records could be obtained from agencies such as GPs and Health Visitors there was no way of tracing these children and young people.

In relation to paragraph 6.25.3, the NEET Support Programme, Members noted that the Participation Formula used by the Department for Education to identify NEET status did not recognise short courses or young people in part and full-time employment where the accredited training requirements were not met. Despite being in education, employment or training these young people were classified as being NEET. Members felt that the current Participation Formula skewed the data and should be reviewed. It was agreed that the Committee's third recommendation would be:

Recommendation 3: That the Local Authority approach the Department for Education (DfE) to seek a review of the Participation Formula used by the DfE to identify NEET status as the current approach does not take young people's personal circumstances into account and skews the data.

Turning to paragraph 6.26.7, the Chairman expressed concerns surrounding the support provided to 16 and 17 years olds living in semi-independent accommodation. In response, the Executive Director for ECHS highlighted that Members of the Executive had agreed to fund the successful "Staying Put" programme which encouraged young people to stay with foster carers beyond 18 years old. The policy was well used however, it had to be

recognised that not all young adults would want to remain in foster placements and semi-independent living provided a means of transition for any young people who wanted to leave their foster placements. As the title suggested semi-independent units provided young adults with the skills for independent living whilst still retaining an element of protection. The Executive Director assured the Committee that the young adults were provided with support within the semi-independent units.

Following discussion it was agreed that the Committee's fourth recommendation would be:

Recommendation 4: That the Council's newly established Housing Panel ensure that young and vulnerable people are always given priority in respect of available support in line with the Local Authority's Corporate Parenting responsibilities.

In relation to paragraph 6.26.12, the Committee noted that the Executive had supported the apprenticeship scheme and had agreed that, in line with corporate parenting responsibilities, care leavers should be prioritised for apprenticeships offered by the Local Authority. The Portfolio Holder for Education and Children's Services reported that the initiative had not been met without challenge. A Member of the Committee also noted that young people known to social services but still living with their families with a Child Protection Plan or classified as a Child in Need would not be prioritised in the same way. Yet, these young people were as much in need of support to help them access apprenticeships as those young people where the decision had been made to take them into public care. In response, the Executive Director highlighted that whilst it was clearly recognised that young people subject to a Child Protection Plan or those classified as a Child in Need required the support of the local authority in terms of signposting to services, these young people remained the legal responsibility of their parents. In contrast, the Local Authority had Corporate Parenting responsibility for any young person taken into care.

The Committee agreed its fifth recommendation was:

Recommendation 5: The Committee notes that as Corporate Parents the Council maintains a responsibility to support young care leavers into any suitable education, employment and training.

In noting paragraph 6.26.3 and 6.26.9 in relation to young people aged 16 or older with unidentified special needs who entered into care later but had been known to children's social care for many years, the Vice-Chairman questioned whether the unidentified needs should be being picked up at an earlier stage through the early intervention programme. The Executive Director reported that in a number of cases, where young people entered care later, families had often not challenged behaviour that was indicative of an unidentified need and had not championed the development of their child. This meant that there was more work to do when the young person eventually came to the attention of children's social care.

In response to a question surrounding counselling support, the Executive Director explained that Bromley was in a fortunate position. Due to the support of the Council's Executive, anger management and counselling support was provided through the Bromley Y contract. This type of support was not available in other Local Authorities due to a tiered approach to Child and Adolescent Mental Health Services (CAMHS).

RESOLVED: That the drafted Fourth Report of the Education Select Committee be agreed, subject to the inclusion of the following five recommendations:

- 1. That schools across the Borough be encouraged to alert the Senior Education Welfare Officer where a child's sporadic and irregular attendance becomes a cause for concern.**
- 2. That the Chairman of the Education, Children & Families Select Committee write to the Department for Education (DfE) to encourage exercise of its powers through the regular to ensure that all London Authorities comply with the London Protocol and provide notification when families move from one Local Authority area into another.**
- 3. That the Local Authority approach the Department for Education (DfE) to seek a review of the Participation Formula used by the DfE to identify NEET status as the current approach does not take young people's personal circumstances into account and skews the data.**
- 4. That the Council's newly established Housing Panel ensure that young and vulnerable people are always given priority in respect of available support in line with the Local Authority's Corporate Parenting responsibilities.**
- 5. The Committee notes that as Corporate Parents the Council maintains a responsibility to support young care leavers into any suitable education, employment and training.**

**51 RECOMMENDATIONS FOR THE EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE WORK PROGRAMME 2017/18
Report CSD17070**

The Committee considered a report seeking recommendations from Members for items for consideration by the Education, Children and Families Select Committee in 2017/18.

The Terms of Reference for the Education, Children and Families Select Committee, which was due to be constituted at the Annual Council Meeting on 10th May 2017, were circulated to the Members present. In addition to this,

the Executive Director (ECHS) tabled a document setting out suggested areas for scrutiny.

The Committee agreed to recommend to Council that the Education Budget Sub-Committee be renamed *Education, Children and Families Budget & Performance Monitoring Sub-Committee*. It was agreed that the membership of the Sub-Committee should comprise:

Cllr N. Bennett
Cllr A. Collins
Cllr N. Reddin
Cllr A. Wilkins
Mr Emmanuel Arbenser (Co-opted Member – Special Schools Parent Governor)

(Cllr N. Dykes to be approached regarding membership following the meeting)

It was also agreed that it be recommended that a representative from the Living in Care Council be sought as a Co-opted Member of the Education, Children and Families Select Committee.

Turing to the Work Programme for the Education, Children & Families Select Committee for the 2017/18 municipal year the Committee agreed to recommend the following:

At each meeting the Portfolio Holder for Education and Children's Services to be scrutinised along with one of the following:

The Deputy Chief Executive and Executive Director for ECHS (bi annually)
The Director for Education (annually)
The Director for Children's Social Care (annually)

Quarterly Monitoring Report and Monitoring Visits by Ofsted to be standing items on every agenda.

The following issues to form Substantive Items for scrutiny:

SEND Strategy – short breaks, SEN transport
Child and Adolescent Mental Health Services (CAHMS)
Troubled Families/Early Intervention/Child Poverty
Early Years, Child minding and the 30 hour challenge

The following issues to form Short Items for scrutiny:

Permanent Exclusions: Prevention Strategy
Adult Education: Follow up to Ofsted
YOS/Youth Service Developments (in October 2017)

The following items to be delegated to the Education, Children and Families Budget and Performance Monitoring Sub-Committee:

Annual Adoption Agency Report
Annual Corporate Parenting Report
Annual Complaints Report
Sufficiency and commissioning of Children's Services Placements
Private Fostering Annual report
Annual assurance report of the Statutory Director of Children's Services
Audit report
Budget monitoring
Contracts
Business plan and portfolio plan monitoring
Risk management
Business continuity

In addition to this, Pupil Place Planning would be dealt with by the Pupil Place Planning Executive Working Group if required.

Finally, the General Purposes and Licensing committee to be asked to undertake an annual review of Licensing – participation issues relating to children.

The Committee agreed that the Chairman and Vice-Chairman of the Education, Children & Families Select Committee, once formally appointed at Annual Council on 10th May 2017, should liaise with the Executive Director ECHS and the Clerk to the Select Committee to schedule items for specific meetings.

A Member queried whether there had been any further follow up of the response provided by Lord Nash to the concerns expressed by the Education Select Committee surrounding Elective Home Education. The Chairman report that there had been no further follow up but the issue would be placed on the Matters Outstanding report to ensure that the issue was followed up.

A Member suggested that in the interests of transparency and increased participation some of the Committee's meetings in the 2017/18 municipal year could be held at external venues such as schools where there was better access for local communities. It was agreed that a request for a suitable venue should be placed in the Education Circular that was distributed to schools.

RESOLVED: That the Education, Children and Families Select Committee consider and adopt the recommendations outlined above for its 2017/18 Work Programme

Prior to the close of the meeting, the Portfolio Holder for Education and Children's Services reported that Ofsted were currently undertaking their Second Monitoring Visit. The Portfolio Holder and the Committee expressed

their thanks to the staff and management team for their tireless work in driving and delivering ongoing improvements within the Service.

The Meeting ended at 8.30 pm

Chairman

EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE

Minutes of the meeting held at 7.58 pm on 10 May 2017

Present:

Councillor Nicholas Bennett J.P. (Chairman)
Councillor Neil Reddin FCCA (Vice-Chairman)
Councillors Kim Botting FRSA, Alan Collins, Mary Cooke,
Nicky Dykes, Ellie Harmer, Chris Pierce and
Angela Wilkins

Also Present:

Other Members of the Council

52 PROPORTIONALITY OF SUB-COMMITTEE

RESOLVED that the proportionality of the Education, Children and Families Budget and Performance Monitoring Sub-Committee be as follows -

	SIZE	CONSERVATIVE	LABOUR	UKIP
Education, Children and Families Budget and Performance Monitoring Sub-Committee	6	5	1	0

53 MEMBERSHIP OF SUB-COMMITTEE

RESOLVED that the following Sub-Committee be appointed for the 2017/18 municipal year with membership as agreed below.

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

	COUNCILLORS
1	Nicholas Bennett
2	Alan Collins
3	Neil Reddin
4	Nicky Dykes
5	(vacancy)
6	Angela Wilkins (LAB)

Plus Co-opted members as appropriate, including Mr Emmanuel Arbenser
(Co-opted Member – Special Schools Parent Governor.)

54 APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN

RESOLVED that Councillors Neil Reddin and Nicky Dykes be appointed Chairman and Vice-Chairman of the Education, Children and Families Budget and Performance Monitoring Sub-Committee for 2017/18.

The Meeting ended at 7.59 pm

Chairman

REPORTS OF THE EDUCATION SELECT COMMITTEE

Matters Outstanding

Report 1: The Education Landscape in Bromley

Witnesses: Jane Bailey, Director: Education (LBB)
 Sam Parrett, Principal and CEO: Bromley College
 Jo Brinkley, CEO and Executive Head Teacher: Spring Partnership Trust

	Recommendation	Addressee	Response
1	That the Leader of the Council considers realigning Portfolio Responsibilities to create a Children and Family Portfolio including Youth Offending and Housing.	Executive 14 th September 2017	The Leader reported that he had discussed the matter with the Chief Executive and would consult with the new Director.
2	That the Council make representations to the Department for Education to strengthen the ' <i>duty to co-operate</i> ' of other parts of the education sector so as to enable the Local Authority fulfil its statutory responsibilities.	Education Portfolio Holder and Director: Education 15 th September 2017	Education Department is working with partners to establish a Schools Partnership Board (SPB) and this will be the forum to ensure that all schools and academies work in full cooperation in the best interests of all Bromley's children.
3	That the Council make representations to the Department for Education that when an authority reaches a position whereby a substantial majority of schools are academies that a 'critical mass' has been reached and that the remaining schools be required to convert.	Education Portfolio Holder and Director: Education 15 th September 2017	This proposal is signalled in the White Paper 'Educational Excellence Everywhere', published March 2016. We await the new Secretary of State's views; in the meantime education officers are working closely with the DfE and RSC colleagues on ensuring that all our schools' academy plans come to fruition.
4	That the Portfolio Holder for Education establishes the Government's intentions regarding admission criteria for church schools in order to consider resuming discussions with the Catholic Archdiocese for Southwark with a view to the provision of a secondary school.	Education Portfolio Holder and Director: Education 15 th September 2017	The Portfolio Holder will seek a meeting with the relevant officials and report back to the Select Committee. However, it must be recognised that all Basic Need funding has been allocated and the only funding stream available to build a new secondary school is via the Free School route.

	Recommendation	Addressee	Response
5	That the Council notes the urgent need to plan and provide for between 30 and 35 additional forms of entry for secondary education by 2021 and recommends that the Development Control Committee, through the Local Plan, ensures that there are sufficient sites to ensure this can be achieved.	Renewal and Recreation Portfolio Holder 15 th September 2017	I believe the new local plan as drafted includes sufficient sites for identified school needs.
		Development Control Committee 6 th September 2017	<p>The Chairman stated that education sites were identified and put forward through the Local Plan which had yet to be finalised. As a result, he did not feel Members were currently in a position to ensure the provision of education sites could be achieved.</p> <p>Councillor Huntington-Thresher reported that whilst the Draft Local Plan had identified a number of sites across the Borough, further consideration should be postponed until public consultation on the Local Plan was complete.</p> <p>Councillor Dean moved that Members could not support consideration of recommendation 5 for the reasons stated above. This was seconded by Councillor Buttinger.</p>
		Executive 14 th September 2017	The Deputy Leader suggested that before looking to build a new school(s), the size of existing schools might need to be reviewed for any potential to expand; if necessary, the Deputy Leader would support an existing secondary school being expanded on Green Belt land.
	That the Development Control Committee be requested to consider how funding from the Council's Community Infrastructure Levy could be used for education purposes.	Renewal and Recreation Portfolio Holder 15 th September 2017	There are rules about the use of CIL. If the monies can be used for education then this will doubtless be considered alongside other necessities.

	Recommendation	Addressee	Response
		Development Control Committee 6 th September 2017	<p>The Chairman considered it was not within the remit of DCC to determine how CIL funds should be spent. The onus was on specific Council departments to apply through Resources. The CIL would be operated through the Local Plan with funds being allocated to various community services. Therefore the Committee could not comply with the Education Select Committee's request.</p> <p>The Chief Planner explained that the collection of CIL was governed by regulations and the Council was required to justify its need to charge £35 per sq m. A plan would be formalised indicating how CIL funds would be spent; it was possible that infrastructure costs may amount to more than the Council collects. The plan would be reviewed on a yearly basis. The CIL was closely linked to the draft Local Plan and would be implemented shortly after the adoption of the Local Plan in 2017.</p> <p>The Chairman moved that it was premature to consider recommendation 6 until the operational structure of CIL had been formally approved. Councillor Fawthrop seconded the motion.</p>
7	That the Portfolio Holder for Education considers how the role of the Council as a corporate parent might be strengthened so as to improve the education outcomes for Children Looked After.	Education Portfolio Holder and Director: Education 15 th September 2017	This recommendation is intrinsic to the work of The Children's Service Improvement Governance Board; to be found within the Children's Services Improvement Plan.

	Recommendation	Addressee	Response
8	That the Education Department considers whether there is scope for cooperation in the field of SEN provision with Bromley College of Further and Higher Education.	Education Portfolio Holder and Director: Education 15 th September 2017	<p>There is currently a very close working relationship/partnership between Bromley SEND Services and Bromley College. Examples of the partnership in action are as follows:</p> <ul style="list-style-type: none"> - the development of suitable courses for young people with complex needs, ensuring young people with SEND who wish to continue their studies can remain in borough and continue to ensure the preparation for adulthood developing independence and resilience to live and work in the community; - SEND Services and Preparing for Adulthood Team have and continue to provide training and support to the college as the college has expanded to meet more diverse and complex needs; - The SEN Managers have also worked closely with the college led multi-academy trust to support their contracting to deliver the provision for pupils with Social, Emotional and Mental Health Needs in the borough. Bromley Education Department will continue to seek opportunities for further partnership work with Bromley College of Further Education across the whole of SEND and in particular with preparing for adulthood.
9	That the Portfolio Holder and the Director of Education prepare a staffing structure for consideration by the Education Select Committee at its September 2016 meeting.	Education Portfolio Holder and Director: Education 15 th September 2017	The Director is reshaping the school improvement service in order to establish and service the schools partnership board and also develop closer oversight of safeguarding in schools.

	Recommendation	Addressee	Response
10	That the Portfolio Holder report back to the Education Select Committee on which services currently sold by the Education Department would be economically viable and sustainable once the future role and structure of the Department is decided.	Education Portfolio Holder and Director: Education 15 th September 2017	It is agreed that the Portfolio Holder will report back to the Select Committee once any review has been undertaken. However, in light of recommendation 2.1 and the response in 2.10, we cannot provide a comprehensive answer at this time.
11	That the Council explores what further co-operation could be undertaken with the Bromley College of Further and Higher Education in helping people into work and acquiring skills for employment.	Education Portfolio Holder and Director: Education 15 th September 2017	The Department values its relationship with Bromley College and considers it an important partner. The Department is also very keen to focus on ensuring post sixteen education and reducing the gap between high and under-performing students. All of these strands of work, together with helping people into employment, can be better achieved by increasing and maintain cooperation between our organisations.
12	That the Master Plan for Biggin Hill be expedited to enable an Academy for Aeronautical, Engineering and Motor Vehicles to be established at the Airport by Bromley College of Further and Higher Education.	Renewal and Recreation Portfolio Holder 15 th September 2017	We are progressing the academy at Biggin Hill. There are many issues to be resolved including site ownership.

A motion to note the response of the Education Select Committee to the responses received concerning the First Select Committee Report on the Education Landscape in Bromley was moved by Councillor Nicholas Bennett, seconded by Councillor Neil Reddin and **CARRIED** at the meeting of Council on 12th December 2016.

Report 2: Alternative Education

Witnesses: Neil Miller, Headteacher: Bromley Beacon Academy and Bromley Trust Academy
Jenny MacDonald, Senior Education Welfare Officer (LBB)
Debbie Partington, Lead Teacher for Home and Hospital Tuition (LBB)
Mr Kevin Grant, Home Tutor, Alternative Education and Welfare (LBB)

	Recommendation	Addressee	Response
1	The School Partnership Board consider how the progress of pupils who have attended the Bromley Academy Trust can be better monitored so prevent readmittance and to enable evaluation of the outcomes of the Academy.	Director: Education 17 th January 2017	<p>It should be noted that the School Partnership Board is school led and cannot be directed by the Local Authority; the potential future governorship arrangements and terms of reference are in development. However, LA officers will raise this with the Schools Partnership Board Chairman for possible inclusion as an item, or standing item, at future meetings.</p> <p>The onus for monitoring the progress of pupils reintegrating mainstream education falls more to LA officers and BTA. In 2017, officers will seek to revise the current contract with BTA for the funding of Alternative Provision places to improve the monitoring and reporting requirements, particularly in relation to leavers and outcomes.</p> <p>In addition, a number of work streams are in progress concerning the strategy for preventing permanent exclusions – part of this will be consideration of additional support for BTA learners transferring back into mainstream education at a Bromley school.</p>

	Recommendation	Addressee	Response
2	That the School Partnership Board examine how best practice can be disseminated with regard to the provision of work for pupils unable to attend school through ill health.	Director: Education 17 th January 2017	<p>As above, this will be raised with the Chairman of the Schools Partnership Board for possible inclusion at future meetings.</p> <p>The guidance on provision for pupils who cannot attend school due to health needs sets out a number of expectations of the school and the LA both for supporting learning while away from school and in working together to set up individually tailored reintegration plans for each child.</p> <p>As part of a review of the Home & Hospital service, we will seek to strengthen the monitoring of school engagement with the child's learning while they are out of school and at reintegration and, where there are concerns, we will feed back to schools directly and via the Partnership Board with a clear evidence base.</p>
3	That the School Partnership Board consider how the work of the Core Panel can be made more widely known to schools and to consider whether standardised information questionnaires regarding pupils in need of support through alternative provision might be helpful.	Director: Education 17 th January 2017	As part of the development of the strategy for permanent exclusions, work is currently being undertaken to revise the terms of reference of the Core Panel and to develop a standardised referral form. It is intended to produce a transparent Core Panel guidance book which will be distributed to all schools in Bromley on a regular basis. Awareness raising will also be conducted through the Schools Partnership Board.
4	That the School Partnership Board identify best practice for the reintegration of pupils into mainstream education and encourage all schools to adopt it.	Director: Education 17 th January 2017	Officers will be discussing best practice for the reintegration of pupils into mainstream education through a number of routes including as part of its contract relationship with BTA, as part of the Fair Access Protocol and Core Panel arrangements, and we will seek to raise it with the Schools Partnership Board.
	That if required, further analysis of the reasons for the rise in the number of children with mental health problems be undertaken in the light of the findings of the review by CAMHS.	Director: Education 17 th January 2017	Noted; we will await the completion of the CAMHS Review.

	Recommendation	Addressee	Response
6	That the Executive be requested to examine what resources from other sources including the CGC might be accessed to ensure a seamless service for children in education with serious medical needs.	Director: Education 17 th January 2017	This will be followed up with Health colleagues, while noting that the statutory guidance on school pupils with medical conditions gives clear expectations and responsibilities to schools and alternative provision providers (including the Home & Hospital provision) to ensure arrangements are put in place to accommodate their needs. In particular, the Home and Hospital service will seek to strengthen its arrangements with CAMHS, given the primary needs of the majority of Home & Hospital are mental, emotional and behavioural health needs.
7	<p>That the Council directly and through the Members of Parliament for the Borough makes representations to the Government for the following changes in the law:</p> <ol style="list-style-type: none"> 1) To introduce a registration system for all young people not educated in a formal school. 2) To enshrine in law the right of parents to home educate such a right is subsidiary to the right of every child to a proper education so as to be able to find employment and be a full member of the community. 3) To ensure that Local Authorities have the power investigate and ensure that children outside the formal education system are safe and well. 4) That the recommendations of the Badman Report and the Select Committee on Education Report be taken into account in drafting other legislative proposals. 	Director: Education 17 th January 2017	<p>A draft letter concerning these topics, noting that several proposals arising from the Badman Report in 2009 were not taken forward through legislation, and whether it is intended to revisit these proposals will be prepared to go to:</p> <ul style="list-style-type: none"> • The Secretary of State for Education; • Bromley Members of Parliament; • The Regional Schools Commissioner

	Recommendation	Addressee	Response
		Executive 8 th February 2017	<p>Members recognised that there was a balance between allowing parents to exercise choice about how their children were educated and the child's right to a good education, but Councillor Bennett felt that safeguarding and ensuring a decent education should have the greater importance. Some Members present took a contrary view that parents should have choice and should not have to be dictated to by the education establishment.</p> <p>The Leader confirmed that the local MPs had been contacted about the issue of home education, and they had responded requesting further information.</p>

A motion to invite the Leader and appropriate Portfolio Holders to consider the recommendations in the report and (a) refer the recommendations to Service Directors where appropriate and (b) provide a written response to the Education Select Committee for consideration at their next meeting on 17th January 2017 was moved by Councillor Nicholas Bennett, seconded by Councillor Neil Reddin and **CARRIED** at the meeting of Council on 12th December 2016.

Report 3: Supporting Under Performing Pupils

Witnesses: Jaki Moody Primary Education Advisor for English (LBB)
Rachel Dunley Bromley Children's Project Manager (LBB)
Kieran Osborne, Chairman Schools' Partnership Board
Mary Cava, Joint Head of SEN (LBB)
Helen Priest, Head Teacher Bromley Virtual School (LBB)

	Recommendation	Addressee	Response
1	That further information be provided to the Education Select Committee concerning all the assessments carried out in pre-school settings before the end of the Foundation Stage, including the number of referrals for SEN as this is the group of children identified as not making the progress expected in the earliest stage of education.	-	-
2	That more action be taken to facilitate and improve information sharing between pre-school and early years settings in order to smooth the transition process.	-	-
3	That further work be undertaken to help all parents understand the importance of giving consent for professionals to contact preschool settings.	-	-
4	That more work should be done to develop a standard protocol and pro forma for information sharing as children and young people progress through the education system.	-	-

	Recommendation	Addressee	Response
5	That robust systems be established to support pupils as they transfer from primary to secondary school ensuring that accurate and correct information is shared between the schools in order to provide a seamless transition for pupils and support their progress and achievement.	-	-
6	That the Schools Partnership Board be asked to review support given to improving school standards in order to give all pupils every available opportunity.	-	-
7	That signposting to non-university education be expanded in order to ensure that students are aware of the variety of career opportunities available through vocational training and to support parity of esteem between vocational and academic education.	-	-
8	That the Schools Partnership Board be the vehicle for coordinating the provision of careers advice across the Borough.	-	-
9	That a review of the progress made in implementing the Committee recommendation in this and other reports published in the municipal year be published in April 2018.	-	-

Report 4: Children Missing Education

Witnesses: Ms Jenny MacDonald, Senior Education Welfare Officer (LBB)
 Ms Linda King, Youth Support Programme Manager (Universal) (LBB)
 Ms Stella Marshall, NEET Support Programme Officer (LBB)
 Helen Priest, Head Teacher Bromley Virtual School (LBB) (Written Evidence)
 Bromley Youth Council submitted a paper providing their views on why young people may not be attending school.

	Recommendation	Addressee	Response
1	That schools across the Borough be encouraged to alert the Senior Education Welfare Officer where a child's sporadic and irregular attendance becomes a cause for concern	Portfolio Holder for Education, Children & Families/Director of Education	-
2	That the Chairman of the Education, Children & Families Select Committee write to the Department for Education (DfE) to encourage exercise of its powers through the regular to ensure that all London Authorities comply with the London Protocol and provide notification when families move from one Local Authority area into another.	Chairman of the Education, Children & Families Select Committee	-
3	That the Local Authority approach the Department for Education (DfE) to seek a review of the Participation Formula used by the DfE to identify NEET status as the current approach does not take young people's personal circumstances into account and skews the data.	Portfolio Holder for Education, Children & Families/Director of Education	-
4	That the Council's newly established Housing Panel ensure that young and vulnerable people are always given priority in respect of available support in line with the Local Authority's Corporate Parenting responsibilities.	Director of Housing	-

	Recommendation	Addressee	Response
5	The Committee notes that as Corporate Parents the Council maintains a responsibility to support young care leavers into any suitable education, employment and training.	Leader of the Council/Chief Executive	-

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Report No.
ED18009

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE

Date: Wednesday 28 June 2017

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

Title: PROGRESS ON IMPLEMENTING CHILDREN'S SERVICE IMPROVEMENT PLAN

Contact Officer: Ade Adetosoye, OBE, Executive Director of Education, Care and Health Services and Deputy Chief Executive
Tel: 020 8313 4652 E-mail: Ade.Adetosoye@bromley.gov.uk

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

Ward: (All Wards);

1. Reason for report

The Children's Services Improvement Plan which was developed in conjunction with partner agencies was submitted to Ofsted in September 2016. The plan has 10 priorities and 306 actions which cover the 18 Ofsted recommendations. Ofsted have acknowledged that the Improvement Plan is ambitious for children and young people, going further than the report recommendations.

The purpose of this report is to provide Members of the Education, Children and Families Committee with an update on the progress being made by Children's Services in completing work outlined in the Improvement Plan to cover the 18 Ofsted report recommendations.

2. **RECOMMENDATION(S)**

Members of the Committee are invited to comment on the contents of this report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The full content of this report impacts on 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:
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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: Supplementary Estimate
-

Personnel

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

Legal

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

1. Summary of Procurement Implications:
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Customer Impact

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

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

3. COMMENTARY

RECOMMENDATION 1 - Ensure that the director of children's services has the authority and capacity to respond to deficits in children's and young people's services, and to drive forward change and improvement.

The Executive Director Education, Care and Health Services was secured prior to the formal appointment and the additional role of Deputy Chief Executive has been added to post. The Deputy Chief Executive and Executive Director Education, Care and Health Services commenced employment 1 December 2016.

The Chief Executive, Deputy Chief Executive and Executive Director Education, Care and Health Services and Corporate Leadership Team (CLT) are working towards more collaboration between departments to effect positive change. Lead officers from CLT have identified measures to support the Deputy Chief Executive and Executive Director Education, Care and Health Services with the Improvement agenda including:

- Director Human Resources - Recruitment and Retention Board leading on reviewing and identifying initiatives that can help the council to recruit and retain staff within the service.
- Director of Finance - advice and support contributed towards the approval of additional funding needed in order to support the Improvement agenda.
- Director of Legal and Democratic Services - recruited additional lawyers who will be working with the service on cases requiring legal assistance.
- Deputy Director of Finance – provided commissioning advice and support in a range of areas including the Fostering Service, initial arrangements for CSE, Missing and Gangs, and policy and procedural guidance.

The ECHS Departmental Leadership Team (DLT) has reviewed its reporting arrangements to ensure that Directors have scrutiny, visibility and ownership of all ECHS reports that will be shared with committee members.

The DCS has launched the 'Line of Sight' document which identifies mechanisms that are being used to link to frontline staff including:

- 6 staff engagement sessions - held December 2016, attendance from over 170 members of staff.
- 5 CSC Staff Briefings – held January 2017 to launch key documents 'Roadmap to Excellence',
- 'Social Work Practice Standards' and 'Practice Development Programme'.
- Monthly ECHS staff surgery, 'Listening to you' - commenced January 2017 and ongoing
- Social Work Practice Advisory Group - held its first meeting in January 2017 and are held monthly.

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

Members are being supported in their role as Corporate Parent's with a comprehensive training programme. Between January and March 2017 6 training sessions were held on the following topics: i) Children's Social Care Performance, ii) Children's Social Care Financials, iii) PREVENT, iv) Role of the Director/Lead Member, v) Gang Awareness and vi) Quality Assuring Children's Statutory Services.

In addition the Council has commissioned an external consultant from the Local Government Information Unit to undertake member development training to support them in their role. The consultant has observed the Care Services PDS (21 March 2017) and has reported back initial observations from this. It is anticipated that the training will be delivered June/July 2017.

RECOMMENDATION 2 - Review and improve all quality assurance arrangements to ensure that the senior managers and elected members understand performance, in order that they may robustly improve the quality of social work practice.

A one year plan of auditing and practice improvement activity has been developed and commenced in October 2016. The first monthly audit comprised 51 auditors (96% completion rate) from across Children's Social Care and Early Help. The monthly audit programme continues to be well supported and have good compliance rates from managers.

The service held its first Practice week 26 – 28 April 2017 which included 33 activities and observational opportunities involving among others Cllr Carr, Cllr Fortune, Chief Executive, Deputy Chief Executive and Executive Director Education, Care and Health Services and the Interim Director of Children's Social Care. Activities included:

- 5 Review Child Protection Conferences (there was only one Initial Child Protection Conference scheduled for the period covered by Practice Week and the family refused consent for observation)
- 2 LADO Strategy Meeting
- 1 LAC Review
- 1 Child in Need Meeting
- 1 CSE MAP Meeting
- 20 Team-Based Discussions
- 3 Live Audits

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' supports line managers in good decision-making whether this is dealing with children in need, child protection or children looked after. This process works in parallel with the existing line management responsibilities and decision making points. Auditors have been looking at key decision points in a child's journey including:

- Cases subject to a strategy meeting and/or a section s47
- CSE/Missing and return home interviews
- New reception into care and cases where a child is rehabilitated home
- Cases that are in Public Law Outline or stepped up/stepped down
- Cases stepped up or down from Early Help
- Child Protection step Ups and step Downs
- Closed cases

BSCB recruited an external auditor to undertake a short programme of multi agency audits. The first of which focussed on neglect and the second on CSE.

Key performance data linked to indicators of drift and delay have been identified in the Risk Management Matrix. The Risk Management Matrix is monitored and reviewed by CSC Management Team and the Children's Services Improvement Governance Board on a monthly basis. Included in this tool is the monthly audit data.

The CSIGB has two standing items on the agenda including 1) Practice Monitoring Report and Deep Dives (Risk Management Matrix, Case Audit Matrix and Caseload and Workforce Matrix) and 2) Improvement Plan update report.

The performance team have reviewed information that is provided in the Performance Digest and includes analysis of patterns and trends identified from the data. They have also made changes to its weekly data reports which are provided to CSC Management Teams to monitor practice delivery.

RECOMMENDATION 3 - Improve management oversight of frontline practice to ensure that decision making, assessment and planning for children and young people is both timely and focused to meet their needs. This is to include the work and involvement of conference chairs and independent reviewing officers.

In November 2016, the service introduced additional capacity to RAS 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 have been introduced from February 2017.

In September 2016, the service launched the Court team to specialise in pre proceedings work and to help improve timeliness for legal cases.

The CSE (ATLAS) team were launched in January 2017 and now sit under the Head of Service for the MASH and Referral & Assessment team to strengthen the interlink to the 'front door' teams and enable further support when needed.

From April 2017 changes have been made to the departmental structure to create additional management capacity with responsibility for smaller teams so that there can be better oversight on cases.

There have also been a number of changes to the Children's Social Care Senior Management Team which includes creation of additional HOS Managers for RAS and Safeguarding and Care Planning.

Head of Referral and Assessment who started in February 2017 now appointed as permanent
Head of Safeguarding and Care Planning East and Court Team started in March 2017
Head of Safeguarding & Care Planning West and Children with Disabilities Team who started in April 2017

Head of Fostering, Adoption and Resources appointed with start date end of June 2017
Head of CLA & Care Leavers started in February 2017

The introduction of panels (Early Permanency Panel, Placement Panel, Legal Gateway Panel, Pre Proceedings Panel, Care Leavers Panel, Child in Need Panel) at key decision making points, review of membership and changes to processes at pivotal stages of the child's journey will ensure that the decisions being made are appropriately monitored and approved by departmental managers.

During January and February 2017 the Deputy Chief Executive & Executive Director of ECHS held 5 staff roadshows to launch a number of key documents which included.

Roadmap to Excellence - This document maps how the DCS and management team will be making improvements to the service that children and young people receive.

Line of Sight - This document outlines which mechanisms are being used by the DCS and management team to ensure that they have comprehensive knowledge about what is happening on the front line in order to meet their responsibilities effectively.

Social Work Practice Standards - Outlines clear expectations of social workers and managers employed by Bromley.

Practice Development Programme - lists the training and development opportunities available to staff.

At the end of November 2016 the IRO service was subject to peer challenge from colleagues in London Borough of Bexley. Feedback and learning from this session was disseminated to the IRO team.

An independent external consultant has been commissioned to build on this by carrying out a full review of the IRO/CP service. Any recommendations made from this will then feed into improvements being made. Feedback from this review has taken place with the Interim Director of Children's Social Care and the Head of Quality Improvement Service, the final report will be available from the end of June 2017 and will be reported back to CSIGB.

The service has reviewed and simplified the Escalation process which evidences IRO/CP challenge to cases. Data is regularly monitored and reviewed by Senior Managers at SMT and CSIGB. Cases that are not resolved within agreed timescales are referred to the Interim Director of Children's Social Care for resolution.

The Quality Improvement Team presented the results of a deep dive of supervision to the CSIGB in January 2017.

In January 2017, monthly Multi-Agency Partnership Events were launched. These events designed to offer partner agencies the opportunity to attend informative presentations on a range of topics and to run as a set of three that could be attended in any order.

1: Understanding Safeguarding; it's everybody's business

2: Emerging Issues

3: Aspirations for all our CYP, especially the vulnerable

All sessions have been well attended by partnership agencies. In total there have been 118 participants for the first 3 events. The second round of events has commenced.

A Management Oversight Checklist has been developed and shared with staff. This has also been shared with the Eclipse project team.

The single assessment record on CareFirst has been reviewed to reduce duplication. Changes being made to the form will be transferred over to Eclipse.

Re- activation of the Strategy meeting checklist on Carefirst to monitor attendance of partners at Strategy meetings. A dip sample of these checklists was completed by the Quality Improvement Team in December 2016 and repeated again in January 2017 which found that there had been an improvement in partner's attendance at Strategy meetings.

A comprehensive Practice Development Plan commenced in January 2017 for members of staff including mandatory training on Assessments, core principles of good practice, understanding thresholds, Section 47/strategy meetings/child protection procedures.

RECOMMENDATION 4 - Review workforce capacity in order to reduce social work caseloads in the referral and assessment, and safeguarding teams, to enable staff to carry out good-quality direct work with children.

In November 2016, the service introduced additional capacity to RAS by realigning the FAST Team as a fifth Referral and Assessment Duty Team to help improve the operational functionality of front door work. In February 2017 the service introduced a sixth RAS team and employed an additional Group Manager to increase capacity and make caseloads more manageable.

Following the approval and drawdown of additional funding teams within the service have been realigned in order to recruit additional management capacity. Team Managers are responsible for smaller 'cluster' teams so that there can be better 'management grip' on cases.

There have also been a number of changes to the Children's Social Care Senior Management Team which includes creation of additional HOS Management capacity for frontline teams MASH, RAS and Safeguarding and Care Planning.

The service has also set up two specialist teams the Court Team and multi-agency CSE and Missing Unit to facilitate working practice in these areas which sit under Safeguarding and Care Planning and RAS respectively.

The Deputy Chief Executive and Director Education, Care and Health and the Interim Children's Social Care Director have introduced a caseload promise to social workers to reduce caseloads. Caseload and Workforce data is being monitored and reviewed by Children's Services Improvement Governance Board every month.

Achieving the caseload promise will continue to be a challenge for the service whilst vacancies exist in teams. However, the service has begun to see a reduction in cases being held by social workers for example between January to April 2017, there was a reduction in the average caseloads in the RAS team from an average of 27.6 to 19.7.

The Recruitment and Retention Board is leading on reviewing and identifying initiatives that can help the council to recruit and retain staff within the service. *Including locums to permanent, transfer policy for staff between teams/services/retention of students on social work placements/ reducing bureaucracy and paperwork when recruiting staff.*

Senior Managers are on a daily rota to interview shortlisted candidates for social worker posts that are in the service.

The Legal department have secured three additional lawyers who will be starting with the team in June and July 2017. Once these officers are in post Legal services intend to undertake a restructure of the team in order to review the support provided to Children's Social Care.

Members of staff are being supported in their roles with an extensive Training and Support package – Practice Development Programme which commenced January 2017.

RECOMMENDATION 5 - Ensure that thresholds are understood and consistently applied in response to risk, so that appropriate actions are taken when risks or concerns escalate or diminish.

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

The Quality Improvement Service will be undertaking a short audit to check partners understanding and compliance with threshold levels as part of the planned review scheduled in 6 months' time.

A Risk Assessment form was introduced to all open cases in October 2016.

The service has set up two specialist teams the Court Team and multi-agency CSE and Missing Unit to focus on these areas of risk, both teams sit under frontline managers - Safeguarding and Care Planning and RAS respectively.

In January 2017, monthly Multi-Agency Partnership Events were launched. These events were designed to offer partner agencies the opportunity to attend informative presentations on a range of topics and were designed to run as a set of three that could be attended in any order.

1: Understanding Safeguarding; it's everybody's business

2: Emerging Issues

3: Aspirations for all our CYP, especially the vulnerable

All sessions have been well attended by partnership agencies. In total there have been 118 participants for the first 3 events. The second round of events has commenced.

All schools have been allocated a contact officer from within the CSC Senior Management Team.

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 Interim Director of Children's Social Care for resolution.

Practice Development Plan commenced in January 2017 for members of staff including mandatory training on Assessments Training, core principles of good practice, understanding thresholds, Section 47/strategy meetings/child protection procedures.

RECOMMENDATION 6 - Ensure child protection, child in need, children looked after and pathway plans are informed by assessment, focussed on the needs of individual children and young people, and specific about the outcome to be achieved and the timescale for change. Contingencies should be explicit.

Changes made to the departmental structure have created additional management capacity with responsibility for smaller teams so that there can be better oversight on cases.

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.

The service has recruited an external auditor to complete a review of Child Protection Plans. This review which is currently being completed will determine if plans are SMART, focused on risk, safety and outcomes. The review will also focus on the quality of child protection planning including whether chairs are knowledgeable about resources, as well as reviewing the quality and accuracy of minutes that are produced by the department.

The Quality Improvement Service has also commissioned an external consultant to review the IRO/CP service and effectiveness of Signs of Safety within the organisation. The final report and recommendations will be available at the end of June 2017.

A new and updated practice development programme was introduced in January 2017 to support staff in a range of areas including 7 mandatory models covering essential areas of practice including Section 47/Strategy Meetings/Child Protection Procedures including Risk Identification and Analysis (for managers) and Section 47/Strategy Meetings/Child Protection Procedures.

A range of practice guidance notes have been disseminated to staff to accompany training.

Social Workers have attended practice seminars focusing on 'Getting to Good'

Key performance data linked to indicators of drift and delay have been identified in the Risk Management Matrix. The Risk Management Matrix is monitored and reviewed by CSC Management Team and CSIGB.

The service is currently investigating if supervision notes on Carefirst could record discussions on contingency planning in a more automated manner, if this is possible it will then need to be transferred to Eclipse.

RECOMMENDATION 7 - Improve the arrangements to reduce the risk to children of sexual exploitation and episodes of missing from home and care, by:

- **ensuring that risks to sexually exploited children and young people, and those who go missing, are routinely assessed and understood by strategic managers who take timely action to address concerns**
- **developing suitable arrangements to share and analyse information from child sexual exploitation risk assessment and 'return' interviews to reduce future risks for individual children and young people, and to inform partnership prevention and disruption activity.**

A Risk Assessment form was introduced to all open cases in October 2016.

The Atlas Team was launched in January 2017 as a joint enterprise between Children's Social Care and the Police. The team sits under the Head of Service for the MASH and Referral & Assessment team to strengthen the interlink to the 'front door' teams. In March the team moved to be nearer to the MASH and the public protection desk which links missing children from care and home. It also ensures that experienced workers are available for consultation and advice in relation to recognising CSE within the wider context of child protection and Children Looked After.

A dedicated social work officer will be lead on missing and the interface with the Public Protection Desk and all missing children will be channelled through this.

An additional senior practitioner post has been funded and seconded to the team – this gives career development to staff and as a secondment ensures at the end of the time champions are developed within CSC to further upskill workers in this area of work.

CSE MAP meetings are held fortnightly or more frequently if required. The referral process for new cases involves the agency referral to be completed and shared with the police and Atlas, in addition the CSE assessment should be completed, and reviewed if this is an ongoing case which is being reviewed at MAP. The CSE matrix forms part of the assessment and focuses on risk resilience, strengths what the CSE is, vulnerability factors and are completed with the individual, family, peers, school and community in mind (Systemic approach) SW's either complete this before the meeting or Atlas Team complete it at the meeting. Representatives at

MAP are CSE SPOC (single point of contact), analyst, minute taker, education inclusion, Bromley wellbeing, YOS, and LAC/Community designated nurses.

The level of CSE is assigned as level 1,2,3 and the vulnerability to being exploited. Current and planned interventions are discussed, including where the police SPOC will go and complete a one off piece of work looking at prevention etc. In addition the direct work offered by Barnardo's is referred through CSE MAP. Since January 2017 each case has been reviewed at least once.

Safety planning is discussed and these take the form of actions, safety plans are expected to be produced at the next MAP.

MASE meets monthly and are co-chaired by a DI from the public protection team and the CSE co-ordinator. The lead is responsible for developing the protocols for Missing CSE and Gangs with the support of the multi-agency partners. MASE is being further developed to be more strategic. The Bromley Children Safeguarding Board is responsible for the governance of MASE.

Return home interviews are completed by two in house SSO. The department commission an independent provider to support these interviews for children outside the M25. A review of the provider is being undertaken at the present time – this is to consider widening the remit of the in-house team and spot purchasing for the young people who are placed for reasons of safety further afield. The CSE co-ordinator signs off all return home interviews and recommends any further actions. A reporting system has been established to support the profile of CSE/Missing and Gangs – this has involved liaison across the partnerships and considering reporting frequency, types and methods.

The CSE Co-ordinator chairs complex strategy meetings where there are CSE Missing and Gangs crossover including Pan London 'white church' where new victims are identified. This has supported strategy meetings where the YOS are involved and supported the work they are undertaking.

The CSE Co-ordinator has developed policy and guidance on Missing and CSE and associated forms used in Carefirst and for Eclipse when it is launched in November 2017. Currently work is underway for a Common Assessment for CSE across the health partnership. The disruption tool kit is in draft and awaiting sign off

The Data Analyst attends all meetings where children under the three domains, of missing gangs and CSE are discussed to capture information around CSE category age, gender, locations and length of missing episodes whether the return home interviews has taken place and outcomes. Micro detail is captured on all open cases for example; locations children go missing to, where they are found, who they go missing with, other detail relating to the young person such as mental health and self-harming. The purpose of the data collation is to build a pool of known information and develop an analysis of themes and trends across the three domains. The information profile has been developed and is circulated to Children's Social Care Senior Management Team.

With the additional Senior Practitioner in post the CSE Co-ordinator intends to liaise with schools and health to promote the identification of the children vulnerable to CSE and improve general awareness and responses to CSE across the partnership. This has been assisted with the appointment of Education Safeguarding Officer who has recently been appointed and will be a CSE champion across education.

The Atlas team's scheduled work programme includes:

- Developing Gangs policy and guidance together with assessment tools.
- Establishing a network of CSE champions across the partnership and training to be carried out – June 2017
- Establish Harmful Sexual Behaviour MAP meeting to replicate the current MAP meetings– June 2017
- Training on the use of the CSE Matrix to CSC staff and partners will take place - June/July 2017
- Training on Harmful Sexual Behaviour to be offered across the partnership – July 2017
- Completion of the CSE Missing and Gangs profile and formulae multi-agency action plan arising from the profile - July 2017

RECOMMENDATION 8 - Review the cases under the public law outline and in care proceedings to ensure that robust plans are in place and that cases are progressing at a pace that matches children's needs.

Following the Ofsted inspection in May 2016, PLO cases were reviewed by the then Head of Service Safeguarding and Care Planning.

In September 2016 the service created a dedicated Court Team to specialise in holding pre-proceedings casework so that there can be better oversight on cases.

In November 2016, the Legal Service Team implemented a new case management report system to facilitate improvement with record keeping and work processes

The introduction of the PLO Panel and more recently Legal Gateway Panel have continued to assist with monitoring and reviewing practice at key decision making points. A representative from the Legal Services Team also sits on the Early Permanency Panel, which has been in force since July 2016.

PLO data is collated by the Court Team and is included in the monthly Performance Digest.

The Legal team have seen their workloads significantly increase compared to last year and so capacity has been a challenge. Additional funding has now been secured and three additional lawyers have been appointed who will be in post June and July 2017.

RECOMMENDATION 9 - Improve the quality of legal advice to social workers and their managers to enable confident and effective presentation of care plans in court, to achieve the right outcomes for children and young people.

In August 2016 a senior lawyer from the London Borough of Camden carried out a review of a number of Legal Services cases. Initial verbal feedback included a number of suggestions that have been adopted by Legal services.

A representative from the Legal Services Team sits on the Early Permanency Panel which has been in force since July 2016.

The Legal Team provide ongoing support and advice through a scheduled programme of training activities. This includes a basic legal induction several times a year; introduction to Children's legislation; statement and report writing and updates on recent developments in the law. The training programme is repeated in the year. The team will also hold additional training at the request of the service.

The Interim Director of Children's Social Care and Director of Democratic Services have been meeting on a regular basis to discuss and resolve any concerns and issues. A formal Legal/CSC Escalation dispute resolution process is being finalised.

Service user feedback forms have been re-introduced by the Legal Team. The feedback that has been received has been very positive and has been shared with the DCS.

A review of Personal Development Plans for existing members of staff will be carried out in order to address any training requirements once the new lawyers are in post.

There has been increased use of Barristers in cases compared to the previous year.

The Interim Director of Children's Social Care and Legal Services representatives have regular meetings with the Judiciary to discuss performance issues.

RECOMMENDATION 10 - Ensure priority is given to considering achieving permanency, including adoption, at the earliest possible point for children, and that there are effective systems to track and monitor the progress of this work.

The Early Permanency Panel was set up in July 2016. The purpose of the Panel is to provide a forum for senior managers to review and monitor the quality of work and decision making being made in relation to a child or young person's care arrangements, permanency and contingency plans. The Head of Service Fostering, Adoption & Resources is a member of the panel to ensure that early tracking of potential adoption cases takes place.

The service has commissioned Coram to undertake an Adoption Diagnostic on the service, which is currently being completed.

Coram have also been commissioned to undertake training for adoption staff and the adoption panel, which is scheduled to take place on 30 June 2017.

A Permanency Tracker document has been developed covering all key stages.

The Adoption Protocol is being finalised to detail steps for children where adoption is the plan.

The Adoption Team have devised an early permanency family finding referral form which is completed by workers when adoption has been agreed.

A Permanency Conference is scheduled to take place later in the year.

The Adoption Team are reviewing how the service supports prospective adopters and will be considering what can be put in place to make improvements.

RECOMMENDATION 11 - Improve the sufficiency and choice of placements within the borough to meet current needs, to strengthen placement planning arrangements and to ensure increased support to foster carers.

Following the inspection, the service commissioned a consultant from the DCLG to undertake a strategic needs analysis assessment of vulnerable homeless and Care Leavers to help inform LBB strategy. This has resulted in a detailed action plan which is being progressed by focusing on i) developing the accommodation pathway and commissioning strategy, ii) strengthening joint working and information sharing and iii) ensuring the correct resources are in the right place in order to strengthen intervention support and advice. An update on the progress of this was discussed on 26 May 2017 at CSIGB.

The service has reviewed and updated the Sufficiency Strategy.

The service has reviewed and updated its Staying Put Policy.

Following feedback from Foster Carers the service has amended the Foster Carer training form which links to the Carefirst data base therefore more accurate data and information on course attendance is being recorded.

A dip sample audit of Foster Carers Personal Development Plans has been completed by QI to assess if training has been received and the impact of this. The audit found that training is being completed and self-directed by the carers. Supervision is regular, but the impact of training is not considered in supervision, and had not generally been considered by the carers themselves.

The service is currently looking at additional ways to support foster carers needs including investigating the possibility of introducing an additional specialist tier of foster carers that will have opportunities to study linked qualifications and reviewing capacity to provide in-house therapeutic support to social workers and foster carers.

The placements panel meets to review all placement changes. Review meetings look at i) whether the provision is still appropriate, is it meeting the needs of the child, iii) what is the exit strategy, iv) are educational needs being met, v) CCG professional and financial support and vi) is it providing value for money for the LA.

The service is currently drafting a Connected Persons Policy.

The Long-Term Fostering Permanency Surgery is held once a fortnight with the Fostering Group Manager to review and track the permanency plans for all young people who are not yet matched and secured in long term fostering placements.

RECOMMENDATION 12 - Ensure that robust assessments are undertaken when considering alternative permanency options for children with connected persons.

Senior management scrutiny of care plans was introduced in July 2016 through the Early Permanence Panel, which reviews all children and young people who come into care within 8 weeks.

The Permanency Strategy is being reviewed and updated.

The service has developed a comprehensive Permanency Tracking document.

A Permanency Conference is scheduled to take place later in the year.

The service is currently drafting a Connected Persons Policy. Alongside a Connected Persons Independent Social Workers (ISW) framework to clarify how ISWs will interface with the existing Connected Persons Team structure.

A review of Early Intervention Services is due to commence in July 2017 and will include consideration of setting up in-house parenting assessments service.

The Quality Improvement Team have completed two 'deep dive' audits which were discussed in the CSIGB (17 February 2017) - Long-term placement stability for children under 16 years who have been looked after for at least 2.5 years and have been in the same placement for at

least 2 years and CLA under voluntary care order for over a year and returned home in February to review and revise policy and procedures in respect of children returned home.

The Quality Improvement Service will be completing a dip sample of Connected Persons cases to establish if there has been compliance with guidance on Connected Persons placements (this will include if there has been a breakdown in placement establishing if alternatives had been found, is the care plan in line with practice standards and have all checks been completed before placement?).

The Long-Term Fostering Permanency Surgery is held once a fortnight with the Fostering Group Manager to review and track the permanency plans for all young people who are not yet matched and secured in long term fostering placements

RECOMMENDATION 13 - Ensure that children and young people who are placed out of borough are sufficiently supported by their social worker and have access to services to meet their needs where they are living

The service has reviewed, updated and disseminated it's Out of Borough protocol in January 2017.

The Placements Panel meets to review all placement changes. Review meetings look at i) Whether the provision is still appropriate, ii) Is it meeting the needs of the child, iii) What is the exit strategy

iv) Are educational needs being met, v) CCG professional and financial contributions; vi) Is it providing value for money for the LA. Further work is being completed in order to improve placement notifications for CLA placed in and out of the borough.

The service is currently looking at additional ways to support foster carers needs including investigating the possibility of introducing an additional specialist tier of foster carers that will have opportunities to study linked qualifications and reviewing capacity to provide in-house therapeutic support to social workers and foster carers.

The service will be developing a CLA profile which can be used to inform placement choice and possible risks.

Frequency and timeliness of visits to CYP in placement are being reviewed and monitored by managers in weekly performance data. The CSIGB reviews the performance data in the Risk Management Matrix on a monthly basis.

The introduction of Practice Standards in January 2017 reaffirms that the child's needs, must be considered and taken into account.

A new and updated practice development programme was introduced in January 2017 to support staff in a range of areas including 7 mandatory models covering essential areas of practice including Core Principles of good practice.

RECOMMENDATION 14 - Ensure through direct work with children that they have the opportunity at their own pace to explore their history, identity and reason for becoming looked after, and that their voice is heard in plans which affect them.

The service has reviewed the quality of advocacy work being provided by the current provider and is currently pursuing improvements.

The monthly case audit data in the Risk Management Matrix measures the quality of child centred practice which is reported back to CSIGB.

Social Work Practice Standards were launched in January 2017.

The Quality Improvement Team will be completing a deep dive of direct work and voice of the child. This report will be shared with CSIGB once completed.

The HOS CLA/CL has completed a short review of direct work being completed by the team and is currently considering if further development of this area can be undertaken in house or needs to be commissioned externally. The CLA Team are currently reviewing cases to ensure that direct work, life letters and life story work is appropriate.

Corporate Parenting Strategy is being reviewed.

Two representatives from LINCC now sit on the Corporate Parenting Board

RECOMMENDATION 15 - Ensure that children looked after in Year 12 are effectively supported and encouraged to remain in education.

The CSIGB (21 April 2017) discussed work being completed in the short and medium term to improve engagement with NEET 16+ CLA and Care Leavers including support to remain in education.

The service has recently developed a Preparing for Adulthood directory of information and support which is a useful tool for all professionals working with and providing guidance to CLA and care leavers.

The service is currently undertaking a review of resourcing and ETE support for 16+ CLA and care leavers, with a view to increasing the hours provided by the current ETE worker (currently providing 5 days per fortnight).

Investigation of possible access to the KS5 vocational provision for SEMH in Bromley. This, smaller provision might be more suitable for CLA aged 16-18 and would also provide the required access to level 2 academic qualifications.

Bromley Apprenticeship Programme has a focus on care leavers with our own young people being targeted for places. The Virtual School and the 16+ Leaving Care Team are working with managers across the authority to assess the accessibility of the various offers and to identify apprenticeship-ready young people. Young people will be supported to apply and attend interviews. Further support, at whatever level is appropriate will be provided for any young people who are successful in achieving an apprenticeship in the local authority as well as to their line managers and training providers

The creation of a local Functional Skills Partnership with a local SFA funded provider or with an alternative provider (possibly ESF funded). The provider would enrol young people only as examination candidates. This would enable young people to access opportunities for tuition and examinations in qualifications at level 2 and below without being on roll in a school or engaging in a vocational programme. This will require higher level of outreach and support work but has the potential to create opportunities for success for young people who have not, so far, experienced any.

Further development of relationship with Bromley College (LSEC). It has been agreed to explore a possible 'Pathways to Engagement' project with Bromley College or other provider.

A payment-by results project, this would be a 6-8 week roll-on/roll-off scheme, possibly using an existing provider for individual support for young people. The programme would help young people to acquire skills for work with possible pathways into mainstream college, apprenticeships or employment.

Following a model used in other authorities, the Virtual School Head Teacher is considering using top-sliced Pupil Premium Plus funding to employ an information, advice and guidance (IAG) specialist to attend all Personal Education Plan (PEP) meetings for YR11 CLA. This will ensure that there is a greater focus on transition for these young people and a clear pathway to post-16 engagement is identified for each.

A new initiative is underway working with Downham Youth Centre to set up a Leaving Care Hub. This will mean that young people will not always need to come into the Civic Centre and can still keep in touch and get 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 first course of 'Moving On' will be in May.

The Quality Improvement Service are scheduled to undertake a dip sample on children's last two PEPs and Care Plan to check if they focus on long term educational needs. The cohort will be including Year 12 children.

RECOMMENDATION 16 - Increase the range of suitable accommodation available for homeless 16 and 17 year olds and care leavers, so that they are safe and feel safe where they live

Following the inspection the service commissioned a consultant from the DCLG to undertake a strategic needs analysis assessment of vulnerable homeless and Care Leavers to help inform LBB strategy. This has resulted in a detailed action plan which is being progressed by focusing on i) developing the accommodation pathway and commissioning strategy, ii) strengthening joint working and information sharing and iii) ensuring the correct resources are in the right place in order to strengthen intervention support and advice. An update on the progress of this was discussed at CSIGB on 26 May 2017.

The service has reviewed and updated the Sufficiency Strategy.

The service has reviewed and updated its Staying Put Policy.

A dip sample audit of Foster Carers Personal Development Plans has been completed to assess if training has been received and the impact of this. The audit found that training is being completed and self-directed by the carers. Supervision is regular, but the impact of training is not considered in supervision, and had not generally been considered by the carers themselves.

The service is considering introducing an additional specialist tier of Foster Carers which will have links to academic qualifications. It is also reviewing capacity to provide in-house therapeutic support to social workers and foster carers.

The Interim Director of Children's Social Care and Assistant Director Housing are pursuing a range of alternative options to expand support to Care Leavers including the possible identification of a building previously occupied by Adults Social Care residents that may be converted which is under discussion.

The HOS CLA/CL has set up a weekly Care Leavers' Placement Panel to review accommodation, that support levels are consistent with needs, transition planning and financial

accountability .The panel membership is made up of colleagues from housing, QA, adult social care, finance, commissioning, and leaving care.

The Long-Term Fostering Permanency Surgery is held once a fortnight with the Fostering Group Manager to review and track the permanency plans for all young people who are not yet matched and secured in long term fostering placements.

RECOMMENDATION 17 - Integrate children's commissioning arrangements corporately, to ensure that safeguarding children and young people is understood and prioritised.

The service has recruited a Children's Commissioner who has been involved in a range of commissioning related activities across the service, including reviewing and updating the Commissioning Strategy and Sufficiency Strategy. They have also been involved with reviewing and updating contracts held with external providers for services including those for children at risk of CSE and missing held with Barnardo's and Baker and Joy for the Atlas Team.

The service has developed its Children's Commissioning Strategy.

The authority commissioned a consultant from the DCLG to undertake a strategic needs analysis assessment of vulnerable homeless and Care Leavers which has resulted in a detailed action plan focusing on i) developing the accommodation pathway and commissioning strategy, ii) strengthening joint working and information sharing and iii) ensuring the correct resources are in the right place in order to strengthen intervention support and advice. An update was discussed at CSIGB on 26 May 2017.

The service is exploring possible joint commissioning enterprises with partner agencies to make efficiency savings.

RECOMMENDATION 18 - Evaluate services that support children and families living with domestic violence, drug and alcohol misuse and parental mental ill health to ensure that these are making a difference and improving circumstances for children and young people.

The JSNA was updated in 2016 and includes analysis on parental mental ill health. Recorded drug and alcohol misuse in Bromley is below the national average. However the proportion of pregnant women in substance misuse services and hospital admissions for substance misuse are both higher than national and London averages. These should be reviewed after an update of the data in 2016.

The Violence against women and girls strategy (VAWG) Strategy was launched in November 2016 and will be monitored by CSIGB in July 2017.

Reports on progress on PREVENT, domestic violence and FGM agenda are presented from Safer Bromley Partnership to BSCB.

The BSCB multi agency audit on Neglect has been completed and the CSE audit is being finalised.

The Vulnerable Adolescents sub group was set up in February 2017. The revised Terms of Reference state that the priority for the group will be for :

- Child Sexual Exploitation (CSE) (including Harmful Sexual Behaviours)
- Children and young people missing from home, care and education and;

- Children and young people exposed to risk through gang involvement or association.

Additional vulnerabilities to be considered in the context of CSE, Missing and Gangs will include, but not be restricted to:

- Domestic Violence / VAWG
- Child & Adolescent Mental Health
- Substance Misuse
- Adolescent Neglect
- Radicalisation

The multi-agency safeguarding training programme includes courses that cover i) Domestic abuse, ii) Parental substance & alcohol misuse and iii) Parental mental ill health.

The BSCB Parental Mental ill health procedure was updated October 2016.

The BSCB protocol for Substance Misusing Parents is currently being finalised and is expected to be available to circulate mid-June 2017.

The Interim Director Children's Social Care and Chair of Bromley Safeguarding Children Board are members of the Health and Well-Being Board.

Children's Commissioning Strategy developed.

A full review of commissioning arrangements is in progress.

A review of the Early Intervention Service is due to commence early July 2017. The Early Intervention Service team run prenatal parental mental health courses from the children's centres.

The interim Director of Children's Social Care has proposed a pilot co-location of CAMHS CLA workers in CLA Team for 6 months which is being considered by health colleagues.

The forward plan for CSIGB includes Health support for CLA/CL which is scheduled for July 2017.

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

5.1 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

- 6.1 The Secretary of State has extensive powers under the provisions of Section 497 A where a local authorities performance in the delivery of Children's Services is deemed to be inadequate. The Secretary of State issued a Direction under this provision appointing a Commissioner who was charged among other things to make recommendations for the improvement of Children's Services in Bromley and recommending to the Secretary of State whether those services should continue to be provided by the Council.
- 6.2 The Secretary of State notes the recommendations outlined in the Commissioners initial report, October 2016, to the effect that the Council should retain control of children's social services for a period of six months, pending a further review of improvement progress.
- 6.3 The Commissioner has now submitted her final report for consideration and further direction will be given in due course.

Non-Applicable Sections:	FINANCIAL IMPLICATIONS PERSONNEL IMPLICATIONS PROCUREMENT IMPLICATIONS
Background Documents: (Access via Contact Officer)	

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EDUCATION BUDGET SUB-COMMITTEE

Minutes of the meeting held at 5.30 pm on 15 March 2017

Present:

Councillor Neil Reddin FCCA (Chairman)
Councillor Julian Benington (Vice-Chairman)
Councillors Kathy Bance MBE, Nicholas Bennett J.P. and
Judi Ellis

Also Present:

Emmanuel Arbenser, Special School Parent Governor
Councillor Tom Philpott, Education Executive Assistant

50 APOLOGIES FOR ABSENCE

There were no apologies for absence.

51 DECLARATIONS OF INTEREST

There were no additional declarations of interest.

52 MINUTES OF THE MEETING HELD ON 31 JANUARY 2017 AND MATTERS OUTSTANDING

The minutes of the meeting held on 31st January 2017 were agreed, and signed as a correct record.

53 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received from members of the public.

54 RESPONSE TO THE NATIONAL FUNDING FORMULA SECOND CONSULTATION Report ED17042

Members considered a report providing an overview of the second stage consultation documents including DfE presentation and worked examples relating to Bromley and to individual schools. The second stage of the DfE consultation on the proposed National Funding Formulas (NFF) for Schools and for High Needs was launched on the 14th December with a closing date of 22nd March 2017. LA Officers had recently attended a number of DfE led presentations and seminars which had helped with their understanding of the proposals which were very detailed and complex.

The Schools' Forum had also met to discuss the consultation on 9th March 2017 and its response had been circulated to the Sub-Committee in advance of the meeting with copies tabled at the meeting.

In opening the discussion, the Chairman noted that he had reviewed the response provided by the Schools' Forum and had further noted that the Head Teacher of Chislehurst School for Girls had expressed some dissatisfaction with the response. The Director of Education explained that the concerns of secondary head teachers rested on the ratio between primary and secondary and further reported that secondary schools, in particular, were feeling the effects of budget cuts as a result of the Post-16 Funding regime changes.

The Head of ECHS Finance reported that at its meeting on 9th March 2017, the Schools' Forum had been unable to reach a consensus of opinion in relation to some of the consultation responses. However, it was important that a measured response was provided to the consultation and Officers had tried to achieve this in the response that had been drafted and tabled for the consideration of the Sub-Committee. The Head of ECHS Finance emphasised that there had been a need to provide a collective response from the Schools' Forum and where individual schools were dissatisfied with the response that had been drafted and agreed they were able to submit their own response to the DfE reflecting the unique circumstances of their schools.

The Sub-Committee noted that the Government had previously funded the first year of a free school but were no longer adopting this approach. This had significant implications for Local Authority budgets due to the way in which funding was received. A Member endorsed the comments made in the draft response surrounding the importance of any new free school being a viable size. It was felt by Members that anything opening as a free school below 2 or 3 form entry was not viable. This was a national issue that needed to be addressed. The Director of Education also highlighted that whilst a free school may open as 2 form entry they may not be able to recruit pupils to fill all the available places. Any new school that opened also needed to demonstrate that there was sufficient demand in the area.

In relation to the draft response for Question 17 – Do you support our proposals to limit the reductions on local authorities' central school services block funding to 2.5% per pupil in 2018-19 and in 2019-20?, the Chairman suggested that it may be worthwhile to point out that Bromley had a high level of academy conversions.

RESOLVED: That

(1) the Local Authority provide a joint response to the second stage consultation on the Schools National Funding Formula and High Needs National Funding Formula; and

(2) the draft response circulation prior to the meeting be endorsed, subject to the minor amendment to Question 17 outlined above.

55 SEN TRANSPORT BUDGET
Report ED17040

Members considered a report providing an update on the 2016/17 SEN Transport Budget, including information on children travelling independently.

In introducing the report, the SEN Transport Project Manager noted that Members of the Education Budget Sub-Committee had requested the report on the SEN Transport Budget at its meeting on 1 November 2016. At this time SEN Transport was forecast to be overspent by £1.23m. This forecast overspend had been significantly overstated and had subsequently been revised with the current forecast outturn position for the 2016/17 financial year representing an overspend of £653,000. The previous £1.23m overspend was derived from a basic extrapolation of recurring cost for the remainder of the year for the volume and cost of the SEN Transport delivery costs as at July 2016. However, this methodology had not taken into account the academic year delivery of SEN Transport, in which volume is typically at its highest at the end of the academic year but will then reduce from the commencement of the new academic year in September and then rising throughout the year. The SEN Project Manager confirmed that future forecasts would be based on closer working between officers in the SEN Transport Operations Team and the Education Finance Team to establish a suitable methodology for future forecasting which took into account the academic year effect.

The SEN Transport budget overspend was in relation to the direct support costs to pupils for transport. This included: (i) the costs of providing SEN Transport to eligible pupil which was provided through the current Transport Framework contract commencing from the 2015/16 academic year; (ii) the costs of parental mileage payments; and (iii) recoupment income from other services and local authorities purchasing transport through the framework contract.

The report considered by the Sub-Committee provided an overview of the budget and outturn position for the budget lines specifically related to the transport contract, mileage, and recoupment against the contract. Members heard that the latest forecast over spend against the 2016/17 transport support costs was a continuation of an existing level of overspend that had developed in the 2015/16 financial year. 2016/17 expenditure also included the full year effect of the impact of the higher volume and cost for SEN Transport that commenced in the 2015/16 academic year. SEN Transport support costs provided in the report showed the service moving from an underspend position to an overspend from 2015/16 onwards. Key factors for the overspend in 2015/16 and 2016/17 were: (i) increased volume, (ii) increased contract costs, and (iii) increased support costs. Details of the impact of these three factors were set out in the report and the SEN Project Manager highlighted that the young people becoming eligible for SEN Transport had increasingly complex needs that required different transport solutions. In addition, the pupils were also younger, with support starting from 4 years old.

The SEN Transport Project Manager outlined the actions taken and the options available to manage SEN Transport costs. These included:

Route Management: this was key to mitigating increasing costs. The SEN Transport Team constantly reviewed and rationalised routes as pupils joined and left the service. This was a pro-active ongoing process which was vital to containing costs as far as possible.

Transport Framework: The SEN Team was in the process of tendering for a new framework of transport providers, to run in parallel with the existing framework. The aim of this was to broaden the provider base and increase competition for routes. As the number of providers on routes diminished there was less competition which ultimately led to higher costs. Increased competition would go some way to reducing costs within SEN Transport.

Independent Travel Training: A pilot Independent Travel Training programme had been introduced in 2013/14 and subsequently rolled out for a three year period from the 2014/15 to the 2016/17 academic year. This was focused on pupils at the Glebe Special School. The SEN Transport team was currently preparing to retender this provision, subject to authorisation to proceed. However, in retendering the provision, funding for the contract was expected to be sought from the SEN Transport budget where it had previously been funded through Invest To Save. This would add to budget pressures in the short term. The programme was currently funded to support 40 pupils per year. These pupils were in receipt of SEN transport assistance with the expected outcome being that upon completion of travel training they no longer accessed SEN transport assistance. The SEN transport team had reported that the programme had met its target of 40 funded pupils per academic year, with the provider over delivering in participation to ensure the success rate was achieved. The service confirmed that the majority of pupils completing the programme no longer accessed transport support. A minority could revert back to transport assistance, but with further travel training support, this was usually temporary. A small minority were found to be too vulnerable to continue the training.

In response to a question, the SEN Transport Project Manager explained that children were travel trained for their route from home to school and therefore knew how to deal with complications such as changing buses on route.

Parental Mileage: It was reported that an increased take up of the parental mileage offer could reduce specialist transport support costs. However, the mileage rate had been increased in the 2015/16 academic year to above the HMRC approved mileage rate and take up continued to be low. In a 2015 consultation on SEN Transport policy, only 12% of respondents agreed that parents should be encouraged to transport their children to and from school. Parents cited conflicting domestic arrangements for children at different schools and/or work commitments as constraints which prevented them from accepting this offer. The payments for parental mileage had increased from an estimated £35,000 in 2014/15 to an estimated £55,000 in 2016/17. The service would continue to proactively promote this option to parents – although DfE guidelines stated that parental consent was required for mileage to be agreed as a transport solution.

Muster Points: These were an option within the existing SEN Transport policy but had not been introduced, except on a small scale basis in relation to one specific school. As part of the previous review, the logistics of muster points had been investigated and a business case developed. This identified potential savings estimated at £45,000 per annum; however, it was recognised that the implementation of this policy would generate significant stakeholder opposition and was not taken forward at that time. The SEN Transport Project Manager reported that a number of boroughs had been considering this option and in order for the SEN Transport Team in Bromley to further investigate this, direction from Members was needed.

Shared Service between SEN Transport and Adult Transport Service: the current arrangement in Bromley was that the Children and Adults transport arrangements were managed separately. A previous review considered a joint service but this was not taken forward. The Adult Transport Service operated a fleet of vehicles and further investigation as to the viability of shared use of the fleet was needed. However, due to the fixed transport times for children, which must adhere to school attendance times, there could be a need for the Adult Transport Service to be reconfigured to allow sharing of vehicles to take place. This could present its own logistical problems or issues in relation to the practicality and reasonableness of such changes for Adult service users.

Managed Service Transport Contract: when retendering for the SEN Transport contract in 2015/16, an option had been available for transport to be delivered as a managed service, i.e. that an external provider take control of all SEN transport operations, including the delivery of specialist transport provision either directly or through sub-contracts. Only one provider responded to the invitation to tender for that option at that time and as a result it was not taken forward. A transport provider had recently contacted the Council expressing a potential interest in a managed transport solution. This could afford an opportunity to retender for a managed solution, subject to the ability of the Council to implement such a solution prior to the expiration of the current framework contracts for specialist transport assistance. Advice would be sought from both Legal and Procurement, and a Gateway Review conducted on this option.

The Director of Education further reported that she was aware that another borough had been looking at the statutory element and whether this could cease at age 16 with a charge being applied for young people aged 16 years and over. Staff within the Service were reviewing a number of options that could address the continuing overspend within SEN Transport.

In opening the discussion, the Chairman noted that the current contract framework was not index linked so the increased costs set out in the report were a result of factors other than inflation.

In relation to the actions that had been taken and the options available to address the overspend, the Chairman felt that it was worthwhile reviewing the use of muster points once again. The Chairman also felt that a shared service for adults and children's transport should be proactively explored.

The Chairman of the Education Select Committee noted that a report providing an evaluation of the review of muster points that had previously been undertaken should have been provided to what was then the Education PDS Committee. Councillor Bennett requested that the report be provided to the Education Select Committee early in the new municipal year.

Action Point 1: That an evaluation of the review of muster points that had previously been undertaken be provided to the Education Select Committee early in the 2017/18 Municipal Year.

It was suggested that an evaluation of parental mileage should be undertaken with the specific reasons cited by parents for not taking up the offer of increased mileage payments recorded and monitored. It could also be helpful to review what other London Boroughs did in respect of parental mileage. In response to a question surrounding the proportion of parents that had refused parental mileage, the SEN Transport Project Manager reported that whilst she had not brought exact figures to the meeting, the majority of parents refused the payments as parental mileage was always the first offer of support that was made. The SEN Transport Project Manager reminded Members that many parents viewed SEN Transport as an element of respite. This time enabled them to spend time with their other children or have some valuable time to themselves. It was clear that there were a number of reasons why parents were reluctant to accept the offer of parental mileage.

A Member suggested that it may also be worthwhile to look creatively at the admissions process to see if more support could be provided to parents in terms of school places offered to their other children. If siblings were able to attend schools in the same area as the special school attended by their brother or sister this could make the school run more manageable for parents. The importance of putting the child at the centre of thinking in terms of SEN Transport was stressed. It was not always the best option for a child with complex needs to spend an hour on transport. It was also highlighted that often children who used SEN Transport missed out on after school clubs and activities. It was suggested that when parental mileage was offered the benefits to the child should be clearly highlighted, especially for children in primary settings.

In response to a question surrounding whether any children under 4 years old were eligible for SEN Transport or were likely to become eligible for SEN Transport in the future, the SEN Transport Project Manager reported that the legislation was currently being reviewed. It was possible that pre-school aged children with an EHC Plan may have an eligibility but this was still unclear. Officers would continue to review this and explore the impact that any changes in this regard may have on the Service.

The Director of Education noted that the Sub-Committee had given Officers direction on a number of options that would need further review and investigation. This was likely to represent a big procurement exercise and the Director would therefore refer the comments made by the Sub-Committee to the ECHS Divisional Leadership Team for further consideration and action.

Action Point 2: That the Director of Education provide an update to the next meeting of the Education Budget Sub-Committee concerning the action taken by the ECHS Leadership Team in relation to the future of SEN Transport.

RESOLVED: That the report be noted.

56 BUDGET MONITORING REPORT
Report ED17041

The Education Budget Sub-Committee considered a report detailing the third quarter budget monitoring position for 2016/17 for the Education Portfolio based on activity levels up to the end of December 2016.

Members noted that the Portfolio Holder was being asked to (i) agree the release of the £15,000 SEN Regional Lead grant which was carried forward into 2016/17, (ii) agree the release of £80,000 SEN implementation grant which was carried forward into 2016/17, and (iii) agree the release of £40,000 Place Planning Support which was carried forward into 2016/17.

SEN Regional Lead Grant 2015/16 - £15,000

Due to the late announcement of this grant in 2015/16, it was agreed that £15,000 would be carried forward to 2016/17 to fund future expenditure.

SEN Implementation (new burdens) grant 2015/16 - £80,000

Due to the late announcement of this grant in 2015/16, it was agreed that £80,000 would be carried forward to 2016/17 to fund future expenditure. Both funding streams would be used to continue the extra capacity to deliver the transition to statements to EHC plans or pupil resource agreements, review current SEND services and provisions, embed the new policies and practises and develop robust systems for recording and monitoring the EHC process. Members noted that the majority of the expenditure would be used for temporary staff.

Support to improve the information held on place planning - £40,000

Work would be carried out on place planning and future demand for schools places including detailed analysis of the school census, live births and GLA predictions.

The Sub-Committee that the use of bulge classes was an issue across a number of London Boroughs.

RESOLVED: That the Portfolio Holder for Education and Children's Services ne recommended to:

- 1. Endorse the 2016/17 budget projection for the Education Portfolio.**
- 2. Agree the release of the £15,000 SEN Regional Lead grant which was**

carried forward into 2016/17.

3. Agree the release of £80,000 SEN implementation grant which was carried forward into 2016/17.

4. Agree the release of £40,000 Place Planning Support which was carried forward into 2016/17.

**57 CAPITAL PROGRAMME MONITORING - 3RD QUARTER 2016/17 & ANNUAL CAPITAL REVIEW 2017 TO 2021
Report FSD17026**

On 8th February 2017, the Executive received a report summarising the current position on capital expenditure and receipts following the 3rd quarter of 2016/17. The report also presented for approval the new capital schemes in the annual capital review process. The Executive agreed a revised Capital Programme for the five year period 2016/17 to 2020/21. The Education Budget Sub-Committee considered a report highlighting the changes agreed by the Executive in respect of the Capital Programme for the Education Portfolio.

The changes to the Education Portfolio approved by the Executive in February included:

Formula Devolved Capital (£446,000 net reduction):

The Formula Devolved Capital scheme was funded by a grant from the Department for Education, which was passed straight on to Council maintained schools. The grant had reduced as schools converted to academy status. Members agreed a total reduction of £446,000 to reflect the revised funding.

Basic Need Programme (£6,896,000 increase in 2018/19):

In the Basic Need Capital Programme Report approved by the Executive on 23rd March 2016, main works at Castlecombe Primary School were included as a Project in Delivery (Unfunded). The Council had now received additional Basic Need Capital Grant for the period 2018-19 of £6,896,000 from the DfE and was now in a position to fund these works. Members had agreed the addition of this amount to the Basic Need capital scheme, and noted that an updated Basic Need Capital Programme was due to be reported to the next meeting of the Executive.

Schemes rephased from 2016/17 into 2017/18:

As part of the 3rd quarter monitoring exercise, a total of £2,433,000 had been rephased from 2016/17 into 2017/18 to reflect revised estimates of when expenditure on Education schemes was likely to be incurred. This had no overall impact on the total approved estimate for the capital programme.

RESOLVED: That the Portfolio Holder be recommended to confirm the changes agreed by Executive on 8th February 2017.

58 DATE OF NEXT MEETING

The next meeting of Education Budget Sub-Committee would be held at 7.00pm on Tuesday 18th July 2017.

The Meeting ended at 6.37 pm

Chairman

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Report No.
Please obtain
a report
number

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE

Date: Wednesday 28 June 2017

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

Title: OFSTED RATINGS OF BROMLEY SCHOOLS

Contact Officer: Jane Bailey, Director: Education
Tel: 020 8313 4146 E-mail: jane.bailey@bromley.gov.uk

Chief Officer: Director: Education (ECHS)

Ward: (All Wards);

1. Reason for report

The reason for this report is to provide members of the Education Select Committee with an update with regard to school performance, including Ofsted outcomes, and Academy conversions

2. **RECOMMENDATION(S)**

For the Education Select Committee to note the contents of this report

Impact on Vulnerable Adults and Children

1. Summary of Impact: N/A
-

Corporate Policy

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

Financial

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

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:
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications: N/A
-

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 Section 4 provides members with an overview of the current position with regard to school Ofsted performance, section 5 reports on the progress with Academy conversions and section 6, an overview of levels of attainment for both the primary and secondary phase.

4 IMPROVING SCHOOL STANDARDS – OFSTED OUTCOMES

- 4.1 Of the 96 primary, secondary and special schools in Bromley that have been inspected, both maintained and academies, 84% are either good (57%) or outstanding (27%). Please see tables 1 - 3.

Table 1 – Primary Schools n=78

Primary phase schools Judgements (as of 31 March 2017)	Maintained Schools	% of M schools	Academy Schools pre-conversion	Academy Schools post-conversion	% of A schools
Outstanding	0	0%	14	4	23%
Good	9	90%	25	10	56%
Requires Improvement	1	10%	6	6	16.5%
Inadequate	0	0%	0	0	0%
Not yet inspected	0	0	N/A	3	4.5%
Inspection outcome unknown	0	0	N/A	0	0
Total number of schools	10		68		

- 4.2 At the time of writing this report three new schools have not yet been inspected: Harris Primary Beckenham, La Fontaine and Langley Park Primary.

Table 2 – Secondary Schools n=17

Secondary phase schools Judgements (as of 31 March 2017)	Maintained Schools	% of M schools	Academy Schools pre-conversion	Academy Schools post-conversion	% of A schools
Outstanding	1	100%	1	4	31%
Good	0	0%	0	9	56%
Requires Improvement	0	0%	0	1	6%
Inadequate	0	0%	0	1	6%
Total number of schools	1		16		

TABLE 3 – Special Schools (including PRU's) n=7

Maintained schools Judgements (as of 31 March 2017)	Maintained Schools	% of M schools	Academy Schools pre-conversion	Academy Schools post-conversion	% of A schools
Outstanding	2	50%	0	0	0
Good	1	25%	0	1*	50%
Requires Improvement	0	0%	1	0	50%
Inadequate	0	0%	0	0	0
Not yet inspected	1	25%	0	0	0
Total number of schools	4		2		

*Harris Aspire will be relocated to a permanent base within the London Borough of Croydon, date to be confirmed

4.3 The Nightingale PRU has not yet been inspected

4.4 Table 4 provides an update on the grade outcomes of school inspections between January 2016 and March 2017 academic year

TABLE 4 – Recent OFSTED Inspection Outcomes (2016 – 2017)

School	Date of inspection	Prim or Sec	Outcome	Change since previous inspection
Churchfields Primary	24.5.16	Primary	Good	↑
Downe Primary	21.3.17	Primary	Good	→
Southborough Primary	13.7.16	Primary	Good	↑
St Anthony's RC	2.3.16	Primary	Good	↑
St Paul's Cray CE Primary	30.6.16	Primary	RI	→
Crofton Infant	1.3.16	Primary	Outstanding	↑
Harris Kent House	11.5.16	Primary	Outstanding	↑ [NB previous inspection was pre-conversion]
Harris Shortlands		Primary	Outstanding	N/A 1 st inspection
Stewart Fleming	21.6.16	Primary	Outstanding	↑
Alexandra Jnr	19.4.16	Primary	Good	→
Dorset Road Infants	16.3.16	Primary	Good	→
Grays Farm Primary	6.7.16	Primary	Good	↑
Leesons Primary	2.3.17	Primary	Good	→
Manor Oak Primary	29.11.16	Primary	Good	→
Pratts Bottom	12.1.16	Primary	Good	→
Scotts Park	3/5/17	Primary	Good	↑[NB previous inspection was pre-conversion]
Castlecombe	22.11.16	Primary	RI	↓
Hillside Primary [Now Harris Primary Academy Orpington]	22.6.16	Primary	RI	→ [Transferred to the Harris Federation on 01/09/2016]
St John's Primary	7.3.17	Primary	RI	→
Bishops Justus School	16.3.16	Secondary	Good	→
Harris Aspire	17.5.16	Secondary	Good	N/A 1 st inspection
Langley Park Girls School	20.9.16	Secondary	Good	→
Kemnal Technology College	9.03.17	Secondary	RI	↓
The Priory [Now Harris Orpington Academy]	8.3.16	Secondary	Inadequate	↓ [Transferred to the Harris Federation on 01/09/2016]

- 4.5 School improvement challenge and support continued to be provided to all LA schools in RI. To date, a further three maintained primary schools have requested and been provided with specific targeted support for curriculum or leadership and management issues.

5 ACADEMY CONVERSION STATUS

- 5.1 Table 6 below provide an overview of the number of Academies and maintained schools in the borough and Table 7 a progress update on Academy conversions at time of writing this report (mid-May 2017).

TABLE 6 – ACADEMY STATUS SUMMARY

School Type	Total	Of which Academy / Free School	% Academy / Free School	Of which Maintained	% Maintained
Primary	78	68	78%	10	13%
Secondary	17	16	94%	1	6%
Alternative provision	3	2	66%	1	33%
Special School	4	1	25%	3	75%
Total	101	87	86%	14	14%

TABLE 7 – ACADEMY CONVERSION SUMMARY

No.	School	Arrangements	Date
1.	Bromley Road Primary	Academy Order received Dec 2016, date of conversion to be agreed. MAT to be confirmed	Date to be confirmed (TBC)
2.	St Anthony's RC Primary	In progress - Catholic Schools Trust.	TBC
3.	Bickley Primary	Group of schools considering joining together to form a new MAT	TBC
4.	Blenheim Primary		
5.	Downe Primary		
6.	Edgebury Primary		
7.	Poverest Primary		
8.	Southborough Primary		
9.	Churchfields Primary	Application for conversion In progress.	Proposed date 1 Aug 2017
10.	St Paul's Cray CE Primary	Currently exploring options	No date
11.	St Olaves and St Saviours Grammar	No immediate plans	-
12.	Glebe School	Academy order received May 2017	No date
13.	Marjorie McLure	No immediate plans	-
14.	Riverside	<i>No immediate plans</i>	-

6 2016 EXAMINATION AND TEST RESULTS

6.1 Outcomes for Children at all key stages in the primary phase

- 6.1.1 Historically Bromley has been a high attaining authority. This position was maintained in 2016 when for pupils at the end of KS1 and KS2 changes to the assessment and testing process meant there were higher expectations than in previous years. Bromley was in the top ten local authorities in the country for the statutory assessments at the end of every statutory primary school phase
- 6.1.2 In the Early Years Foundation Stage (EYFS) pupils are teacher assessed against a series of early learning goals. Pupils are judged to have achieved a good level of development if they have reached the expected standard in the prime areas of learning (personal, social and emotional development, communication and language and physical development) plus literacy and maths.
- 6.1.3 EYFS results for 2016 showed a 2 percent point increase in children achieving a good level of development and consistently remain well above the national average (figures shown in brackets in table 8). This places Bromley within the top 10 LA's

Table 8 - Foundation Stage Results

	2013	2014	2015	2016
Percentage of children achieving good level of development	61 (52)	68 (60)	74 (66)	76 (69)

- 6.1.4 The phonics screening check is an assessment of phonic decoding skills. Pupils who do not pass the check in Year 1 are required to take the check again in Year 2
- 6.1.5 Phonics results for Year 1 continue to show a year on year improvement and consistently remain above the national average.

Table 9 – Phonics Screening Check Results – Year 1	Year 1			
	2012/13	2013/14	2014/15	2015/16
Percentage of children achieving the expected standard	75 (69)	82 (74)	83 (77)	86 (81)
Percentage of children not achieving the expected standard	23 (29)	16 (24)	16 (21)	12 (18)
Disapplied	2 (2)	2 (2)	1 (2)	2 (2)

6.1.6 Table 10 shows the results of pupils in year 1, updated with any recheck results from year 2, plus those who took the check for the first time in year 2. As with the year 1 results, end of year 2 results show a year on year improvement and remain above the national average.

Table 10 – Phonic Screening Check Results – End of Year 2	End of Year 2			
	2012/13	2013/14	2014/15	2015/16
Percentage of children achieving the expected standard	89 (85)	92 (88)	93 (90)	94 (91)
Percentage of children not achieving the expected standard	10 (14)	7 (10)	5 (9)	5 (7)
Disapplied	2 (1)	1 (1)	2 (1)	1 (1)

6.1.7 A new national testing and assessment process was introduced for the 2015/2016 academic year. The Standards and Testing Authority have stated that direct comparisons between the 2016 results and those of previous years are not possible and no direct comparisons are made by OFSTED during an inspection. The new tests are considered to be more challenging. However to help show a general direction of travel the nearest equivalent level across both systems is indicated in the tables below

6.1.8 No Bromley primary school was deemed to perform below floor level against any of the accountability measures for 2016 and results have remained consistently above national average despite the changes.

6.1.9 Table 11 sets out the KS1 results for academic years 2012/13 through to 2014/15 and Table 12 the results for 201/16 under the new system.

Table 11 – Key Stage 1 Results pre 2015/16

% Level 2+	2012/13	2013/14	2014/15	Comments
Reading	91 (89)	92 (90)	93 (90)	Below “Expected Standard” level introduced in 2015/16
Writing	87 (85)	89 (86)	90 (88)	
Mathematics	92 (91)	94 (92)	94 (93)	
% Level 2B				
Reading	81 (79)	85 (81)	85 (82)	Nearest comparator to “Expected Standard” level introduced in 2015/16
Writing	70 (67)	74 (70)	75 (72)	
Mathematics	80 (78)	83 (80)	85 (82)	
%Level 3+				
Reading	33 (29)	36 (31)	38 (32)	Nearest comparator to “Greater Depth” level introduced in 2015/16
Writing	18 (15)	20 (16)	23 (18)	
Mathematics	28 (23)	30 (24)	33 (26)	

Table 12 Key Stage 1 Results for summer 2016

% Expected Standard	2015/16	Comments
Reading	80 (74)	Nearest comparator to previous years assessment level = Level 2B
Writing	72 (65)	
Mathematics	79 (73)	
Science	87 (82)	
% Greater Depth		
Reading	30 (24)	Nearest comparator to previous years assessment level = Level 3+
Writing	19 (13)	
Mathematics	25 (18)	

6.1.10 Tables 13 and 14 show the results at KS2

Table 13 Key Stage 2 results - Pre 2015/2016

% Level 4+	2012/13	2013/14	2014/15	Comments
Grammar, punctuation and spelling	79 (74)	82 (76)	86 (80)	Below "Expected Standard" level introduced in 2015/16
Reading	89 (86)	92 (89)	94 (89)	
Writing	86 (83)	88 (85)	91 (87)	
Mathematics	88 (85)	91 (86)	92 (87)	
Reading, writing and maths combined	80 (75)	84 (79)	86 (80)	
% Level 4B+				
Grammar, punctuation and spelling	70 (65)	74 (68)	80 (73)	Nearest comparator to "Expected Standard" level introduced in 2015/16
Reading	81 (75)	84 (78)	88 (80)	
Mathematics	79 (73)	83 (76)	85 (77)	
Reading, writing and maths combined	70 (63)	75 (67)	79 (69)	
% Level 5+				
Grammar, punctuation and spelling	55 (48)	59 (52)	62 (56)	Nearest comparator to "Higher Standard" level introduced in 2015/16
Reading	52 (45)	58 (50)	59 (49)	
Writing	35 (30)	38 (33)	43 (36)	
Mathematics	50 (41)	51 (42)	52 (42)	
Reading, writing and maths combined	28 (21)	30 (24)	31 (24)	

Table 14 Key Stage 2 Results summer 2016

% Expected standard	2015/16	Comments
Grammar, punctuation and spelling	81 (73)	Nearest comparator to previous years assessment = Level 4B+
Reading	79 (66)	
Writing	81 (74)	
Mathematics	81 (70)	
Reading, writing and maths combined	67 (54)	
% Higher Standard*		
Grammar, punctuation and spelling	31 (23)	Nearest comparator to previous years assessment = Level 5+. However Higher Standard Level is considered to be more difficult to attain than Level 5+
Reading	27 (19)	
Writing	18 (15)	
Mathematics	26 (17)	
Reading, writing and maths combined	9 (5)	

* Those pupils who achieved a scaled score of 110 or above in grammar, reading and maths and an assessment of greater depth in writing

6.2 Outcomes for Children at Key Stages in the secondary phase

- 6.2.1 Progress 8 is a new national measure introduced in 2016. It measures the progress children make between the end of primary school and the end of Key Stage 4 and was introduced to encourage good quality teaching across a broad curriculum.
- 6.2.2 The Progress 8 score is based on pupils performance across 8 subjects, English, maths and at least one science subject plus a pupil's five highest scores from across a range of qualifications. The results are then compared to the national average of other pupils with similar starting positions. A score of +1 would mean that pupils in that school achieve one grade higher in each qualification than other similar pupils nationally. A score of -1 means they achieve one grade lower.
- 6.2.3 A school will fall below the floor standard if their Progress 8 Score falls below -0.5. A below floor standard score will trigger an OFSTED inspection. A score of +1 or more makes a school exempt from a routine inspection for one year.
- 6.2.4 Table 15 shows the Key Stage 4 results for the London Borough of Bromley compared to the national average. As in the primary phase, the attainment at secondary level continued to exceed national averages across all indicators and 2016 saw a small increase compared to the previous year.

Table 15 Key Stage 4 Results

	2012/13	2013/14	2014/15	2015/16
% Achieving English Baccalureate	32 (23)	35 (24)	34 (23)	36 (25)
Progress 8 score	- -	- -	- -	0.1 (-0.03)
Attainment 8 Score	- -	52.9 (48.6)	53.4 (49.9)	53.7 (50.1)
% Grade C or better in English and Mathematics	- -	- -	70 (59)	72 (63)

6.2.5 Table 16 shows the results achieved by schools in Bromley at the post-16 stage.

6.2.6 The average point score per entry (APS) is arrived at by dividing the total number of points achieved by a cohort of students by the total number of entries. An APS of 60 points is the equivalent of an A* grade, 50 points = A grade, 40 points = B and so on, with 10 points being equivalent to an E grade. As shown in Table 16, secondary schools in Bromley performed well compared to the national averages across all indicators, with the exception of at Technical Level.

Table 16 - Post 16 Results

	All level 3 Students	A level Students				Applied General Students	Tech Level Students
	APS per entry	APS per entry (grade)	% 3 A*-A	% achieving AAB or better	% achieving AAB in facilitating subjects**	APS per entry (grade)	APS per entry (grade)
2016 Bromley	33.59	32.8 (C+)	15.2	24.4	19.3	38.16 (Dist+)	35.47 (Dist)
2016 National	32.1	30.84 (C)	11.5	19.9	15.6	37.99 (Dist+)	36.89 (Dist+)

** at least 2 facilitating subjects

4. POLICY IMPLICATIONS

4.1 This work contributes to Building a Better Bromley

5. LEGAL IMPLICATIONS

5.1 The council has a statutory duty to provide support and challenge to schools (Education and Inspection Act 2006) in order to raise attainment and to intervene in schools causing concern

Non-Applicable Sections:	Financial, Personnel, Procurement
Background Documents: (Access via Contact Officer)	N/A

Report No.
Please obtain
a report
number

London Borough of Bromley

PART 2 – NOT FOR PUBLICATION – Exempt Information

- Info relating to an individual
 - Info which reveals identity of an individual
 - Financial/business affairs of a person or body
 - Info on a labour relations matter
 - Info on legal proceedings
 - Info on notices, orders or directions
 - Info on a criminal matter
-

Decision Maker: COMMITTEENAME

Date: MeetingDate

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

Title: ISSUETITLE

Contact Officer: LeadOfficer, LeadOfficerPost
LeadOfficerTel E-mail: LeadOfficerEmail

Chief Officer: LeadDirector

Ward: Wards

1. Reason for report

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2. RECOMMENDATION(S)

Click here and start typing

Impact on Vulnerable Adults and Children

1. Summary of Impact:
-

Corporate Policy

1. Policy Status: Not Applicable Existing Policy New Policy: Further Details
 2. BBB Priority: Children and Young People Excellent Council Quality Environment Safe Bromley Supporting Independence Vibrant, Thriving Town Centres Healthy Bromley Regeneration Not Applicable: Further Details
-

Financial

1. Cost of proposal: Estimated Cost No Cost Not Applicable: Further Details
 2. Ongoing costs: Recurring Cost Non-Recurring Cost Not Applicable: Further Details
 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 Non-Statutory - Government Guidance None: Further Details
 2. Call-in: Applicable 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? Yes No Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

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4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

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5. POLICY IMPLICATIONS

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6. FINANCIAL IMPLICATIONS

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7. PERSONNEL IMPLICATIONS

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8. LEGAL IMPLICATIONS

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9. PROCUREMENT IMPLICATIONS

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

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London Borough of Bromley

PART 1 - PUBLIC

Briefing for Education, Children and Families Select Committee Wednesday 28 June 2017

CHANGES TO LEGISLATION RELATING TO CHILDREN AND IMPACT ON THE LOCAL AUTHORITY

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)

1. Summary

- 1.1. The purpose of this report is to provide members of the Education, Children and Families Select Committee with an overview of changes to legislation (Children and Social Work Act 2017) that relate to Children and the impact this will have on the Local Authority.

2. **THE BRIEFING**

- 2.1 The Children and Social Work Act received Royal Assent on 27 April 2017.

- 2.2 The Act includes provision and improvements for Looked After Children, Care Leavers and wider safeguarding arrangements.

2.3 Looked After Children/ Care Leavers

- The Act introduces corporate parenting principles which the local authority must have regard to.
- There is a requirement that Local Authorities must consult on and publish a local offer for care leavers – which should include information about services available for care leavers in preparing them for adulthood and independent living.
- There is a requirement that local authority support (access to personal advisors, assessment of need, and preparation of pathway plan) be extended to care leavers up to age 25.
- The Local Authority must provide information and advice for the purpose of promoting educational achievement for previously looked after children in the area.
- The Local Authority must ensure children's long-term needs are prioritised by courts considering adoption or other placement options.

2.4 Safeguarding Children

- Child safeguarding practice review panels are to be established in order to a) identify serious child safeguarding cases (in England) and to raise issues that are complex or of national importance and b) where they consider it appropriate, arrange for those cases to be reviewed under their supervision.
- Panels will work with safeguarding partners from each local authority area and work with all relevant agencies.

- There is also provision for the secretary of state to combine safeguarding partner areas and delegate safeguarding functions for two or more local authority areas.

2.5 Relationships Education

- Compulsory relationships education for primary school pupils and sex and relationships education for secondary school children (in England).

2.6 New Regulator for Social Workers

- The Act covers improvements to the regulation and training of social workers with the creation of new an organisation called *Social Work England* which will replace *HCPC* as the professions regulator.
- This body will oversee improved support for social workers and facilitate consistency across England. They will have the power to obtain Education Secretary's approval for setting professional standards and introduce assessments for practitioners.

2.7 The impact of this legislation

- The Corporate Parenting training and support offered to councillors should be reviewed in line with Children and Social Work Act.
- The service should review resources available in the Looked After Team in order to consult and provide a local offer to all Care Leavers. It should also review the likely impact on the workload of Personal Assistants supporting care leavers up to age 25.
- The Act states that a designated lead should be appointed for the purpose of discharging the duty to promote educational achievement to previously looked after children. Although not expressly stated, the role of promoting education would be appropriate for the Virtual School Head to lead on.
- The service should also review resources available in order to discharge this duty - DfE guidance recommends that this would require at least 1 additional post in the Virtual School.
- The Local Authority should ensure that maintained and academy schools are aware that a designated lead is required to promote educational achievement to previously looked after children and collate a central list of the contact details for all designated leads.

London Borough of Bromley

PART 1 - PUBLIC

Briefing for Elected Members

30 HOURS FUNDED CHILDCARE FOR 3 AND 4 YEAR OLDS

Contact Officer: Liz Hodgman Early Years Strategy Manager
Telephone 0208 461 7206 E-mail: Elizabeth.Hodgman@bromley.gov.uk

Chief Officer: Jane Bailey Director For Education

1. Summary

1.1 The Portfolio Holder requested that a briefing paper be circulated to all Members to explain the new 30 hours funded childcare that will be launched on 1st September 2017. This will increase the free entitlement for children aged 3 and 4 years from 15 to 30 hours per week for eligible working parents.

2. THE BRIEFING

2.1 Currently all 3 and 4 year olds are eligible for 15 hours per week (38 weeks per year) free early education (universal offer). Take up of this offer nationally is high (95%) and in Bromley 101%. From 1st September 2017 parents will be entitled to an additional 15 hours extended entitlement (known as 30 hours) providing they are eligible. The Government want the extended entitlement to have a real impact on the lives of families, supporting parents who wish to work, to work more hours, to do so. It will benefit the children's social, physical and cognitive development and outcomes, helping to prepare them for school.

2.2 Eligibility criteria:

Child can start the term after their third birthday providing they meet the following conditions:

- The parent of the child is in paid work (if two parent family both must be in work)
- The parent needs to be earning the equivalent or more of 16 hours at the national minimum or living wage. This equates to £120 per week £6,000 per annum for each parent over 25 years old or £112.80 a week for each parent between 21 and 24 years old. If one parents wage exceeds £100,000 then they will lose eligibility.
- Parents can be employed, self-employed or on zero hours contracts
- Parents on maternity, paternity, adoption leave or statutory sick leave are treated as though in paid work.
- If one parent meets criteria and the other is unable to work due to a disability or caring responsibilities
- Parents in the 'start up' period of establishing a business (newly self-employed) will not need to demonstrate that they meet the funding criteria
- If one or both parents is a non-EEA national the parent applying must have recourse to public funds.

Parents are asked to use the www.childcarechoices.gov.uk website to register and check eligibility with the HMRC. The Local Authority has no control over the eligibility of parents. If they are eligible they will receive an 11 digit code which they will need to give to their chosen provider

2.3 Flexibility

Parents will require access to different models of delivery around their individual families working patterns.

Providers will develop different delivery models with some continuing to offer the universal 15 hours, some offering a number of the additional 15 whilst others will be able to offer the full 30 hours. There is also the option to 'stretch' the offer from the 38 weeks term time to up to 51 weeks.

2.4 Quality

The Early Years Quality Improvement Team are continuing to work with providers across the borough to ensure that quality is improved and maintained. The Local Authority will not fund places in provisions where there is an Ofsted judgement of 'not met', inadequate (for new children following this grading) or where fundamental British values are not actively promoted.

2.5 Sufficiency

The Local Authority is required under legislation to ensure that there are sufficient childcare places for working parents, or parents who are studying or training for employment. It is estimated that there are 3,500 children who will be eligible for the extended 15 hours entitlement, however many of these will already be in childcare places. It is difficult to anticipate the demand for additional places at this stage and therefore if we will be able to meet the needs of the borough's families.

2.6 Information to families

The Local Authority's childcare directory will need to include an indication of which childcare providers are offering the extended entitlement by 31st August 2017.

Generic information on the offer is already available on the Council's website and there will be a publicity campaign over the summer.

Providers are promoting the link to the Childcare Choices website so parents can access their eligibility codes and the team are working with partners to ensure the information is cascaded.

2.7 Support for providers

Providers, nurseries, pre-schools, out of school provision and childminders have all been provided with information and support sessions have been delivered across the borough. A toolkit with suggested delivery models and information on business planning is being produced.

The team are working with existing 'hubs' and looking to establish new ones to support providers in local areas to develop partnership delivery models so that children can attend 'blended' provision, for example a childminder and a pre-school sharing the 30 hour entitlement.

2.8 **Special Educational Needs and Disabilities (SEND)**

Providers can apply for the new Disability Access Fund (DAF) if they are caring for a child who is claiming the Disability Living Allowance. This is £615 per child per year to support the provision in making it more accessible. The Inclusion Fund will provide funding to providers to enable children to have Supporting Inclusion in Pre-Schools (SIPs) workers. The Local Offer will be updated with information on the extended entitlement.

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London Borough of Bromley

PART 1 - PUBLIC

Briefing for Elected Members

REVIEW OF HIGH NEEDS ARRANGEMENTS FOR CHILDREN AND YOUNG PEOPLE WITH SEND IN BROMLEY

Contact Officer: Debi Christie, 16-25 Commissioning Manager & SEND Reform Programme Lead
Telephone 020 8461 7896 E-mail: Debi.Christie@bromley.gov.uk

Chief Officer: Jane Bailey Director For Education

The review of high needs arrangements for children and young people with SEND in Bromley has arisen following the DfE's recent allocation of funding to Local Authorities to carry out a strategic review of their high needs provision. The London Borough of Bromley has commissioned an independent review of its high needs funding arrangements and other key areas relating to services and provision for young people with SEN and Disability.

The successful organisation that has been commissioned to complete this piece of work are called SEND4Change and will focus on two key areas of work:

- i) A review of SEND services across the age range 0-25 which will include:
 - Undertaking an analysis of Bromley's high needs spend
 - Developing an understanding of Bromley's current arrangements and comparisons with the national position and other London boroughs
 - Establishing key lines of enquiry to consider areas requiring development and improvement regarding the way in which needs are identified, assessed and how these needs are met for children and young people with SEND. These lines of enquiry will be pursued through establishing focus groups comprising representatives across education health and care
 - Considering the sufficiency of special school provision in order to develop a sufficiency strategy for the Borough.

- ii) A review of arrangements for pupils with social emotional and mental health needs (SEMH) which will include:
 - Developing an understanding of Bromley's arrangements for young people with SEMH needs
 - Analysing permanent and fixed term exclusion data and comparing this with the national picture and other London Boroughs
 - Having discussions with the Pupil Referral Unit, schools, and key partners
 - Evaluating the impact of current arrangements and ways in which the current model can be improved

SEND4Change will be reviewing a range of both contextual and financial information, including:

Getting to know Bromley

- Contextual data relating to the general population, school population, the categories of SEN and size of the SEN population demographics and deprivation levels
- Specific data relating to the SEN2 including the number of EHC plans, the SEN support offer, types of need, number of pupils attending special schools and colleges, the number of tribunals

- The number of permanent and fixed term exclusions
- The number of PRU placements and the pupils' category of need
- Current Strategies and policies that may impact on the demand for specialist provision (such as the Borough's Housing and SEND strategies)
- The current numbers of specialist educational placements and the designation of provision
- The quality of the current provision
- The potential gap in future provision in terms of numbers, type of need and the revenue cost of growth in provision.

Funding

- The value of the DSG and amount available in the High Needs funding block
- Levels of spend on support services, specialist provision and top-up funding allocated to mainstream and special schools
- Levels of spend relating to placements in:
 - local special schools,
 - independent non-maintained schools,
 - enhanced resources,
 - other Local Authority special schools
 - pupil referral units
 - the hospital school
 - post 19 provision

The review will involve a considerable amount of analysis and reflection and the consultants will be meeting with a range of people both internally and externally to shape the independent review.

The review has now started and will be completed by December 2017. The day to day work is led by Debi Christie (16-25 Commissioning Manager and SEND Reform Programme Lead) and sits within the SEND Reforms governance structure, reporting into the SEND Reforms Governance Board which takes place monthly. Regular reports will also be provided to a range of other meetings including the Education Select Committee and Schools Partnership Board.

This important piece of work will support Bromley in developing a system that is fit for purpose and delivered within its challenging funding envelope. It will also shape a shared vision with children, young people, families, partners and providers and contribute to the SEND five-year strategy, which will be published in early 2018.

Report No.
CSD17099

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Education, Children & Families Select Committee

Date: 28 June 2017

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

Title: **EDUCATION CHILDREN AND FAMILIES SELECT COMMITTEE
WORK PROGRAMME**

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: Borough-wide

1. Reason for report

- 1.1 This report sets out the Committee's work programme 2017/18.

2. **RECOMMENDATION(S)**

- 2.1 That the Education, Children & Families Select Committee endorse the recommended work plan set out in the report.

Corporate Policy

1. Policy Status: Existing Policy: As part of the Excellent Council stream within Building a Better Bromley, PDS Committees should plan and prioritise their workload to achieve the most effective outcomes.
 2. BBB Priority: Children and Young People: To secure the best possible future for all children and young people in the Borough, including a clear focus on supporting the most vulnerable children and young people in our community.
-

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: Council's Base Budget
-

Staff

1. Number of staff (current and additional): 8 posts (7.27fte)
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: No statutory requirement or Government guidance:
 2. Call-in: Not Applicable
-

Customer Impact

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

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

Work Programme

- 3.1 At its meeting on 9 May 2017, the Education Select Committee recommended the following items to be included on the Work Programme for the Education, Children and Families Select Committee.
- 3.2 It was recommended that each meeting the Portfolio Holder for Education and Children's Services to be scrutinised along with one of the following:
- The Deputy Chief Executive and Executive Director for ECHS (bi annually)
 - The Director for Education (annually)
 - The Director for Children's Social Care (annually)
- 3.3 Quarterly Monitoring Report and Monitoring Visits by Ofsted to be standing items on every agenda.
- 3.4 The following issues were recommended as Substantive Items for scrutiny:
- SEND Strategy – short breaks, SEN transport
 - Child and Adolescent Mental Health Services (CAMHS)
 - Troubled Families/Early Intervention/Child Poverty
 - Early Years, Child minding and the 30 hour challenge
- 3.5 The following issues to form Short Items for scrutiny:
- Permanent Exclusions: Prevention Strategy
 - Adult Education: Follow up to Ofsted (in June 2017)
 - YOS/Youth Service Developments (in October 2017)
- 3.6 It was recommended that the following items to be delegated to the Education, Children and Families Budget and Performance Monitoring Sub-Committee:
- Annual Adoption Agency Report
 - Annual Corporate Parenting Report
 - Annual Complaints Report
 - Sufficiency and commissioning of Children's Services Placements
 - Private Fostering Annual report
 - Annual assurance report of the Statutory Director of Children's Services
 - Audit report
 - Budget monitoring
 - Contracts
 - Business plan and portfolio plan monitoring
 - Risk management
 - Business continuity
- 3.7 In addition to this, Pupil Place Planning would be dealt with by the Pupil Place Planning Executive Working Group if required.
- 3.8 Finally, it was recommended that the General Purposes and Licensing committee to be asked to undertake an annual review of Licensing – participation issues relating to children.

- 3.9 Appendix 1, sets out the meetings of the Education, Children & Families Select Committee, Education, Children & Families Budget and Performance Monitoring Sub-Committee, SACRE, and Schools' Forum which have been scheduled for the 2017/18 Municipal Year.
- 3.10 The purpose of the work programme is to reference future work and enable it to be amended in the light of future developments and circumstances.
- 3.11 Members and Co-opted Members of the Education Select may wish to consider any additional items for consideration and scrutiny during the 2017/18 Municipal Year.

Schedule of Visits

- 3.12 The programme of visits for the Summer Term is currently being developed and will be circulated to Members as soon as it is available.

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

Education, Children & Families Work Programme 2017/18

Education Select Committee	9 May 2017
Children Missing Education – (to include consideration of written evidence submitted by Bromley Youth Council)	Review and Recommendation Session
Work Plan for 2017/18	
Education, Children & Families Select Committee	28 June 2017
Progress in Implementing Children's Service Action Plan	Standing Item
Scrutiny of the Deputy Chief Executive & Executive Director (ECHS)	
Adult Education Update	Short Item
Children's Services Landscape in Bromley: All Councillors to be invited in their capacity as Corporate Parents Witnesses: Chairman of the Bromley Safeguarding Children's Board Chairman of the Bromley Children's Service Improvement Governance Board Deputy Chief Executive and Executive Director (ECHS) Interim Director: Children's Services	Substantive Item
Ofsted Rating of Bromley Schools	Information Item
Changes to Legislation Relating to Children and Impact on the Local Authority	Information Item
Schools' Forum	29 June 2017
SACRE	12 July 2017
Education, Children & Families Budget & Performance Monitoring Sub-Committee	18 July 2017
Item	Status
Child Sexual Exploitation Recovery Service	
Adoption Annual Report	
Private Fostering Annual Report	
Capital Programme Outturn	
Budget Closedown 2016/17	
Virtual School Annual Report 2017/18	
Schools' Forum	21 September 2017
Education, Children & Families Budget & Performance Monitoring Sub-Committee	26 September 2017
Capital Programme – 1 st Quarter	
Budget Monitoring 2017/18	
Bromley Safeguarding Children's Board Report 2016/17	
Education, Children & Families Select Committee	17 October 2017
Item	Status
References from the Education, Children & Families Budget & Performance Monitoring Sub-Committee	Standing Item
Scrutiny of the Director of Education	
Progress in Implementing Children's Service Action Plan	Standing Item
YOS Update	Short Item
Living in Care Council Presentation	Short Item

Child and Adolescent Mental Health Services (CAHMS)	Substantive Item
Update on Leaving Care Initiatives - including Leaving Care project and panels, and the accommodation review	Information Item
Schools' Forum	23 November 2017
SACRE	6 December 2017
Schools' Forum	11 January 2018
Education, Children & Families Budget & Performance Monitoring Sub-Committee	17 January 2018
Capital Programme – 2 nd Quarter	
Budget Monitoring 2017/18	
Education, Children & Families Select Committee	23 January 2018
Item	Status
Scrutiny of the Interim Director of Children's Social Care	
Progress in Implementing Children's Service Action Plan	Standing Item
Follow Up on Under Performing Pupils	Short Item
Troubled Families/Early Intervention/Child Poverty	Substantive Item
Education, Children & Families Select Committee	27 February 2018
Item	Status
Scrutiny of the Deputy Chief Executive & Executive Director (ECHS)	
Progress in Implementing Children's Service Action Plan	Standing Item
Permanent Exclusions: Prevention Strategy	Short Item
Early Years/Child Minding and the 30 hour challenge	Substantive Item
Education, Children & Families Budget & Performance Monitoring Sub-Committee	28 March 2018
Capital Programme - 3 rd Quarter	
Budget Monitoring 2017/18	

London Borough of Bromley

PART 1 - PUBLIC

Briefing for Education, Children and Families Select Committee Wednesday 28 June 2017

ADULT EDUCATION UPDATE

Contact Officer: Jane Bailey, Director: Education
Tel: 020 8313 4146 E-mail: jane.bailey@bromley.gov.uk

Chief Officer: Director: Education (ECHS)

1. Summary

- 1.1. This report provides an overview of the impacts arising from the 2016 restructure of the councils adult education service. The report considers the impacts under three main headings, provision, accommodation and staff.
- 1.2. The adult education service was inspected in February 2016 and the impact of the restructure on the outcome is reflected throughout where appropriate.
- 1.3. All data used in this briefing is accurate as of 28 April 2017 unless stated otherwise.

2. **BACKGROUND**

- 2.1 At a meeting of the Council's Executive Committee on 10 February 2016 members endorsed a proposal for a reorganisation of the adult education service, known as Bromley Adult Education College (BAEC).
- 2.2 The restructure encompassed a refocusing of the curriculum offer to increase the level of resource used to support vulnerable and disadvantaged communities, a reduction in staffing levels across the service and withdrawal from the Widmore Centre in Bromley, which had operated as the main administrative centre for the service since September 1998. Another anticipated outcome was the return of the Adult Education budget to a balanced position.
- 2.3 As the larger of the two remaining designated adult education sites, the Kentwood Centre became the new main administrative centre for the service with effect from August 2016.
- 2.4 Between June and 31 August 2016 staff relocated those resources identified as required for the continuation of the service to the Kentwood or Poverest sites. Some resources were transferred to other sections within the council whilst items identified as surplus were put up for public sale.
- 2.5 The proceeds from the public sale came to a total of £3,220. Following the public sale charitable organisations were invited to view and collect remaining items free of charge. For example, this enabled the Men in Sheds project to make use of woodwork benches and some tools that would otherwise have been disposed of.
- 2.6 BAEC previously operated with a Governing Body with delegated powers under a local scheme of management. The Governing Board was dissolved at the end of the 216/16 academic year and a new body, known as the Community Learning Advisory Consortium (CLAC) was formed.

- 2.7 The Community Learning Advisory Consortium is chaired by the Portfolio Holder for Education and has representation from various sections of the local community, other teams with ECHS, and the BAEC student body. The group has met twice in 2016/17 with a third meeting planned for the summer term.
- 2.8 Under its terms of reference the purpose of CLAC is to provide local intelligence to inform the adult learning offer; provide links to local communities to help funding reach identified vulnerable groups and contribute to the local authorities priorities; to provide support and challenge to adult learning leaders and managers to ensure that funding is targeted and used effectively to support disadvantaged adults and communities.
- 2.9 The service commenced full operation under the new structure from 1 September 2016 and the autumn term began on 19th September.

3. IMPACT ON PROVISION

- 3.1 Whilst the restructure reduced the volume of courses open to public enrolment, BAEC has continued to retain a reasonably wide range of provision within its mainstream offer for members of the public. Up to the end of April 2017 a total of 462 courses have taken place. Of these courses, 180 have been provided through community project partnership work, targeted at specific vulnerable groups. At the time of writing this report a further 104 courses were planned to start later in the summer term.
- 3.2 Although the closure of the Widmore site resulted in the loss of some popular specialist subjects such as pottery and jewellery making, a few minor adaptations at the Kentwood and Poverest Centres enabled the retention of some of the arts and crafts subjects. These include art appreciation, etching, floristry, interior design, photography, stained glass and upholstery.
- 3.3 The accredited provision on offer has retained a strong focus on English and maths, including GCSE and English for Speakers of Other Languages (ESOL). Other qualifications have remained as part of the offer to residents, including counselling, book keeping and accounting, office skills, ICT, food safety, sign language, childminding, photography and interior design.
- 3.4 Managers have continued to work in partnership with the Job Centre Plus staff to offer specific training and qualifications for unemployed adults, including Universal Job Match, CV writing and interview skills.
- 3.5 BAEC has continued with its discrete offer for adults with learning difficulties and disabilities providing a range of courses in independent living skills, ICT, art and craft, dance and drama and photography.
- 3.6 Within the community outreach programme to date managers have worked with a total of 32 partners, of which 18 are primary schools. These include family learning courses delivered in 2 local authority maintained schools and 16 academies. Family learning provision has also been successfully provided through partnership working with five of the Bromley Children and Family Centres.
- 3.7 At the time of the inspection in February 2017, Ofsted reported that the service "...offers a good range of courses, in a wide variety of locations, ensuring good learning opportunities to the borough's most disadvantaged residents". However, Ofsted were critical regarding of the slow progress made by leaders and managers in improving the achievement rates in some of the accredited provision, in particular the ESOL courses. Work to address these areas for improvement is underway and forms the key process of a post inspection action plan.

- 3.8 Enrolment for the 2017/18 academic year will commence on Monday 5th June 2017 and the funding grant for the forthcoming academic year is expected to remain at the same level as that for 2016/17.
- 3.9 In order to support those residents whose courses were being displaced or lost from the adult education offer as a result of the restructure and closure of the Widmore site, an adult learning section was developed as part of the Bromley Mylife website. A total of 22 subject areas were built into the facility, of which 20 have been populated with courses offered by other providers.
- 3.10 The providers listed on the site are comprised of a range of large companies (e.g. David Lloyd Clubs), other colleges (London South East Colleges), other local authorities (e.g. Bexley and Croydon adult education services) training providers (e.g. JACE Training), third sector organisations (e.g. U3A, Ripley Arts Centre) and small independent providers. In total there are over 100 different providers with course listings included on the MyLife site. The role of a graduate intern has been crucial in enabling the information on this facility to be kept current.
- 3.11 Between 1 September 2016 and 25 May 2017 there have been a total of 420 views on the adult learning homepage and 580 on the “find a course” page. February was the busiest month for views on the adult learning listings. Drawing and badminton were the two most popular viewed listings and stress management, followed by sculpture and silversmithing the least.
- 3.12 Three former tutors from BAEC have independent listings on the Bromley MyLife site and a further six provide classes at the Ripley Art Centre with links to that site included on the relevant MyLife pages.

4. IMPACT ON ACCOMODATION

- 4.1 The closure of the Widmore site reduced the number of designated BAEC teaching spaces by 50%. However at that time, following year on year reductions in funding, the volume of courses had declined over a four year period and all three sites were underused. For example there were a total of 742 BAEC courses in 2015/16 compared to a total of 1,061 in the academic year 2011/12.
- 4.2 The relocation of the administration and support functions to the Kentwood centre resulted in the loss of a further four of the smaller classrooms to accommodate support staff and resources. However, the closure of the nursery enabled the creation of 3 new teaching spaces providing a total of 22 teaching rooms at the Kentwood Centre.
- 4.3 In 2016/17 usage of the teaching rooms at Kentwood has varied across the week, with Tuesday mornings being the busiest slot and Friday afternoon remaining the time when rooms are used the least. The combined art and etching room has been used consistently across all available teaching slots and the use of the ICT room has increased from around 45% in 2015/16 to 79% during 2016/17 to date.
- 4.4 Average daily room usage is shown in table 1 below. This data includes all available slots across mornings, afternoons and evenings where open. Kentwood is open for classes for four evenings per week during term time and Poverest for two evenings.

4.5 Table 1: Average daily room usage 2016/17 to date

	Kentwood (out of total 22 rooms across 14 slots)	Poverest (out of total 10 rooms across 12 slots)
Monday	44%	67%
Tuesday	65%	85%
Wednesday	64%	64%
Thursday	50%	75%
Friday	30%	85%

- 4.6 At the Poverest Centre there are a total of ten teaching spaces available including the main hall space. The busiest slot during the week are Tuesday and Friday mornings and the quietest is a Wednesday afternoon.
- 4.7 Provision for adults with learning difficulties and disabilities has continued to form a significant proportion of the curriculum offer at the Poverest Centre; however the range of mainstream courses available to open enrolment has increased. This has provided residents with an increased choice in some subjects e.g. art based subjects; dance etc. plus English, maths and ESOL.
- 4.8 Following the closure of the Widmore site, staff were able to consolidate resources, ensuring that the newer and/or higher specification of furniture and equipment was retained. This has helped to improve the learning environment and resources in some of the teaching and communal areas at the Kentwood and Poverest sites.
- 4.9 The letting of rooms to outside organisations has continued to contribute to the income generated by the adult education service, although at lower levels than in previous years. Two of the regular lettings are former tutors who have continued to offer, on a private basis, courses that were discontinued under the BAEC restructure.
- 4.10 To date, a total of an additional 34 community venues have been used to deliver adult learning provision. All of these venues have been accessed using the pound plus principle under which accommodation was provided free of charge by the community partner as part of their contribution to the costs of delivering adult education in communities.
- 4.11 In addition to the schools and children and family centres referred to in 5.6 above, other locations used include: Job Centre (Bromley), Active Age Centre, Community Centres, village halls and sheltered housing centres.

5. STAFF IMPACT

- 5.1 The employment contracts of 50 part time tutors, 17 support staff (including management) and 14 nursery workers were terminated by reason of redundancy as a direct consequence of the restructure. In addition, two members of staff were redeployed to other teams within the council.
- 5.2 The teaching staff affected predominantly taught those subjects that were being discontinued from the curriculum as part of restructure, e.g. some arts and craft subjects, badminton, beauty therapy and some language provision. In a few cases the closure of the Widmore site significantly reduced the volume of work on offer for other subjects, such as painting and drawing and Pilates. As a consequence the hours available for specific individual tutors were not a suitable alternative offer compared to their previous contracted hours.

- 5.3 In 2016/17 managers have reported that the overall reduction in the size of the teaching pool has restricted the flexibility of the curriculum. This has made it more difficult to set up community courses as quickly as in previous years and find cover for classes during periods of staff sickness.
- 5.4 Along with other providers in the post-16 sector, managers report a shortage of teachers for English, maths and ESOL classes. As a consequence, staff who are available are usually offered sufficient work during the hours that are most convenient for them. Thus it has become more difficult to find staff to teach during the less popular working slots such as evenings.
- 5.5 Following the restructure, the management posts were reduced from 9.5 FTE to 4 FTE. Under the new structure there are two Heads of Centre and a Head of Outreach, all of whom report to a Head of Adult Learning. The Head of Adult Learning reports directly to the Head of Service for Early Years, Schools Standards and Adult Education.
- 5.6 All staff appointed to the new management posts are responsible for areas of BAEC operations that were new to them in September 2016. Therefore the autumn term was a period of learning and adjustment as staff gained a fuller understanding of their new areas of responsibility and adjusted to new ways of working.
- 5.7 As we approach the end of the first year of operation under this new model, all managers have found the breadth of responsibilities on top of their curriculum and tutor line management roles challenging. For example, the two Heads of Centre and the Head of Outreach provision between them are responsible for the line management of 92 part time tutors.
- 5.8 In the long term developing the capacity within the team to innovate and respond to new initiatives is likely to remain difficult without additional resource. Staff have worked in close partnerships with other local authority adult education services, many of whom are facing similar challenges. Through these network arrangements the sharing of good practice is being adopted to help all partners realise efficiencies with regard to staff time and capacity. For example, the adult education services of the London Boroughs of Sutton, Bromley and Croydon are sharing a training event for teaching staff, thus widening the CPD opportunities available for tutors.
- 5.9 The Ofsted report of February 2017 commented favourably on the new management structure, recognising the positive impact a more simplified structure has had on improving communications and the decision making process. They identified that the Heads of Centre managed their teams of part time tutors well. They further commented that the significant staff resource invested in the restructure process had limited the ability of leaders and managers to bring about the necessary improvements in teaching and learning. This is now the priority for all staff and increasing amounts of staff resources have been directed towards the necessary interventions since January 2017.
- 5.10 Under the restructure administrative and funding support staff were reduced from 14.5 FTE to 9.75 FTE. The team are now processing fewer mainstream enrolments and there has been a reduction in the volume of data inputting for mainstream non accredited learning. However, the volume of activity for the accredited courses, which have higher levels of administrative functions attached to them, has remained at similar levels. Many students enrolling on mainstream non qualification courses now enrol online. However, recruitment and enrolment on community outreach programmes is achieved through partnership work and involves staff batch inputting the enrolment data. Increasing the community outreach work has therefore started to increase the levels of data inputting as the academic year has progressed.
- 5.11 Staff in both general and funding administration have struggled to manage the volumes of work required of them during busy times of the academic year, particularly the start of the academic

year and subsequent new terms. At this stage there is no evidence that this is having a negative impact on BAEC's ability to fulfil the contractual obligations under the terms of the funding grant. Managers will continue to monitor staff workloads and any subsequent impact. However, the role undertaken in the management of the funding processes by Head of Centre for Kentwood has sometimes reduced or delayed her active participation in curriculum improvement work. This will continue to be monitored to identify if it impacts negatively on the services' ability to complete the necessary intervention work in a timely manner.

6. CONCLUSION AND NEXT STEPS

- 6.1 Ofsted concluded that the reorganisation of the service had been well managed and successful with regard to bringing about a closer integration of the work of adult education with that of the council. They also recognised that the transition had been significant but concluded that the work done to implement and manage the restructure process was had a negative impact on the capacity of leaders and managers to implement all the required curriculum quality improvement actions.
- 6.2 Ofsted were also of the view that the changes brought about an improvement in the governance arrangements for the service, that lines of accountability are now clear and that BAEC are well positioned to contribute positively to the council's overall key aims and objectives.
- 6.3 Many of the areas for improvement identified by Ofsted in February 2017 had been highlighted by the service as part of its own self-assessment process and actions to address the issues built into a quality improvement plan. This plan has formed the basis of the subsequent post inspection action plan and has a strong focus on raising the achievement rates on qualification courses through improved teaching and learning techniques. Senior adult education staff meet with the Director of Education on a regular basis to review the progress made and agree priorities and targets.
- 6.4 External support, provided by a senior adult education officer, with current Ofsted inspection experience, from another local authority has been in place since December 2016. Through this support managers have received updated training in the observation of teaching and learning which has realigned their expectations more closely with that of Ofsted and the Common Inspection Framework 2017. Following the training, managers conducted observations of lessons accompanied by the external consultant who subsequently reported that managers are making good judgements about the quality of teaching and learning seen in the classrooms and setting appropriate improvement targets with tutors.
- 6.5 Further developments as a consequence of the external support include a more rigorous approach towards follow-up and the monitoring of tutor action plans and managers displaying an improvement in moral, self-belief and levels of motivation. Further training for managers is planned for later in the term and arrangements are in place for the current support to remain in place until December 2017.
- 6.6 All BAEC tutors were invited to attend a targeted tutor training day in May 2017. They were given the opportunity to attend a choice of two out of four planned workshops. Each of the workshops was focussed on key areas for improvement as identified in the Ofsted inspection report of February 2017. These were: Improving assessment strategies and techniques; the use of appropriate target setting; effective questioning techniques; differentiation strategies. The impact of the training is being evaluated during the summer term lesson observations and learning walks.
- 6.7 The restructure has clearly helped to refocus the work of BAEC, ensuring it is well placed to help the council meet its stated aim of focussing support on the Borough's more vulnerable

residents and enabling a more joined up approach with that of other council services. Despite the pressure on resources, staff are committed and motivated to achieve the necessary improvements in the quality of teaching and learning that will result in improved overall grade at the next inspection.

- 6.8 Partnership work between local authority services will remain an essential part of the work for adult education as all LA's struggle with a diminished resource. Furthermore, the likely outcomes on local authority adult learning that will arise following the devolution of funding to the Office of the Mayor of London remains uncertain. However, one of the key recommendations arising from the London Adult Community learning Area Review process was that services were asked to seek ways of sharing backroom operations and/or curriculum led activities in preparation for a possible move towards a merged hub based structure.
- 6.9 Local authority services across London have started to meet on a regular basis with a view to developing possible transition models for council leaders to consider. Bromley is in a unique position in that it sits on the border of two sub-regional groups. One is the South London Partnership which includes the boroughs of Croydon, Merton, Sutton, Kingston and Richmond. The other is the east sub regional partnership, which includes Bexley and Greenwich on the south of the river, and the London Boroughs of Newham, Redbridge, Barking and Dagenham, Havering and Waltham Forest north of the Thames. Bromley has been invited to participate in discussion about both transitional options and it seems likely that both will feature in a future options appraisal report for members' consideration.

7. FINANCIAL IMPLICATIONS

- 7.1 The aim of the restructure was to put forward a model that would deliver savings and put in place a structure that would enable Adult Education to operate in a flexible way, depending on the continuation of various government funding streams.
- 7.2 The restructure will realise savings of £275k (2017/18) in a full year. This has already been reflected in the 2017/18 budget.
- 7.3

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Role of the Bromley Safeguarding Children Board

Bromley Safeguarding Children Board (BSCB) exists to support, scrutinise and challenge what all the agencies in Bromley are doing to safeguard and promote the welfare of children and young people. The BSCB aims to ensure all children are seen, heard and helped; we want professionals to see them in the context of their lives in Bromley, listen to what they have to say and evidence that they have by the action they take.

Local Safeguarding Children Board (LSCB)s were established under the requirements of the Children Act 2004 and exist to

- (a) co-ordinate what is done by each person or body represented on the Board (specified in the legislation) for the purposes of safeguarding and promoting the welfare of children in an area; and
- (b) ensure the effectiveness of what is done by each such person or body for those purposes.

In addition, there are a number of specific functions for Local Safeguarding Children Boards cited in the Statutory regulations (2006) and Working Together (2015), which will be amended following the Children and Social Work Act 2017. New statutory regulations for safeguarding partners are expected in 2018. The current functions include responsibility for:

- developing specified safeguarding policies and procedures (for example, guidance on thresholds for interventions and investigation of allegations concerning persons who work with children)
- undertaking reviews of serious cases and advising the authority and their board partners on lessons to be learned
- raising awareness about safeguarding children
- monitoring and evaluating effectiveness to safeguard (through auditing, self-assessment and analysis of performance data and intelligence).

Local arrangements

The Board is chaired by an independent chairperson to bring objective and authoritative rigour to the work of the BSCB. Jim Gamble QPM has been the independent chair since January 2017.

The Board agenda offers opportunities for information sharing and discussion, but also enables robust challenge. The Board meets formally four times a year, as do each of its six sub groups. Additional task and finish groups take place as required. The subgroups are:

- Quality Assurance and Performance Monitoring
- Serious Case Review
- Training
- Vulnerable Adolescents
- Child Death Overview Panel
- Community Engagement.

Two advisory committees, the Education Safeguarding Advisory Committee (ESAC) and the Health Economy Safeguarding Advisory Committee ensure the 112 schools/academies in Bromley and the full range of health providers and commissioners have a specific forum for the named and designated safeguarding children's leads to cascade and escalate, capture impact and network.

Critically the BSCB is focused on supporting partners and in particular the Local Authority to positively respond to the most recent Ofsted Inspection report and now has responsibility for overseeing Improvement Plan priority 8 – Child Sexual Exploitation (CSE).

BSCB commitment and focus for 2017-18

The BSCB is committed to:

- Making sure children are seen, heard and helped - testing what we do by evidencing impact rather than activity
- Contextual Safeguarding - focusing on the context of the child's life – at home, at school, with friends, on the street, online and offline
- Early help - and a relentless commitment to early intervention
- Strong and transparent leadership - encouraging constructive challenge, actively seeking out the issues and developing a total commitment to continuous learning and improvement.

The focus for 2017-18 will be on:

- vulnerable adolescents, with a particular focus on those vulnerable to child sexual exploitation (CSE), going missing, and/or from gangs
- enhanced working with schools
- children with special educational needs and/or disability
- reflecting the authentic voice of the child.

Work Plan for 2017-18

- Establishing and informing a risk register and systematic self-assessment process
- Developing better links with other strategic partnerships. Establishing a Strategic Inter Partnership Chairs group
- Completing two Serious Case Reviews (Child K underway with Lambeth LSCB, second SCR about to commence)
- Ascertaining the commitment and focus of partners - investment or lack of it
- Conducting multi-agency independent audits on the following topics: ten neglect cases which didn't meet threshold for statutory social care; five recent CSE cases; revisiting 18 CSE cases audited by the Board in 2015; domestic abuse (TBC) – and sharing the learning through seminars and briefings
- Developing the role of the new Community Engagement Sub Group to cascade information, be the ears and ears of the Board, reality check, capture issues and impact
- Holding an annual conference (Nov 2017) on empowering the community
- Developing a suite of social media policies
- Conducting digital footprint surveys with parents and young people
- Developing apps for practitioners to further improve practice
- Launching the new website (www.bromleysafeguarding.org)
- Publishing the Multi-Agency Children's Information Sharing Protocol (April 2017)
- Publishing the new Thresholds of Need Guidance (May 2017)
- Publishing the Vulnerable Adolescents Strategy with supporting protocols on CSE, Missing and Gangs (June 2017)
- Reviewing Escalation Policy (July 2017)
- Writing an Annual Report on BSCB activity and impact covering 2016-17 (September 2017)
- Improving analysis of performance data and intelligence

London Borough of Bromley

PART 1 - PUBLIC

Briefing for Education, Children and Families Select Committee Wednesday 28 June 2017

ROLE OF THE CHILDREN'S SERVICE IMPROVEMENT BOARD

Contact Officer: Ade Adetosoye, OBE, Executive Director of Education, Care and Health Services and Deputy Chief Executive
Tel: 020 8313 4652 E-mail: Ade.Adetosoye@bromley.gov.uk

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

1. Summary

- 1.1. The purpose of this report is to provide Members of the Education, Children and Families Select Committee with a summary of the role, responsibility and remit of the Children's Service Improvement Governance Board (CSIGB).

2. THE BRIEFING

- 2.1 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 found Children's Services to be inadequate in all judgement areas.
- 2.2 Following the inspection the Executive set up a member-led Improvement Board (Children's Services Improvement Governance Board) to address shortcomings identified by Ofsted and oversee the improvement work being completed by the service. The first Board meeting was held on 24 June 2016.
- 2.3 Meetings which are held on a monthly basis are independently chaired by Isobel Cattermole a freelance consultant with wide experience in Education, Adult and Children's Social Care.
- 2.4 Membership of the Board is made up of elected members, senior LBB officers and senior officers from key partner organisations (**Appendix 1**).
- 2.5 The purpose of the Board is to ensure vulnerable children and young people in Bromley are safe, protected and supported so that they can achieve the best possible outcomes.
- 2.6 Board members advise on, drive and challenge the delivery, progress and outcomes of the Improvement Plan and monitor work being completed to secure sustainable improvements in Bromley's Children's services. This includes prioritising & monitoring financial implications to ensure that where necessary improvements are underpinned by required resources.
- 2.7 The Board work alongside existing strategic governance and accountability frameworks including the Bromley Safeguarding Children Board, the Health and Wellbeing Board, the Corporate Parenting Board and other relevant scrutiny functions. The CSIGB is accountable to the LBB Executive. Whilst non LBB members of the Board are responsible for reporting progress and key issues through their own organisations governance structures.

- 2.8 The CSIGB agenda includes two standing items every month i) Practice monitoring reports and deep dives and ii) improvement plan update report. The CSIGB works to a comprehensive forward plan which covers all areas of the service.

Appendix 1
Service Improvement Governance Board Membership

Role	Name
Isobel Cattermole	Independent Chair CSIGB
Leader of Council	Cllr Stephen Carr
Chairman Education, Children and Families Select Committee	Cllr Nicholas Bennett
Portfolio Holder for Education, Children and Families	Cllr Peter Fortune
Public Protection and Safety Portfolio Holder	Cllr Kate Lymer
Care Services PDS Chairman	Cllr Mary Cooke
Chief Executive	Doug Patterson
Deputy Chief Executive and Executive Director of Education, Care and Health Services	Ade Adetosoye
Interim Director Children's Services	Janet Bailey
Director Education	Jane Bailey
Director Public Health	Dr Nada Lemic
AD ECHS - Housing Needs Service	Sara Bowrey
AD ECHS - SBSS	Vacant
Director of Finance	Pete Turner
Assistant Chief Executive (Human Resources)	Charles Obazuaye
Director of Resources	Mark Bowen
Interim Head of Quality Improvement Service	Gillian Halden
Corporate Communications Officer	Susie Clark
Bromley CCG	Dr Angela Bhan
Borough Commander, Met Police	Chris Hafford
BSCB Independent Chair	Jim Gamble
Primary Schools Representative	Lynda Doel
Secondary Schools Representative	Paul Murphy

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London Borough of Bromley

PART 1 - PUBLIC

Briefing for Education, Children and Families Select Committee Wednesday 28 June 2017

TOWARDS EXCELLENCE FOR CHILDREN IN BROMLEY

Contact Officer: Ade Adetosoye, OBE, Executive Director of Education, Care and Health Services and Deputy Chief Executive
Tel: 020 8313 4652 E-mail: Ade.Adetosoye@bromley.gov.uk

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

1. Summary

- 1.1. The purpose of this report is to provide members of the Education, Children and Families Select Committee with an overview of how the service will deliver its ambition of providing better outcomes for children and families.

2. THE BRIEFING

- 2.1 Following the Ofsted inspection, the Children's Services Improvement Plan was developed in conjunction with partner agencies. The plan addresses the report recommendations and issues raised by inspectors.
- 2.2 In December 2016, the Council appointed a permanent Deputy Chief Executive & Executive Director of ECHS to lead on the improvement agenda.
- 2.3 Since being in post the Deputy Chief Executive & Executive Director of ECHS has launched and communicated the 'Roadmap to Excellence' to all staff (**Appendix 1**). This document clearly sets out the department's direction of travel and details how this will be achieved.
- 2.4 Central to this is the department's vision which focuses on the experience of the child and young person. The department's values and principles include:
- *Children's safety and their wellbeing are our priority.*
 - *Listening to children, understanding their experiences and building effective working relationships with children and their carer is at the heart of all our work. Purposeful direct work and time with children and their families is key to achieving good outcomes.*
 - *We will treat families and children with respect always.*
 - *We will intervene with children and families at the right time, and develop a thorough understanding of the needs and the risks to each individual child, and their lived experience, views and wishes.*
 - *We will strive to ensure that every child who is unable to live with their birth family will, with the minimum of delay, live in a stable permanent family or care setting that meets his or her needs into adulthood.*
 - *We will respect and celebrate diversity and difference in children and families.*

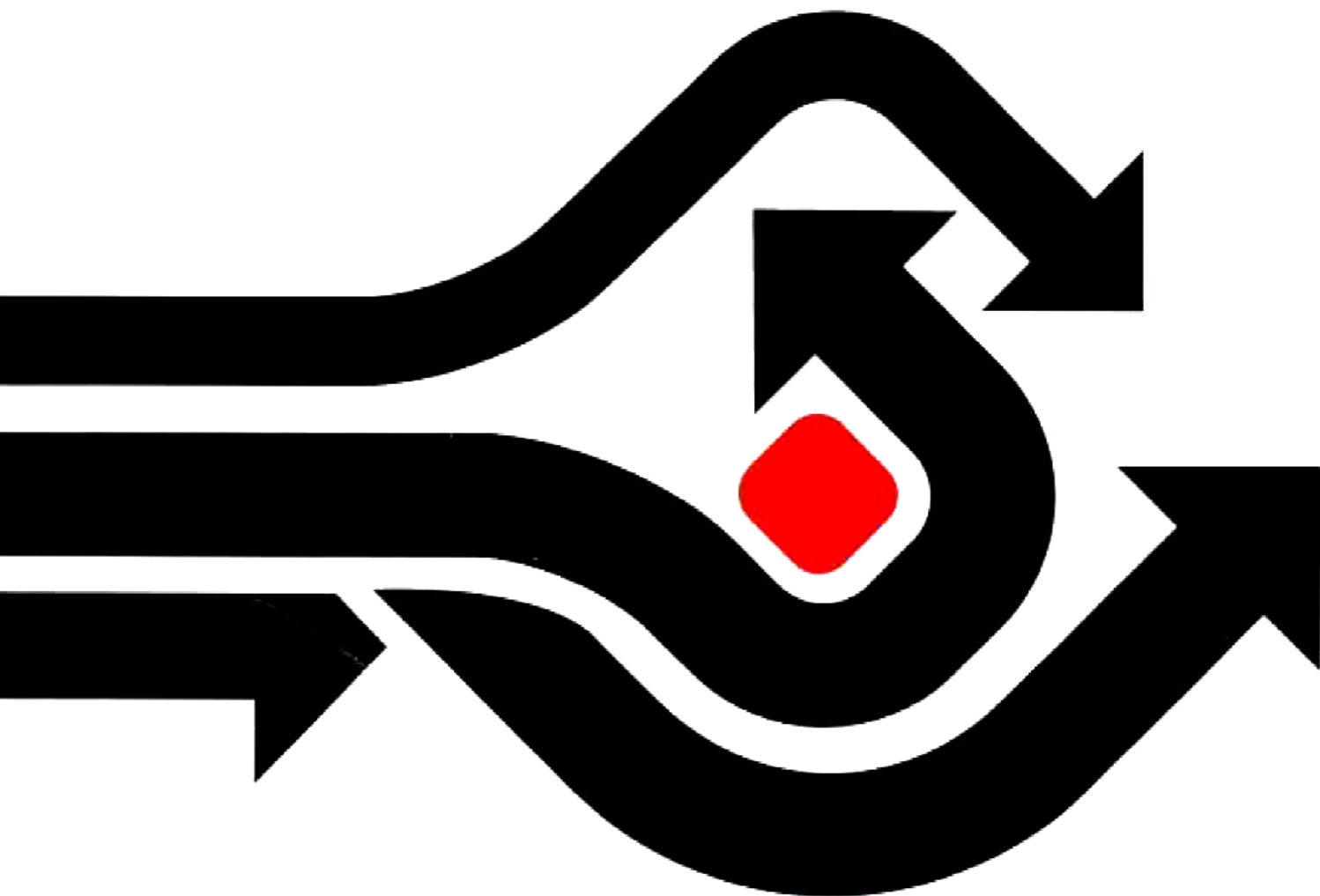
2.5 The 'Roadmap to Excellence' builds on the Children's Service Improvement Plan by identifying 8 areas where the department can focus on improving frontline practice and support good social work in order to reshape the service. Detailed under each theme is the issues that need to be addressed and what the service will be doing to make improvements in those areas. The 8 themes are:

- Theme 1 - Improving safeguarding practice to ensure we provide better help and protection
- Theme 2 - Improving practice to children looked after
- Theme 3 - Improving practice to care leavers
- Theme 4 - Improving practice through better leadership and management
- Theme 5 - Improving practice in adoption
- Theme 6 - Improving practice – tackling child sexual exploitation, children missing and gangs
- Theme 7 - Improving practice – commissioning and procurement to support social work practice
- Theme 8 - Leadership team - enablers

2.6 To compliment and embed the 'Road map to Excellence' the Deputy Chief Executive & Executive Director of ECHS and Children's Social Care senior managers have introduced a number of measures to show that the department is committed to recruiting, developing and retaining a skilled and experienced workforce who are able to deliver excellent practice by;

- introducing a caseload promise to social workers in order to reduce caseloads and promote a culture of delivering 'quality practice';
- introducing and circulating the department's Social Work Practice Standards which clearly set out what is expected of social workers and managers employed by Bromley;
- holding regular staff consultation and engagement sessions to create a culture of transparency and trust between Senior Managers and staff;
- listening to what is being said and acting on this i) providing technology to enable more flexible working conditions, ii) reviewing and introducing pay equalisation across the department, iii) encouraging agency workers to become permanent and also iv) introducing a new and updated practice development programme from January 2017 to provide staff with training and development opportunities.
- issuing regular email communication and information updates;
- launching the 'Line of Sight' document which details the mechanisms that are used by senior managers to ensure that they have comprehensive knowledge about what is happening in the front line in order to meet their responsibilities effectively;
- setting up the Social Work Practice Advisory Group, a forum for front-line social workers to be included in a range of national and local social work issues.

2.7 In his most recent email communication to staff the Deputy Chief Executive & Executive Director of ECHS circulated 'Our Journey to Excellence - 100 days message'. This document reaffirms the priorities outlined in the 'Roadmap to Excellence' by expanding the focus of improvement activity across the full Education, Care and Health Services division. This is to ensure that officers remain committed to delivering a quality service to our residents who should be safe, have a decent home, be well cared for, thrive socially, achieve academically and live independently and in control of their lives.



The Roadmap to Excellence



THE LONDON BOROUGH

Towards Excellence -

Delivering better outcomes for children and families

“Getting to the Heart of Practice”

Developing a clear direction for Children’s Social Care

I have taken up this role at a crucial time in Bromley Children Services. There is an urgent need to deliver swift improvement of our services for children and families. The children’s social care department needs good quality management support and clear direction to enable it to deliver good services to our most vulnerable children. It needs a clear vision supported by joined up strategic arrangements, and a roadmap that sets out how we will move our practice and work with families towards excellence.

At the start of our journey together, I set myself many challenges, which included the following:

- To meet the senior management team and leaders to understand the context, challenges and opportunities in Bromley;
- To meet and listen to frontline staff to hear their experiences, and their ideas for how we can improve the service;
- To review the service structure to identify what already works well and what needs to be improved;
- To meet our agency partners to strengthen our inter agency relationships;
- To introduce a culture of leadership that is based on the notion of a collective ‘we’ rather than the singular ‘I’.

Well, my first 15 days are up and I spent much of those 15 days listening to staff and assessing our strengths, weaknesses and opportunities. With your help and support I have been able to develop a good sense of where we are now and what some of our challenges are. In this document, I will share with you my views and priorities for the children’s social care department. I will also give you a sense of the direction of travel we, as a department, needs to take to provide excellence to children and their families in Bromley.



Our public service ethos

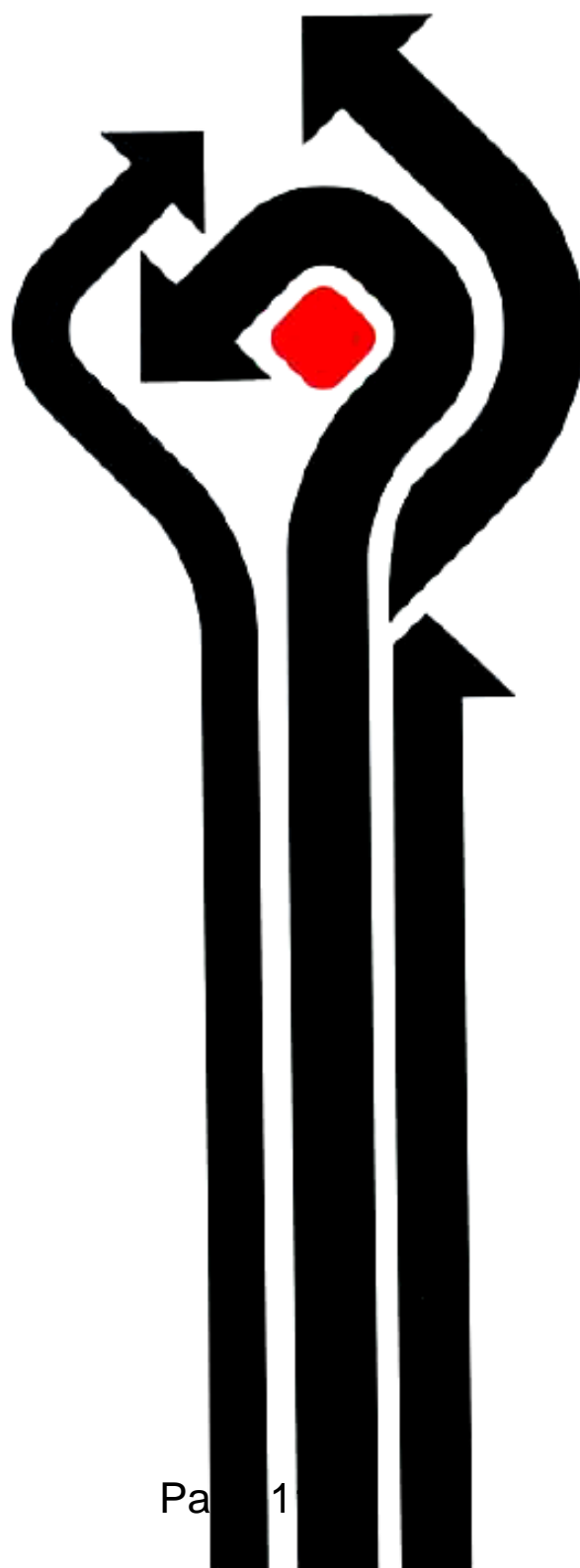
Colleagues, I want you to take a moment to think about why you come to work every day. What is it that motivates you? When I come to work every day, I want to improve the lives of our children and their families, because this is fundamental to my core belief and underpins my motivation for being here.

At a time of deep financial cuts in local government, this core belief becomes even more important. I, like you, want our children to achieve their ambitions; to be safe; to have a decent home where they are well cared for; to thrive socially and emotionally; to achieve academically, and to transition successfully into adulthood in order to be productive members of the community. So, I come to work every day to try and make sense of the challenges facing our children and their families and to provide good quality public services to meet their needs.

Is what we do good enough?

Since our Ofsted's inspection in May 2016 we know that the service has not been good enough. It fell well below our ambitions for our children and we know that we have to put this right.

I will make no secret of the fact that I am very ambitious for our department and our children, and it is important to me that you are too. I want us to believe that we can be the best and that we can achieve the best outcomes in the country for our service users. Anything less than "good" falls below the expectations that I have for this Department, and for Bromley children and we will strive to raise the standard until we are consistently good or better. It is important to know that with the right support, leadership and guidance this is achievable in Bromley, and we will see this achieved if we pull together to make it happen.



Vision and Values

The first milestone in our journey to good is agreeing and adopting a shared vision and common set of values. As the starting point, I would like to set out and share with you my vision and values for our department:

“By working together with agency partners, we will ensure that every child in Bromley has the right help at the right time to keep them safe, and to meet their needs, so that they achieve, thrive and reach their full potential.”

Our core values and principles as services are as follows:

- Children’s safety and their wellbeing are our priority.
- Listening to children, understanding their experiences and building effective working relationships with children and their carers is at the heart of all our work. Purposeful direct work and time with children and their families is key to achieving good outcomes.
- We will treat families and children with respect always.
- Early help and good quality intervention in a child’s life when problems first appear is vital to prevent problems getting worse and a key part of our approach.
- Partnership work with other agencies is essential to providing the right specialist and holistic help and support that families need. We can only support children effectively if we do so holistically with the multi-agency partnership.
- We will intervene with children and families at the right time, and develop a thorough understanding of the needs and the risks to each individual child, and their lived experience, views and wishes. We will set out clear, easily understood, SMART plans with agencies in partnership with parents and carers to address them. Where these are not successful we will take timely, appropriate and robust action within a timescale that is right for the child.
- We will strive to ensure that every child who is unable to live with their birth family will, with the minimum of delay, live in a stable permanent family or care setting that meets his or her needs into adulthood.
- We will ensure that children looked after or leaving care in Bromley will have close attentive support that meets their needs, and that we will be as ambitious for their success as if they were our own children.
- We will respect and celebrate diversity and difference in children and families and ensure that it is properly understood and considered in the way that we provide services to individual children and their families.
- We will work hard to overcome discrimination and disadvantage in the way we deliver our services, including with those whose first language is not English.
- We will ensure that front line staff work in an environment that promotes good quality social work with families and that they have good quality supervision, manageable caseloads, the right up to date training, guidance, and the skills to do the job.
- We will use quality assurance, performance monitoring, and consultation with service users, frontline staff and partner agencies to constantly learn and improve our practice.
- The voice and experiences of children and their parents and carers who use our services will be known and heard by frontline staff, senior managers and leaders and used to shape and improve them.
- We will be honest, consistent, fair and transparent in the way that we deliver our decisions, policies and actions.

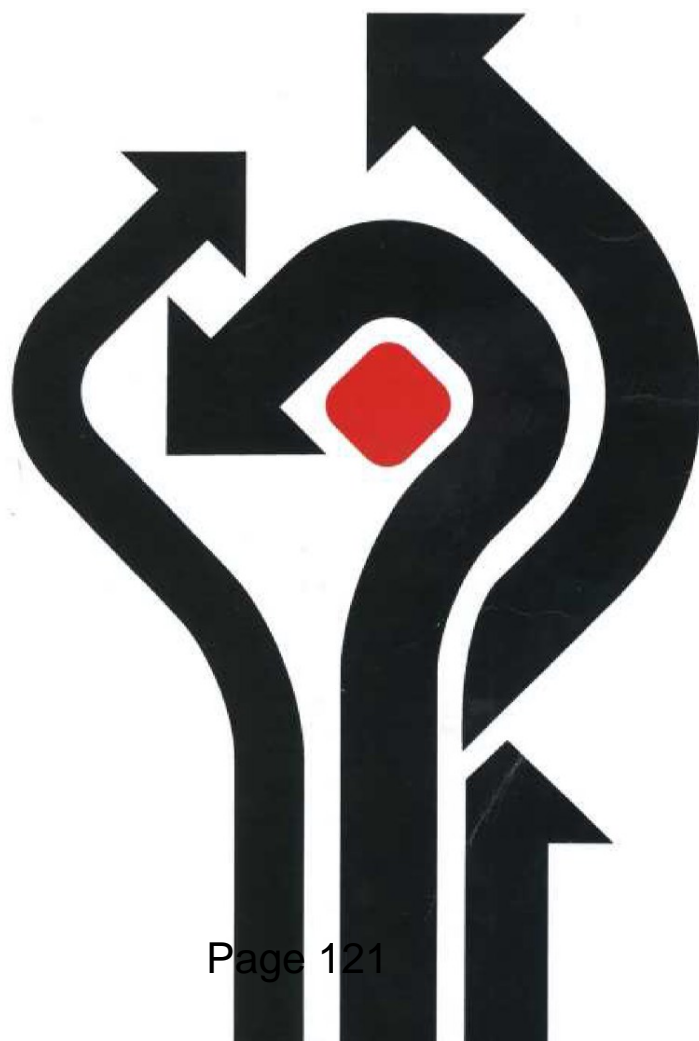
Laying the foundation towards excellence

This plan builds on the Children's Service Improvement Action Plan June 2016 - October 2017, which sets out how the service is responding to the specific recommendations and issues raised in the Ofsted Report. To rebuild the service will take time and effort. But our primary focus will be on building an environment that promotes good social work practice and getting the simple things done well on casework.

This plan sets out the specific steps and directions required to improve frontline practice and create an environment that supports good social work practice.

The priority themes

- **Theme 1** – Improving safeguarding practice to ensure we provide better help and protection
- **Theme 2** – Improving practice to children looked after
- **Theme 3** – Improving practice to care leavers
- **Theme 4** – Improving practice through better leadership and management
- **Theme 5** – Improving practice in adoption
- **Theme 6** – Improving practice - tackling child sexual exploitation, children missing and gangs
- **Theme 7** – Improving practice - commissioning and procurement to support social work practice
- **Theme 8** – Leadership team - enablers



THEME 1

IMPROVING SAFEGUARDING PRACTICE TO ENSURE WE PROVIDE BETTER HELP AND PROTECTION

Children and young people must experience timely and effective multi-agency help and protection through risk-based assessment, authoritative practice, planning and review that secures change. Thresholds will be appropriate, understood and operate effectively. Records of action and decision will be clear and up to date. Children and young people will be listened to and heard. Risk will be well understood, managed and regularly reviewed.

WHAT PRACTICE ISSUES ARE WE TRYING TO ADDRESS?

- Thresholds are not consistently applied and/or understood.
- Analysis of risk is weak (risk tools are underutilised) which means that cases are often closed or stepped down too early and timely actions are not taken when risks or concerns escalate or diminish. Chronologies are not being used as an effective assessment and analysis tool - they are not succinct and clear.
- Strategy discussions do not comply with statutory guidance - they are happening too late, not often enough and without full involvement of the range of multi-agency partners.
- Children's wishes and feelings are not properly explored and there is inconsistency of direct work to support children to express their views.
- There is insufficient contingency planning and parents are not sufficiently clear about what they need to do and the consequences of not working with the local authority.
- Children remain on child protection plans for too long without robust action being taken. Independent Reviewing Officers and Child Protection Chairs do not sufficiently challenge and scrutinise to ensure that plans are working. The number of actions from escalation in year are low.
- Practice standards and expectations have not been explicitly set and communicated to frontline social workers.
- Management oversight is weak and does not provide authoritative and timely intervention leading to drift and delay in taking action needed. Supervision does not set targets and timescales effectively, and previous actions are not reviewed or challenged sufficiently.
- Children's Social Care does not have a robust audit schedule in place to monitor regularly and identify practice issues.
- Front-line teams have experienced difficulties recruiting to vacancies in key posts. Social worker caseloads are too high (25 for help and protection) and this is impacting in the quality of work with children.

AND WE CAN IMPROVE PRACTICE BY:

- Having good quality chronologies, risk assessments and analysis lead to appropriate child in need, early help and child protection plans, which are SMART and clearly linked to assessed risk and need.
- Ensuring that decisions to step up or step down are appropriate, accord with thresholds and are based on a thorough understanding of the child and families' needs.
- Ensuring that strategy meetings will be held when we need to assess whenever a child is at risk of significant harm and will involve all the right partners.
- Ensuring that social workers spend time with children, undertaking direct work to understand their experiences, views, wishes and feelings.
- Making sure children and their parents will understand the plan and will contribute to planning.
- Ensuring that contingency plans will be on all children's care plans, and they will be clear and specific about what the alternative plan is for the child if things don't go to plan.
- Making sure supervision is reflective and task focussed, setting out clear actions and timescales, and reviewing progress against actions.
- Making sure that where cases are not progressing then they will be stepped up authoritatively at the right time.
- Making sure that the actions required through the Independent Reviewing Officers and Child Protection Chairs escalation procedure are progressing fast enough.
- Ensuring that senior managers will review and scrutinise all cases that are not progressing effectively to challenge practice and ensure the right plan is put in place promptly.
- Making sure that homeless 16 and 17 year olds will be placed in safe and appropriate housing accommodation.
- Ensuring that children in private fostering arrangements are safe and monitored appropriately.

AND WE ARE GOING TO DO THE FOLLOWING:

- We will ensure that we recruit appropriate permanent Heads of Services to oversee the improvements in our safeguarding practice.
- We will ensure that social workers have manageable caseloads through our caseload challenge process.
- We will ensure that we deliver social work through smaller teams to allow greater oversight and scrutiny by managers.
- We will introduce "triple lock" on cases for greater scrutiny in a number of practice areas.
- We will introduce practice improvement mentors to support social workers.
- We will re-launch our thresholds of needs to ensure that this is well understood through survey of our partners.
- We will ensure that we train our social workers on risk identification.
- We will ensure we have risk assessments on all our files.
- We will work on the quality of strategy meetings and section 47 investigations by having monthly action learning sets chaired by Head of Quality Improvement.
- We will run "getting to good seminars" monthly for cases that are inadequate or requiring improvement chaired by the Director of Children's Social Care.
- We will ensure that our Children in Need plans are independently chaired by an Independent Reviewing Officer to achieve consistent application of thresholds on these cases, and implement immediately.
- We will ensure that our front-line staff and managers have undertaken refresher child protection training covering strategy meetings, risk analysis and assessments.
- We will devise an implementation plan for the roll out of Signs of Safety to key partner agencies including health colleagues, schools, police and the youth offending service, to embed this into multi-agency practice.
- We will have case summaries and chronologies on case files to ensure that the child's journey is easily understood.

- We will have SMART plans for Child in Need and Child Protection cases.
- We will set up a performance board to review performance monthly.
- We will review how we step up and step down cases and review links with early help services.
- We will review the quality of Common Assessment Frameworks (CAF) and early help services.
- We will ensure that we evidence the child's views in all we do.
- We will produce a directory of services commissioned and available services to children and their families in Bromley.
- We will review and update the Public Law Office (PLO) policy and set up a PLO board, chaired by the Director of Children's Social Care.
- We will have a dedicated social worker linked with schools.
- We will allocate our senior managers to schools' clusters to enable us work better with schools.
- We will devise effective mechanisms to feedback to agencies when referrals are made.
- We will set up a forum to consider Child Protection cases that are not progressing well.
- We will skill up our legal representatives so that they can present the best case that would safeguard our children in court.
- We shall improve the quality of our assessments and ensure they are completed without delays.
- We will review why some legal cases are not completed on time and why some cases drift and share our findings to all staff.
- We will provide independent advocates for children in need of help or safeguarding who need one.
- We will review how business support is provided to social workers.

THEME 2

IMPROVING PRACTICE TO CHILDREN LOOKED AFTER

High-quality assessments must be used to decide whether children and young people will become looked after. We will make sure care plans are regularly reviewed to ensure children and young people's current and developing needs continue to be met. Permanent homes and families will be found for children and young people without unnecessary delay, and adoption will be considered for all children, where appropriate. Children and young people will be listened to by social workers who will know them well, and when support is needed, they will be able to access it for if it is needed, throughout their childhood and beyond, no matter where they are living.

WHAT PRACTICE ISSUES ARE WE TRYING TO ADDRESS?

- Management oversight of practice is a serious area of weakness at all levels. There is no senior manager with a single line of sight or overall responsibility for children looked after. There is little evidence of appropriate challenge by group managers and managers do not regularly scrutinise children's plan or the impact of social work.
- The processes for safely returning children home are inadequate, with senior managers not consistently authorising assessments and decisions prior to children returning home.
- Permanency arrangements are underdeveloped and there is a lack of urgency in finding permanent homes for children, and delays in long term matching.
- Placement planning and matching is poor, is not always timely and lacks clear information, actions and delegated authority. There are delays in long term matches going to panel and quality of reports is variable, lacking analysis.
- There is a lack of local placements to meet the diverse needs of our looked after children and young people, including care leavers.
- Placement plans lack important information, are sometimes late, are not updated, and lack explanation of delegated authority. They do not contain the information that carers require to understand the arrangements for children's care.
- Contact arrangements between parents and children are not sufficiently risk assessed or managed.
- The virtual school lacks the capacity to support young people aged 16+, including the cohort of young people dropping out of school in year 12.
- Where children are placed in residential homes out of borough, checks are not routinely done to ensure educational and health provision and to understand any local risks of sexual exploitation, before making the placement.

AND WE CAN IMPROVE PRACTICE BY:

- Ensuring that children will be taken into care at the right time, and when the legal grounds are met.
- Making sure children receive swift and effective support to help them find permanent families that meet their needs well. All children who cannot return home permanently will be considered for adoption.
- Ensuring that children are carefully matched to a placement that best meets their holistic needs with consultation with the Independent Reviewing Officers, Virtual School Head Teacher, and designated Children Looked After nurse where appropriate.
- Making sure that children placed outside the local authority will not be placed until the arrangements around education and health and any other risk factors in the locality have been considered.
- Ensuring that children will have contact with parents and family members after carefully assessed risk, and where it is safe and suitable for them. Contact arrangements, their purpose, value and frequency will be clearly considered and recorded in the Care Plan.
- Making sure that the Virtual School Head Teacher will support children looked after and care leavers up to 25.
- Ensuring that children are listened to, practice is focused on their needs and experiences and influenced by their wishes and feelings or, where they cannot represent their view themselves, those advocated on their behalf.
- Making sure that good quality life story work will be completed with all children in long-term care.
- We will ensure that we deliver social work through smaller teams to allow greater oversight and scrutiny by managers.
- We will develop a Children Looked After Strategy that sets out our aspirations for children looked after as corporate parents.
- We will review how we identify and support children who are privately fostered.
- We will establish a dedicated connected person's team to drive performance.
- We will review Permanency Planning Meetings (PPMS) and use of the tracker to ensure that every child is achieving permanency without delay and has the right permanency option.
- We will ensure we have risk assessments on all our files.
- We will run getting to good seminars monthly for cases that are inadequate or requiring improvement chaired by the Director of Children's Social Care.
- We will develop a comprehensive Corporate Parenting Strategy.
- We will develop practice standards for social workers on how to communicate and work effectively with children looked after.
- We will set up a placements panel to oversee children coming into care and the quality of placement matching.
- We will set up a forum to consider Child Looked After cases that are not progressing well.
- We will set up a performance board to review performance monthly.
- We will undertake a review of Private Fostering arrangements and develop a SMART improvement plan to ensure systems are in place meet statutory requirements.

AND WE ARE GOING TO DO THE FOLLOWING:

- We will establish a dedicated children looked after service to oversee the services that we provide.
- We will ensure that social workers have manageable caseloads.
- We will review the sufficiency strategy setting and ensure we have sufficient provisions for children looked after.
- We will review how we recruit foster carers to provide placement choice to children looked after.

- We will provide independent advocates to children looked after requiring one.
- We will review how business support is provided to social workers.
- We will work with our colleagues in health and ensure that the health needs of our children are met
- We will undertake a review of our virtual school for children looked after.
- We will review Independent Reviewing Officers caseloads and strengthen the Independent Reviewing Officer challenge, and scrutiny of Children Looked After Plans.

THEME 3

IMPROVING PRACTICE TO CARE LEAVERS

Young people leaving care and preparing to leave care need to receive the right support to help them to make a successful transition to adulthood. We are committed to helping care leavers make effective plans to leave care that address their individual needs, so they are safe and feel safe, particularly where they live. Care leavers in Bromley will be able to successfully access education, employment, training and safe, suitable, housing; and will enjoy stable and enduring relationships with staff and carers who meet their needs.

WHAT PRACTICE ISSUES ARE WE TRYING TO ADDRESS?

- There is an insufficient range of safe and suitable housing for care leavers, which is not supporting positive outcomes for vulnerable care leavers.
- Not enough work is done to assess the risks to and engage more vulnerable care leavers, particularly those aged over 18 years with more challenging behaviours.
- Pathway plans are too vague, with unclear steps for care leavers to reach their goals, and no contingency plans in place.
- Social workers and personal advisors do not engage successfully with more challenging young people.
- Too many care leavers are not in education, employment or training, and too few in Higher Education.
- Too many young people leave care without access to their health histories.
- The setting up home allowance is provided too late meaning young people are moving into their accommodation with it not fully equipped.
- Management oversight is not effective enough and managers do not intervene quickly enough when outcomes for young people are not improving or when young people do not engage.

AND WE CAN IMPROVE PRACTICE BY:

- Ensuring we have appropriate accommodation options for care leavers that eliminate the need to use bed and breakfast accommodation, where they feel safe and supported.
- We can assess the risk to care leavers in potential accommodation prior to placing young people.
- We can be more persistent in reaching out to, engaging and supporting harder to reach young care leavers.

- Making sure that young people are actively engaged in education, employment or training which leads to sustainable long-term employment and independence.
- Ensuring that young people are clear about their own health and know how to access support and advice in the future.
- Making sure that social workers and personal advisers are proactive, determined and creative in their approach to engage the more vulnerable care leavers with more challenging behaviours.
- Making sure that pathway plans are SMART, individualised, with clear steps to help care leavers to reach their goals. Contingency plans are set out clearly.
- We will have action learning sets chaired by the Head of Service in pathway plans and Personal Education Plans.
- We will run getting to good seminars monthly for cases that are inadequate or requiring improvement chaired by the Director of Children's Social Care.
- We will set up a performance board to review performance monthly.
- We will review how business support is provided to social workers.
- We will work with our colleagues in health and ensure that the health needs of our children are met and that they know about their health passports.
- We will develop an ambitious education, employment and training strategy for care leavers.
- We will develop an information guide for care leavers that sets out the support available to them.

AND WE ARE GOING TO DO THE FOLLOWING:

- We will establish a dedicated children leaving care service to oversee the services that we provide.
- We will ensure that social workers have manageable caseloads.
- We will ensure that we deliver social work through smaller teams to allow greater oversight and scrutiny by managers.
- We will develop a care leavers strategy that sets out our aspirations for children leaving care in training, accommodation and employments.
- We will assess the risk to all care leavers and all accommodation prior to placing young people.
- We will monitor how often young people leaving care are seen by their worker and be persistent and proactive in engaging them.
- We will review the plans for children leaving care through an independent person.
- We will train all our staff and ensure that our pathway plans are SMART.
- We will review and have a clear policy on accommodation for care leavers.
- We will revise the financial support we give care leavers.

THEME 4

IMPROVING PRACTICE THROUGH BETTER LEADERSHIP AND MANAGEMENT

All managers need to have a good line of sight over practice to ensure there is robust and timely child-centred case work planning. Critical enquiry and quality assurance is needed at all levels of practice, from front-line staff, to managers, to independent reviewing officers, multi-agency partners and senior managers. All plans must be SMART, with rigorous oversight and follow up to drive forward the continuous cycle of service improvement and good quality practice, leading to better outcomes for children and families.

WHAT PRACTICE ISSUES ARE WE TRYING TO ADDRESS?

- Management oversight is weak and does not provide authoritative and timely intervention, which leads to drift and delay on cases.
- Children in need cases and children and young people subject to Section 20 arrangements are not monitored centrally by senior managers.
- Casework supervision does not consistently set targets and timescales. Line managers need to review previous actions agreed in supervision sessions to maintain oversight of progress, and to review and challenge sufficiently.
- Challenge from Independent Reviewing Officers and Child Protection Chairs is not robust enough, and escalations have not been used effectively to challenge poor practice and concerns on cases.
- The quality assurance framework is weak and does not drive rigorous performance management or improve the standards of social work practice and casework.
- The service has experienced difficulties in recruiting to vacancies in key posts and in frontline teams. Because of this, current caseloads are too high for social workers to undertake good quality work.
- Performance management processes are not used sufficiently to drive improvement and there is lack of critical enquiry at senior management level.

AND WE CAN IMPROVE PRACTICE BY:

- Ensuring we have consistently good quality practice which is child centred, timely and evidence based.
- Making sure that our social workers are supported by their managers and receive reflective supervision that is frequent, outcome focussed, with clear actions and timescales, and where previous actions are reviewed regularly.

- Ensuring that our Independent Reviewing Officers and Child Protection Chairs challenge poor practice and take actions promptly following escalation.
- Making sure that our performance monitoring and scrutiny is undertaken at all management levels and is used to drive improvements.
- Ensuring that practice standards are clear to all staff and drive minimum standards of practice and poor practice and competency issues are challenged robustly.
- Ensuring that the quality assurance framework is holistic, with a clear programme of audits will be used to inform managers of performance issues and themes for children in Bromley and results in continuous learning and improvement in practice.
- Making sure that all cases have clear SMART outcome focused plans that prevent drift and delay.
- Ensuring that social workers have manageable caseloads and time for good quality direct work with children.
- We will review the Children Social Care escalation policy for Independent Reviewing Officers and Child Protection Chairs to ensure they challenge poor practice and that alerts receive robust action.
- We will share findings from practice alerts with social workers and managers' monthly.
- We will publish position statements on key areas of practice on a quarterly basis and use this mechanism to improve practice.
- We will review the current supervision policy for staff setting out minimum frequency for formal supervision and our expectations.
- We will have mandatory practice related training in place for all our staff and managers and workshops to revisit "what a good assessment/ care plan looks like".
- We will launch a new practice standards that sets out the high expectations, high support and high challenge for practice.
- We will review all our policies and procedures to aid practice.
- We will strengthen the work of the Bromley Safeguarding Children's Board by recruiting a new chair, auditor and professional adviser to the board to enable the board to be well placed to challenge, support and scrutinise practice.
- We will create small social work teams and ensure there are clear lines of sight between managers and social workers.
- We will develop a leading-edge caseload management policy that allows social work to flourish.
- We will recruit and support social workers working in Bromley.

AND WE ARE GOING TO DO THE FOLLOWING:

- We will develop a new quality assurance framework and undertake monthly casework audits – Child Protection, Child in Need and Children Looked After, introduce thematic audits covering several areas including children placed at home on full care orders, children ceasing to be looked after and ensure we have thorough management oversight of this.
- We will introduce monthly audit feedback practice sessions to share findings of audits and introduce audit weeks and track for progress over time.
- We will revise our performance digest to ensure that we use data and performance activity to improve our practice.
- We will undertake risk assessments of all open cases on a quarterly basis.
- We will have a specialist Children in Need chair to independently review Children in Need cases.

THEME 5

IMPROVING PRACTICE IN ADOPTION

Adoption will be considered for all children who are unable to return home to their birth families and who need a permanent alternative home. We are committed to improving our adoption processes so that a sense of urgency and care is given in all our adoption work, including the appropriate use of concurrent and parallel planning, so that suitable adoptive families are identified for children without delay.

WHAT PRACTICE ISSUES ARE WE TRYING TO ADDRESS?

- Not enough children are adopted, much lower than the national average.
- Not enough children are considered for adoption, even though they are unable to return to their birth parents, or if they are it's not considered at the earliest opportunity.
- There is too much delay in the adoption process.
- There is a lack of urgency in pursuing permanency options for children, over optimistic assessments of parents, too many opportunities given to birth family before decisive action is taken to adopt, plans for adoption are changed resulting in some children remaining uncertain about their futures for too long. Some children's care plans are consecutive planned rather than twin tracked while assessments are on-going.
- Family finding is overly focused on finding an ethnic match at the expense of the other needs of the child, including timeliness, and this causes unnecessary delay.
- Adoption assessments take too long to start from initial contact.
- Fostering to adopt placements are under developed.
- Child permanency reports need better analysis of how the childhood trauma might have an affect in adult life.
- Life story work lacks critical information, and is not always completed in a timely way.
- Processes within the adoption service lack tight management, are not focused around the child's timescales, and are too tolerant of drift and delay.

AND WE CAN IMPROVE PRACTICE BY:

- All children who cannot return to their home permanently will be considered for adoption.

- Making sure that children receive swift and effective support to find permanent families that meet their needs well.
- Making sure that more children are adopted; this will be done more quickly and be in line with the time taken by the best performing local authorities.
- Ensuring that placements for children available for adoption will prioritise timeliness and quality of care over finding exact ethnic matches.
- Ensuring that arrangements to recruit new adoptive parents are effective and timely; children will be available for adoption where this is appropriate in a timely way and matched to good quality adoptive parents swiftly.
- Foster to adopt placements will be developed to reduce the number of moves children make and the time it takes to move into an adoptive placement.
- Ensuring that life story work is completed with children in long-term care.
- We will set up a dedicated Court Team specialising in pre-proceedings work.
- We will undertake an adoption diagnostic and implement its findings.
- We will develop a foster to adopt strategy and concurrent placements.
- We will contribute to the pan adoption regionalisation of family finding.
- We recruit, support and ensure that adopters are trained and improve our matching process.

AND WE ARE GOING TO DO THE FOLLOWING:

- We will ensure that we have appropriate senior manager leadership overseeing our work in this area.
- We will improve the timeliness of adoption by improving our assessments of parental capacity to change, tighter Public Law Outline processes, using a specialist Court team, more decisive care planning and more rigorous twin tracking as early as possible in the child's journey.
- We will have a greater focus on adoption because of our realignment.
- We will redraft the permanency policy.
- We will have permanency planning meetings to ensure that we twin track plans effectively and at the earliest possible point.
- We will develop a new adoption process that is SMART.
- We will develop a new adoption tracker tool.

THEME 6

IMPROVING PRACTICE - TACKLING CHILD SEXUAL EXPLOITATION, CHILDREN MISSING AND GANGS

We and our partners do not yet have a strategic overview of the risks to children missing and/or at risk of Child Sexual Exploitation. The systems for scrutinising, analysing and evaluating the outcomes for children missing or at risk of sexual exploitation are under developed. Key intelligence from return home interviews is not being used to cross-reference with children at risk of Child Sexual Exploitation or gangs to form an understanding of trends and patterns and the reasons why children are going missing. Operationally, the work to safeguard children missing or at risk of Child Sexual Exploitation is poorly coordinated and inconsistent: it is marked by police delays in informing social care when a child goes missing or has returned. Return home interviews are delayed and in most cases, it is unclear whether one has taken place. Procedures for children who go missing are not effectively applied and the risks to children from Child Sexual Exploitation or trafficking are not well understood by the people working with them. This reduces their capacity to manage the risks to these children.

WHAT PRACTICE ISSUES ARE WE TRYING TO ADDRESS?

- The response to children missing or at risk of child sexual exploitation is underdeveloped, inconsistent and uncoordinated. Delays in police notifications mean it is not clear when children first go missing and when they return.
- Return home interviews are delayed and in most cases vague responses are being obtained from young people who have been missing.
- Performance data on children missing and child sexual exploitation is not collated or analysed sufficiently well to understand the profile of children missing and the links to sexual exploitation. There is no system in place to share and analyse information from child sexual exploitation risk assessments and return interviews, to reduce future risks for children and young people, and to inform partnership prevention and disruption activity.
- Child protection procedures for children missing from home, care or education or at risk of Child Sexual Exploitation, gangs or trafficking are inconsistently applied and there are too many delays.
- Information is not used or shared appropriately between partners and consequently the risks to these children are poorly understood nor managed.
- The partnership arrangements for identification and support of children and young people who are at risk of Child Sexual Exploitation, gang involvement or affiliation and/or missing are poorly coordinated and underdeveloped.
- Arrangements for managing Child Sexual Exploitation, missing and gangs related work needs to be centralised and coordinated to oversee, monitor and quality assure case work practice and collate and analyse trends to make intelligence links between places, children and perpetrators.

- The Multi-Agency Sexual Exploitation (MASE) Panel needs to be improved so it is more intelligence led, uses data more effectively to intervene strategically and operationally to reduce and manage risks to children.
- Where children are placed out of borough in residential homes, adequate checks and risk assessments are not being done around sexual exploitation before making the placement.

AND WE CAN IMPROVE PRACTICE BY:

- Ensuring that the work of Child Sexual Exploitation, missing children and gangs is overseen by a named strategic lead and activities will be centralised, with strong oversight, collation and analysis of data and information-sharing.
- Ensuring that a detailed problem profile and needs analysis to inform the work of the Multi-Agency Sexual Exploitation (MASE) Panel and Bromley Safeguarding Children Board (BSCB) is in place.
- Making sure that return home interviews are completed on time and information gathered used on both an individual case basis, and collated to help inform the wider partnership response.
- Making sure that we have a thorough risk assessment of all children who go missing or are at risk of Child Sexual Exploitation, gangs or trafficking and that these are managed and reduced through a robust care plan.
- Ensuring that senior managers have strong oversight of the issues and prevalence of Child Sexual Exploitation gangs and missing episodes in their area, the extent of risks to children and will use this to inform local commissioning decisions.
- Making sure that the support needs of children who are at risk of Child Sexual Exploitation or victims of Child Sexual Exploitation, trafficking, gangs or who go missing are reviewed and appropriate services commissioned to meet these needs.

AND WE ARE GOING TO DO THE FOLLOWING:

- The Director of Children's Social Care and the Deputy Borough Commander in the police will be the strategic leads for Child Sexual Exploitation.
- We will appoint a dedicated resource in Children's Social Care Services to lead on this strand of work.
- We will draw up a single central database, tracking sheet and action plan with RAG rating of all children at risk from missing, Child Sexual Exploitation, trafficking and/or gangs, to be overseen by the social care strategic lead and reviewed at each MASE meeting.
- We will set up a BSCB task and finish sub-group on Child Sexual Exploitation, missing, trafficked children and gangs, and develop terms of reference and membership for the group.
- We will undertake a full review of the multi-agency response and effectiveness of response to Child Sexual Exploitation, missing from home, care and education, gangs and trafficked children, with clear recommendations and action plan. The review will include governance arrangements and the MASE.
- We will review and revise the multi-agency policies, protocols and operating procedures on Child Sexual Exploitation, missing, trafficked children and gangs, to be signed off by the BSCB Policies and Procedures Sub-Group and disseminated to key staff across all agencies.
- We will develop a multi-agency performance data set on Child Sexual Exploitation, missing, trafficking and gangs which is used to monitor multiagency performance, to track and check on timeliness, application of procedures, and identify cross links between cases.
- We will undertake periodic audits of Child Sexual Exploitation, and return home interviews.
- We will up systems and reporting mechanisms to ensure Scrutiny Panel, MASE, BSCB and the Departmental Leadership Team can monitor the effectiveness of practice around missing, Child Sexual Exploitation, trafficked children and gangs.

- We will develop a MASE ‘problem profile’ based on a detailed analysis of trends and data of missing children, trafficking, gangs and Child Sexual Exploitation. Analysis to include: geographical patterns of sexual offending, mapping of offenders and children, hotspots, trends and profiles of Child Sexual Exploitation and missing, trafficking and gang related activity within Bromley and in proximity to Children Looked After placed out of borough.
- We will ensure that all returning Children Looked After and children missing from home are referred to a commissioned service for an independent return home interview, and that we hold a strategy meeting and have appropriate risk management plans on file.
- We will develop a missing from education working protocol.
- We will set up a ‘missing from education’ database, tracking sheet and action plan, to track children and ensure robust action is in place to ensure that they are returned to education with the minimum of delay.
- We will update the IT recording system for authorising out of borough placements, to require verification that checks have been made with the area around educational and health provision and/or risks around sexual exploitation have been checked first.

THEME 7

IMPROVING PRACTICE - COMMISSIONING AND PROCUREMENT TO SUPPORT SOCIAL WORK PRACTICE

Commissioning activity will be well co-ordinated and evidence driven. Commissioned services will be informed by a clear evidence based strategy that will support children right through their journey from early help, to leaving care and adoption. It will adopt a fully multi-agency joined up approach to meeting children's needs with the wider partnership. In addition, the strategy will ensure that there are sufficient foster placements for the children who need a foster home, and appropriate provision for children leaving care. Commissioned services will be robustly reviewed and monitored for effectiveness.

WHAT PRACTICE ISSUES ARE WE TRYING TO ADDRESS?

- A carefully planned, dedicated and child-centred commissioning strategy is required so that children and their families in Bromley are to benefit from it.
- Commissioning activity is fragmented, not evidence driven. The strategy and services to support early intervention and statutory services are fragmented this does not lead to effective joined up work with partner agencies.
- Some commissioned services are not robustly reviewed and monitored for their effectiveness.
- The availability of local foster placements and suitable placements for care leavers were not sufficient to ensure that there was sufficient choice to meet need. Although training and supervision was generally well received by foster carers, many felt that they were not considered as an important part of the professional team around the child.
- Too many care leavers were living in unsuitable accommodation including bed and breakfast accommodation.
- The Joint Strategic Needs Assessment (JSNA) is not used effectively to help evaluate what resources could be commissioned to ameliorate certain issues such as parental domestic abuse, mental health and those missing from home and care.

AND WE CAN IMPROVE PRACTICE BY:

- Having a comprehensive integrated commissioning strategy in place to drive and deliver multi-agency, well-coordinated commissioning arrangements corporately.
- Ensuring the commissioning strategy makes best use of the Joint Strategic Needs Assessment and other performance data.

- Making sure that services are evaluated and reviewed regularly to ensure they are making a difference and improving circumstances for children, young people and families.
- Making sure that commissioned services are based on actual need and consider the views of young people and thorough risk assessments, ensuring safeguarding children and young people is understood and prioritised.
- Making sure that the number of local foster carers is increased.
- Ensure suitable accommodation is commissioned for homeless 16 and 17 year olds and care leavers, so they are safe and feel safe where they live.

AND WE ARE GOING TO DO THE FOLLOWING:

- We will appoint a Children's Commissioner to lead on all commissioning arrangements.
- We will develop an integrated multi-agency commissioning strategy for children's services.
- We will develop a sufficiency strategy to increase placement options, including placements for care leavers.
- We will recruit more foster carers and adopters.
- We will revise our JSNA to ensure that the needs of children are clearly articulated.
- We will launch the multi-agency violence against women and young girls' strategy.
- We will set up a placements panel to ensure that when children come into care they have the right placements.
- We will set up robust monitoring arrangements for all commissioned services and contracts.

THEME 8

LEADERSHIP TEAM - ENABLERS

- We will realign our structure by bringing in additional capacity to foster greater accountability, improve lines of sight and enable us deliver social work in small clusters.
- We will oversee the delivery of our aspiration for children in Bromley.
- We will “get to the heart of practice” through our endeavours.
- We will provide the right environment for social work practice to flourish - including IT, Accommodation, meeting venues & times.
- We will communicate with social workers through quarterly forums.
- We will communicate with managers through monthly managers’ forum.
- We will spend at least two hours on the floor with social workers on a weekly basis.
- We will reduce caseloads and introduce a caseload promise in Bromley.
- We will set up the social work advisory group.
- We will run multi-agency practice development sessions every other month with our partners.
- We will observe one supervision session monthly.
- We will have a staff surgery with social workers to discuss practice issues.
- We will set up dedicated social work recruitment and retention board.
- We will develop a line of sight approach for senior managers.
- We will publish a “practice based training plan” for social workers and managers.
- We will work with the Bromley Safeguarding Children Board.
- We will provide safeguarding accountability reports to Members, the Commissioner, Independent Chair of the Children’s Services Improvement Governance Board and the Bromley Safeguarding Children Board.
- We will provide additional social work capacity and managers where this is required to safeguard children.
- We will revamp our partnership boards to focus more on outcomes for children.
- We will define our social work approach once we have established a safe practice baseline - signs of safety or relational social work.
- We will establish a knowledge transfer programme with a leading university once we have established a safe practice baseline.
- We will partake in national practice leaders’ programmes once we have established a safe practice baseline.
- We will establish relationships at a strategic level with the judiciary, CAFCASS and national government departments once we have established a safe practice baseline.
- We will implement a new IT system for social workers, developed by social workers.
- We will equip our Elected member on “what to know about challenging practice”.

How can you contribute to our journey towards excellence?

My approach to leadership is about building partnerships with staff, our children and their families. I want every person who works in this department to understand and believe that they have a voice and the right to be heard and valued.

As we begin our journey towards becoming good, I rely upon each of you to work alongside me to deliver the best outcomes for our children and their families. We need to communicate well with each other and be determined, ambitious and innovative for our children in Bromley.

I also want you to believe that we can achieve our dreams together for children in Bromley if we are determined, focussed and confident that we have what it takes to change outcomes for the most vulnerable children in our society. By doing simple things well, you can make the differences required of you.

I will be very demanding of you and in turn I expect you to be demanding of me in leading our department towards excellence. If we work together, we will provide good services to our children and we will celebrate our achievements together.

I am keen to hear your thoughts and feedback on the vision, values, and priorities laid out in this document.

Please feel free to come to one of my staff surgeries or the social work advisory group or email me directly at ade.adetosoye@bromley.gov.uk with any comments or suggestions you have.



Ade Adetosoye OBE

Deputy Chief Executive and
Executive Director: Education, Care and Health Services
December 2016



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13 June 2017

Mr Ade Adetosoye
London Borough of Bromley
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Dear Mr Adetosoye

Third monitoring visit to Bromley's local authority children's services

This letter summarises the findings of the monitoring visit to Bromley children's services on 9 and 10 May 2017. The visit is the third monitoring visit since the local authority was judged inadequate for overall effectiveness in June 2016. The inspectors were Marcie Taylor HMI and Alison Smale HMI.

The local authority is making steady progress in improving services for children looked after and care leavers. Within the cases reviewed on this visit, no inadequate practice was seen and some aspects of good practice were identified.

Areas covered by the visit

During the course of the visit, inspectors reviewed the progress made in the areas of children looked after and care leavers, including:

- the quality and impact of social work interventions for children looked after
- decision making and planning in relation to permanence for children looked after
- the quality and effectiveness of support to care leavers, including suitable accommodation
- the quality and timeliness of management oversight and decision making, including senior management line of sight of front line practice; the focus on the child in the quality of recording and social work capacity

The visit considered a broad range of evidence, including electronic case records, other supporting documentation and discussions with a range of staff including, managers, social workers and other practitioners. Inspectors spoke to a number of parents of children looked after.

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Overview

Within the cases considered there is improvement in practice for children looked after and care leavers. Inspectors did not see any inadequate practice, and in some cases, where workers know the children well, positive relationships are helping children to do well in their placements. There is evidence of increased active management oversight on case records and workers report that they have frequent opportunities to discuss cases and receive regular supervision. The senior management team, all of whom are in permanent positions, are confident in their understanding of the quality of social work practice and focus training and support to social workers in the areas for improvement, identified in regular audits. Most care leavers are in accommodation suitable to their needs, and overall, support is more pro-active and effective.

Findings and evaluation of progress

Based on the evidence gathered during this visit, there is momentum in establishing and embedding core standards and processes. This is leading to improved practice and improved experiences for children looked after and care leavers. The local authority is making good progress in implementing actions in the improvement plan for children looked after and care leavers.

Senior managers have established routine audit activity that is effective in identifying key areas for improved practice. Oversight of front line practice and routine monitoring of progress ensures that the local authority understands the impact of work with children and families in Bromley. 'Live' case audits, undertaken alongside workers, is beginning to help them to reflect on their practice and be clear about how their interventions are helping children and what can be done to further improve their experiences in care. The implementation of 'practice week' in April 2017 presented a range of opportunities for senior leaders and elected members, including the leader of the council, to directly observe practice and speak to parents, carers, and young people to understand the impact of the services they receive. This has increased effective oversight of social work practice. Ongoing review of the quarterly practice development programme ensures that training is now targeting priority areas for improvement as identified in audit activity.

Social workers are encouraged about the changes made in Bromley and report that senior leaders are accessible and approachable. The co-location of heads of service alongside social work teams is beneficial in this respect. Opportunities for staff to meet directly with the Executive Director for children's services and other very senior managers through the newly established social work advisory group and monthly staff surgery is enabling the more effective engagement of staff in the improvement journey. Staff are directly contributing ideas to improve practice, for example, the development of a resource directory to highlight the range of supports available, including multi-agency services, to support children and families in Bromley.

Morale of workers is high; all spoken to by inspectors are clear about the practice standards expected of them. They are confident about the integrity of the new senior leadership team who provide a clear and aspirational vision for children services in Bromley. In nearly all cases seen on this visit, the social workers, independent reviewing officers, and personal advisors, demonstrate they know the young people well. Reduced caseloads has resulted in increased capacity to enable social workers to establish positive and effective relationships that helps children to feel secure in their placements.

The breadth and effectiveness of direct work is variable and in some cases is limited to descriptions and observations of children during home visits. However, inspectors saw in two of the tracked cases, positive relationships with hard to engage young people that has resulted in effective practice in reducing risky behaviours. This includes a high level of support provided to two young people in residential placements out of borough. Work to help children looked after understand their life stories is at an early stage, and is not yet sufficiently embedded as part of routine direct work. In general, electronic case records do not consistently capture the quality and positive impact of direct work undertaken with children looked after.

Assessments and plans, including placement plans for children looked after and care leavers, are not always routinely updated to reflect children's changing circumstances. This makes it difficult in some cases, to get a real time understanding of a child needs and lived experience. This includes the experience of care leavers, where an up to date assessment is crucial to understand risk in order to provide proportionate and effective support for young people living in semi-independent living arrangements.

The local authority are confident that all care leavers are in appropriate accommodation. A newly appointed placement officer is improving partnership working with both the housing and the commissioning team. A range of supported accommodation options are now in place that includes support and advice. A new multi-agency panel will take forward plans to develop a range of independent living options for care leavers aged over 18 years. Inspectors saw effective use of 'staying put' arrangements that provide placement stability and continuity of care for 17 young people moving into adulthood. Pathway plans, completed on a six monthly basis, cover the core domains of a young person's needs and risks, and improved multi-agency work, includes detailed health assessments. However, work that helps them understand their full health histories is at a very early stage.

Composition of the permanence and planning panel has been extended to include a legal advisor and managers from the fostering and adoption service. This is providing a clear process for managers to review and monitor the quality of work and decision-making for children and young people. There are more timely decisions for issuing legal proceedings in order to secure permanent plans for children through adoption or special guardianship arrangements and to secure long-term security for children in

foster care. There has also been increased placement stability and improvements in children's health and educational outcomes.

Management oversight of work is evident on case records seen and workers report that they have regular supervision and opportunities to discuss casework. The quality of recorded sessions varies and in most cases seen, the monitoring of actions and evidence of progression is limited. Better examples included detailed timely actions, monitored over a period, leading to clear progress following work with children. All social workers reported that caseload numbers are reducing and this is starting to create capacity to enable them to engage positively with young people. It further supports them to undertake and complete work within agreed timescales. This was evident on cases where children looked after in out of borough placements receive visits more frequently than the statutory minimum. This has led to more positive relationships and effective support.

Overall, this visit found continuing improvements in practice for children looked after and care leavers. Increased capacity at social work and managerial level aligned to the more active engagement of partners is a key contributor to this progress. This is leading to more timely and positive experiences for children looked after and care leavers. Steady and continued progress in the implementation of the local authority's action plan is addressing most of the deficits identified during the inspection in June 2016 for this group of children and young people.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Marcie Taylor
Her Majesty's Inspector

London Borough of Bromley

PART 1 - PUBLIC

Briefing for Education, Children and Families Select Committee Wednesday 28 June 2017

OVERVIEW OF CHILDREN'S SERVICES AND DEPARTMENT IN BROMLEY (INC STRUCTURE CHART)

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)

1. Summary

- 1.1. The purpose of this report is to provide members of the Education, Children and Families Select Committee with an overview of the Children's Service Department.

2. THE BRIEFING

- 2.1 Following the Ofsted inspection of the service the recruitment and retention of quality and experienced staff was recognised as a priority for the department in order to support the improvement agenda.
- 2.2 The Executive demonstrated its commitment to the service by approving the drawdown of additional funding over three phases in order to support the implementation of the improvement plan.
- 2.3 The funding has been used to realign the current departmental structure and recruit additional posts which have been created in order to 1) address the issues identified by Ofsted and 2) identify additional management capacity with the skills and experience to support practitioners within the department.
- 2.4 In December 2016, the council appointed a permanent Deputy Chief Executive & Executive Director of ECHS and Interim Director of Children's Social Care to lead on the improvement agenda.
- 2.5 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. At the point of the Ofsted inspection (May 2016) there were 4 Heads of Service reporting to the Director for Children's Social Care, this has now increased to 7 (excluding a time limited project manager post), see **Appendix 1**.
- 2.6 The Local Authority has been successful in recruiting to the available senior management positions and now has 6 out of 7 permanent Heads Service. The 5 new appointments shown overleaf are very experienced in their areas of work.

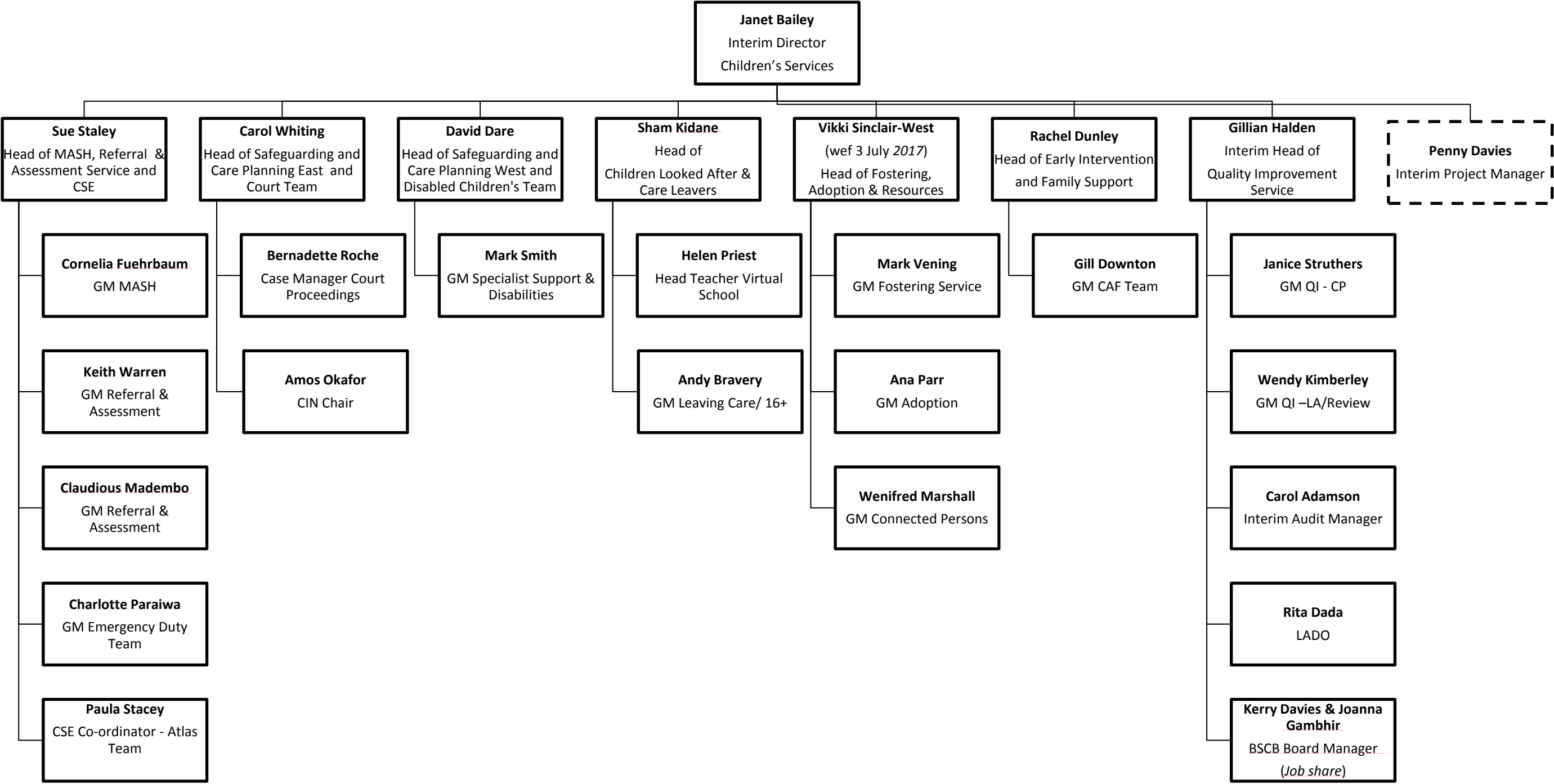
- Sue Staley – Head of MASH, Referral and Assessment Service and CSE, initially appointed in February 2017 as an interim and permanent by the end of June 2017,
- Sham Kidane - Head of Service for CLA & Care Leavers appointed in February 2017,
- Carol Whitting - Head of Service Safeguarding and Care Planning (East) and Court Team appointed in March 2017,
- David Dare - Head of Service Safeguarding and Care Planning (West) and Disabled Children's Team appointed in April 2017 and;
- Vikki Sinclair – West - Head of Fostering, Adoption and Resources who commences employment with the service at the beginning of July.

The remaining Head of Service interim position is:

- Gillian Halden – Interim Head of Quality Improvement appointed in September 2016 who will remain in post whilst the department advertises the permanent role.

- 2.7 The Deputy Chief Executive and Director Education, Care and Health and the Interim Children's Social Care Director have introduced a caseload promise to social workers to reduce caseloads to between 12 - 15. Caseload and Workforce data is being monitored and reviewed every month by Children's Service Improvement Governance Board.
- 2.8 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.
- 2.9 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.
- 2.10 From 1 April 2017, teams have been realigned so that there are more 'Team Managers' responsible for smaller 'cluster' teams consisting of a manager and a maximum of five social workers so that there can be better 'management grip'. A further 15 social worker posts have been created to support this and contribute towards the delivery of the 'Caseload Promise'.
- 2.11 The service continues to review recruitment and retention of calibre permanent staff. The monthly Recruitment and Retention Board chaired by the Director Human Resources leads on this area of work and the Children's Service Improvement Governance Board reviews caseload and workforce data every month.
- 2.12 The service continues to focus on increasing the proportion of permanent staff and has the following initiatives scheduled to take place in order to concentrate our effort in recruiting to the vacant posts:
 - Locum Recruitment Day - 7 June 2017
 - NQSW Assessment Centre Day - 14 June 2017 – ambition to recruit 10 top candidates
 - Permanent Recruitment Event - 3 July 2017
 - Step Up Assessment Centre – 4 – 6 July 2017
 - Conversion Event – July 2017 - open day for agency social workers

Education, Care & Health Services - Children's Services Senior Management Structure Chart – June 2017



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